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New donation to NGOs: Sharing one's Facebook/Twitter profile.

Supporters of a Doctors Without Borders campaign donated their profiles so that this NGO could share messages on the donated profiles. This article also lists the top 10 NGOs in terms of "Facebook likes" and "Twitter followers." [Go>>>](#)

Historic environmental victory: The end of leaded gasoline in sight.

For decades a universal additive to gasoline, lead has long been known to cause health and environmental damage. Leaded gasoline is now expected to be eliminated worldwide by 2014. [Go>>>](#)

Strategies for strengthening NGOs.

In an article derived from their 2011 comparative analysis, Dr. Lizzette Rojas and Dr. Flordeliz Serpa provide a consensus perspective on recommended strategies to strengthen NGOs. This article includes eight recommendations arising from their research. [Go>>>](#)

Sub-Saharan Africa struggling to meet demand for secondary education.

Despite the importance of education to help countries alleviate poverty, and particularly the education of girls, a number of governments are struggling to meet the demand for secondary education, according to the latest edition of UNESCO's *Global Education Digest* (2011). [Go>>>](#)

World population reaches 7 billion.

According to UN estimates, the world population reached 7 billion on October 31, 2011. This webpage presents a good overview of world population growth through time, global distribution, rate of growth, the number of people who have ever lived, and the methodologies employed. [Go>>>](#)

Compilation of grant/funding sources for NGOs.

Michigan State University Libraries has compiled a list of grant/funding sources for nonprofit organizations. This compilation is organized into 35 content areas, including the aged, children and youth, women in development, disabled, education, environment, and health. [Go>>>](#)

"Only a life lived for others is a life worthwhile."

Albert Einstein

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A Consensus of the Strategies for the Strengthening of Non-Governmental Organizations

Lizzette Rojas, PhD and Flordeliz Serpa, PhD

The administration of a non-governmental organization (NGO) is vital for its capacity to survive, to develop and to become sustainable. To advance the progress of the NGOs in the pursuit of sustainability, it is necessary to develop an overall view about the priorities that need to be worked, particularly those related to their administration. **During January and February 2011, Non-Profit Evaluation & Resource Center, Inc. (NPERCI)**



conducted a comparative analysis of the recommended strategies to strengthen NGOs. These strategies were formulated in several relevant works published in Puerto Rico between 2000 and 2010. The strategies examined were directly related to the administration of NGOs. The purpose of this research was to synthesize such recommended strategies. For the purpose of this research, administration was defined as the NGOs' capacity to govern, to direct their operations, and to manage, effectively and efficiently, their institutional resources.

The methodology used during this research was comparative analysis.¹ A non-probability judgmental and heterogeneous sample of ten works was selected, based on the following inclusion criteria: the work examined was about or directly related to NGOs administration; the work was published between January 2000 and December 2010; and the work was published in an open-access format.² Among the works included in the analysis, there were two sponsored by foundations, two theses, a web presentation prepared by a private university, two independent research works, two articles published in a professional journal, and a pamphlet prepared by the Office of the Comptroller of the Commonwealth of Puerto Rico.

The results of the comparative analysis suggested that there was a consensus regarding the recommended strategies to strengthen NGOs.

The analyzed works recommended capacity building of the NGOs in several areas, including financial management, human capital management, volunteers' recruitment, performance evaluation, development of self-sufficiency, development of the board of directors, strategic planning, etc. Also, the analyzed works recommended improving the processes of performance measurement, accountability, transparency, and integration of evaluation as part of the institutional control system. In addition, it was recommended the adoption of standards, norms, and procedures containing internal controls of administration, self-regulation mechanisms and an accreditation system. Lastly, it was recommended to conduct more research about the NGOs in order to document their impact in the community



After the comparative analysis was performed, a content analysis of the recommended strategies was conducted in order to categorize them.³ The process of the content analysis considered diverse perspectives and trends in the field of capacity building and the strengthening of NGOs. Additionally, the researchers considered the actions included in the strategies recommended among the works analyzed, as well as, their interdependence. Consequently, and considering the contributions of the systems theory and its application to the development of the institutional capabilities of the NGOs and the progress of such efforts, the content analysis generated the identification of the priority areas for the development and strengthening of the administration of NGOs. Five categories were identified, based on priority areas: capacity building, development and/or self-sufficiency; evaluation and/or measurement; standards and/or operational norms; research and publications; and awareness, promotion and/or acknowledgement

Based on the results, the researchers present the following recommendations to strengthen NGOs:

1. To develop capacity building strategies based on the NGOs characteristics in order to develop NGOs' programs, projects, processes and activities in an effective and efficient way.
2. To enhance volunteers as promoters of the development and operational self-sufficiency of the NGOs.

3. To facilitate the board of directors' adoption and implementation of accountability and transparency measures to respond to donors, clients, governmental agencies and the community.
4. To support and promote the implementation and/or improvement of performance measures, and accountability and transparency processes.
5. To promote the adoption of standards, norms and procedures as a mechanism to facilitate and support the effective, responsible, and transparent administration among NGOs.
6. To promote the integration of evaluation as part of the institutional control system and as a requisite for the funds assignment.
7. To strengthen and/or develop the compilation, storage, analysis, and divulgation of qualitative and quantitative information relevant to NGOs.
8. To promote research that contributes with new knowledge, best practices, and innovative strategies to strengthen NGOs, their operations, image and public trust.

It is important to mention that, in order to implement these recommendations, in Puerto Rico and worldwide, it is indispensable the commitment of the NGOs, the academy, the donors, the funding entities, the government, and the recipients of services. Also, NGOs need to maximize their potential and use their strengths for their own empowerment and to step up to the next level. Finally, NGOs need to assume a more active role in their strengthening and development in order to achieve a progressive institutional learning process.

REFERENCES

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3. Patton, M. Q. (1990). *Qualitative Evaluation and Research Methods*. Second Edition. Sage Publications, Inc.

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