

## BEYOND SURVIVAL: REPOSITIONING FOR RELEVANCE

**MAY 2020**

**SEMINAR WILL  
START AT  
10H00**

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### RULES OF ENGAGEMENT

- Seminar will start at 10H00
- All microphones and video will be muted for first part of session
- There will be a short online survey in this session ([www.menti.com](http://www.menti.com)), so please have a laptop/cell with an internet browser window open
- If you have questions during session, please post to "chat" to Daniel privately and we'll address when time permits.
- After the session, there will be an open session for Q&A's
- In response to questions, please make use of "raise hand" function if you want to answer
- Remember to unmute when talking and return to mute when finished talking
- PowerPoint will be distributed to attendee mailing list (If you want to receive it and other resources, please send your email address via chat to Daniel or Lisa privately).

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### SHORT SERIES

**COVID-19**

This three-part series for Non-Profits aims to address key challenges faced by NPO's amidst the Covid-19 crisis, with a focus on financial sustainability and operational efficiency whilst ensuring maximum community impact.

**Session 1 (May 27th): Beyond Survival: Repositioning for Relevance**

- Overview of current environment for NPO's (economic indicators and trends)
- Toolkit for internal operational health-check of your organization
- Key considerations to ensure you survive & thrive in these uncertain times
- Opportunities in the market

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### SHORT SERIES

**Session 2 (June 3rd): Financial Sustainability Amidst Corona**

- Fundraising considerations
- Running a "lean" organization (i.e. cutting out excess)
- Government incentives and how to capitalize thereon
- Value exchange

**Session 3: (June 10th) The Board's Role Amidst Corona**

- The board's responsibility to the organization amidst Corona
- Regulatory / fiduciary responsibilities
- Ambassadorial roles
- Advisory roles
- Stewardship

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### PRESENTERS



CA (SA), FCA (UK), MBA (Stell).  
He is particularly passionate about development in Africa. He consults NPO's all over South Africa with regards to Financial Integrity and Sustainability and serves as Trustee and Non-Executive director on various NPO's




Founder/Director of the Sustainable Development Network. She has a Master's degree in Sustainable Development from Stellenbosch University, and honours degrees in social sciences and sustainable development. She has 25 years' experience in the NGO sector in South Africa.






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### CHECK-IN

How are you doing as an organization in these times?




Statement	Score
I am concerned if we will survive	35
We have lost a lot of financial support	37
We had to cut salaries or retrench staff	28
Organization morale is at a very low point	3
We cannot execute operations under lockdown regulations	33
Our Board has been engaged throughout to support, guide and advocate for us	11

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### CHECK-IN

What is your view to the future?



Statement	Score
We are changing our strategic objectives	30
We've engaged with new partners	36
We're streamlining to focus on core business	27
We're running a leaner / more efficient organisation	31
We're rethinking our board	24
None of the above. The ship is sinking...and I'll have to jump overboard	7

Average

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### SOCIO-ECONOMIC INDICATORS

**Impact of Corona on South Africa:**

- Expected to see peak of curve in July (WC) & Sept (rest of SA)
- Social distancing and forms of lock-down to continue for foreseeable future - new normal
- Health-system under severe constraint from June
- Economic impact : projected +- 10% decrease in economy (vs normal 2-3% growth) / Africa 5-7%
- Hunger at 6 million people could increase to 9 million
- Unemployment is +29% could increase to 50% (Up to a million people projected to loose work)
- High risk of business closures in tourism, entertainment, leisure, aviation, start ups, small and informal businesses
- Moody's downgrade / currency fluctuation
- Increase in Gender Based Violence
- Social discontent with the system




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## NPO SPECIFIC CHALLENGES

**NPO Specific Challenges**

- NPO sector not being addressed in Lockdown levels – so current uncertainty
- Discontent with Government control on distribution and lack of support
- Non-Profits will need time to adjust – many will scale down or close
- Many donors will adjust their giving patterns
- Organizations cash-strapped with reduced donor funding
- New players in market...
- Many programs can't run due to social distancing and travel restrictions
- Fewer volunteers (fear, fight for own survival, change in focus)
- Social / media focus is now on food distribution and flooded with Covid19, away from education, childcare, frail care, environment, skills development etc. (But this will change!)




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## ORGANISATIONAL HEALTH CHECK –

Covid19 is a trigger to rethink the way you are operating. We suggest you consider the following health-check for your organisational design :

- **Strategic Repositioning**
  - Consider the changed landscape in which you operate
  - Redesign your value proposition
  - Critical success factors and innovation (both for you and "client offering")
- **Operations**
  - Capacity vs need
  - Quality management (consider perception gap)




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## ORGANISATIONAL HEALTH CHECK

Health-check for your organisational design (cont.)

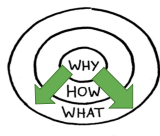
- **Leadership**
  - Quality of Exco and board
  - High performance team (How can we raise outputs)
- **Financial**
  - Able to meet financial obligations
  - Preservation of integrity and ethical considerations
  - Operating a lean business
  - Capitalising on tax relief measures
  - Restructuring organisation




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## WHAT??

### The Golden Circle





**What**  
Every organization on the planet knows WHAT they do. These are products they sell or the services they offer.

**How**  
Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

**Why**  
Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. It's a purpose, cause or belief. It's the very reason your organization exists.

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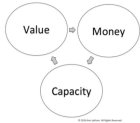





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## VALUE

Looking at the WHY - this should not be the programs you do – but focus on **VALUE** for stakeholders:

- What impact do you want to have?
- How will the world – especially now - be better off if you succeed?
- Who will benefit directly and immediately?
- Who will benefit indirectly or over time?
- How will you measure real success





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## WHO CARES HOW?

You probably know **who cares?** The question is – **how do they care** in a changed environment?

**Some considerations:**

- What corporations are a natural fit for your cause and/or your beneficiaries?
- Who will want to be associated with your cause?
- How does your cause contribute to their mission, passions, responsibilities, or industry?
- How do you monetize their interest?
- How can you get them involved so they want to contribute their time, money, stature, and connections?

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## PARTNERSHIPS

**Partnerships** can dramatically increase your ability to have the impact you desire:

- What other organizations share your cause or have a parallel cause?
- What other organizations are dedicated to helping the same beneficiaries?
- How can you leverage these overlaps?
- Who has been down the road you are about to traverse?




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## INNOVATION & PARTNERSHIPS

One Heart for Kids








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## INNOVATION



Adventure racers Kevin and Mark Sheehan.

Local athletes raised R100 000 by running 160km in their gardens for local charities that are working with communities affected by the Covid-19 pandemic. The athletes ran 36-37 hours to hit the 160km mark.

Adventure racers Mark and Kevin Sheehan, runner Christoff Bothma as well as rock climber Garry Smit participated, while former Olympic rower Lee-Ann Perse and South African wave-ski champion Mike Wessels completed the full challenge.



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## NEXT STEPS

- Do an organisational health-check
- Use the Covid19 trigger to rethink the strategic positioning of your organisation
- Innovate
- Attend session 2 Finance & 3 Board, to discuss key challenges in more depth
- Network with other organisations

Email us:

[Daniel@ascentgroup.co.za](mailto:Daniel@ascentgroup.co.za)

[lisa@sdnafrika.org](mailto:lisa@sdnafrika.org)



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