

## Overview

Successfully leading and managing an organisation involves making and implementing strategic decisions concerning how to maintain your organisation's direction whilst continuously improving performance and impact in a changing environment. Today, leaders and managers require a wide and diverse range of competencies to successfully motivate, drive and facilitate strategic development and change in an organisation.

This Certificate focuses on the strategic management of non-profit organisations seeking social change and is of particular relevance to those involved in advocacy as well as capacity building. It provides you with core knowledge, practical skills and tools to support you in the strategic advocacy and management of your organisation.

This certificate course comprises three independent but mutually reinforcing modules:

1. **Strategic Analysis & Decision-Making**  
(3 days)
2. **Strategic Advocacy for Social Change**  
(4 days)
3. **Outcome Mapping**  
(4 days)

## Training Methodology

Emphasis is placed on "action learning" and each module features presentations, structured learning experiences, facilitated discussions, individual and group activities.

## Participants

This course will benefit in particular:

- Executive Directors
- Senior Managers
- Programme and Project Directors, Managers, and Coordinators
- Consultants
- Board Members

## Included Services

Course fees include tuition, training materials and handouts, lunch & coffee breaks, and a course certificate.

## Tailored Options

- This course can be provided in-house for your team/organisation
- Optional post-course accompaniment for the implementation of action plans is available
- This course can also be conducted on a one-to-one basis

Modules can also be taken individually, leading to a course certificate for each module.

For further information about this course, please contact us: [courses@ngomanager.org](mailto:courses@ngomanager.org)

## Learning Outcomes

After this course participants will be able to:

### 1. Strategic Analysis & Decision-Making

- Identify the main strategic opportunities and challenges facing NPOs
- Explain the concept of strategy, its multiple definitions and their relevance to NPOs
- Describe the differences between strategy, strategic planning and strategic management
- Present the strategic management cycle and understand its relevance to NPOs and the challenges associated with such an approach
- Explain the importance of strategic thinking, create conditions that are conducive to strategic thought and minimise those that are not
- Describe what is involved in the strategic analysis of an organisation's internal and external environment
- Identify and use some of the different tools and approaches available for internal and external strategic analysis and assess which are of most relevance in a given situation
- Explain the different types of strategic options and choices available to NPOs
- Understand how to generate and appraise strategic options, as a basis for strategic decision-making
- Guide and facilitate strategic individual and group decision-making which supports and benefits from organisational learning

### 2. Strategic Advocacy for Social Change

- Explain the relevance of advocacy to bringing about positive social change
- Describe the conceptual underpinnings and real-world applications of effective advocacy
- Identify different types and approaches to advocacy and how each can be applied in different contexts
- Assess the relevance (power and influence) of different stakeholders to the process of advocating for social change
- Design, map and implement multi-dimensional advocacy strategies and individual interventions
- Enhance your advocacy with evidence-based research and analysis as well as effective political communication
- Incorporate effective advocacy into your organisation's existing programmes and initiatives
- Assess how specific networking or partnership building opportunities can contribute to achieving your organisation's advocacy goals

### 3. Outcome Mapping

- Explain the importance of changes in the behaviour of individuals, groups and institutions to achieving positive social change
- Describe the main concepts, key terms and phases in Outcome Mapping
- Use Outcome Mapping as an approach to organisational, programme and project planning.
- Plan, manage and guide organisational, programme and project planning processes using Outcome Mapping tools and approaches
- Use Outcome Mapping's performance monitoring and evaluation systems to enhance an organisation's learning from experience
- Assess the potential utility of Outcome Mapping for the planning, monitoring and evaluation of an organisation's work
- Integrate the relevant dimensions of Outcome Mapping into an organisation's existing planning, monitoring and evaluation practices
- Translate Outcome Mapping terminology into your organisation's existing language

## Practical Info

- Duration & timings: 11 days, 09h – 17h
- Non-OECD fee: 2,690\* / 3,090 Swiss francs (CHF)
- OECD fee: 3,290\* / 3,690 Swiss francs (CHF)
- Location: Geneva, Switzerland

\* **Early bird fee:** book 2 months before the course starts to benefit from the reduced rate