

5/09/2023

Essentials of leading and managing civil society organisations (CSOs) in cancer control

Strengthening leadership and management
capacities towards a sustainable and effective
civil society's response to cancer control



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Overview

To nurture a sustainable and effective civil society's response to cancer control, the Union for International Cancer Control (UICC) is launching a new online learning programme providing UICC member organisations with essential learning on key topics underpinning the leadership and management of CSOs in cancer control.

Timeline: November 2023 – May 2024

Format: eight learning modules | approx. 3 hours of pre-recorded learning material per module | one live expert-led session per module | additional resources and exercises | certificate upon completion

Language: the programme is offered in three separate language-cohorts, English, French and Spanish, with each cohort benefiting from all communications, training, live interaction and study materials in the elective language.

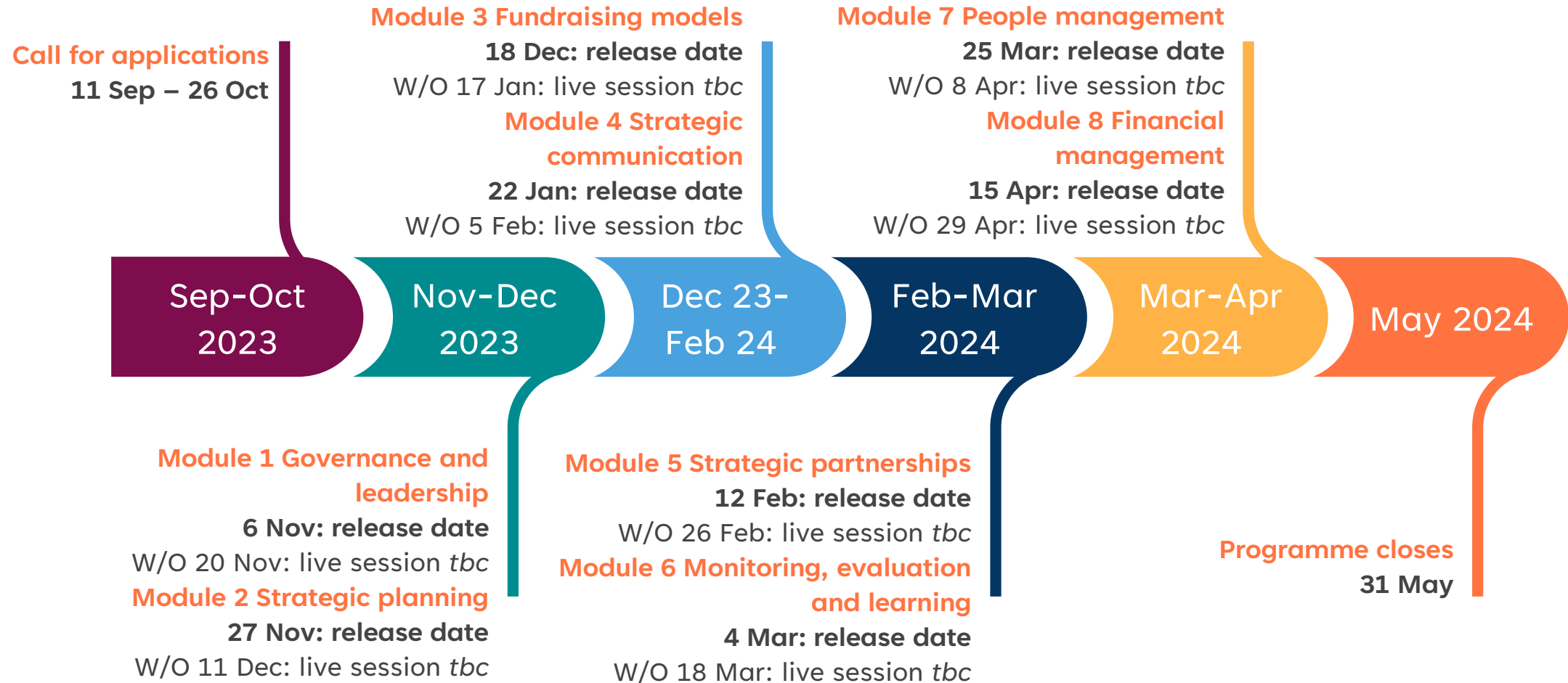
Designed and delivered in partnership with: Stone Soup Consulting an international network of management consultants and experts supporting third sector organisations enhance their performance and impact



Supported by: MSD



Timeline



Modules

Learning is divided in eight modules, each addressing a key organisational knowledge domain

1. Governance and leadership

The purpose of this module on strategic communication is to showcase the various ways in which effective communication can benefit cancer CSOs, including enhancing visibility, increasing fundraising efforts, promoting transparency, and driving advocacy initiatives.

After this training module, participants will be able to:

- Understand key concepts such as creativity, branding and communication
- Use tools for comprehending and establishing a connection with your target audience
- Understand the benefits and challenges of utilising social media platforms and integrating them with major challenges that cancer CSOs encounter
- Create effective calls to action
- Deploy and create a detailed and effective communication plan

2. Strategic partnerships and alliances

This module on strategic planning aims to provide participants with skills relevant in developing their organisational strategic plans. It supports participants to work through the various phases of strategic plan development and constituent plans critical for the successful implementation of a strategic plan.

After this training module, participants will be able to:

- Understand the importance of the strategic planning process and plan in organisational development
- Understand the program cycle as it relates to a strategic plan
- Undertake strategic planning phases
- Develop an institutional strategic plan or strategic frameworks



Modules

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3. Fundraising models and financial sustainability

This module on fundraising models and financial sustainability will address the concerns and needs of CSOs from the health sector in exploring fundraising models and discovering new funding streams in the present and near future to ensure their sustainability.

After this training module, participants will be able to:

- Understand the main reasons for giving and the possible fundraising streams
- Estimate their funding gap
- Develop their first fundraising plan (or adapt their current one)
- Implement internal processes to support sustainable giving and fundraising
- Prepare a fundraising campaign
- Understand the specifics of online fundraising

4. Strategic communication

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Modules

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5. Strategic partnerships and alliances

This module on strategic partnerships and alliances aims to strengthen organisations' capacity in developing and managing inter-organisational purpose-driven partnerships that can accelerate the impact potential of organisations and their initiatives.

After this training module, participants will be able to:

- Recognise the benefits, opportunities and challenges of cooperation through different types of strategic partnerships and alliances
- Characterise individual competencies and critical organisational success factors for effective cooperation
- Know how to design and navigate the lifecycle of partnerships, from planning and implementing to assessing and reviewing
- Apply essential tools for developing, managing and assessing partnerships

6. Monitoring, evaluation and learning

This module on Monitoring Evaluation and Learning (MEL) aims to enhance the capacity of participants in effectively planning and implementing monitoring, evaluation and learning systems to developing CSO's projects and activities. The overall goal is to support participants in improving performance, achieving greater impact and demonstrating accountability to stakeholders.

After this training module, participants will be able to:

- Understand the importance and principles of MEL in the CSO sector
- Develop skills in designing and implementing MEL frameworks and systems
- Develop knowledge on data collection and reporting tools
- Develop strategies for sharing and communicating MEL results effectively to stakeholders



Modules

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7. People management

This module aims to build capacity to address the most pressing challenges related to people management in CSOs, such as talent retention, motivation, performance management, talent development, volunteer management, new work culture, flexibility and diversity and inclusion.

After this training module, participants will be able to:

- Review and design an improved recruitment, selection and onboarding policy and practice for their organisation
- Define a performance evaluation system and a clear training and development policy and practice
- Review and adapt their compensation and benefits packages
- Identify the building blocks of culture, wellbeing promotion and DEIB (diversity, equity, inclusion and belonging)

8. Financial management

Organisations put a lot of effort in generating funds for their activities and beneficiaries, but sometimes not so much in managing their financial assets or liabilities, which can be a drain on resources. Keeping budgets and expenses under control is also necessary for financial sustainability. A good financial management is key for organisations to navigate challenging financial times and get limited resources go further.

After this training module, participants will be able to:

- Have a global vision of the financial dimension of their organisations and introduce improvements, if necessary
- Reinforce the dynamics of planning, organising and controlling
- Carry out an organisational financial self-assessment based on key internal controls techniques to improve the organisation financial management



Criteria to join the programme

This opportunity is open to **UICC member organisations only**, with a focus on **civil society organisations** (i.e. non-State, not-for-profit, entities separate from government and businesses).

This programme aims to strengthen organisational capabilities, not only to build individual skills, so applications are sought on behalf of organisations rather than individuals.

Each interested organisation can have **more than one person actively participating** in the programme over the required time:

- One consistent person who holds a leadership position within the organisation (**lead participant**) would be expected to attend the whole programme,
- plus other staff members (**module participants**) may join individual modules as appropriate based on the relevance of each topic to their role or function within the organisation.

The application will ask to name the lead participant, as well as the module participants.

Commitment:

- **Eight modules** with a total of around 25 hours of pre-recorded training (approx. 3 hours per module), **eight one-hour live expert-led sessions** (one per module), plus approximately one additional hour per module for **elective exercises, quizzes and preparation**, between November 2023 - May 2024
- Within the period, **modules** are released in sequence **every three weeks** (meaning 4-5 hours commitment is required every three weeks)
- Completion of a short feedback survey after each module, a final survey at the end of the programme and a follow-up survey six months after programme completion.



Trainers' profiles



Peter Irungu - Governance and leadership | Strategic planning

Having worked across sectors in international development, Peter has over 20 years experience in organisational leadership, governance and currently provides organisational development and technical assistance especially in strategic planning, leadership and programme management. He has worked at local, regional and global level and is based out of Nairobi, Kenya.



Patrice Santos – Fundraising models and financial sustainability

Patrice has an academic background in political science in France (Sciences-Po) and holds a master's degree in governance of organisations for international development, a master's degree in international economics, and a LL.M. (private law). In over 20 years of professional experience, he worked as a policy analyst at the European Commission, economic advisor at the French Prime Minister Services and he provided consultancy with Stone Soup on more than 30 projects, mainly on fundraising, financial sustainability and strategic planning.





Daniel Mendes - Strategic communication

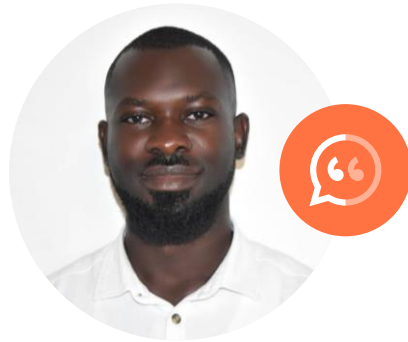
With an academic background in Biology and a specialisation in Sustainability and Corporate Responsibility Management, Daniel has more than 10 years of experience working with various organisations in fields such as conservation, culture and social rights. He has a diverse background working with NGOs, government agencies, and companies of all sizes in projects related to innovation management, strategic planning, strategic communication and Human Centred Design.



Rosa Matos – Strategic partnerships and alliances

With an academic background in Economic and Organisational Sociology (PhD), Development Management, Applied Ecology and Biology, Rosa has 28 years of international experience in leadership positions in civil society and philanthropic organisations and in consultancy to increase institutional strengthening and social impact of initiatives and organisations in Europe, the Americas, Africa and Asia.





Edwin Supreme Asare – Monitoring, evaluation and learning

Edwin is an experienced Monitoring, Evaluation, Research, and Learning (MERL) consultant with a specialization in Development Impact Assessment. With over 10 years of experience, he specializes in facilitating training sessions in MERL for local and international organizations across various sectors. Edwin is highly skilled in designing M&E frameworks, data collection tools, conducting both qualitative and quantitative studies, and utilizing experiential learning methodologies for training in monitoring and evaluation.



Liliana Dias – People management

Liliana has 18 years of experience in human resources consulting and organisational development and has worked in several capacity building and leadership training and coaching with civil society organisations in different geographies. She has a Double Master's in health psychology (University of Lisbon) and in Human Resources Management (ISCTE-Business School) and Post-Graduation Studies in Management of Creativity and Design for Organisational Innovation (IADE).





Julio Alonso Gil – Financial management

Julio Alonso is graduated in Business Administration and MBA from ESADE Business School (Barcelona-Spain) and he has also several post-graduate studies in Management. He has developed his professional career in Spain, Portugal, USA and France, holding management positions in the fields of Controlling, Organization, Finance and Transformation. As Consultant since September 2018, he has supported the organizational development, strategic planning, financial sustainability and capacity building of several social entities. He has also developed and delivered capacity building trainings in Finance Management and Cost/Benefit analysis for NGOs.





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