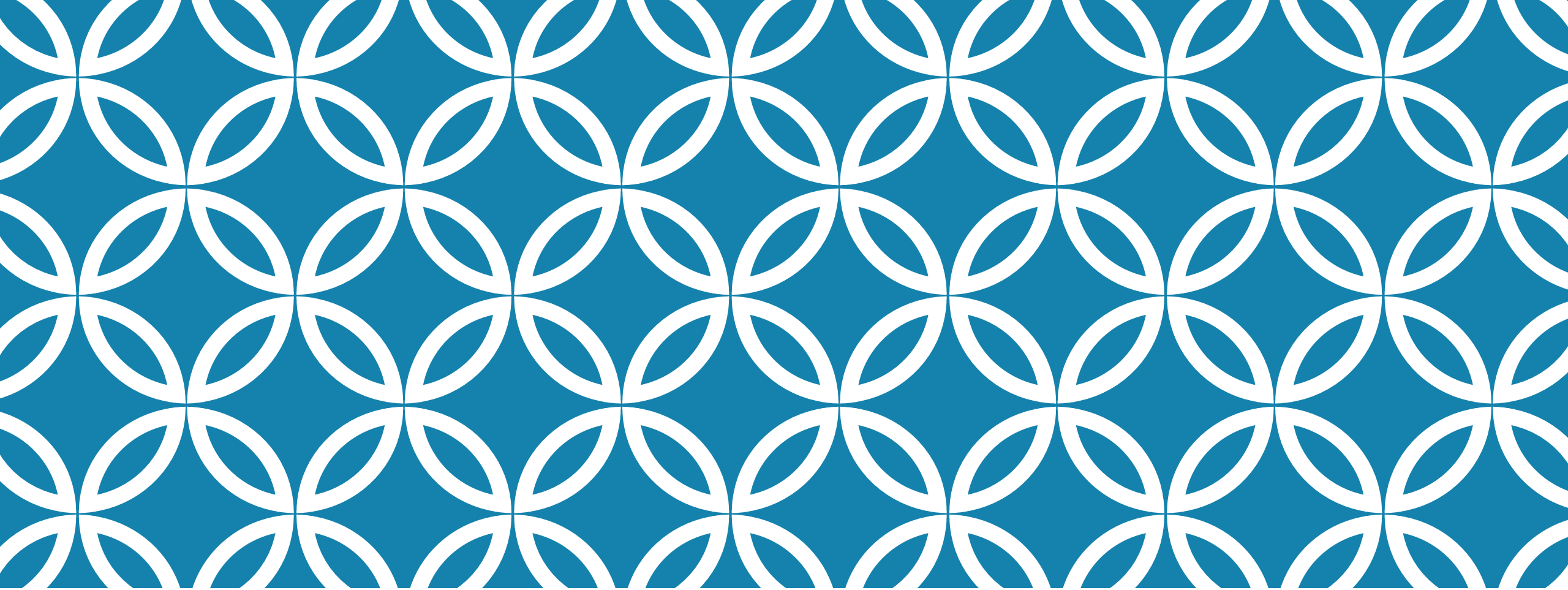


NGO MANAGEMENT & LEADERSHIP COMPETENCY MODEL

MHRM Project by
Afif Tabsh

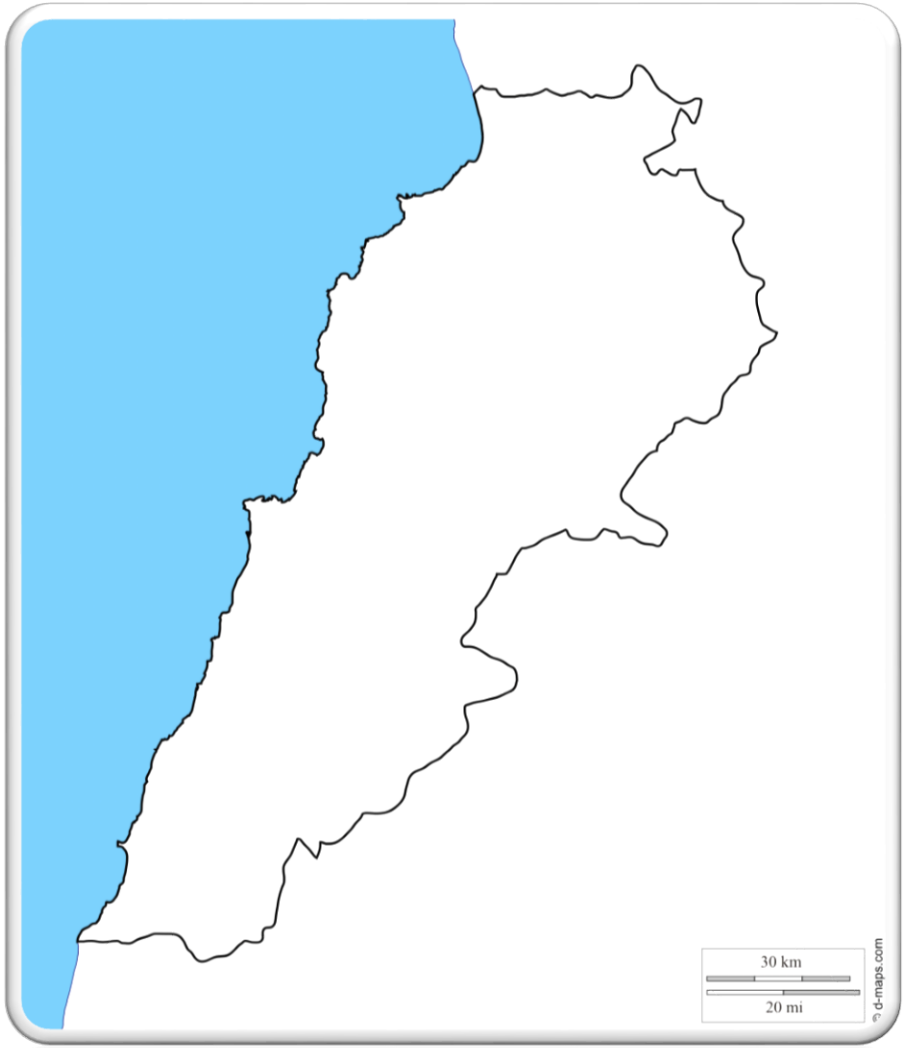
OUTLINE

1. Background
2. Research Objectives
3. Research Questions
4. Research Methodology
5. Key Definitions
6. Literature Review Findings
7. Survey Findings
8. Regressions & Statistical Analysis
9. Focus Group Findings
10. Suggested Training Program

BACKGROUND

Quick Facts

- 10,452 KM Squared.
- 4+ Million Citizens
- 1.5+ Million Refugees
- Numerous Man-Made Disasters & Conflicts
- 8,000+ Registered NGOs



RESEARCH OBJECTIVES

Taking the Lebanese context in mind, this exploratory research aims at identifying:

1. Key competencies needed by individuals in a management or leadership position in NGOs.

2. Optimal design of the training program based on those competencies.

RESEARCH QUESTIONS

1. What competencies should individuals in managerial or leadership roles in NGOs in Lebanon have?

2. What are the best training methods needed to build the aforementioned competencies taking into consideration the Lebanese context?

RESEARCH METHODOLOGY

DEFINING AN NGO

A list of criteria has been identified that defines an NGO. An NGO:

1. is a legal entity founded by natural or legal persons.
2. not initiated nor managed by any government.
3. doesn’t accept membership of governmental bodies.
4. works to fulfill community needs rather than profit, i.e. not for profit.
5. can be based on voluntary work, paid staff or both.

DEFINING COMPETENCY

According to Saville and Holdsworth Limited (SHL), competencies are about “how knowledge and skills are used in performance, and about how knowledge and skills are applied in the context of some particular set of job requirements.”

Competencies in this study will be put forth in **3 main categories**:

1. **Technical** *(Proposal Writing, Moderating Meetings, Using Software, Industry-specific Knowledge…etc.)*
2. **Soft Skills** *(Leadership, Negotiation, Communication, Team Building, Empathy…etc.)*
3. **Strategic & Organizational** *(Strategic Management, Systems Thinking, Project Management…etc.)*

LITERATURE REVIEW FINDINGS

The literature review covered:

1. Books
2. Academic Journals
3. International and Local Training Programs
4. Universities' Degrees and Diplomas

All the topics covered in the literature review were in fields related to NGO Management and Leadership. **40 competencies** under the **3 categories** mentioned earlier were identified.

SURVEY DISTRIBUTION

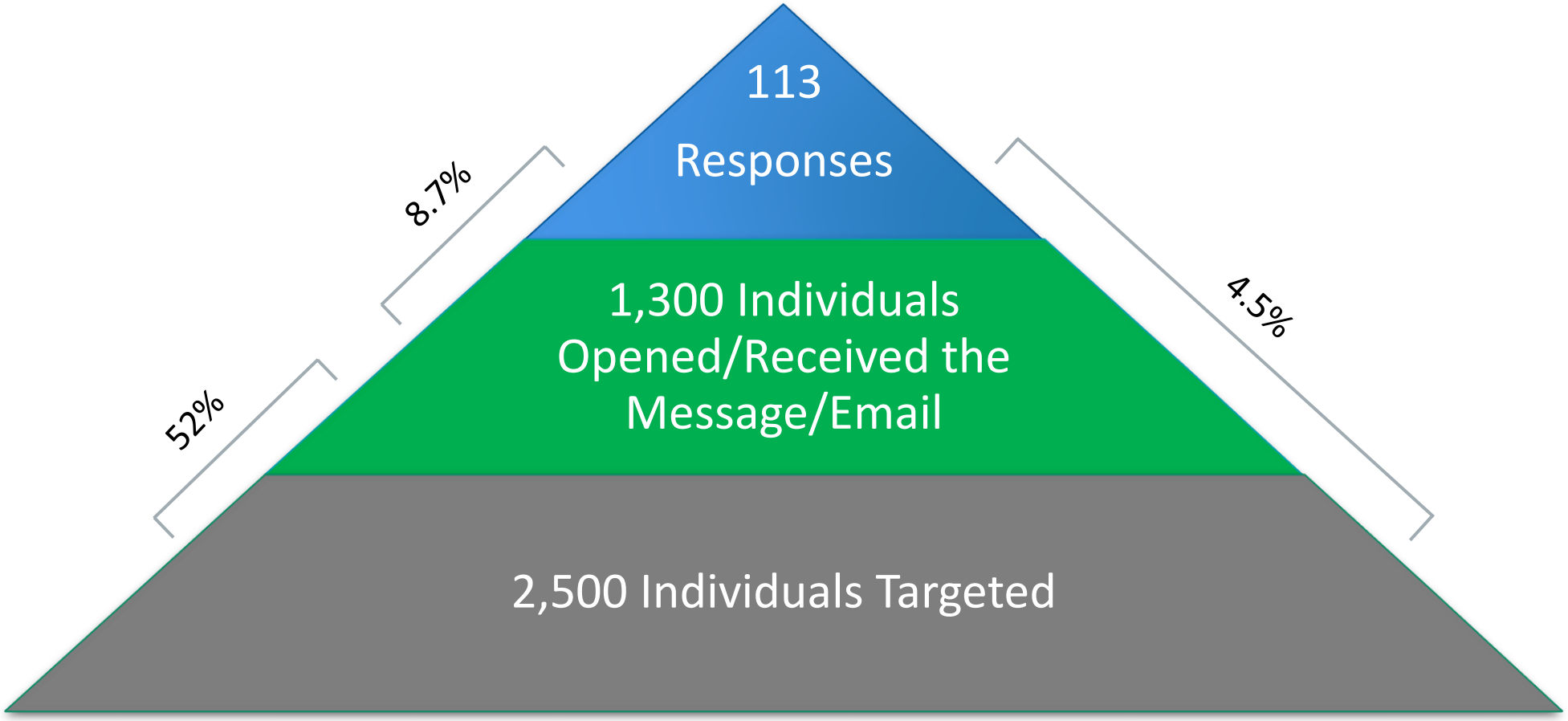
Target Group

1. NGO Founders
2. NGO Board Members
3. NGO Staff
4. NGO Volunteers
5. NGO Advisors
6. NGO Consultant
7. NGO Trainers
8. Donors & Funding Agencies
9. Organizations that Collaborate with NGOs *(Civic Engagement Centers in Universities, Research Institutes..etc)*

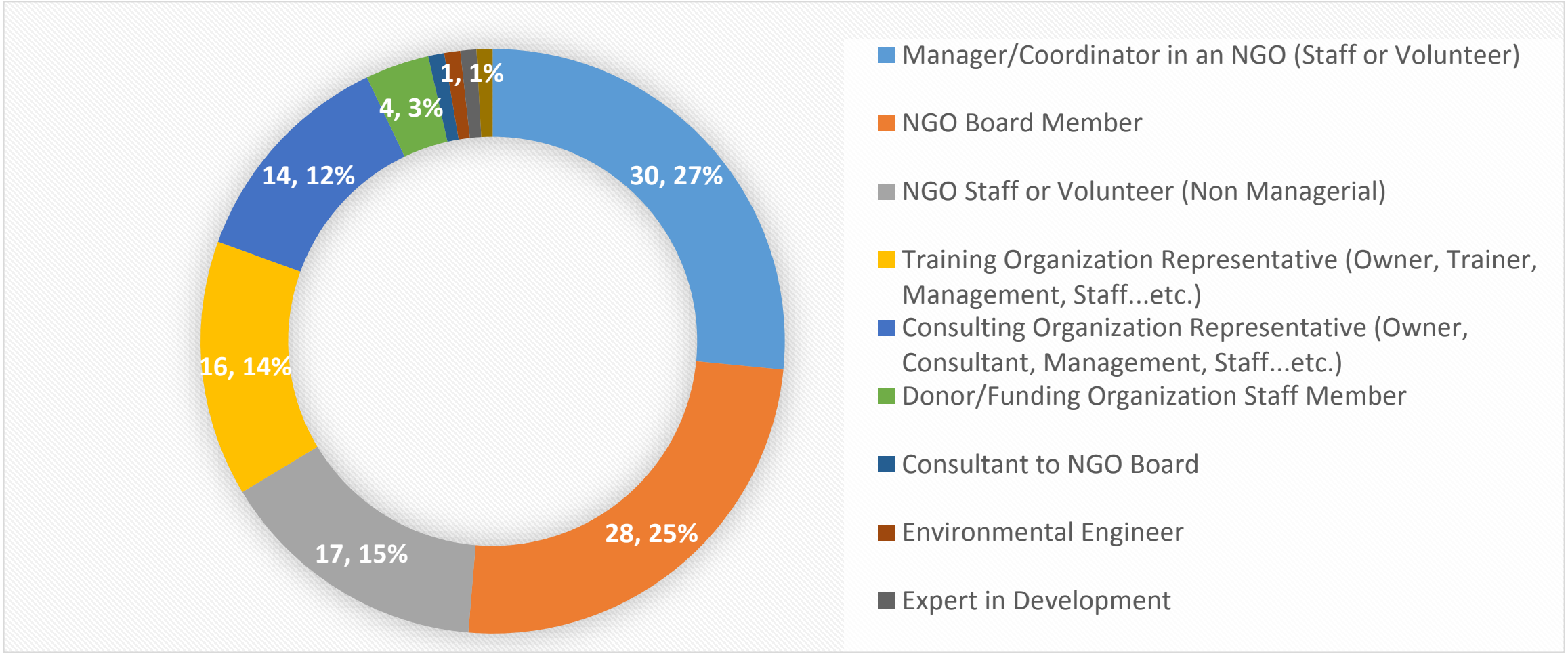
Channels

1. Personalized Emails
2. Specialized Platform for NGO Community (Daleel-Madani)
3. Mass Email to NGO Community (LDN)
4. Specialized LinkedIn Groups
5. Specialized Facebook Groups
6. Personal Calls/Messages to Fill Survey

SURVEY RESPONSES



SURVEY DEMOGRAPHICS



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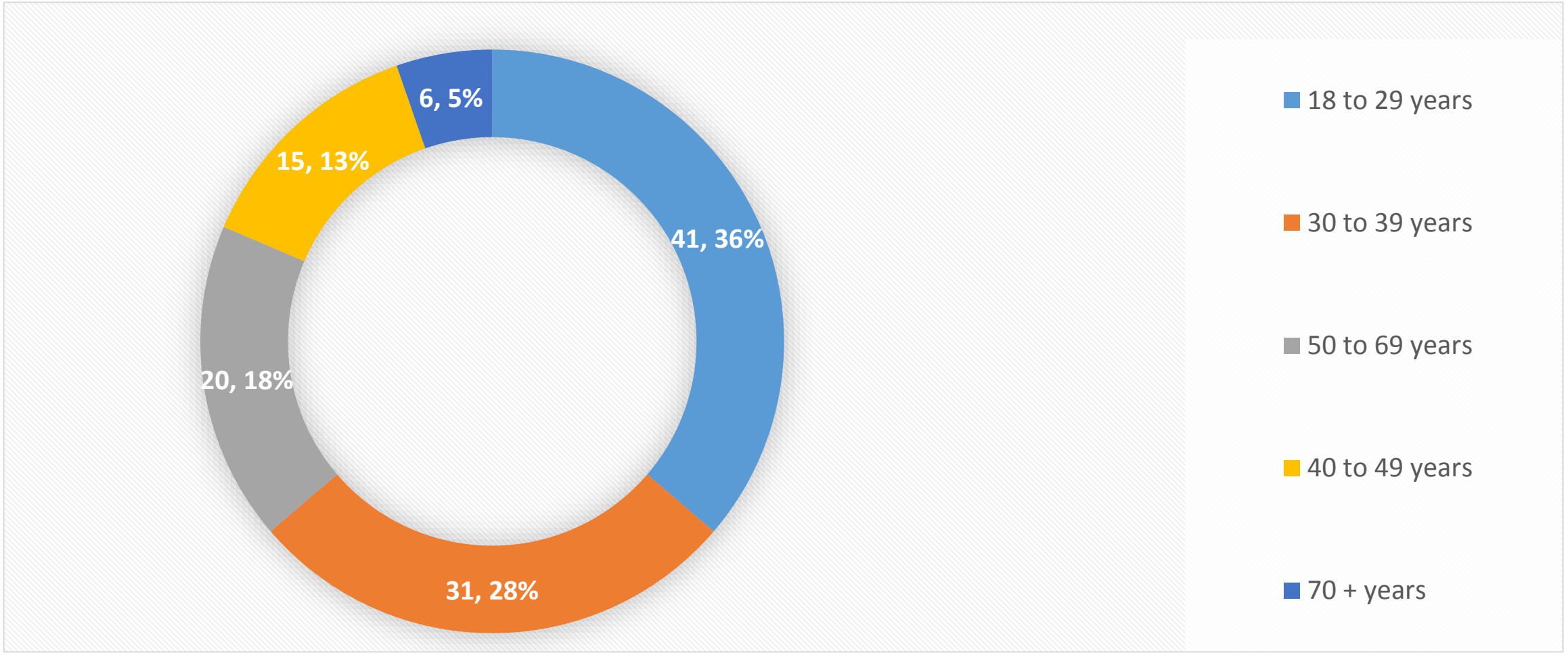

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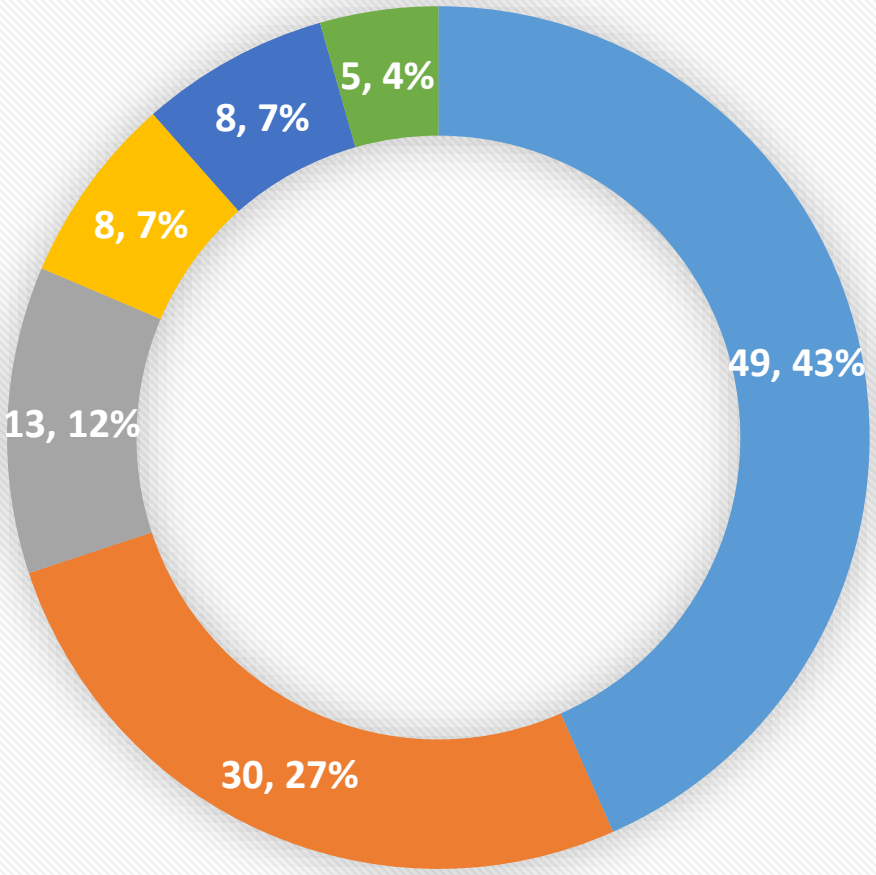
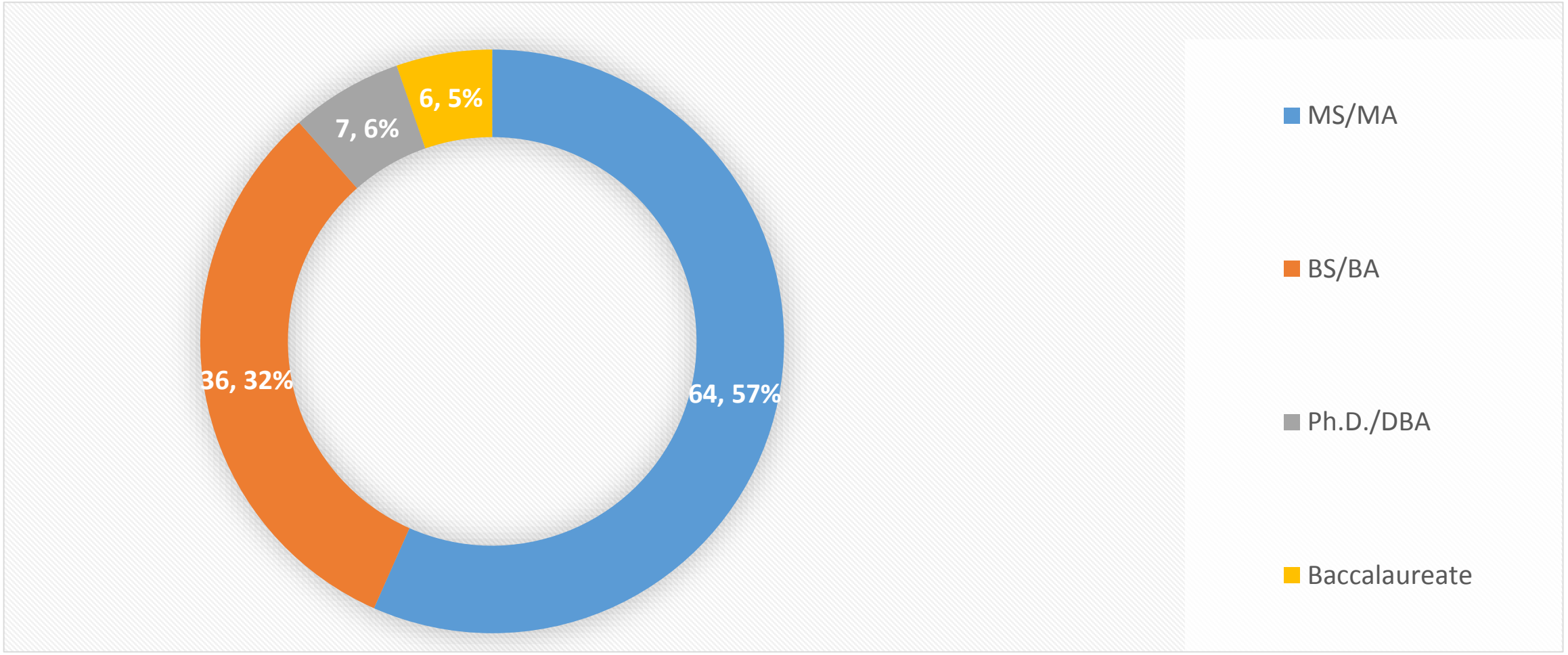


- Local NGO (an NGO that serves all Lebanon)
- International NGO
- Non-NGO Participants
- Community Group (local village group, family association, or geographic scope limited to certain area in Lebanon)
- National NGO (an NGO that works with many Arab countries)
- Regional NGO (an NGO that has services/offices in more than 1 country in the region)

SURVEY DEMOGRAPHICS



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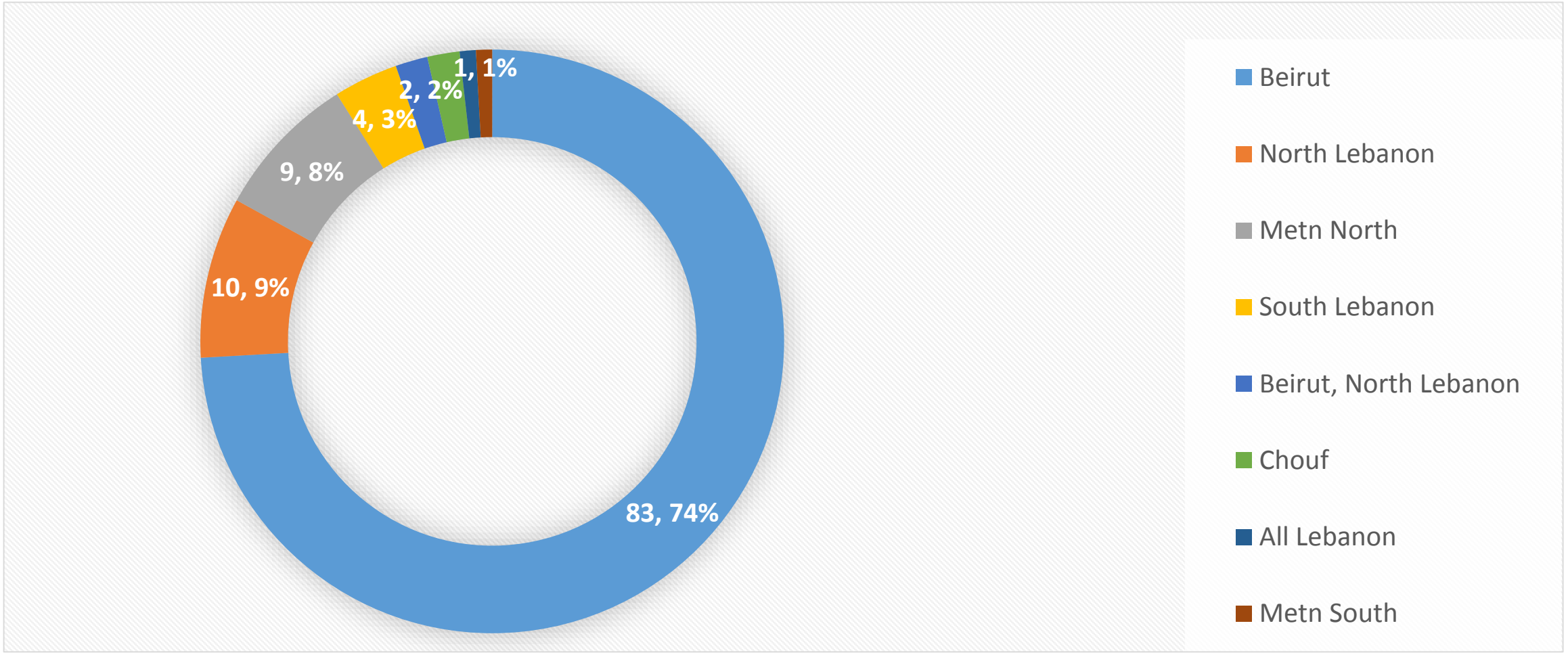
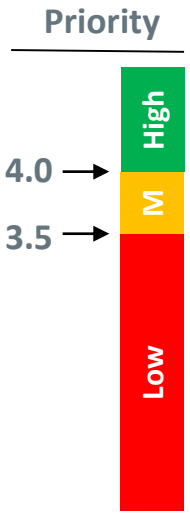


SURVEY SCORING SCHEME

The following scale was used in the survey:



5 – The competency is an absolute must have and has a major impact on performance.

4 – The competency is important to have and has a considerable impact on performance.

3 – The competency is good to have and might result in good results, but is not a must.

2 – The competency is not important to the role but is nice to have.

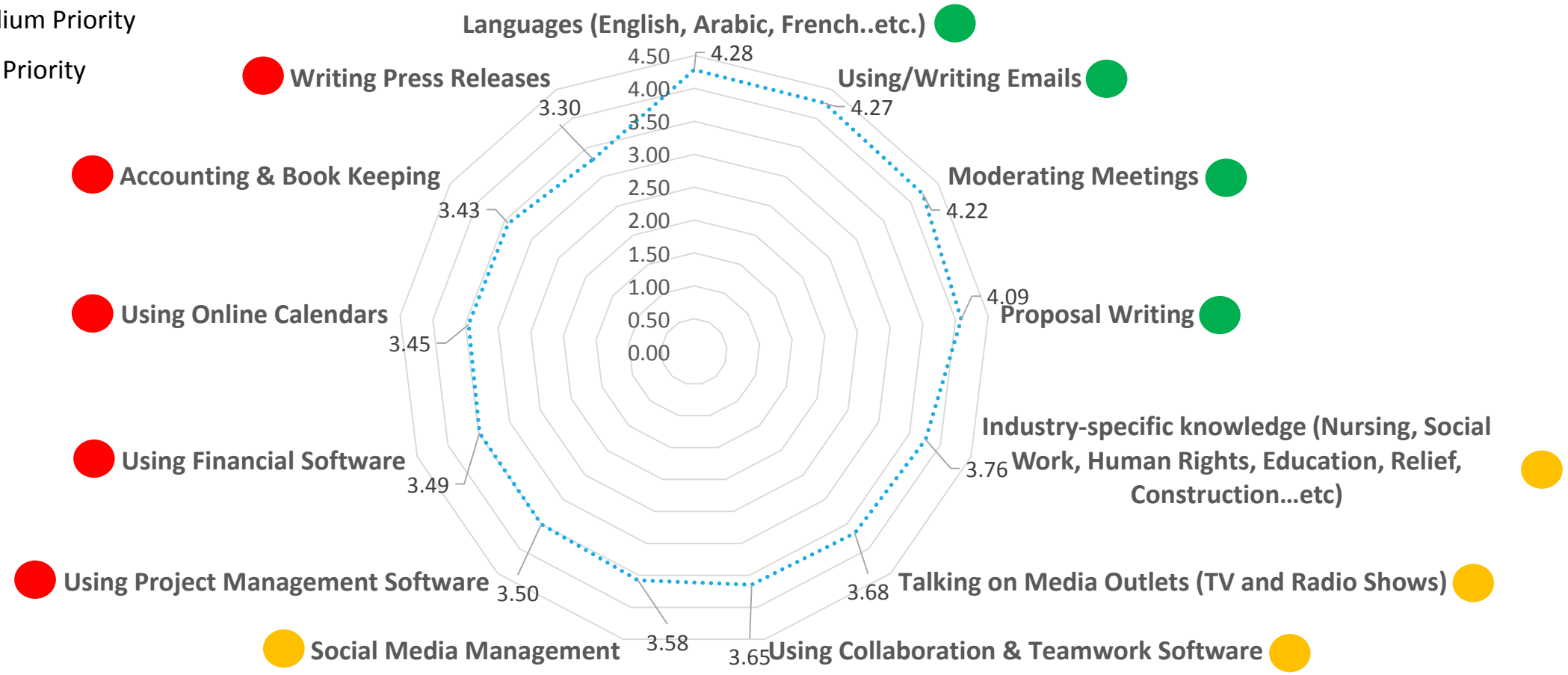
1 – The competency is not related to role and has no added value to performance.

SURVEY FINDINGS – TECHNICAL COMP.

4 < High Priority

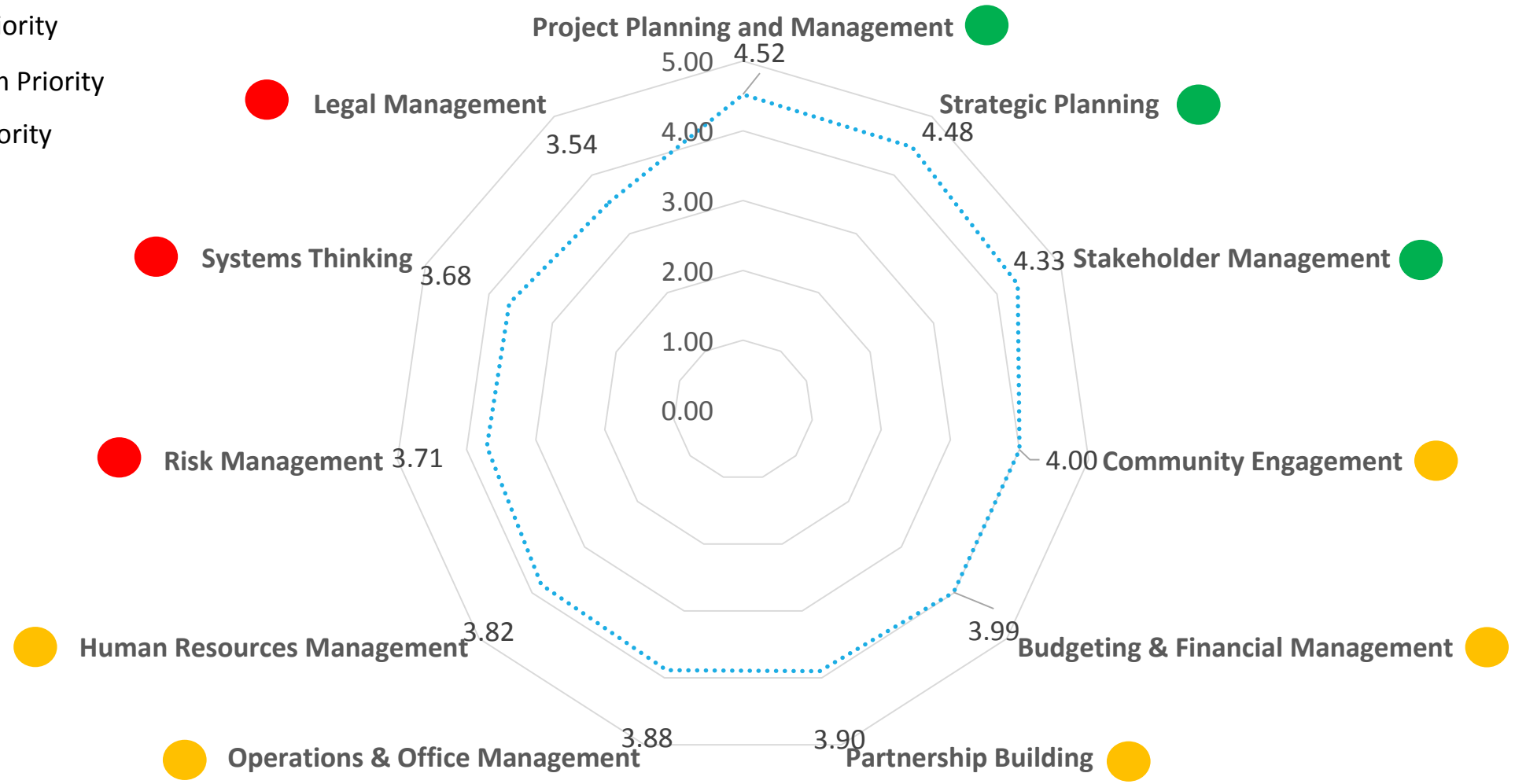
3.5 < Medium Priority

3.5 > Low Priority



SURVEY FINDINGS – ORG & STR. COMP.

4.2 < High Priority
4.2 < Medium Priority
3.8 > Low Priority

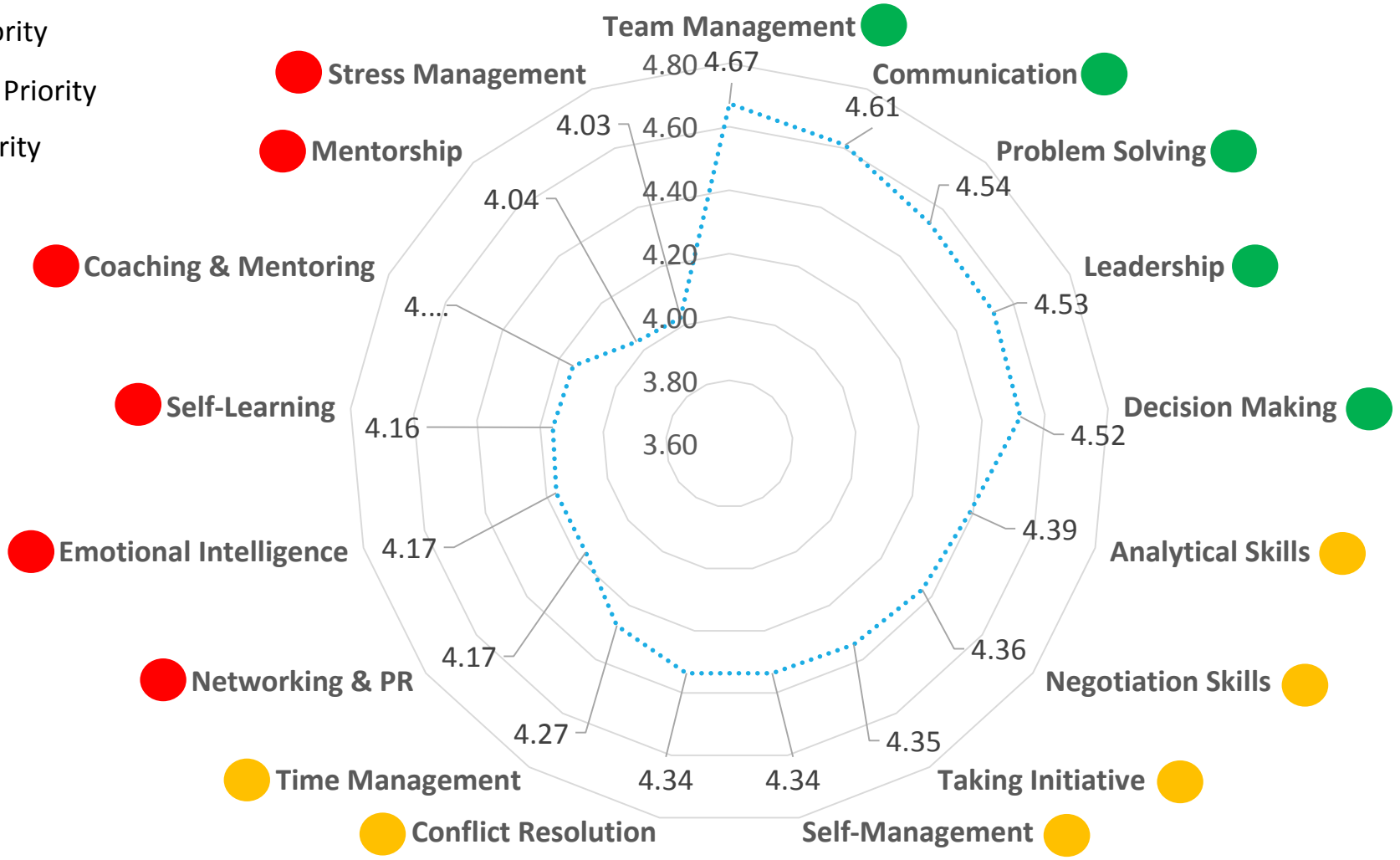


SURVEY FINDINGS – SOFT COMP.

4.5 < High Priority

4.25 < Medium Priority

4.25 > Low Priority



SURVEY FINDINGS – SUMMARY

High-Priority/Key Competencies identified in the survey were as follows:

Technical	Organizational & Strategic	Soft Skills
• Languages • Using/Writing Emails • Moderating Meetings • Proposal Writing	• Strategic Planning • Project Planning and Management • Stakeholder Management	• Team Management • Communication • Leadership • Problem Solving • Decision Making

REGRESSIONS & STATISTICAL ANALYSIS

	Age	Role	Degree	Geo Location	NGO Category
Technical	–				
Org. & Strag.		–	–		
Soft Skills		–			

Technical = 80.188 – 2.341 × Age. Adjusted R^2 = 0.026

Org. & Strag. = 98.874 – 2.000 × Role. – 5.033 × Degree. Adjusted R^2 = 0.088

Soft Skills = 93.712 – 2.409 × Role. Adjusted R^2 = 0.079

FOCUS GROUPS DETAILS

Two focus groups were done with 2 stakeholder groups:

1. Internal Stakeholders: NGO Founders, Board Members, Staff & Volunteers
2. External Stakeholder: Advisors, Consultants, Trainers, Donors & Partner Organizations.

Focus groups took place at AUB's Continuing Education Center (AUB-CEC), included 6 people and lasted for 1.5 hours each.

FOCUS GROUPS FINDINGS

Below are the survey's high-priority/key competencies along with those identified by both focus groups as high priority highlighted in **green**.

Technical	Organizational & Strategic	Soft Skills
• Languages	• **Strategic Planning**	• **Team Management**
• Using/Writing Emails	• Project Planning and Management	• **Communication**
• Moderating Meetings	• Stakeholder Management	• **Leadership**
• Proposal Writing		• Problem Solving
		• Decision Making

FOCUS GROUPS FINDINGS

Other Valued Attributes

- Accountability
- Transparency
- Delegation
- Follow Up
- Networking & PR
- Funding Skills
- Institutionalization Mind-set
- Networking Skills

Learning & Development Preferences

- Interactive Learning
- On the Job Learning
- Coaching & Mentoring
- Self-Directed Learning

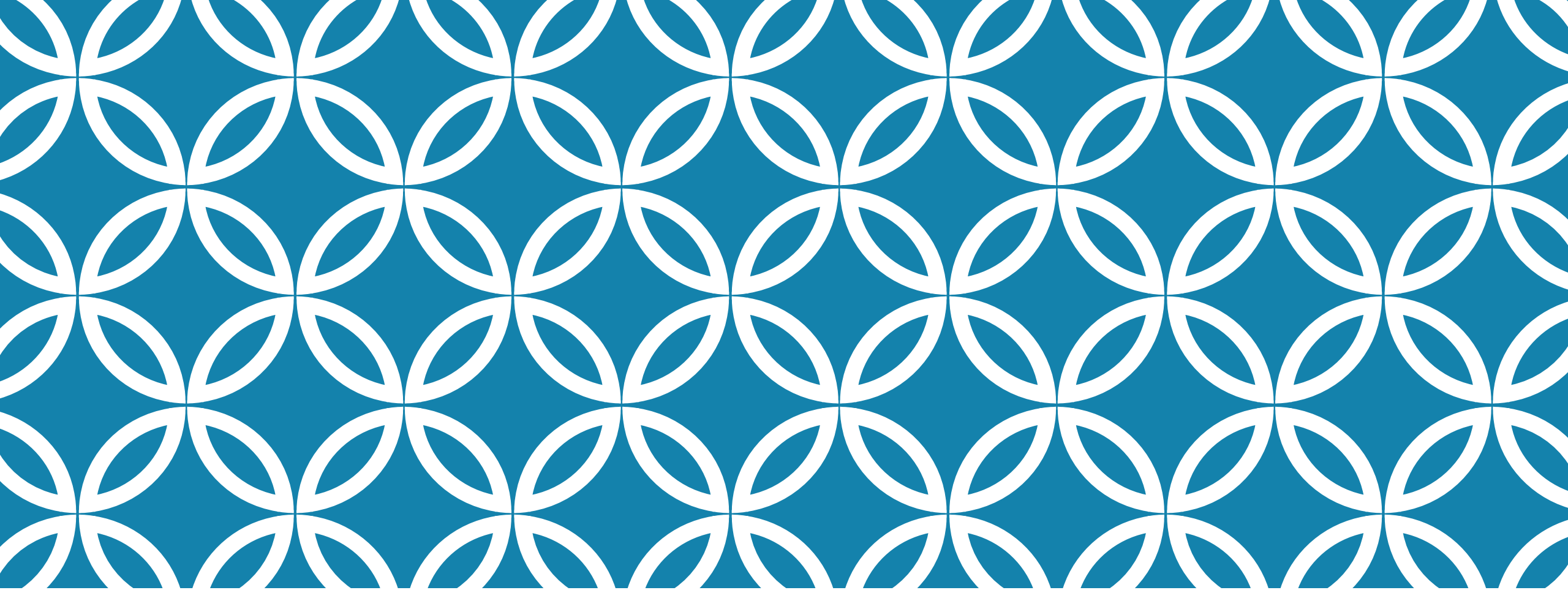
SUGGESTED TRAINING PROGRAM

Program Design

1. **Trainer Led Experiential Learning Workshops (3 days each, 8 hrs/day)**
2. **Series of Guest Speakers & Panels**
3. **Mentoring & Coaching**
4. **Self-Director Learning** *(MOOCs, Webinars, Books & Articles)*

Topics

1. **Leadership**
2. **Problem Solving & Decision Making**
3. **Team & Stakeholder Management**
4. **Strategic Planning**
5. **Project Planning & Management**
6. **Proposal Writing**
7. **NGO Communication**



THANK YOU