

# “Messengers of Peace Project”

## Benchmarking Report

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## Introduction

The launch of the MoP project in 2011 in Jeddah, KSA was a key step in promoting the project.

Benchmarking is a necessary process to better understand the globally and locally initiatives and to identify the best practices to focus resources, and ultimately to implement MoP programs in active way.

This report highlights numerous measures to promote MoP programs through the experience of similar organizations.

Chapter 2 discusses a variety of programs, activities and organizational structure and funding process...etc, to determine the enablers that help in designing the MoP road map.

As this report indicates, many organizations and programs are making progress toward promoting their goals, but much more remains to be done.

This report shows that

In the meantime, this report provides a wealth of examples of organizations and initiatives that are leaders in a variety of efforts to promote social change.

The Benchmarking Report should be used as a tool to learn what works best to promote MoP project can learn from each other's successes and failures and set their goals accordingly.

Findings in the report reinforce the urgency of certain priorities recommended by the participants and stakeholders as essential to better implementing for project activities.

Continuous evaluation for programs impact is a key element to achieve an effective impact of the project.

In a key achievement, the report sets out a list of recommendations for promoting this initiative.

### World Scout Foundation

The World Scout Foundation, WSF, was inaugurated on 14th February 1969 but reorganized in the current form in 1977. WSF is an international non-profit institution, incorporated under Swiss law, and based in Geneva (Switzerland). The purpose of which is to develop World Scouting by the provision of financial and other support to help develop the World Scout Movement through the World Organization of the Scout Movement (WOSM).



The WSF started its life with a capital of US\$ 10,000 and this has now risen to over US\$ 62 Million despite economic down turns, enabling annual grants to be made to the WSB to foster and develop young people through Scouting.



- First grant of US\$ 180,000 made to WSB in 1980/81.
- The average yearly grant, over the past five years, made to the WSB has been US\$ 2 Million.
- The WSF also encourages programs such as “Gifts for Peace” (2007) and “Messengers of Peace” which will begin in 2012 and will unfold internationally to build a better world through education, understanding, tolerance and respect for others, given by Scouts in the form of community projects to other young people and their communities.

The World Scout Foundation helps the growth and development of Scouting worldwide by providing financial support for the World Organization of the Scout Movement.

It does this by permanently investing capital donations from individuals, foundations, corporations, governments, and from members of the Scout Movement who want to help young people learn positive values and become tomorrow's leaders.

World Scouting has adopted the slogan: “SCOUTS Creating a Better World”. The Custodian of the Two Holy Mosques, King Abdullah, of Saudi Arabia, observing the performance of Scouts and their considerable impact on communities worldwide, has called on Scouts the world over to be “the Messengers of Peace” and to extent their work. The King of Sweden, as Honorary Chairman of the World Scout Foundation, has worked closely with King Abdullah to inspire Scouts in different countries to adopt the “Gifts for Peace” program. And most recently, he has worked with King Abdullah on a new initiative named by King Abdullah the “Messengers of Peace”.



## Chapter 1

# Messengers of Peace

# I. Overview & Background

## I.1 Background

In November 2001, when the drumbeat war was echoing in the halls of many government buildings around the world, the Custodian of the Two Holy Mosques, King Abdullah Bin Abdul-Aziz of Saudi Arabia, called on Scouts the world over to become “Messengers for Peace”.

He believed we needed to change the music of war to a song of peace!

His Majesty The King of Sweden, Honorary Chairman of the World Scout Foundation, listened to King Abdullah’s call, and joined the Saudi leader as co-sponsor of a global challenge to Scout organizations throughout the world to: “Work to create greater peace and understanding in your local communities and help to change your world for the better... give the world a gift for peace!”

The World Scout Committee, and later the World Scout Conference welcomed the challenge and formally launched this program.

Scouts responded in their millions and within just five years, over 10 million Scouts in 110 countries had begun work on one of the most ambitious – and subsequently most successful – global project ever attempted by the World Scout Movement.

In troubled communities the world over, Scouts built bridges between warring parties, helped marginalized people back into the community and opened their arms to their peers from other cultures, nationalities, colors and faiths.

Program’s success was celebrated during the visit of His Majesty The King of Sweden to Riyadh in 2008, and later during the meeting in Boston in April 2009 between The King of Sweden and His Highness Prince Faisal bin Abdullah<sup>1</sup>.

## I.2 Phase 2 – Building a global network of “Messengers of Peace”



To date, 10 million young people in 110 countries have carried out some form of peace activity in their local community. This activity may have been a once off activity or a longer term program. It may have affected one small community or an entire country. Some projects have touched the lives of young people in many counties. While these are impressive results, the potential for even greater impact is not yet realized.

<sup>1</sup> The program was publicized in detail in a web based report; the program was publicized in detail in a web based report, publications circulated to world leaders and in a photo exhibition which has been shown on three continents. The report can be downloaded at [www.scout.org/giftsforpeace](http://www.scout.org/giftsforpeace).

But in 2001, the Custodian of the Two Holy Mosques called on Scouts the world over to be “Messengers for Peace”. So, the next phase of the Gifts for Peace Program has been designed to help Scouts fulfill H.M. King Abdullah’s message more effectively – doing great work for peace – but also bringing the message of dialogue to their families, their peers and their communities.

Thus phase 2 will harness existing Saudi leadership in the area of dialogue, inspire young people the world over to make a difference to their communities and their world, ensure that great initiatives are brought to scale, and spread the message widely on social networking sites to a huge world youth population.

Phase 2 aims to harness the energy of the original Gifts for Peace program and noticeably and exponentially multiply its impact!

Since its inception in late 2001, the Gifts for Peace program of World Scouting has inspired over 10 million Scouts in 110 countries to work for peace in their local communities. So many great examples can be given:

- Scouts in El Salvador working with violent street gangs.
- Scouts in New Orleans working on the ground in "post-Katrina" New Orleans.
- Lebanese Scouting's' “Phoenix operation”.
- Scouts in the Great Lakes region of Africa running an amazing inter-ethnic peace education project.
- Scouts in Sierra Leone who are rebuilding their communities following a cruel war.
- Scouts in Ireland who have been bringing young Catholics and Protestants together and the amazing Scouts of Haiti who have done so much fabulous work in rescue, relief and rehabilitation after the deadly earthquake there.

### 1.3 What does the "Peace" mean?<sup>2</sup>

The concept of peace as defined by the Scout Movement encompasses three different dimensions:

1. The personal dimension: harmony, justice and equality
2. The community dimension: peace as opposed to hostility or violent conflict
3. Relationships between humankind and its environment: security, social and economic welfare and relationship with the environment.

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<sup>2</sup> Messengers of Peace Support Fund Booklet, “Supported by the World Scout Foundation”

Any Scout that has participated in a project which has had a significant impact on the community in any one of the three dimensions above can qualify as a Messenger of Peace.

## 2. Mop Strategy <sup>3</sup>

### 2.1 Vision

In the coming ten years, at least two thirds of the world's 30 million Scouts will become effective "Messengers for Peace", change their world for the better, and send a message of peace to at least 200 million people.

### 2.2 Governance

The governance of this program shall be jointly led by Their Majesties, The Custodian of the Two Holy Mosques King Abdullah and The King of Sweden.

Oversight of the program will be guaranteed by a board of trustees, appointed by the two heads of state – comprising appointees of the Custodian of the Two Holy Mosques King Abdullah, selected leaders of business in the Kingdom and internationally, selected leaders from WSF, World Scouting, WOSM's Arab region and Saudi Arabian Scouting. The Governance Board will be chaired by HH Prince Faisal bin Abdullah, Minister of Education and Chief Scout of Saudi Arabia.

### 2.3 Administration

The global aspects of the program will be administered by the World Scout Foundation (WSF) based in Geneva. Funding decisions, project awards will be assured by its Geneva office. Reporting will be overseen by the WSF Geneva office and its network of project consultants. This office reports directly to the WSF board and the program's governing board.

Projects and programs to be supported will be screened normally by the WOSM regional offices. Program support, coordination and promotion will be assured by the WOSM office in Geneva.

The program based in the Kingdom of Saudi Arabia will be managed by the Saudi Arabian Scouts Association.

### 2.4 Funding

The total budget of the program will be USD 37.25 million over ten years. (USD 24.75 million for the global program and USD 12.5 million to be spent directly in the Kingdom of Saudi Arabia for international activities involving participants from overseas).

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<sup>3</sup> *Messengers of Peace: Proposal to the Government of the Kingdom of Saudi Arabia, World Scout Foundation.*



This international funding (USD 24.75 million) will be provided as an endowment fund based in the WSF office Geneva, under the title: “The King Abdullah Fund for Dialogue and Peace”.

## 2.5 The Four Major Goals

1. To inspire Scouts throughout the world to embrace the culture of dialogue – improving their skills and providing them with the tools of dialogue, which they can use to tackle the issues that face their communities. Training in dialogue is the main activity under this goal. Young people will be inspired also during the major Scout jamborees, camps and events to go home and work for peace.
2. To support the social entrepreneurial initiatives of Scouts worldwide, significantly improving harmony within their communities. Local level projects will be supported and financed to ensure a wider impact. National Scout Organizations (NSOs) will be supported in their capacities to ensure these programs are sustainable in the long term.
3. To focus the skills and energies of scouting to help young people living in conflict situations. Centers of excellence will be supported to bring young leaders from conflict situations to a safe area where training and skills development will take place. When they return, these young leaders will help with rebuilding their community, ensure healing is smoother, and work to avoid conflict from re-occurring.
4. To inspire young people beyond the Scout movement to understand the importance of creating peace and understanding through dialogue, and to take action for peace by developing a global network of messengers for peace, and using this to communicate the message through the forums most popular with young people today. The messengers for peace will meet their peers where they are at – in social networking and other web based forums.

Figure 1.1: The Impact of MoP Project



## 2.6 Mop Goals and Activities <sup>4</sup>

The aim of the Messengers of Peace initiative is to inspire millions of young men and women throughout the world to work for the cause of scouting "Creating a Better World!"

The initiative promotes young men and women as Leaders for Life – in their communities and across the world.

This vision should be achieved by the four major goals and its activities.

### **Goal One: The Culture of Dialogue**

Central of the success of this global program is the plan to help Scouts and their leaders throughout the world to improve their skills so that they can work more effectively in this important area of peace and understanding.

Phase I relies on the admirable leadership skills that young people already develop through Scouting. This leadership enabled them to engage in critical issues in their home communities. Scouts don't sit back – they become involved and act to change their world – it's in their training! – It is what Scouts do!

The Kingdom of Saudi Arabia is a world leader in developing a culture of dialogue. Inspired by the leadership of the Custodian of the Holy Mosques, the King Abdul-Aziz center for National Dialogue (KACND) has introduced hundreds of thousands of ordinary Saudis to the skills of dialogue.

The Culture of Dialogue in Saudi Arabia has moved from a tradition to a valuable export. His Majesty the King of Sweden and the leadership of WSF have been impressed with achieved by KACND.

Training in dialogue will be central too for all "Messengers for Peace". Equipped with these skills. Scout will now be able to move from being enthusiastic young leaders to being skilled practitioners that can achieve even greater results.

### **Goal Two: Social Entrepreneurial activities**

The activities run in phase One of the Gifts for Peace program have been very much home grown and run "on a shoe-string". Impressive thought they have been, these activities have been limited not by the ambition or imagination of the young leaders involved, but by the resources at hand.

These young leaders have been social entrepreneurs – looking for "social" opportunities in their communities and – almost like business entrepreneurs – they have exploited

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<sup>4</sup> *Messengers of Peace: Proposal to the Government of the Kingdom of Saudi Arabia, World Scout Foundation.*



these opportunities to do great things. This goal is to harness the energy of those entrepreneurs and multiply their impact.

### **Goal Three: Support to young people living in conflict situations**

From South Africa during the difficult apartheid years, to Northern Ireland during the difficult inter-community conflict, or the Great Lakes following the horrific genocide, Lebanon recovering from the appalling consequences of war or today in Haiti with people living in extremely stressful situations – Scouts have intervened to help young people in these situations deal with their condition and grow in a positive way.

This goal will bring the best of Scouts practitioners from these historical situations together with experts in post conflict recovery to help young people who are entangled in today's conflicts. By targeting young leaders immersed in these situations scouting can question taboos, engender trust and inspire purpose and thus help to transform these young people into positive dynamic "Messengers for Peace" that will inspire hope and reconciliation.

Imagine twenty young leaders living in a daily hell of post genocide Rwanda spending a month together in the Kandersteg International Scout Center or South Africa's national Scout camp. Immersed in the skills of dialogue exposed to a different way of conflict resolution, these young people will return home equipped with new skills and provided with resources and enthusiastic to help their communities rebuild from the ashes.

### **Goal Four: Developing the Global Network of Messengers for Peace**

Scouting grew in 1907 as a "viral movement" – not a top-down bureaucratic organization but as a movement where young people using the then equivalent of twitter – the penny weekly magazine – discovered how to take initiative for themselves and thus a movement of 30 million young people in 160 countries was born.

Today, social networks develop in exactly the same way. One person takes an initiative and using much speedier technologies of "Face book" "Twitter"...etc, millions follow the trend – reporting on their own successes for a willing audience who in turn become actors and stakeholders in the social movement.

World Scouting will harness the energy of the Messengers for Peace it recruits in a number of ways.

**Table I.1: Mop Goals and Activities**

#	Goal	Activities	Objectives	Outcomes
I	<b>The Culture of Dialogue</b>	<b>Training in a culture of dialogue</b>	To introduce training in a culture of dialogue into the leadership training programs of Scouts leaders worldwide.	<ul style="list-style-type: none"> <li>▪ Training in dialogue will be provided to at least 120 countries over 10 years</li> <li>▪ Total number of trainers trained 10,000</li> <li>▪ Total number of facilitators of dialogue trained 1 million</li> <li>▪ Total Scout beneficiaries 20 million</li> </ul>
		<b>Mass Scout events to recruit "Messengers of Peace":</b>	To inspire the world's most highly motivated young leaders to become "Messengers of Peace"	
		<b>A. World Jamborees</b>		<ul style="list-style-type: none"> <li>▪ 100,000 young people introduced to the program</li> <li>▪ 50,000 local volunteers , based on 50% take up , leading projects in their communities</li> </ul>
		<ul style="list-style-type: none"> <li>▪ Each participant in the Jamboree will participate in an initial training in dialogue.</li> <li>▪ Each participant will receive a dialogue tool-kit.</li> <li>▪ Web-based support will be developed to help Scouts prepare for their role before they attend the Jamboree.</li> <li>▪ The Jamboree will provide on-line support for their dialogue work and peace activities back home.</li> <li>▪ Next Jamborees: 2015 Japan – 2019 USA.</li> </ul>		

#	Goal	Activities	Outcomes
I	<p style="text-align: center;"><b>The Culture of Dialogue</b> (Continued)</p>	<p><b>B. Saudi Arabia – Peace Camps</b></p> <ul style="list-style-type: none"> <li>▪ Saudi to host a peace camp in conjunction with national day 2011.</li> <li>▪ To be repeated every 2 years.</li> <li>▪ Example: Peace Camp in Al-Jubail in 2007.</li> <li>▪ These camps will be a nursery for new ideas and a laboratory for new approaches (local, regional and global levels).</li> <li>▪ Next Peace Camps: 2014 &amp; 2017.</li> </ul>	<ul style="list-style-type: none"> <li>▪ 3,000 young leaders from 100 countries introduces to intensive dialogue training.</li> <li>▪ New models of peace activities in different cultures and countries developed by participants and trialed before and after the peace camps.</li> </ul>
		<p><b>C. Regional Jamborees</b></p> <ul style="list-style-type: none"> <li>▪ 6 regional jamborees for the world's 6 regions.</li> <li>▪ Each will be staffed by a team from the Saudi Scout Association with selected leaders from active MoP National Scouts Organizations.</li> <li>▪ Participants will receive the same training and tool-kit as the World Jamboree.</li> </ul>	<ul style="list-style-type: none"> <li>▪ 200,000 participants introduced to the program.</li> <li>▪ 100,000 young leaders assuming a 50% take up inspired to work at their community level.</li> </ul>

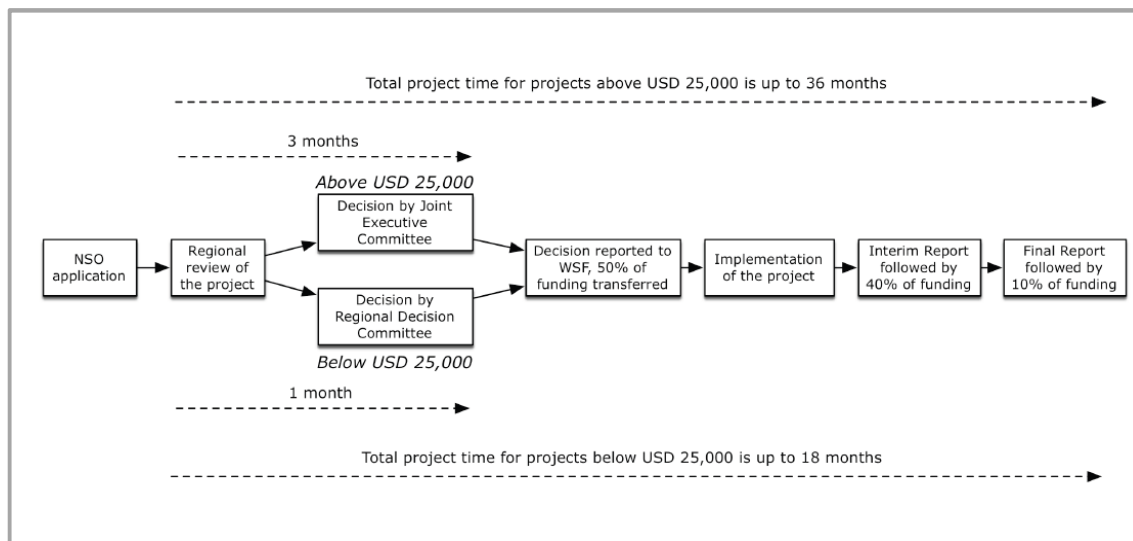
#	Goal	Activities	Objectives	Outcomes
2	<b>Social Entrepreneurship Activities</b>	<b>Project Grants – bringing initiatives to scale</b>	To provide the necessary resources to ensure excellent ideas become national programs affecting the maximum number of beneficiaries.	<ul style="list-style-type: none"> <li>▪ 60 countries benefiting from financial assistance to improve the impact and spread of their projects</li> <li>▪ Estimated 2,000,000 beneficiaries</li> <li>▪ Broad communications successes within these countries</li> </ul>
		<b>Local Capacity strengthening</b>	To inspire the world's most highly motivated young leaders to become "Messengers of Peace"	<ul style="list-style-type: none"> <li>▪ 50 National Scout Organizations receive assistance to strengthen their organizational capacities</li> <li>▪ These NSOs become self-sustaining NSOs in their countries</li> <li>▪ 100% increase in membership in these NSOs over the period of the support</li> <li>▪ 100% increase in the number of project beneficiaries from these countries</li> </ul>
3	<b>Support Young People Living in Conflict Situations</b>	<b>Scout Centers support to conflict-affected young people</b>	To help young leaders trapped in conflict or post conflict situations to rebuild their communities.	<ul style="list-style-type: none"> <li>▪ 20,000 young leaders from conflict zones exposed to alternative strategies for their work with their peers and communities</li> <li>▪ Effective post conflict programs run in 20 main conflict zones over ten years</li> </ul>

#	Goal	Activities	Objectives	Outcomes
4	<b>Developing the Global Network of MoP</b>	<b>Broadening the network of "Messengers of Peace":</b>	To inspire Scouts – in other communities, countries or regions – to take action by mimicking the projects carried out by another Scout or by adapting that project to their own local community needs	<ul style="list-style-type: none"> <li>▪ Project reports will be uploaded by scouts on a global E-forum and the reports can be used as a reference tool.</li> <li>▪ Google Earth utilized to plot existing projects.</li> <li>▪ Messengers will be required to register on Google Earth MoP system.</li> <li>▪ Available on-line support for peace projects.</li> <li>▪ Easily upload reports, pictures, &amp; video of the MoP's work online.</li> <li>▪ Easy identification of good projects and ideas and support-needs.</li> <li>▪ Currently, over 2 million Scouts worldwide participate in the "Jamboree on the Internet – JOTI" (one weekend in September each year).</li> <li>▪ JOTI will be expanded to 365 days a year.</li> <li>▪ Scouts can discuss challenges and ideas.</li> <li>▪ On-line dialogue training.</li> </ul>

#	Goal	Activities	Objectives	Outcomes
4	Developing the Global Network of MoP (Continued)	<b>Reward and recognition</b>		<ul style="list-style-type: none"> <li>▪ Annual participation of 10 million young people – visitors, i-reporters actors or "Messengers" through various social networking tools</li> <li>▪ Board traditional and social media coverage of the program</li> </ul>
		<b>Keeping the human face of the network to the fore</b>	<b>Exploiting the global network that is the Scout movement, inspire young people to greater action by supporting greater exchange of Scouts and leaders between NSOs and within regions</b>	<ul style="list-style-type: none"> <li>▪ Annual exchange of 1,000 skilled trainers or selected young leaders to other countries</li> <li>▪ Noticeable resulting cross-fertilization of program models between countries and organizations in the program</li> <li>▪ Significant personal growth and noticeable increased commitment from exchange laureates</li> </ul>

## 2.7 Funding Process <sup>5</sup>

Figure 1.2: MoP Funding Process



### What will the Fund support?

The Support Fund will consider applications for funding in the following five areas:

#### 1. Training in dialogue

So many issues concerning peace and stability within communities relate to communication with one another. Scouts wishing to mediate in their own communities and spread the message of peace efficiently need to strengthen their skills in dialogue in order to listen actively and assess needs, as well as to propose and implement solutions. These can apply for support from the Fund.

#### 2. Support to specific peace projects

An NSO that requires external support either to begin implementation of their project or to take a good project and make it a great project, thus increasing its impact, can apply for support.

#### 3. Support to young people living in "Hot" conflict situations

NSOs may apply for funding to help Scouts living in conflict situations. Funding can be used to develop specialized skills and other initiatives to help their communities.

#### 4. Capacity strengthening

Great projects require strong management. Funding will be available for NSOs to build their project management capacity.

<sup>5</sup> Messengers of Peace Support Fund Booklet, "Supported by the World Scout Foundation"



## 5. Globalizing the “MESSENGERS OF PEACE” network

Sharing of experiences, expertise and ideas at both a national and regional level is vital to extend the impact of key programs developed by one association to another or from one community to another. Support is therefore available to facilitate this exchange of personnel and knowledge.

Through these five areas, this Support Fund will help NSOs facing financial challenges to become more effective Messengers of Peace.

### Who will receive support from this Fund?

NSOs, Regional Offices and the Central Office of the World Scout Bureau can submit applications. Local Scout Groups must go through their NSO to submit projects.

Preference will always be given to NSOs, particularly those in countries facing economic difficulties.

### How do applicants apply?

Project proposals should be completed using the standard Application Form, which can be found on [scout.org](http://scout.org). Completed project proposals must then be sent to the World Scout Bureau Regional Office.

- For grants below USD 25,000 (minimum grant is USD 1,000), the application can be completed in English, French, Spanish, Russian or Arabic, depending on the Regional Office. For all language versions, the summary paragraph must be written in English – the Regional Office can help with this.
- For grants above USD 25,000, the application can only be completed in English. The Regional Office can support you with the translation if necessary.

### When should applicants apply?

For grants below USD 25,000 applications can be submitted at any time. The final decision will be given to the applicant within 1 month of the review date for grants below USD 25,000.

For grants above USD 25,000, there are four review dates every year:

- 28th February
- 31st May
- 31st August
- 30th November

As these applications will first be reviewed by the Regional Decision Committee, followed by a review by the Joint Executive Committee, a final decision will be given to applicants within 3 months of the review date.

Receipt of all project proposals will be acknowledged within 7 days of their submission.

### How will their application be judged?

Projects need to fit one of the “5 areas of support” of the Messengers of Peace Support Fund listed above.

Applications will be assessed according to the following selection criteria:

- How you have identified the needs of the community.
- How feasible his project is – how realistically he has planned it.
- What impact h foresee from this project?

### Who will make the decision?

For projects below USD 25,000, his application will be thoroughly reviewed by the Regional Decision Committee. This Committee is chaired by a member of the Regional Office and is composed of a member of staff of the Regional Office, a Regional Volunteer and one person external to the Regional Office and Regional Committee.

For projects above USD 25,000, following a review at the Regional level, his application will be thoroughly reviewed by the Joint Executive Committee of the Fund. This committee is chaired by the World Scout Foundation and is composed of one staff member from the WSF, one staff member from the WSB and a representative from the Scout Association of Saudi Arabia.

## 2.8 Communication Plan <sup>6</sup>



The Messengers of Peace Global Network is the tool for connecting Scouts. Using social media, the Network allows Scouts to showcase their service projects and meet online to share their ideas, tell their stories and work together to build peace in their communities. Through greater access to ideas, training and support, these connections will strengthen all of Scouting. The Network is inspired by the World Scout

Committee (WSC) and is administered by the World Scout Bureau (WSB). It is driven by youth volunteers worldwide and is available to all Scouts who are running peace projects.

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<sup>6</sup> [http://scoutmessengers.com/whats\\_all\\_about2.html](http://scoutmessengers.com/whats_all_about2.html)

## 2.10 MoP Stakeholders

Stakeholders organizations are the organizations can be affected by MoP's actions.

### Scout Movement



The Scout Movement is a voluntary, non-partisan educational movement for young people. Scouting is open to all, regardless of race or creed, in accordance with the purpose, principles and method conceived by its founder Robert Baden-Powell. Its purpose is to contribute to the development of young people in achieving their full physical, intellectual, emotional, social and spiritual potentials as individuals, as responsible citizens and as members of their local, national and global communities. Scouting operates through a network of local groups supported by National Scout Organizations (NSO) in 161 countries.

### World Association of Girl Guides & Girl Scouts (WAGGGS)

With ten million Girl Guides and Girl Scouts from 145 countries across the world, the World Association of Girl Guides and Girl Scouts (WAGGGS) is the largest voluntary movement dedicated to girls and young women in the world.



The World Association supports girls and young women to develop their full potential as responsible citizens of the world. They focus on leadership development and active citizenship. These are delivered through their innovative global education and community and advocacy programs.

### World Scout Parliamentary Union (WSPU)



Since its foundation in Seoul in 1991, the World Scout Parliamentary Union has been engaging young minds all over the world with Scout activities and has helped to boost the Scout movement. It has developed policies and enacted laws with the

objective of assisting all Scout activities.

### Saudi Arabian Boy Scouts Association (SABSA)

The Saudi Arabian Boy Scouts Association is the national Scouting organization of Saudi Arabia. Scouting was officially founded in Saudi Arabia in 1961, though Scouting was active many years prior to the founding date, and became a member of the World Organization of the Scout Movement in 1963. It has 19,269 members (as of 2010).



The Association seeks to spread Scouting throughout the Kingdom of Saudi Arabia with the aim of promoting the Scout ideals of courage, self-reliance and brotherhood.

The Association participates in most regional and international Scouting activities. They contribute financial assistance generously to help Scouting in less fortunate countries.



Chapter 2

**Benchmarking**

**Methodology**





## I. Introduction

As the previous chapter provided an overview of the existing and current strategy for MoP project and how it started.

This chapter will focus on the benchmarking as an essential resource to promote MoP project and how it should be used to measure and develop project KPI's to launch the project programs and activities.

The benchmarking is a compared tool between the MoP and similar organizations, initiatives and programs and it aims to collect and analyze the data and to aid priority setting and encourage immediate action. The report also puts a series of best practices of similar organizations.

The report takes an analytical approach, using global, regional and country-specific data to determine project future trends and assess the factors contributing to these trends.

This report also sets main components for promoting and launching MoP map.

### I.1 What is a benchmark?

A benchmark measures the quality of a NGOs' policies, missions, programs, strategies, etc, and compares them with standard measurements, or similar measurements of the best-in-class NGOs.

This report designed to develop a framework for best practices in MoP strategy and projects, and it identifies the success factors highlighted in the NGOs practices.

The purpose of this framework is to help MoP to benchmark their projects against best practices in the field and to understand the factors that have a significant impact on the success of a project.

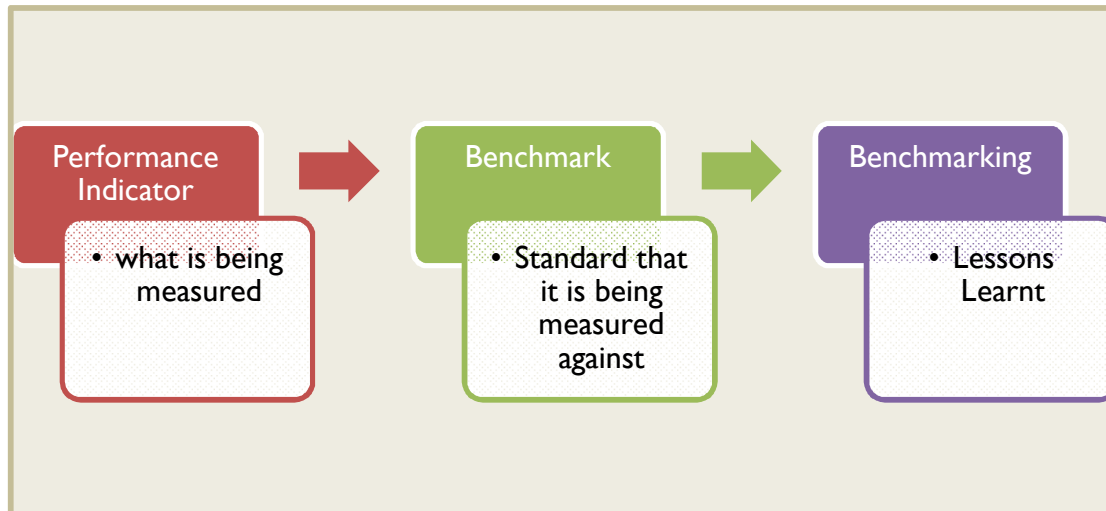
### I.2 Objectives

1. To asses MOP program strategy at the global level.
2. To help designing road Map for The KSA chapter of MOP.
3. Understand how other NGOs achieve their high performance levels.
4. To assist or to design the parameters for the 5- years Strategy plan out of this initial evaluation & benchmarking outcomes.
5. Create comparative standards for performance between the local & the International chapters, which will ensure competitiveness and generate one global monitoring & evaluation report annually.
6. Identify the strategic direction for MoP.
7. Create a management checklist for the upcoming action plan.

## 2. Benchmarking Process & Methodology

A key part of the process of benchmarking is measurement and comparison. Benchmarking is essentially a way of helping organizations identify strategies and actions that will help improve their performance.

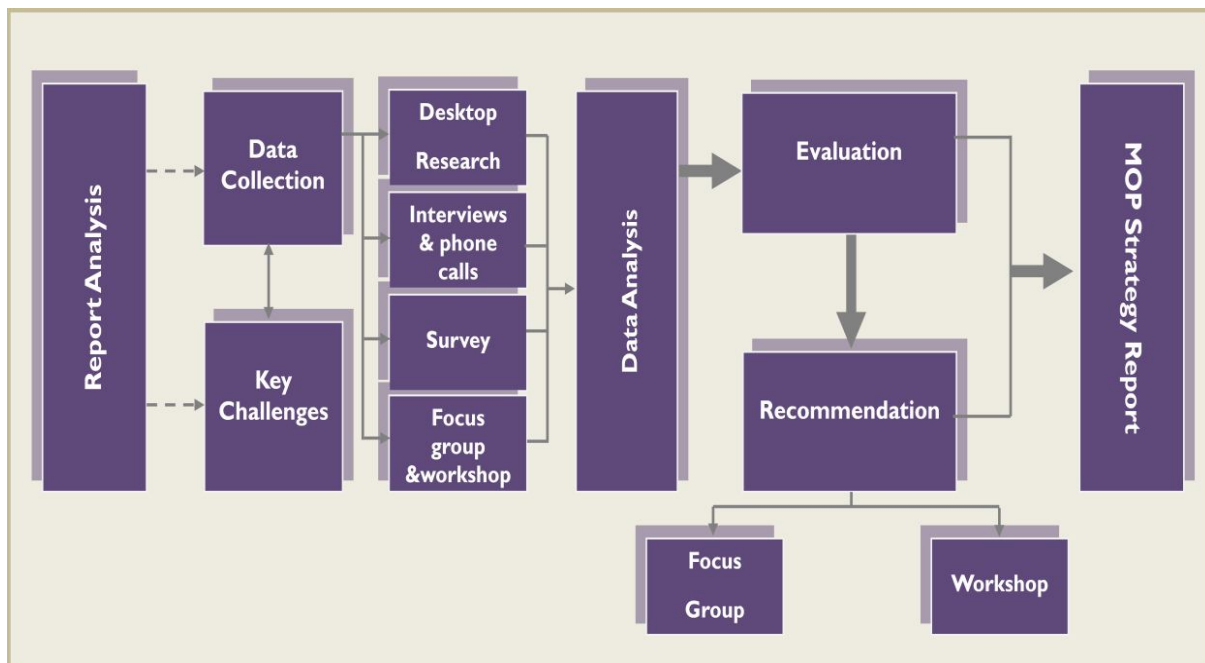
Figure 2.1: Benchmarking Process



### 2.1 The MoP benchmarking process

Before going into details, we would like to give an overview of the Benchmarking system developed along with the working methodology followed in the evaluation of the system. The following diagram shows the steps integrating the process:

Figure 2.2: Benchmarking and Methodology Process



The diagram shows that process started with collecting data from many resources such as: (desktop researches, interviews, survey, focus groups and workshop) and these phase



showed that there are many challenges facing MoP project which include (but not limited):

- MoP Goals are too broad and has different, based on that every GOAL has different function and every functions has different stakeholders and potential Futures partners.
- All functions must be based on needs Analysis.
- Selection standers are not carefully identified there for Market's needs (Scouts needs).
- Project's outputs measured limited to qualitative indicators and qualitative indicators.
- Funding mechanism is limited to proposals approval with no phases review every year quarter.

After collecting data, research teams analyzed this preliminary (row) data and compared the findings for each one of them then evaluate with the workshop and focus groups output.

This process helped in setting out a list of recommendations for promoting the initiative programs and activities through a delicate comparative process which comes its findings in the final report.

## 2.2 The MoP benchmarking methodology was based on five tools:

1. Cases study research of:
  - International organizations projects & programs.
  - Local organizations projects & programs.
  - Youth initiatives.
2. Surveys to:
  - International organizations
  - Local organizations
  - Young Local Groups
3. Interviews & phone calls with:
  - Abdullah AL Fahad (Vice President of the Saudi Arabia Boys Scouts Association)
  - John Geoghegan (Director, World Scout Foundation)
  - George Khalaf (Synergos Organization)
4. Focus groups
  - Youth Groups
  - Vision & Mission focus group
5. **Workshop** 

## 2.3 Survey Process & Methodology

The target NGOs gave substantial input into the questionnaire, leading to significant changes in structure and content.

Al Agher distributed the questionnaire directly to organizations by email. Organizations completed it and emailed responses back to Al Agher.

The survey was limited to organizations that are partners, stakeholders or peers organizations with MoP.

These questionnaires were designed based on the study indicators and targeted to scan the target group organizations.

Approximately 26 questions have been answered by 5 international organizations, 5 local organizations and 3 local initiatives.

### 2.3.1 Participated organizations in the questionnaires

#### 2.3.1.1 International organizations

- World Scout Bureau
- World Scout Parliamentary Union (WSPU)
- Habitat for Humanity International
- International Youth Foundation
- Volvo Adventure

#### 2.3.1.2 Local organizations

- Al Faisaliah Women's Charity Organization
- King Khaled Foundation
- Princess Anoud bint Musaed bin Abdulaziz bin Galloway Al Saud Foundation
- Community Centers Association in Jeddah
- King Faisal Center for Research and Islamic Studies - a branch of the King Faisal Foundation

#### 2.3.1.3 Local Initiatives

- Muwatan 
- Naqaa Environmental Enterprise
- Tamer Group

## 2.4 Evaluation Methodology

1. Defining best practice: impact and evaluation
2. Defining research priorities
3. Search methodology and filtering criteria
4. Comparative Analysis

With regards to research methodologies, the studied strategy benchmarking reports followed combinations of different data collection techniques, such as questionnaires, web surveys and phone calls interviews.

### 3. Benchmarking Key Performance Indicators <sup>7</sup>

In entering this phase, the organization assesses its own performance with respect to various elements of strategy, such as mission and vision, structure and programs...etc.

Indicators are therefore tools to help carry out these 'descriptive', 'definitional', 'assessment' and 'comparison' tasks.

#### 3.1 Types of indicators used

The benchmarking approach combines three types of indicator:

- structural indicators
- practice indicators
- impact indicators

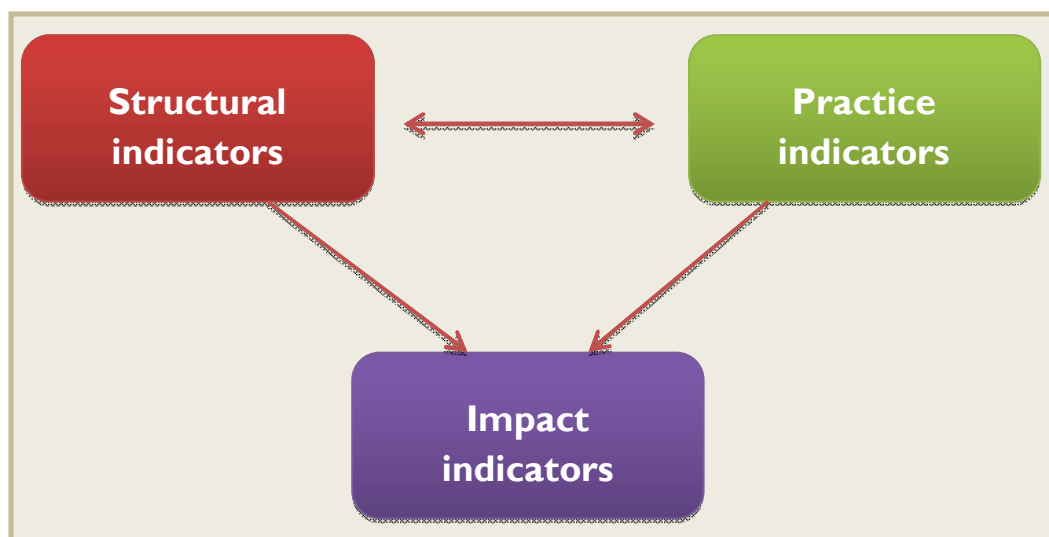
**Structural indicators** assess what are sometimes termed 'enablers'. Enablers are essentially the resources available to the MoP to enable it to carry out its mission and objectives. They include: governance and management structure.

**Practice indicators** evaluate the ways in which MoP utilizes its resources. They assess the work practices and processes of the MoP. They focus on: the business strategy of the organization; its targeting and access policies, such as: registration procedures, applying for grants...etc.

**Impact indicators** assess the results of the interaction between work practices and enablers. They focus on outcomes and impacts, such as: programs outcomes; cost-benefits; programs effectiveness, such as: social impact, economic impact...etc.

**The relationship between the three types is shown in below:**

Figure 2.3: Indicators Relationship



<sup>7</sup> Evaluation Methodology report, Benchmarking of virtual campuses, Socrates Program, European Commission DG Education and Culture, 2002.

### Indicators will be used to:

- Provide a template to enable MoP to identify what they should measure and how to measure it, in order to assess their strengths and weaknesses and plan for improvement;
- Provide a basis to capture data on the organizational structure and practices of MoP.
- Establish procedural and operational norms – benchmarks – as a result of
- Analyzing these data;
- Monitor and track how MoP is evolving and what are the implications of these changes.

### 3.2 The Indicators and Measurements

As discussed above, there are five core ‘meta-indicators’ used in the benchmarking system. These are:

1. Governance & Organizational Structure
2. Funding Process & Mechanism
3. Programs & Initiatives
4. Programs Impact
5. Communication

Each of these five indicators is associated with a range of assessment measurements which enables MoP to carry out an initial benchmarking diagnostic. The assessment measurements are comprised of three types:

- structural measurements
- practice measurements
- impact measurements

## 4. MOP Strategy Key Challenges

This section presents a summary of some of the key debates and implementation challenges discussed by key stakeholders. The main debates relate **ON** four major sets of issues.

**Table 2.1: MoP strategy challenges**

Element	Component	Key Challenges
Strategy	Vision	<ul style="list-style-type: none"> <li>▪ The Vision isn't <b>Dreamy</b></li> <li>▪ Does not encompass the potential growth of the future (Only 30 million scouts!).</li> <li>▪ Too complicated and long</li> <li>▪ Only for 10 years</li> </ul> <p>The Vision should be:</p> <ol style="list-style-type: none"> <li>1. Broad</li> <li>2. Inspiring</li> <li>3. Challenging</li> </ol>
	Mission	Mission should describe the way forward and the current MoP vision has elements that can be used to form the MoP mission.
	Goals	<p>Smart Objectives for their programs &amp; activities.</p> <p>Goals should represent the Vision and Core values of the MOP.</p> <p>Goals alignments which mean linking the goals with strategy vision and mission and present it.</p>
Strategy	Functions and Activities	Goals alignments with Activates to work together smoothly and efficiently.
	MOP Road Map	Stakeholder's analysis.
		Partnership Model (how the MOP will Manage its relationship with partners.
Governance structure	Boards	Existence of an advisory board ( BOT )
	Structure	Structure model to link between the advisory board (BOT ) and the executive Body

Element	Component	Key Challenges
Governance structure	Governance Methods	Designing a bylaws or a governance document Insuring ( transparency, accountability , and efficiency )
Implantation Methods of Actives	Key performance Indicators	Qualitative and quantitative KPI's, for example: 1. Mechanism 2. Profitability 3. Effectiveness 4. Number of programs
Impact Assessment	Mentoring and Evaluation plan	Impact on Beneficiaries 1. Testimonials for beneficiary communities. 2. Thank you letters from partners and stockholders.

## 5. Organizational Components Relationship <sup>8</sup>

NGOs or NSOs are dynamic systems and like all other systems they function best when their components are designed to work together smoothly and efficiently. Any change we introduce to an organization then must be aligned to fit the existing system - or must modify the system to accept the change. The model below is a simplified systems framework for understanding the relationship between organizational components.

Figure 2.4: Organizational Components Relationship



The model describes two interdependent paths for moving from a broad statement of organizational mission and vision to specific organizational results:

<sup>8</sup> Organizational Alignment, Donald T. Tosti & Stephanie F. Jackson, iChangeWorld Consulting, LLC.



- **Strategic:** The left-hand path emphasizes **what** needs to be done: the strategic goals the organization will work toward; the objectives that groups and individuals must accomplish to carry out those strategies; the activities that must be performed to meet goals and objectives.
- **Cultural:** The right-hand path emphasizes **how** things should be done; the values that will guide people in carrying out the mission and vision; the practices which reflect those values; the specific, day-to-day behaviors which will represent the values and practices to others as people go about their work.

Organizational alignment requires compatibility between the strategic and cultural "paths", and consistency within them. Values should be compatible with goals. Day-to-day behavior should be consistent with stated values.

## 6. Why do we need to benchmark the Messengers of Peace?

### Mop it is one of its kinds



Mop is a project dedicated to promotion of the peace message. The project includes a series of activities and programs which will be developed during a 10 years long period and will primarily target promotion peace.

Especially in troubled communities the world over, Scouts built bridges between warring parties, helped marginalized people back into the community and opened their arms to their peers from other cultures, nationalities, colors and faiths.

### It is an international initiative



It started when the Custodian of the Two Holy Mosques, King Abdullah Bin Abdul-Aziz of Saudi Arabia, called on Scouts the world over to become “Messengers for Peace”, and His Majesty The King of Sweden, Honorary Chairman of the World Scout Foundation, listened to King Abdullah’s call, and joined the Saudi leader as co-sponsor of a global challenge to Scout organizations throughout the world to: “Work to create greater peace

and understanding in your local communities and help to change your world for the better... give the world a gift for peace!”

The World Scout Committee, and later the World Scout Conference welcomed the challenge and formally launched this program.

Over 10 million Scouts in 110 countries had begun work on one of the most ambitious – and subsequently most successful – global project ever attempted by the World Scout Movement. Scouts responded in their millions and within just five years.

### The expected social impact of Mop



Where in the next ten years at least 30 million Scouts will become effective “Messengers for Peace”, change their world for the better, and send a message of peace to at least 200 million people.

### To help in understanding the scope of Mop plan

Through focus on peace promotion, advocacy and collaboration at local, national and international levels.

### Sustainability Model

Where every Scout can be a Messenger of Peace. What it takes is to plan and carry out a peace project in your local community and report on it.

All over the world, Scouts are running projects that help people. They solve conflicts in school by preventing bullying, lead peer education programs, help the poor and the hungry, create solutions to environmental problems, and run countless other service projects. Messengers of Peace are the initiative that brings all of this work together.

Every Scout who runs a service project is a Messenger of Peace. Together, we create a network of Messengers of Peace all over the world.



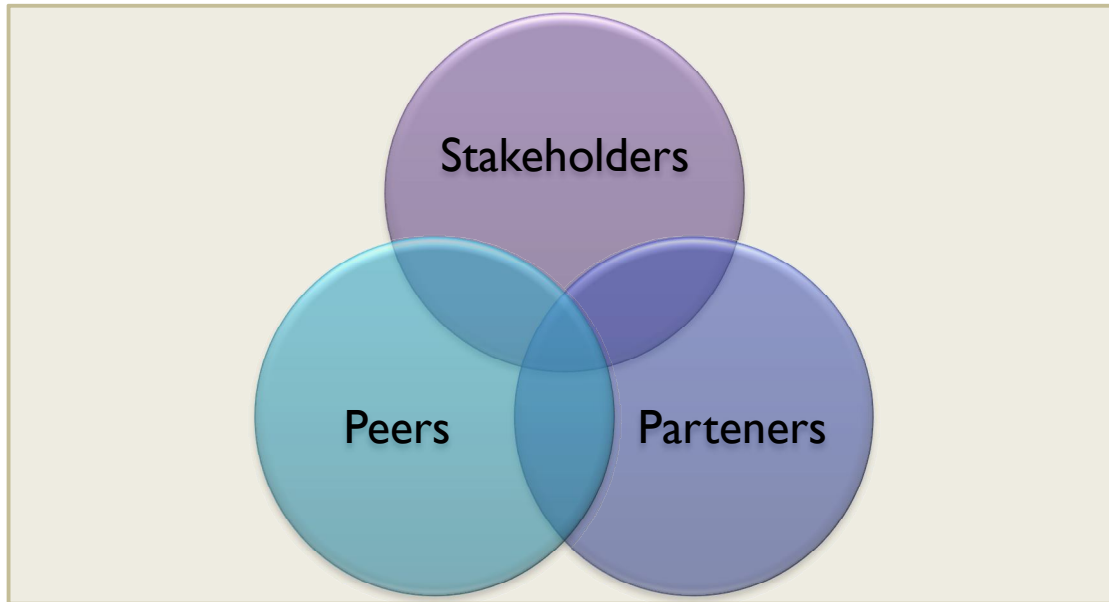
This can be easy if they can answer several questions that come to mind, e.g. (What is a peace project?? What kind of project can I do? How do I run my project and succeed in reaching the goals that I set up? Will it cost money and where can I find funding for my project? Should I do this alone or together with my friends? Every project starts with an idea

about the needs in your community and what you can do to meet those needs. But where do ideas come from?).

## 7. Benchmarking Scope (Target Organizations)

Target organizations are a specific group of organizations similar to MoP project and these organizations can be divided into:

Figure 2.5 Benchmarking target organizations



### A. International Organizations

#### Alcoa Foundation



Alcoa Foundation is one of the largest corporate foundations in the U.S., with assets of approximately US \$446 million. Founded more than 50 years ago, Alcoa Foundation has invested more than US \$550 million since 1952. In 2011, Alcoa and Alcoa Foundation contributed \$38 million to nonprofit organizations throughout the world, focusing on Environment, Empowerment, Education and Sustainable Design. Through this work, Alcoa Foundation is building innovative partnerships, engaging its people to improve the environment and educating tomorrow's leaders.

#### Handicap International

Handicap International is an independent international aid organization working in situations of poverty and exclusion, conflict and disaster.

Working alongside people with disabilities and vulnerable populations, they take action and raise awareness in order to respond to their essential needs, improve their living conditions and promote respect for their dignity and fundamental rights.



## International Committee of the Red Cross



# ICRC

Since its creation in 1863, the ICRC's sole objective has been to ensure protection and assistance for victims of armed conflict and strife. It does so through its direct action around the world, as well as by encouraging the development of international humanitarian law (IHL) and promoting respect for it by governments and all weapon bearers. Its story is about the development of humanitarian action, the Geneva Conventions and the Red Cross and Red Crescent Movement.

## World Wildlife Fund (WWF)

WWF came into existence on 29 April 1961, when a small group of passionate and committed individuals signed a declaration that came to be known as the Morges Manifesto.

WWF is an independent foundation registered under Swiss law, governed by a Board of Trustees under an International President.

Currently, the President is Yolanda Kakabadse. President Emeritus is HRH The Duke of Edinburgh.



## United Nations Environment Program (UNEP)

UNEP is the designated authority of the United Nations system in environmental issues at the global and regional level. Its mandate is to coordinate the development of environmental policy consensus by keeping the global environment under review and bringing emerging issues to the attention of governments and the international community for action. The mandate and objectives of UNEP emanate from United Nations General Assembly resolution 2997 (XXVII) of 15 December 1972 and subsequent amendments adopted at UNCED in 1992, the Nairobi Declaration on the Role and Mandate of UNEP, adopted at the Nineteenth Session of the UNEP Governing Council, and the Malmö Ministerial Declaration of 31 May, 2000



## Volvo Adventure



The Volvo Adventure - in partnership with the United Nations Environment Program - is an educational program that rewards environmental activities and the decision-makers of the future. To enter, you form a team of 2 to 5 members aged 13 to 16 (at competition opening - July 1st 2012). Perform an environmental project in the local community & submit the project via their online submission tool before the competition deadline, January 31st 2013.

Projects are judged and the best projects are selected for



an all expenses paid trip to Göteborg, Sweden where they can win: 1st place = 10,000 USD, 2nd = 6,000 USD and 3rd = 4,000 USD.

### **Habitat for Humanity International**

The concept for Habitat for Humanity was forged in the river port city of Mbandaka, Democratic Republic of Congo, when the founder, Millard Fuller, and his wife Linda began a low-cost housing project in the early 1970s. The construction of the first house in October 1974 blossomed into a movement, which now works in more than 60 countries worldwide.



### **International Fellowship of Reconciliation (IFOR)**



Founded in 1919 in response to the horrors of war in Europe, IFOR has taken a consistent stance against war and its preparation throughout its history. Perceiving the need for healing and reconciliation in the world, the founders of IFOR formulated a vision of the human community based upon the beliefs that love in action has the power to transform unjust political, social, and economic

structures.

### **Youth Employment Network (YEN)**

The Youth Employment Network (YEN) is a partnership of United Nations, International Labor Organization, and World Bank. YEN was created in 2001 to mobilize action on the commitment of the



Millennium Summit for decent and productive work for young people. YEN is a global platform to priorities youth employment on the development agendas and to exchange on policies and programs to improve employment opportunities for youth. The Network includes development agencies, governments, the private sector, youth groups and other NGOs.

YEN is managed by a permanent secretariat hosted by ILO in Geneva. The secretariat is primarily a provider of innovative and value-added services for the Network. A specific focus is given to Africa, where the secretariat has a regional offices in Dakar, Senegal and Dar Es Salaam, Tanzania.

### **International Labor Organization (ILO)**



The ILO was created in 1919, as part of the Treaty of Versailles that ended World War I, to reflect the belief that universal and lasting peace can be accomplished only if it is based on social justice.

The ILO is the international organization responsible for drawing up and overseeing international labor standards. It is the only 'tripartite' United Nations agency that brings together representatives of governments, employers and workers to jointly shape policies and programs promoting Decent Work for all. This



unique arrangement gives the ILO an edge in incorporating 'real world' knowledge about employment and work.

### **UN-Habitat**

The United Nations Human Settlements Program, UN-HABITAT, is the United Nations agency for human settlements. It is mandated by the UN General Assembly to promote socially and environmentally sustainable towns and cities with the goal of providing adequate shelter for all.



UN-HABITAT's strategic vision is anchored in a four-pillar strategy aimed at attaining the goal of Cities without Slums. This strategy consists of advocacy of global norms, analysis of information, field-testing of solutions and financing. These fall under the four core functions assigned to the agency by world governments - monitoring and research, policy development, capacity building and financing for housing and urban development.

### **The UN Children's Fund (UNICEF)**



United Nations Children's Fund was created by the United Nations General Assembly on December 11, 1946, to provide emergency food and healthcare to children in countries that had been devastated by World War II. In 1954, UNICEF became a permanent part of the

United Nations System and its name was shortened from the original United Nations International Children's Emergency Fund but it has continued to be known by the popular acronym based on this old name. Headquartered in New York City, UNICEF provides long-term humanitarian and developmental assistance to children and mothers in developing countries. It is one of the members of the United Nations Development Group and its Executive Committee. It is estimated that 91.8% of their revenue is distributed to Program Services.

### **International Olympic Committee (IOC)**



INTERNATIONAL  
OLYMPIC  
COMMITTEE

When he announced in Paris, on a winter's evening in 1892, the forthcoming re-establishment of the Olympic Games, Pierre de Coubertin was applauded, but nobody at the time imagined the scale of the project entailed by reviving the ancient Olympic Games, appointing a committee in charge of organizing them and creating an international movement. The IOC was created on 23 June 1894; the 1st Olympic Games of the modern era opened in

Athens on 6 April 1896; and the Olympic Movement has not stopped growing ever since. The Olympic Movement encompasses organizations, athletes and other persons who agree to be guided by the principles of the Olympic Charter. Its composition and general

organization are governed by Chapter I of the Charter. The Movement comprises three main constituents:

- The IOC: the supreme authority of the Movement;
- The International Federations (IFs)
- The National Olympic Committees

### **World Health Organization (WHO)**

WHO is the directing and coordinating authority for health within the United Nations system. It is responsible for providing leadership on global health matters, shaping the health research agenda, setting norms and standards, articulating evidence-based policy options, providing technical support to countries and monitoring and assessing health trends.



In the 21st century, health is a shared responsibility, involving equitable access to essential care and collective defense against transnational threats.

### **UN Joint Program on HIV/AIDS (UNAIDS)**



UNAIDS, the Joint United Nations Program on HIV/AIDS, is an innovative partnership that leads and inspires the world in achieving universal access to HIV prevention, treatment, care and support.

### **UN Population Fund (UNFPA)**

UNFPA, the United Nations Population Fund, is an international development agency that promotes the right of every woman, man and child to enjoy a life of health and equal opportunity. UNFPA supports countries in using population data for policies and programs to reduce poverty and to ensure that every pregnancy is wanted, every birth is safe, every young person is free of HIV/AIDS, and every girl and woman is treated with dignity and respect.



### **Council of Europe (CoE)**



The Council of Europe, based in Strasbourg (France), now covers virtually the entire European continent, with its 47 member countries. Founded on 5 May 1949 by 10 countries, the Council of Europe seeks to develop throughout Europe common and democratic principles based on the European Convention on Human Rights and other reference texts on

the protection of individuals.

### **Organization International de la Francophonie (OIF)**



The International Organization of La Francophonie was created in 1970. Its mission is to embody the active solidarity between its 75 member states and governments (56

members and 19 observers), which together represent over one-third of the United Nations' member states and account for a population of over 890 million people, including 220 million French speakers.

### **International Coordination Meeting of Youth Organizations (ICMYO)**

The International Coordination Meeting of Youth Organizations (ICMYO) gathers membership-based, democratic, representative and accountable International Youth NGOs (INGYOs) and Regional Youth Platforms (RYPs). The main objectives of ICMYO are the strengthening of the cooperation among youth organizations at the regional and global levels and the coordination of political inputs to global youth policy processes.



### **Conference of NGOs (CoNGO)**



The Conference of Non-Governmental Organizations in consultative relationship with the United Nations (CoNGO) is an independent, international, non-profit membership association of non-governmental organizations (NGOs). It facilitates the participation of NGOs in United Nations debates and decision-making. CONGO is most active at the major UN centers of New York, Geneva and Vienna but its work stretches out to all regions of the world.

### **UN- Department of Economic and Social Affairs of the United Nations Secretariat (UN-DESA)**

Within the framework of the United Nations Development Agenda, DESA works on issues ranging from poverty reduction, population, gender equality and indigenous rights to macroeconomic policy, development finance, public sector innovation, forest policy, climate change and sustainable development. The Department also supports the effort to achieve the Millennium Development Goals, a set of time-bound targets, which put the eradication of poverty at the center of the global partnership for development.



### **International Youth Foundation (IYF)**

In 1990, the International Youth Foundation was born — a youth development organization that, at that time, was without precedent in its scope and mission. In all, the Kellogg Foundation (WKKF) granted to IYF nearly US\$70 million — the largest single commitment in WKKF history.



The initial challenge was to build on Mr. Kellogg's desire 'to take good ideas, help them grow...invest in people and institutions...all in support of children and families.'

### **World Bank**



Established in 1944, the World Bank is headquartered in Washington, D.C. We have more than 9,000 employees in more than 100 offices worldwide. The World Bank is a vital source of financial and technical assistance to developing countries around the world.

### **UN Educational, Scientific and Cultural Organization (UNESCO)**

UNESCO works to create the conditions for dialogue among civilizations, cultures and peoples, based upon respect for commonly shared values. It is through this dialogue that the world can achieve global visions of sustainable development encompassing observance of human rights, mutual respect and the alleviation of poverty, all of which are at the heart of UNESCO'S mission and activities.



UNESCO'S mission is to contribute to the building of peace, the eradication of poverty, sustainable development and intercultural dialogue through education, the sciences, culture, communication and information.

### **Peace Corps**



The Peace Corps traces its roots and mission to 1960, when then Senator John F. Kennedy challenged students at the University of Michigan to serve their country in the cause of peace by living and working in developing countries. From that inspiration grew an agency of the federal government devoted to world peace and friendship.

Since that time, 200,000+ Peace Corps Volunteers have served in 139 host countries to work on issues ranging from AIDS education to information technology and environmental preservation.

## **B. Local Organizations & Initiatives**

### **Al Faisaliah Women Society**



Society was founded in Jeddah 1396 AH and began since that date in implementation of social services, health, cultural and rehabilitation for needy families and low-income and succeeded over the past years to achieve leadership through a variety of charity projects not on the level of region, but at the level of

Persian Gulf.

### **King Khaled Foundation**

After the death of King Khalid bin Abdul Aziz, has been allocated a proportion of his money to charity. And the Board of Trustees decided to maintain the approach of King Khalid and continuity of charity decides to configure a charity





in his name, an extension for his acts of great service to his religion and his country.

### **Princess Anoud bint Mesaad bin Abdulaziz bin Galloway Al Saud Charity Foundation**



مؤسسة الأميرة العنود بنت عبدالعزيز بن مساعد بن جلوي آل سعود الخيرية

Princess Anoud knew with her love for helping poor and needy, and the wisdom and maturity of thought and commitment to our religion teachings and commitment to customs and traditions. She wrote her will at an early age (36 years).

After her death - God rest her soul - the Foundation was established, to be the implementation of the legacy, and an extension of its bid, and an expression of the righteousness of her children, their mother.

### **Naqaa Environmental Enterprise**

Naqaa Environmental Enterprise is an emerging social enterprise of young professionals committed to promoting the concept of environmental sustainability as an important value of every Saudi company. We work with you in making “sustainability” real, be it related to your CSR, or a variety of your other needed efforts. “Green is for Good,” and we are committed to helping you and your organization get the traction needed for real green breakthroughs.



### **Athmed**

Awareness Group aims to bring change in social behavior, started its activities two years ago to organize meetings of "feminism", focused on the radical and need for equity between men and women, and organizes workshops and lectures, group has been established book club and workshops to discuss movies too, and in process to launched a website for the group.

### **Young Initiative Group**



Young Initiative Group (YIG) is newly born initiative, founded in 2010, where many active volunteers and leaders in the community gathered to do good under one umbrella. The group aims to make a positive change in the community.

### **Baladi**

A national initiative and independent women with representation of all regions of the Kingdom of Saudi Arabia, group seeks to achieve the active participation and full of Saudi women in municipal councils through awareness and rehabilitation of their belief in the women right to participate and importance of their role in development of



municipal services and social issues.

## 8. Benchmarking Challenges

### **Goals:**

- MOP Goals are too broad and has different, based on that every GOAL has different function and every functions has different stakeholders and potential Futures partners.
- All functions must be based on needs Analysis.

### **Projects**

- Selection standers are not carefully identified there for Market's needs (Scots needs).
- Project's outputs measured limited to qualitative indicators and qualitative indicators.
- Funding mechanism is limited to proposals approval with no phases review every year quarter.



## Key Performance Indicators

Key Performance Indicators help the project define and measure progress toward its goals.

**Table 2.2: Key Performance Indicators**

#	Section	Indicators	Measuring components
1	<b>Governed structure</b>	Sustainable model	<ul style="list-style-type: none"> <li>▪ Bylaws</li> <li>▪ One advisory body</li> <li>▪ One executive body</li> <li>▪ Operation and management standards</li> </ul>
2	<b>Funding processes</b>	Sustainability Diversity Governed processes	<ul style="list-style-type: none"> <li>▪ Phases in choosing candidates</li> <li>▪ Quota for counties</li> <li>▪ Needs analysis</li> </ul>
3	<b>Project and initiatives</b>	Productivity	<ul style="list-style-type: none"> <li>▪ Project management model</li> <li>▪ Volunteers Recruitment</li> </ul>
4	<b>Impact</b>	Speediness	<ul style="list-style-type: none"> <li>▪ Triple sustainable impact indicators</li> </ul>
5	<b>communication</b>	Effectiveness	<ul style="list-style-type: none"> <li>▪ Direct communions</li> <li>▪ International recognition</li> </ul>



## Chapter 3

# Analyzing the Indicators



## Introduction

This chapter will measure the organizations functions and activities based on the Key Performance Indicators which we reviewed in the previous chapter in two ways:

1. Mapping Results (Desktop Research)
2. Survey results

The mapping methodology measured based on:

- Organization spread and its extent and organizations capacity.
- Activities and functions of the organizations.

## I. Governance & Organizational Structure

This section measuring the sustainable model through measure the strategic documents of the organizations, body structure operation and management standards

### I.1 Mapping Results

#### I.1.1 Strategic Documents

##### The ICRC's Mission Statement

The International Committee of the Red Cross (ICRC) is an impartial, neutral and independent organization whose exclusively humanitarian mission is to protect the lives and dignity of victims of war and internal violence and to provide them with assistance.

It directs and coordinates the international relief activities conducted by the Movement in situations of conflict. It also endeavors to prevent suffering by promoting and strengthening humanitarian law and universal humanitarian principles.

Established in 1863, the ICRC is at the origin of the International Red Cross and Red Crescent Movement.

##### Peace Corps Mission

The Peace Corps' mission has three simple goals:

1. Helping the people of interested countries in meeting their need for trained men and women.
2. Helping promote a better understanding of Americans on the part of the peoples served.
3. Helping promote a better understanding of other peoples on the part of Americans.



## 1.1.2 Partnerships

### Alcoa Foundation

#### 1. Partnership and Investment Structure

a. **Invest:** Cultivate academic, non-governmental organization (NGO), and nonprofit partnerships, specifically fellowships, research projects, events, competitions, training and development programs, and social enterprises.



b. **Involve:** Partner with far-reaching and innovative organizations that engage Alcoa employees, retirees, families, friends, customers, and communities through hands-on activities, skills-based volunteerism, and leadership opportunities.



c. **Inspire:** Create ambassadors that advance their mission, support train-the-trainer programming, and provide teachers with resources and curriculums to reach students in creative and dynamic ways. Focus on diverse and underserved communities.



### World Association of Girl Guides & Girl Scouts (WAGGGS)

The World Association of Girl Guides and Girl Scouts works with many national, regional and international organizations and alliances to further its mission to enable girls and young women to develop to their fullest potential and become responsible citizens of the world.

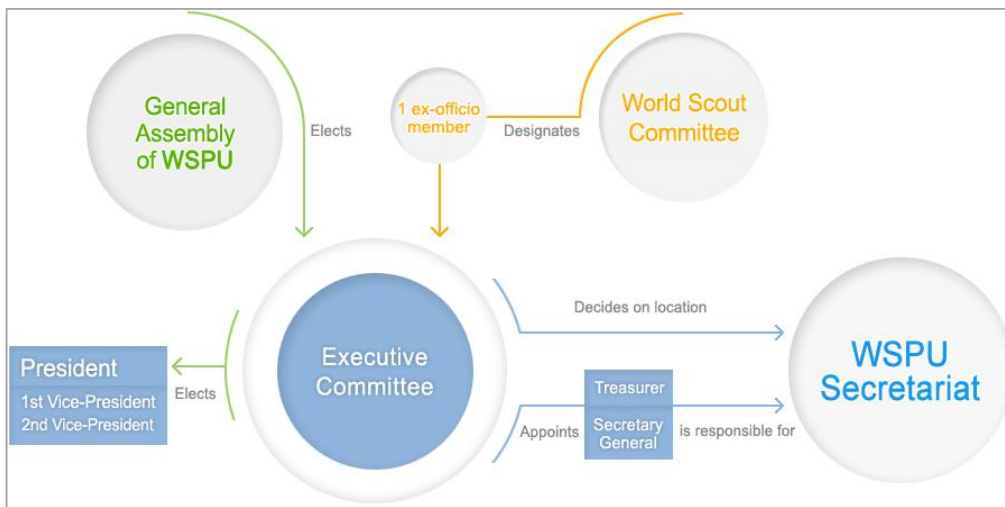
Through partnership with UN agencies, other non-governmental organizations, governments and private companies, WAGGGS is able to:

- Enable the collective voice of girls and young women to be heard on the world stage and to influence issues that are important to them
- Provide more leadership opportunities for girls and young women at world and regional levels
- Empower girls and young women through quality programs and development opportunities
- Bring Girl Guiding/Girl Scouting to more girls who might otherwise be excluded.

### I.1.3 Organizational Structure

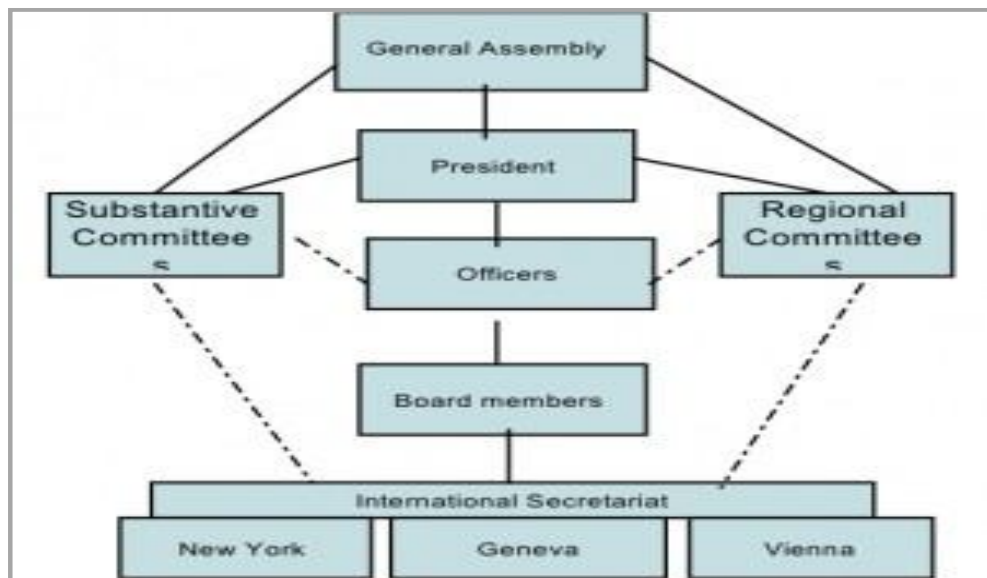
#### World Scout Parliamentary Union (WSPU) Structure

Figure 3.1: WSPU Organizational Structure



#### Conference of NGOs (CoNGO)

Figure 3.2: CoNGO Organizational Structure



## 1.2 Survey Results

Based on the study indicators questions were asked to identify the organizational structure and partners' model of the organizations, and below are the results.

### International Organizations Results

#### **Q1. What is the organization's mission or core purpose of being?**

This question aimed to view the targeted organizations mission as below:

**Table 3.1: Organization's mission**

<b>Organization</b>	<b>Mission</b>
<b>World Scout Bureau</b>	Scouting support and development
<b>World Scout Parliamentary Union (WSPU)</b>	The World Scout Parliamentary Union (WSPU) is an independent Association of Parliamentarians, functioning according to the Fundamental Scout Principles expressed in the Constitution of the World Organization of the Scout Movement (WOSM). The aim of WSPU is to establish an international network of parliamentarians of former Scouts and/or members who recognize the value of Scouting as a non-formal educational method, in order to support scouting at both national and international levels and promote better youth legislation.
<b>Habitat for Humanity International</b>	To eliminate substandard housing and homelessness worldwide and to make adequate, affordable shelter a matter of conscience and action.
<b>International Youth Foundation</b>	We are passionate in our belief that educated, employed, and engaged young people possess the power to solve the world's toughest problems. Every young person therefore deserves the opportunity to realize his or her full potential. Our programs are catalysts for change that help youth learn, work, and lead.
<b>Volvo Adventure</b>	An award to reward young people's practical solutions to environmental problems.

**Finding:** Organizations centered its missions about empower and engaged young people through an international networks to change their world to better.



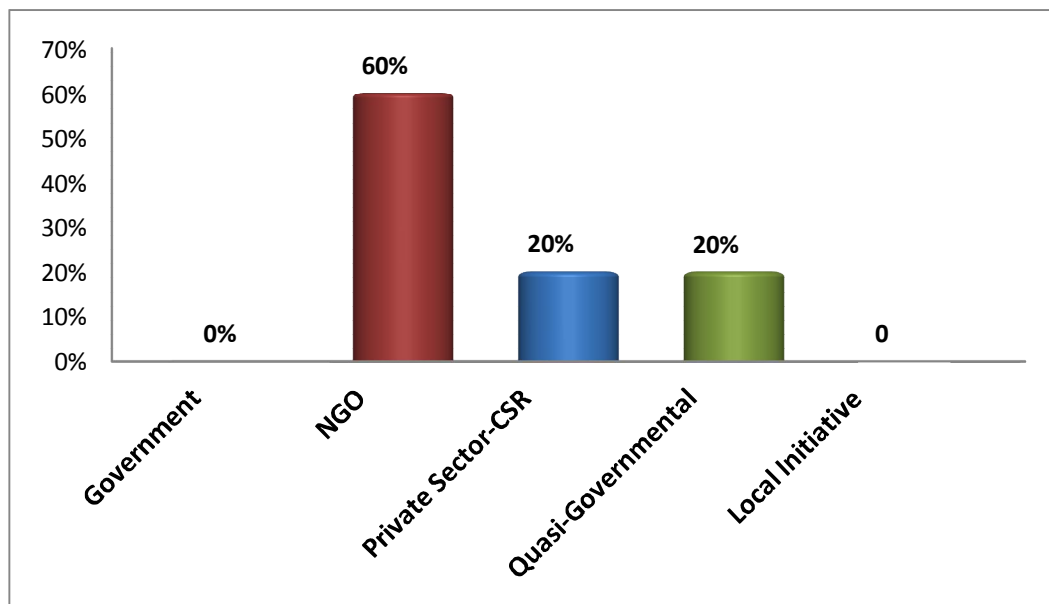
## Q2. What is the type of the organization?

This question aimed to identify the organizational type for the organizations:

**Table 3.2: Type of targeted organizations**

Answers	Government	NGO	Private Sector-CSR	Quasi-Governmental	Local Initiative
Results	0	3	1	1	0
Percentage	0%	60%	20%	20%	0%
Total	5				

**Figure 3.3: Type of targeted organizations**



This chart shows that 60% of respondents said that NGO is the type of their organizations, while 20% of them are private sectors (CSR programs) and 20% are quasi-governmental organizations.

### Q3. When was the organization established?

This question aimed to know the establishment date of the organizations:

**Table 3.3: Date of establishment**

Organization	Established Year
World Scout Bureau	1907
World Scout Parliamentary Union (WSPU)	1991
Habitat for Humanity International	1977
International Youth Foundation	1991
Volvo Adventure	2000

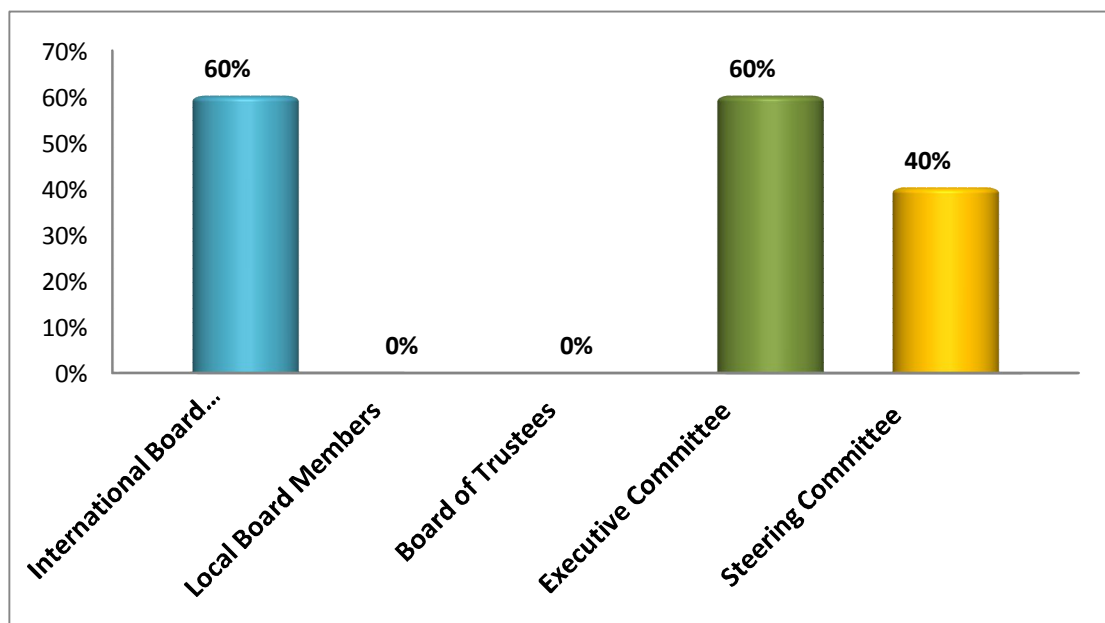
### Q4. What is the governance structure?

This question aimed to identify the governance structure of the organizations:

**Table 3.4: Governance Structure**

Answers	International Board Members	Local Board Members	Board of Trustees	Executive Committee	Steering Committee
Results	3	0	0	3	2
Percentage	60%	0%	0%	60%	40%
Total	5				

**Figure 3.4: Governance Structure**



This chart shows the percentage of respondents who said that their governance structure is an International Board Members and this percentage estimated to 60% and same percentage has the Executive Committee type while 40% only has Steering Committees.

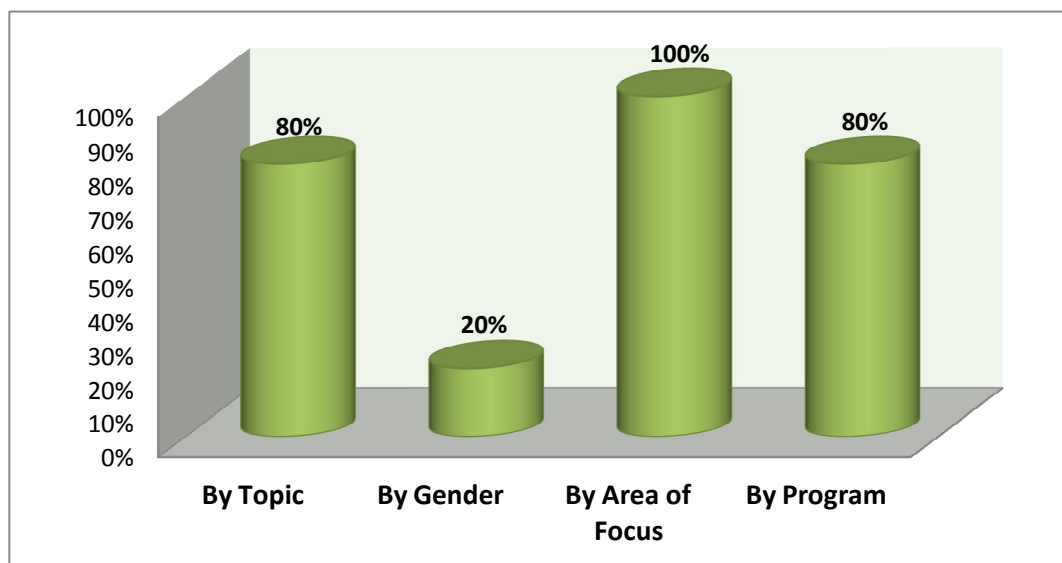
**Q5. What is your organization's partnership model?**

This question asked the participants about the partnership model:

**Table 3.5: Organization's partnership model**

Answers	By Topic	By Gender	By Area of Focus	By Program
Results	4	1	5	4
Percentage	80%	20%	100%	80%
Total	5			

**Figure 3.5: Organization's partnership model**



This chart shows that 100% of respondents said that they building their partnerships by the area of focus, 80% of them build it by programs and topics and 20% only said that their partnerships by gender.



**Q6. How many partners does your organization currently have?**

This question aimed to know the No. of organizations partners:

**Table 3.6: No. of Partners**

Organization	No. of partners
<b>World Scout Bureau</b>	UN system agencies + Major Youth NGOs + Some private Foundations
<b>World Scout Parliamentary Union (WSPU)</b>	We have two main partners
<b>Habitat for Humanity International</b>	Many worldwide
<b>International Youth Foundation</b>	300+
<b>Volvo Adventure</b>	3

## Local Organizations Results

### Q1. What is the organization's mission or core purpose of being?

This question aimed to view the targeted organizations mission as below:

**Table 3.7: Organization's mission**

Organization	Mission
<b>Al Faisaliah Women's Charity Organization</b>	Achieving sustainable development.
<b>King Khaled Foundation</b>	That we have a positive impact on people's lives by creating effective solutions to meet the challenges of social and economic development in Saudi Arabia.
<b>Princess Anoud Charity Foundation</b>	Implementation the commandment of Princess Anoud Al Saud
<b>Community Centers Association in Jeddah</b>	Build a social institution with international standards cares on building the activation energies of individual and society to achieve sustainable development.
<b>King Faisal Center for Research and Islamic Studies</b>	Achieve King Faisal Foundation objectives in servicing Islamic civilization, and implement research, studies and scientific and cultural activities.

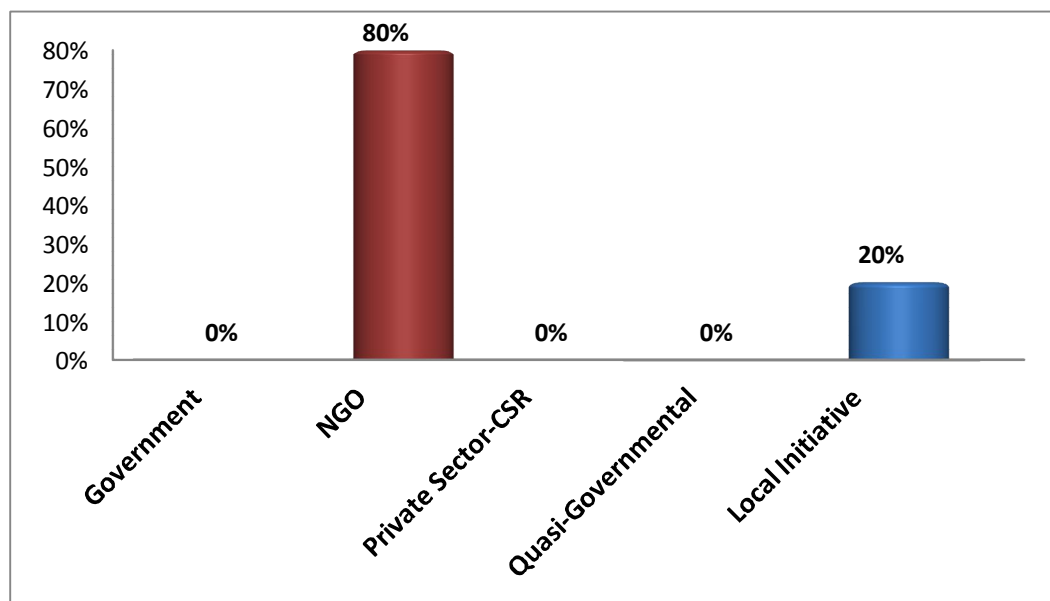
### Q2. What is the type of the organization?

This question aimed to identify the organizational type for the organizations:

**Table 3.8: Type of targeted organizations**

Answers	Government	NGO	Private Sector-CSR	Quasi-Governmental	Local Initiative
<b>Results</b>	0	4	0	0	1
<b>Percentage</b>	0%	80%	0%	0%	20%
<b>Total</b>	<b>5</b>				

**Figure 3.6: Type of targeted organizations**



This chart shows that 80% of respondents said that NGO is the type of their organizations, while 20% of them are local initiatives.

**Q3. When was the organization established?**

This question aimed to know the establishment date of the organizations:

**Table 3.9: Date of establishment**

Organization	Established Year
Al Faisaliah Women's Charity Organization	1975
King Khaled Foundation	11-8-2011
Princess Anoud Charity Foundation	22/10/1420
Community Centers Association in Jeddah	1425
King Faisal Center for Research and Islamic Studies	1403



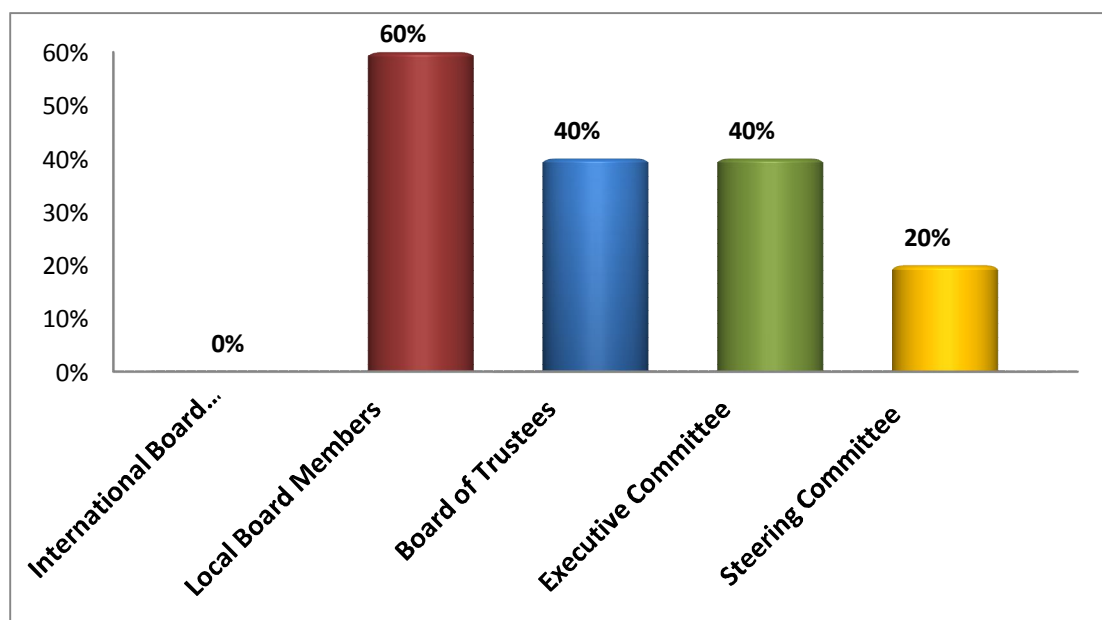
#### Q4. What is the governance structure?

This question aimed to identify the governance structure of the organizations:

**Table 3.10: Governance Structure**

Answers	International Board Members	Local Board Members	Board of Trustees	Executive Committee	Steering Committee
Results	0	3	2	2	1
Percentage	0%	60%	40%	40%	20%
Total	5				

**Figure 3.7: Governance Structure**



This chart shows the percentage of respondents who said they that their governance structure is a Local Board Members and this percentage estimated to 60% and 40% percentage has the Executive Committee and same percentage has Bpard of Trustees while 20% only has Steering Committees.

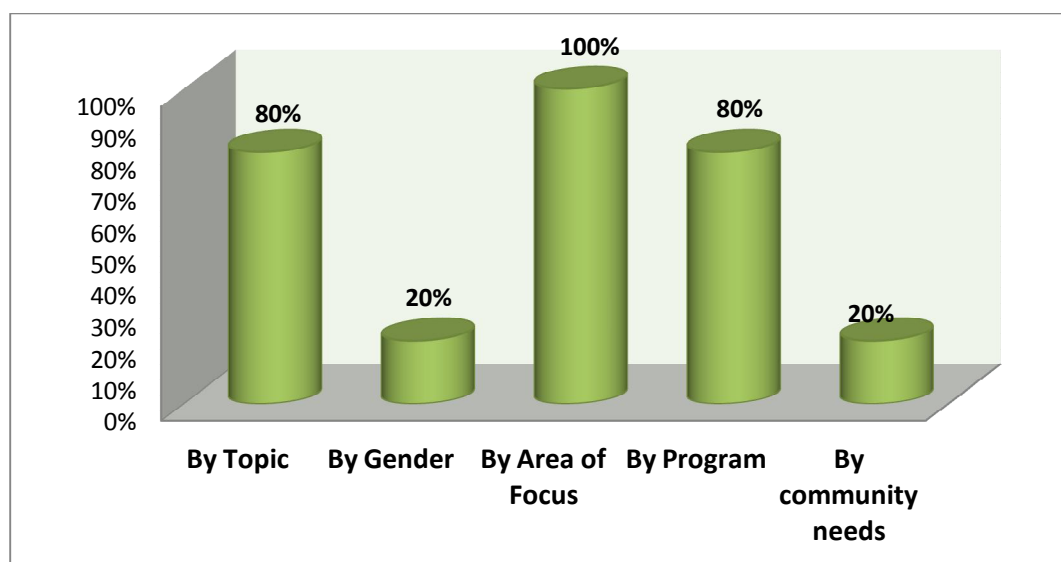
#### Q5. What is your organization's partnership model?

This question asked the participants about the partnership model:

**Table 3.1 I: Organization's partnership model**

Answers	By Topic	By Gender	By Area of Focus	By Program	Other
Results	4	1	5	4	By community needs
Percentage	80%	20%	100%	80%	20%
Total	<b>5</b>				

**Figure 3.8: Organization's partnership model**



This chart shows that 100% of respondents said that they building their partnerships by the area of focus, 80% of them build it by programs and topics and 20% only said that their partnerships by gender and same percentage by community needs.

**Q6. How many partners does your organization currently have?**

This question aimed to know the No. of organizations partners:

**Table 3.12: No. of Partners**

Organization	No. of partners
Al Faisaliah Women's Charity Organization	Non-specific (Large numbers)
King Khaled Foundation	14
Princess Anoud Charity Foundation	60 (Society - Organization - Center)
Community Centers Association in Jeddah	At least 50 partners from all sectors
King Faisal Center for Research and Islamic Studies	Non

### **Local Initiatives**

#### **Q1. What is the organization's mission or core purpose of being?**

This question aimed to view the targeted organizations mission as below:

**Table 3.13: Organization's mission**

Organization	Mission
Muwatan	Partnership
Naqaa Environmental Enterprise	Promoting green practices in the corporate sector and Business Sustainability
Tamer Group	The one related to CSR - improving the health quality among the community

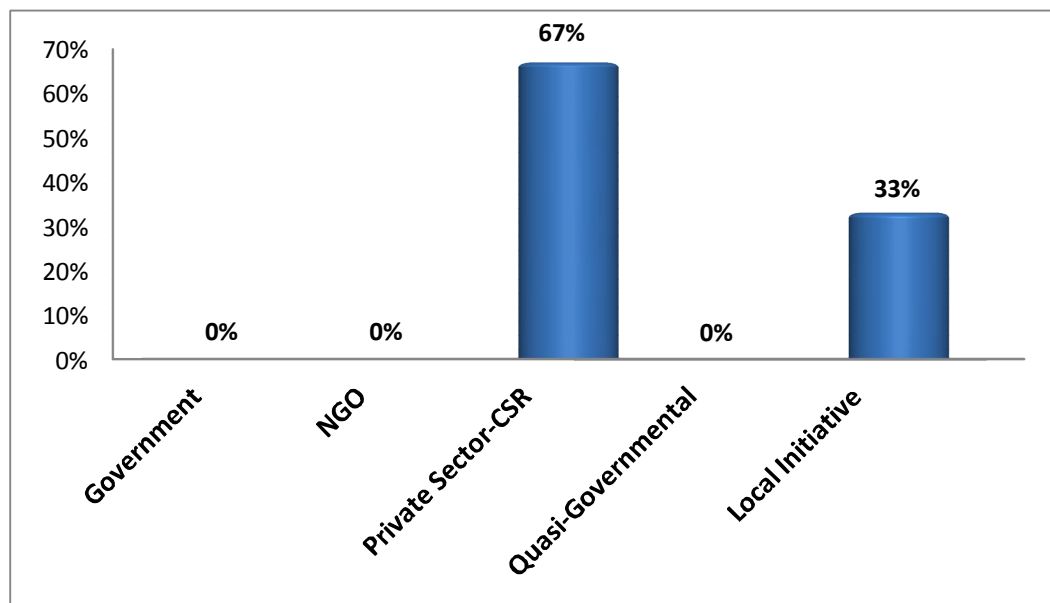
## Q2. What is the type of the organization?

This question aimed to identify the organizational type for the organizations:

**Table 3.14: Type of targeted organizations**

Answers	Government	NGO	Private Sector-CSR	Quasi-Governmental	Local Initiative
Results	0	0	2	0	1
Percentage	0%	0%	67%	0%	33%
Total	<b>3</b>				

**Figure 3.9: Type of targeted organizations**



This chart shows that 67% of respondents said that a private sector (CSR programs) is the type of their organizations, while 33% of them are Local Initiatives.

### Q3. When was the organization established?

This question aimed to know the establishment date of the organizations:

**Table 3.15: Date of establishment**

Organization	Established Year
Muwatan	2008
Naqaa Environmental Enterprise	2010 - 2011
Tamer Group	The group 90 years ago - the CSR unite around 2 years

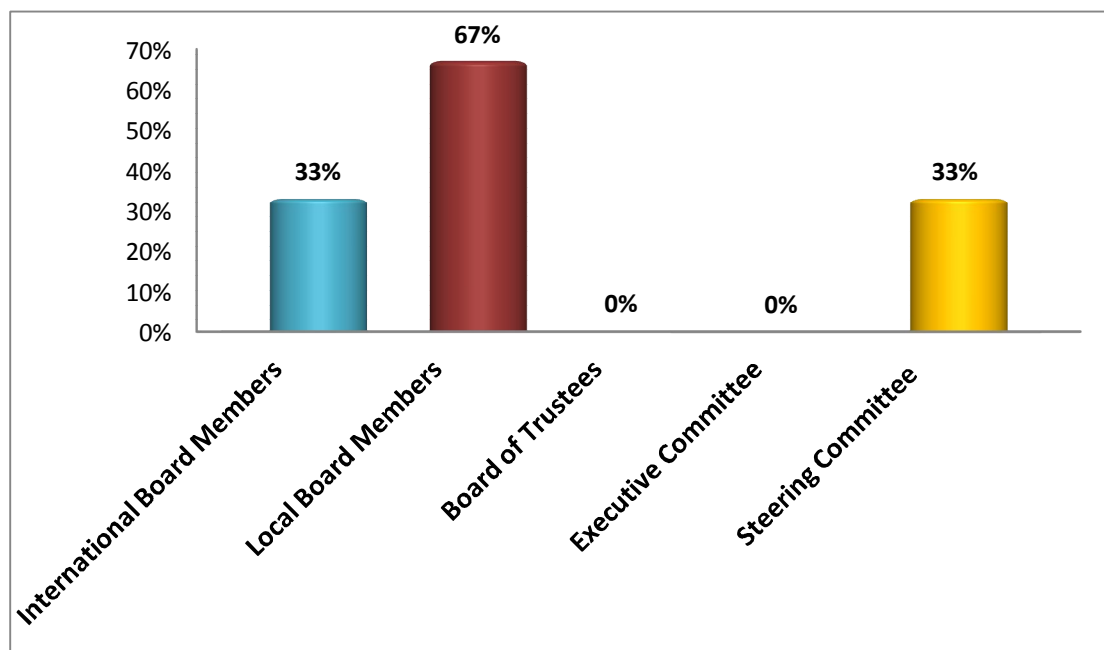
### Q4. What is the governance structure?

This question aimed to identify the governance structure of the organizations:

**Table 3.16: Governance Structure**

Answers	International Board Members	Local Board Members	Board of Trustees	Executive Committee	Steering Committee
Results	1	2	0	0	1
Percentage	33%	67%	0%	0%	33%
Total	3				

**Figure 3.10: Governance Structure**



This chart shows the percentage of respondents who said they that their governance structure is a Local Board Members and this percentage estimated to 67% and 33% has an International Board Members type and 33% too has Steering Committees.

**Q5. What is your organization's partnership model?**

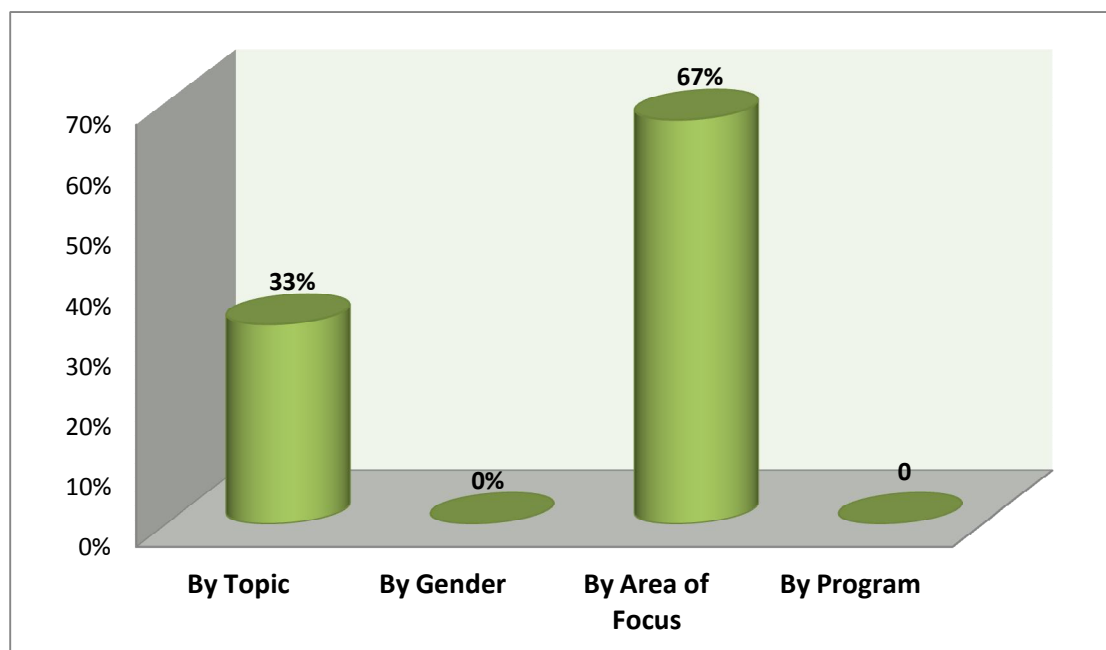
This question asked the participants about the partnership model:

**Table 3.17: Organization's partnership model**

Answers	By Topic	By Gender	By Area of Focus	By Program
Results	1	0	2	0
Percentage	33%	0%	67%	0%
Total	3			



**Figure 3.11: Organization's partnership model**



This chart shows that 67% of respondents said that they building their partnerships by the area of focus, 33% of them build it by topic.

**Q6. How many partners does your organization currently have?**

This question aimed to know the No. of organizations partners:

**Table 3.18: No. of Partners**

Organization	No. of Partners
Muwatan	4
Naqaa Environmental Enterprise	6
Tamer Group	Many



## Conclusions and Remarks

### Strategic document

#### Vision

Based on the research conducted on international organized, the research concluded that all NGO visions are (dreamy – inspiring – realistic) and it's related to the NGOs core mission statement

#### Governance Structure

- The percentage of respondents in international organizations who said they that their governance structure is an International Board Members and this percentage estimated to 60% and same percentage has the Executive Committee type while 40% only has Steering Committees.
- The respondents who said they that their governance structure is a Local Board Members and this percentage estimated to 60% and 40% percentage has the Executive Committee and same percentage has Board of Trustees while 20% only has Steering Committees
- The percentage of respondents who said they that their governance structure is a Local Board Members and this percentage estimated to 67% and 33% has an International Board Members type and 33% too has Steering Committees.
- 

#### Partnership Model

- 100% of respondents in international organizations said that they building their partnerships by the area of focus, 80% of them build it by programs and topics and 20% only said that their partnerships by gender.
- 100% of respondents in local organizations said that they building their partnerships by the area of focus, 80% of them build it by programs and topics and 20% only said that their partnerships by gender and same percentage by community needs.

## 2. Funding Process

This section measuring the sustainable model, diversity and governed processes and the measuring components for this indicator are: phases in choosing candidates, quota for counties and needs analysis.

### 2.1 Mapping Results

#### Alcoa Foundation

##### 1. Grant Guidelines

Where to invest, Alcoa Foundation looks to partner with nonprofit organizations that have:

- A demonstrated track record of success
- Organizational and staff capabilities to lead the work
- High industry rating

And in projects that:

- Produce measurable, long-term results
- Can be effectively implemented and ultimately continued without our funding
- Can be shared with other organizations looking to produce similar results
- Demonstrate commitment to the inclusion of diverse and/or under-represented populations



#### UN-Habitat

##### 1. Youth Fund



This fund promotes the poverty reduction aims of Millennium Development Goals and the Habitat Agenda for better, more sustainable and equitable towns and cities throughout the developing world.

#### World Association of Girl Guides & Girl Scouts (WAGGGS)

##### 1. Guiding



Girl Guiding/Girl Scouting is open to all girls and young women whatever their religion, ethnic group or background. A Girl Guide or Girl Scout accepts the Promise and the Law based on spiritual values, personal development and commitment to helping others.

##### 2. Educational programs

Educational resources include their range of toolkits and publications, such as their UNAIDS funded HIV



and AIDS Training Toolkit packed with ideas for leaders and trainers to teach girls and young women about HIV and AIDS and to help counteract the stigma surrounding the illness.

### **3. Advocacy and community action**

WAGGGS influences people to take decisions that will improve the lives of girls and young women and their communities. They aim not only to speak out on behalf of girls and young women everywhere, but also to empower them to advocate for themselves.

Through WAGGGS, young women have the opportunity to meet with their peers around the world and participate in exciting international projects. Girls can apply to be delegates at UN conference such as the Commission on the Status of Women and conferences on climate change, HIV and AIDS and other Millennium Development Goals.

### **4. Leadership development**

WAGGGS has been empowering girls and young women as leaders in their local communities, on the international stage and in their professional and volunteer lives for 100 years.

Leadership in WAGGGS is a process by which knowledge, skills, values and attitudes are fostered, individuals empowered and the learning spirit within the organization promoted and upheld.

Through leadership development individuals can develop:

- interpersonal relationships
- social influence processes
- team dynamics



## **International Coordination Meeting of Youth Organizations (ICMYO)**

### **I. Cooperate globally**

- Have at least an ICMYO every year.
- Maintain communication by email in between meetings.
- Request International Institutions to invite all their organizations to global consultation processes on youth.
- Keep ICMYO as an informal coordination space





## 2. The Youth Employment Network



During ICMYO, the delegates nominated 13 organizations to participate in the Youth Consultative Group (YCG) of the Youth Employment Network, a joint initiative of the UN, the International Labor Organization and the World Bank. The meetings of the YCG in Washington (September, 2004) and Beijing (May, 2005) facilitated much interaction between ICMYO members. ICMYO members also worked closely with each other in preparing events related to youth at the ILO General Conference in June, 2005

### King Khaled Foundation

#### 1. Grants

King Khalid Foundation provides philanthropic advice, technical and financial support for non-profit organizations in all parts of the Kingdom of Saudi Arabia.

The institution which provide financial support for development projects submitted by non-profit organizations. The Foundation select the best project proposals, based on transparent criteria and specific mechanisms, allowing the opportunity to implement projects more effectively and efficiently for the benefit and positive impact on the target group.



## 2.2 Survey Results

Based on this indicator questions were asked to identify the funding process of the organizations, and below are the results.

### International Organizations Results

#### **Q1. How are the programs funded?**

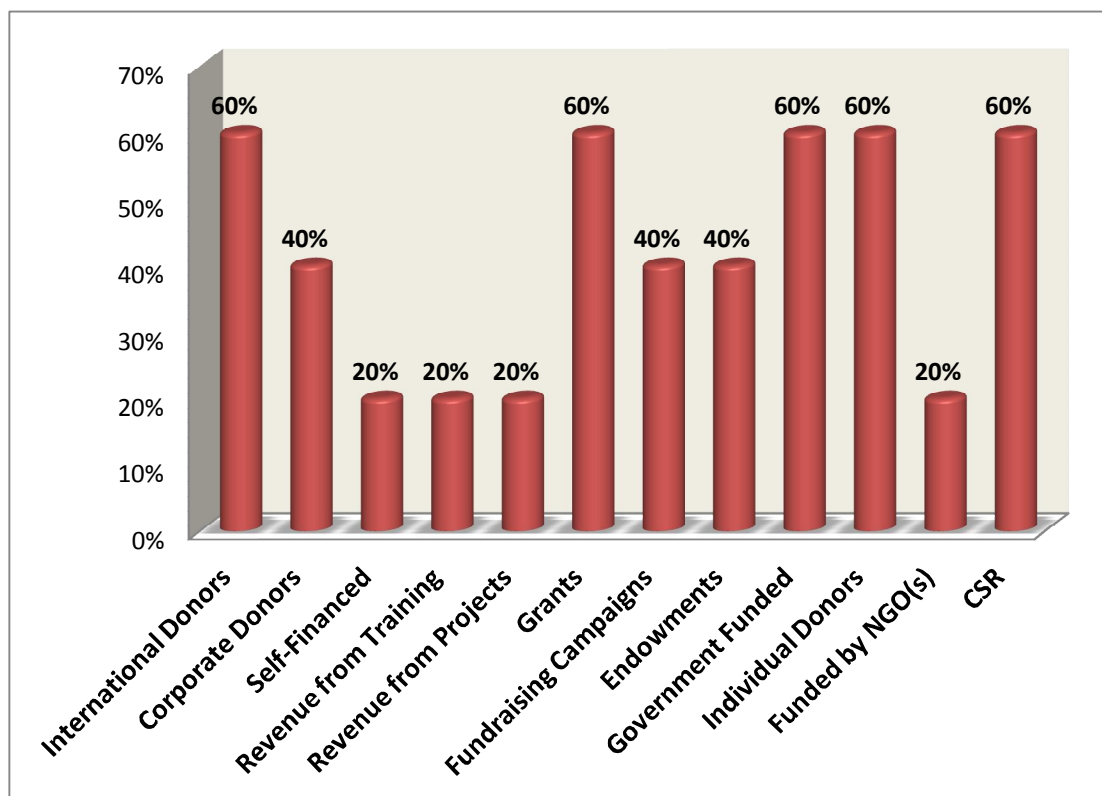
This question aimed to identify the funding sources of organizations to support its program:

**Table 3.19: Funding Sources**

Answers	International Donors	Corporate Donors	Self-Financed	Revenue from Training	Revenue from Projects	Grants	Fundraising Campaigns	Endowments	Government Funded	Individual Donors	Funded by NGO(s)	CSR
<b>Results</b>	3	2	1	1	1	3	2	2	3	3	1	3
<b>Percentage</b>	60%	40%	20%	20%	20%	60%	40%	40%	60%	60%	20%	60%
<b>Total</b>	<b>5</b>											



Figure 3.12: Funding Sources



This chart shows that 60% of respondents said that they fund the programs through CSR programs, international donors, grants and government funded, funded by NGOs, projects and training revenue and 20% are self-funded organizations, and 40% funded the program by endowments, fundraising campaigns and corporate donors.

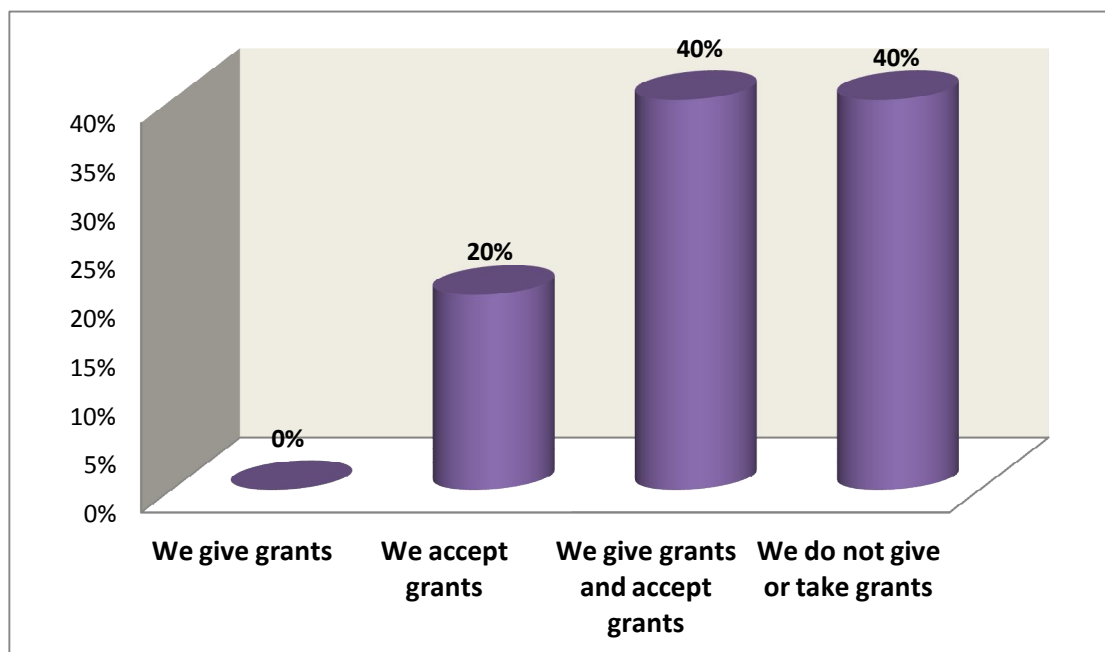
**Q2. Is your organization a grant-giver or a grant-receiver?**

This question aimed to identify the grants giver and receiver organizations:

Table 3.20: Grants Giver and Receiver Organizations

Answers	We give grants	We accept grants	We give grants and accept grants	We do not give or take grants
Results	0	1	2	2
Percentage	0%	20%	40%	40%
Total	5			

Figure 3.13: Grants Giver and Receiver Organizations




This chart shows that 40% of respondents said that they are a grants giver and acceptor, and 40% of them said that they don't give or accept grants while 20% of them are grants receivers.

**Q3. Please describe the criteria and requirements for a beneficiary to receive a grant from your organization? How do you select grant recipients?**

This question aimed to identify the criteria of receiving grants:

Table 3.21: Grants Criteria

Organization	The criteria for a beneficiary to receive grants
World Scout Bureau	We do not give or take grants
World Scout Parliamentary Union (WSPU)	N/A
Habitat for Humanity International	U/A 
International Youth Foundation	<ul style="list-style-type: none"> <li>NGOs that are well governed financially sound, technically capable of supporting our projects.</li> <li>Youth those are social entrepreneurs that have established a successful project/organization worthy of funding.</li> </ul>
Volvo Adventure	They must satisfy the award criteria and selection judges

**Finding:** Most of organizations imposes satisfy the award criteria and selection judges.

## Local Organizations Results

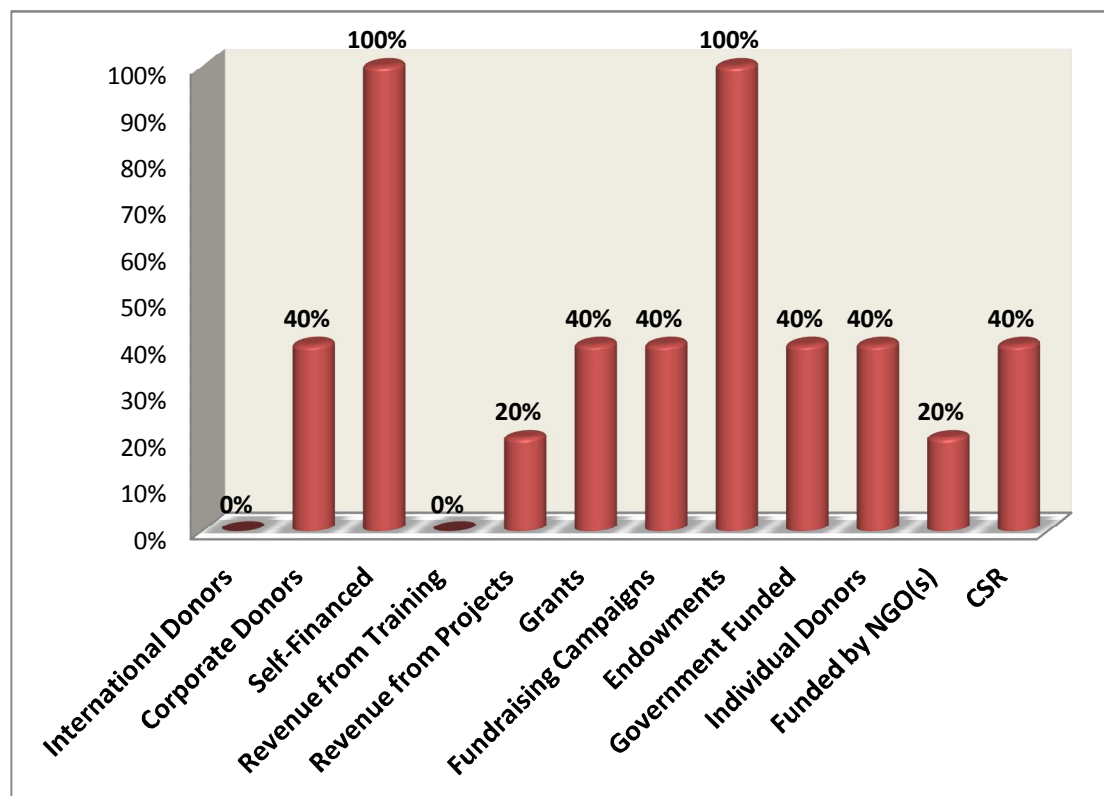
### Q1. How are the programs funded?

This question aimed to identify the funding sources of organizations to support its program:

Table 3.22: Funding Sources

Answers	International Donors	Corporate Donors	Self-Financed	Revenue from Training	Revenue from Projects	Grants	Fundraising Campaigns	Endowments	Government Funded	Individual Donors	Funded by NGO(s)	CSR
Results	0	2	5	0	1	2	2	5	2	2	1	2
Percentage	0%	40%	100%	0%	20%	40%	40%	100%	40%	40%	20%	40%
Total	5											

Figure 3.14: Funding Sources



This chart shows that 100% of respondents said that they fund the programs through endowments and same percentage are self-funded, 40% by CSR programs, individual donors, government funded, fundraising campaigns, grants and corporate donors and 20% funded the program by NGOs and projects revenue.

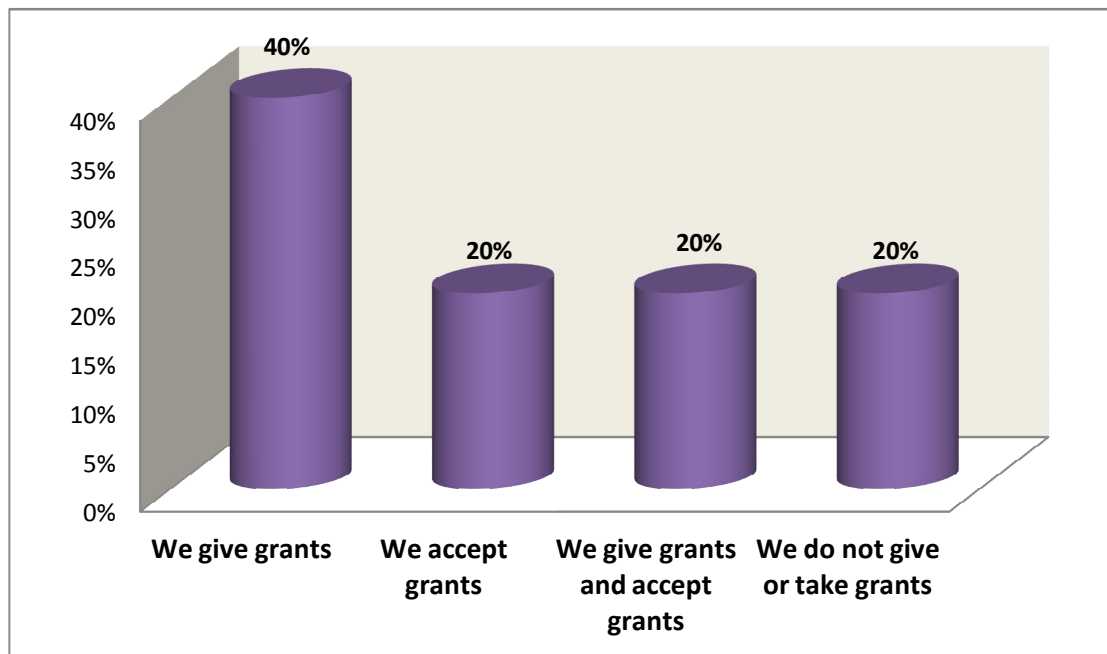
**Q2. Is your organization a grant-giver or a grant-receiver?**

This question aimed to identify the grants giver and receiver organizations:

**Table 3.23: Grants Giver and Receiver Organizations**

Answers	We give grants	We accept grants	We give grants and accept grants	We do not give or take grants
Results	2	1	1	1
Percentage	40%	20%	20%	20%
Total	5			

**Figure 3.15: Grants Giver and Receiver Organizations**



This chart shows that 40% of respondents said that they are a grants giver, and 20% of them are grants receivers and 20% give and accept grants and 20% don't give or accept grants.

**Q3. Please describe the criteria and requirements for a beneficiary to receive a grant from your organization? How do you select grant recipients?**

This question aimed to identify the criteria of receiving grants:

**Table 3.24: Grants Criteria**

Organization	The criteria for a beneficiary to receive grants
<p><b>Al Faisaliah Women's Charity Organization</b></p>	<ul style="list-style-type: none"> <li>▪ Saudi nationality</li> <li>▪ Sons and daughters of non-Saudi citizens</li> <li>▪ Non-Saudi permanent residence</li> <li>▪ To pass the rehabilitation vocational course and be committed</li> <li>▪ To have a desire to learn</li> <li>▪ Limited income</li> </ul>
<p><b>King Khalid Foundation</b></p>	<p><b>Implementation Mechanism</b></p> <p><b>The process to adopt the project:</b></p> <p><b><u>First: Preparation:</u></b></p> <ul style="list-style-type: none"> <li>▪ Understandings with the partner (on develop the grants objective and what the desired effect and to set the project standards and evaluation, funding follow up mechanisms)</li> <li>▪ Signed with the partner</li> </ul> <p><b><u>Second: Announcement:</u></b></p> <p>The announcement of the grant in different ways and published the foundation guidelines which contain:</p> <ul style="list-style-type: none"> <li>▪ The objectives of the grant.</li> <li>▪ Guidelines.</li> <li>▪ The size of the grant.</li> <li>▪ Standards and eligibility requirements - "Standards for the project?"</li> <li>▪ Terms of the grant.</li> <li>▪ Mechanism of presenting.</li> <li>▪ Deadline for receipt of applications.</li> </ul> <p><b><u>Thirdly: Evaluate and review the proposals:</u></b></p> <ul style="list-style-type: none"> <li>▪ What is the size of problem want to solve it?</li> <li>▪ What is the best solution?</li> <li>▪ Is the project based on community needs?</li> <li>▪ What the expected impact of the project?</li> <li>▪ Can the project be applied?</li> </ul>

<p><b>King Khalid Foundation (Continued)</b></p>	<p><b><u>Fourth, Select the projects and signing the Contract:</u></b></p> <ul style="list-style-type: none"> <li>▪ Projects are selected based on the evaluation.</li> <li>▪ Project budget prepared by a committee of the bank and the partner.</li> <li>▪ Grant Agreement signed by the partner and the grantee</li> <li>▪ Assigned an official represent to link by each party.</li> </ul> <p><b><u>Fifth: Monitoring and Evaluation:</u></b></p> <ul style="list-style-type: none"> <li>▪ <b>Follow-up:</b> Assigned a coordinator from the partner, to follow up the progress of work through the following ways: (field visits - phone calls and e-mail - follow-up forms).</li> <li>▪ <b>Evaluation:</b> through quarterly reports showing progress of work and verification tools and expenses (the action plan, the financial report).</li> </ul> <p><b><u>Sixth:</u></b> a final report (from the implementing agency and partner).</p>
<p><b>Princess Anoud Charity Foundation</b></p>	<ul style="list-style-type: none"> <li>▪ Submit a letter to the Secretary General of the Foundation</li> <li>▪ Grant seekers meet once the organization approved the business objectives</li> <li>▪ Agreement on the funding process</li> </ul>
<p><b>Community Centers Association in Jeddah</b></p>	<p>We are still in process to approve the new requirements.</p>
<p><b>King Faisal Center for Research and Islamic Studies</b></p>	<p>-</p>



## Local Initiatives

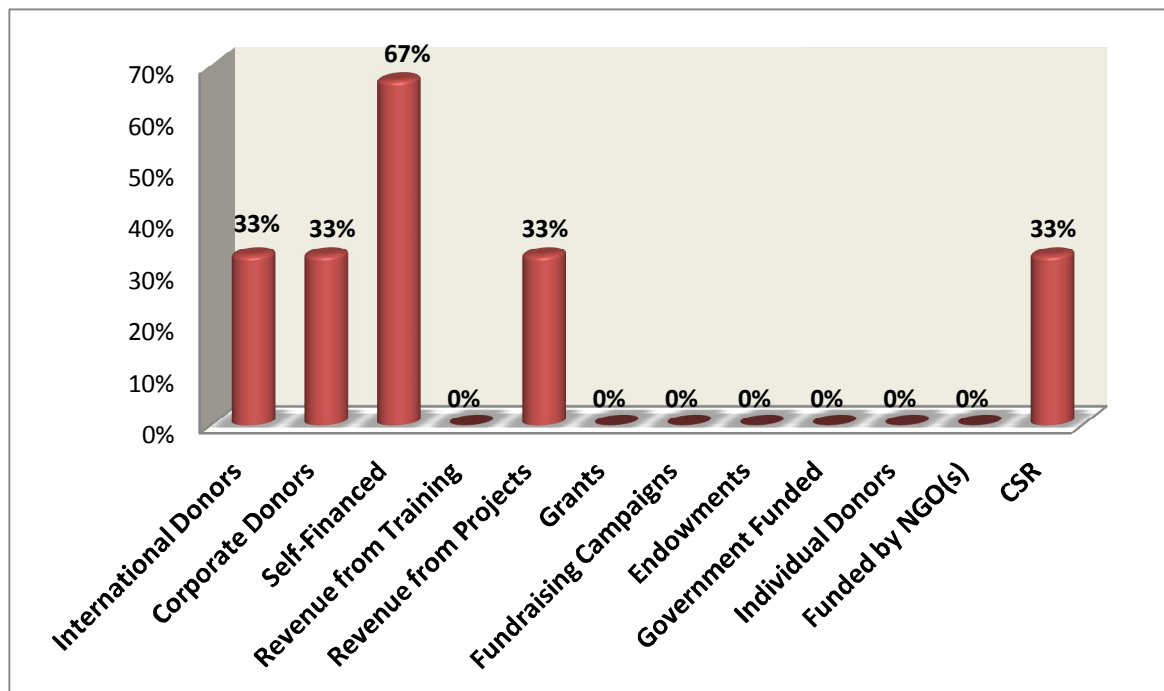
### Q1. How are the programs funded?

This question aimed to identify the funding sources of organizations to support its program:

**Table 3.25: Funding Sources**

Answers	International Donors	Corporate Donors	Self-Financed	Revenue from Training	Revenue from Projects	Grants	Fundraising Campaigns	Endowments	Government Funded	Individual Donors	Funded by NGO(s)	CSR
Results	1	1	2	0	1	0	0	0	0	0	0	1
Percentage	33 %	33 %	67%	0%	33%	0%	0%	0%	0%	0%	0%	33 %
Total	3											

**Figure 3.16: Funding Sources**



This chart shows that 67% of respondents said that they fund the programs by themselves and 33% through CSR programs, 33% training and projects revenue and same percentage by corporate donors and international donors.

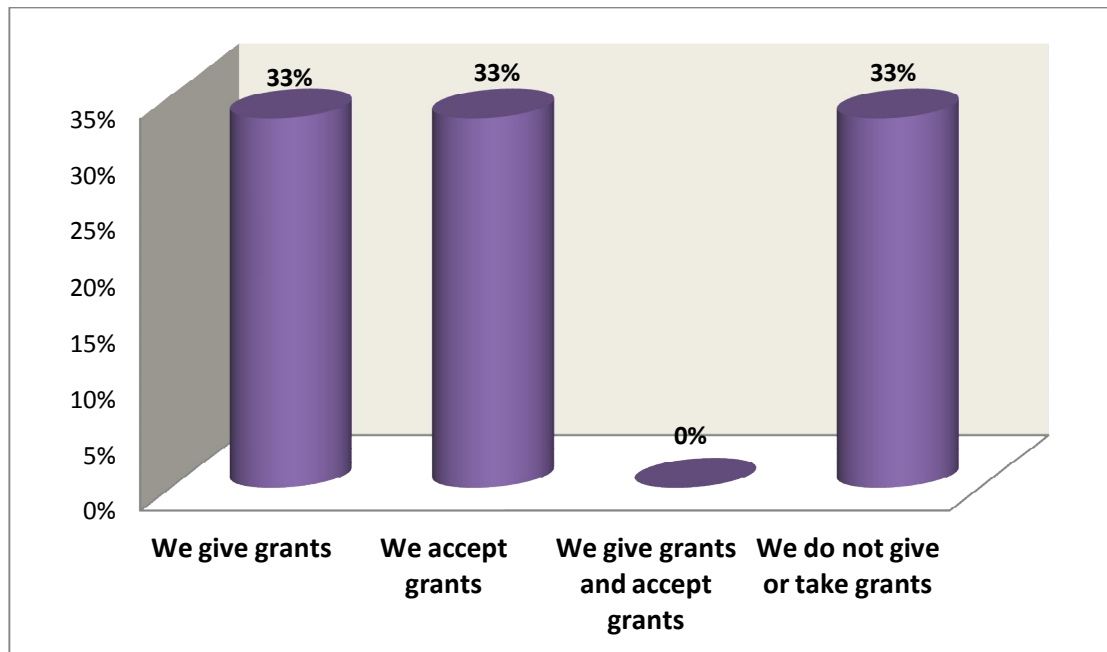
**Q2. Is your organization a grant-giver or a grant-receiver?**

This question aimed to identify the grants giver and receiver organizations:

**Table 3.26: Grants Giver and Receiver Organizations**

Answers	We give grants	We accept grants	We give grants and accept grants	We do not give or take grants
Results	1	1	0	1
Percentage	33%	33%	0%	33%
Total	<b>3</b>			

**Figure 3.17: Grants Giver and Receiver Organizations**




This chart shows that 33% of respondents said that they are a grants giver, and 33% of them said that they don't give or accept grants while 33% of them are grants receivers.

**Q3. Please describe the criteria and requirements for a beneficiary to receive a grant from your organization? How do you select grant recipients?**

This question aimed to identify the criteria of receiving grants:

**Table 3.27: Grants Criteria**

Organization	The criteria for a beneficiary to receive grants
Muwatan	We don't have
Naqaa Environmental Enterprise	NPOs 
Tamer Group	Yes by applying then the CSR study the case and deliver it to the board.

## Finding 2. Funding Process

### Funding Process

- Funding processes throw a funding ( approval processes ) by the funding mechanism that require :
  - ✓ Grant processes
  - ✓ Sustainably measurement impact
  - ✓ Goals and functions alignment with the Core Values of MOP
- 40% of survey respondents said that they are a grants giver and acceptor, and 40% of them said that they don't give or accept grants while 20% of them are grants receivers.
- Most of targeted organizations imposes satisfy the award criteria and selection judges for grants.
- Sources of funding varied between organizations, 60% of respondents said that they fund the programs through CSR programs, international donors, grants and government funded, funded by NGOS, projects and training revenue and 20% are self-funded organizations, and 40% funded the program by endowments, fundraising campaigns and corporate donors.
- 60% of survey respondents think that the impact assessment of projects is the main element, 40% of them said that the projects KPI's, 38% chosen focus on announcing and communicating success stories, 33% selected the clear criteria for approving projects and 24% for committees supervising the projects.
- When participants were asked about the most important elements to be present to give grants to scouts around the world to work on their social enterprises and peace projects, 60% of respondents think that the impact assessment of projects is the main element, 40% of them said that the projects KPI's, 38% chosen focus on announcing and communicating success stories, 33% selected the clear criteria for approving projects and 24% for committees supervising the projects.
- 67% of local initiatives fund their programs by themselves.
- King Khalid Foundation evaluation the supported project through quarterly reports showing progress of work and verification tools and expenses (the action plan, the financial report).

### 3. Programs & Initiatives

This section measuring the productivity of the programs through two main measuring components which are: project management model and volunteers recruitment

#### 3.1 Mapping Results

##### 3.1.1 Project Management Model

###### Alcoa Foundation

#### 1. Increase stakeholder engagement, including volunteerism and connection to Alcoa business and regional efforts.

- The Alcoa Volunteers program incorporates three core programs: ACTION, Bravo!, and worldwide Month of Service; and three key environmental initiatives: Make an Impact, Earth watch and Ten Million Trees – supporting employee efforts to address issues of local need and global priority. In addition, Alcoa employees are greening their world through Green Works.



###### Scout Movement

#### 1. Programs Online - Programming planning for the future



The Scout Association has developed an innovative online program planning resource that supports adult volunteers in planning and preparing their weekly programs for young people.

##### 1. **Educational Methods**

Each National Scout Organization is responsible for:

- Developing a Youth Program, based on the fundamental principles of Scouting, that is attractive to and meets the needs of young people in their country
- Training volunteers to deliver the Youth Program and manage the association.

The Educational Methods Committee (EMC), a Sub Committee of the World Scout Committee, is responsible for supporting the development and delivery of Scouting in NSOs; through





networking, sharing good practices, supporting innovations and developing partnerships.

## 2. **Communicate effectively**

A key element of success in any large project is to communicate effectively, both within the Organization and with one or more external audiences. This needs careful planning and a lot of preparation.

The new brand, logo and website – The Centenary was an opportunity for Scouting to present one public image to the Movement. A new brand logo was adopted and the seven websites of the World Organization of the Scout Movement (the central website and six regional websites) were migrated to a single site with a common image. This strengthened the image of "One World, One Promise" and helped Scouts, leaders and the external community to see the strength in both the unity and the diversity of the Movement.

## **World Wildlife Fund (WWF)**

### 1. **Worked to building a sustainable future**



Over the past half-century, WWF and many other groups have worked to conserve the world's most exceptional ecosystems and endangered species, promote sustainable use of natural resources, and reduce pollution and wasteful consumption — with impressive results.

WWF has now embarked on a bold approach to further catalyze change on a large scale.

### 2. **Global initiatives**

These long-term initiatives strengthen and bring together the many strands of their work – creating synergies and applying pressure and expertise where it is needed the most.

Building on their past work, they aim to accelerate and magnify large conservation wins across their priority species, places and footprint areas – and so achieve the necessary "transformational change" to achieve their twin goals of conserving biodiversity and reducing humanity's impact on nature.

Each one taps into WWF's ability to forge collaborative, creative solutions that meet the needs of both people and nature – their local credibility and their global reach, their deep expertise, their access to decision-makers, and their partners.

### 3. **Species & People: Linked Futures**

Species conservation programs can and do reduce poverty, increase participation by women in society, improve governance structures, increase food security and, of





course, deliver a sustainable environment for future generations.

#### 4. Tackle the causes

In order to achieve large-scale, long-lasting impacts, they must tackle the underlying causes to environmental degradation. WWF has identified 5 drivers that fuel environmental change -both good and bad. By engaging these key actors, they seek to reverse current trends and to drive greener policies and practices.

### Volvo Adventure

#### 1. projects focus area:

- a. Biodiversity – how young people help animals and plants in their community.
- b. Waste – what young people have done to reduce waste, reuse and recycle more.
- c. Water – how young people improved the water quality in their community or school.
- d. Energy – how young people helped to reduce energy use or make it more sustainable.
- e. Transport – how young people campaigned to reduce local traffic congestion.



### International Fellowship of Reconciliation (IFOR)

#### 1. Education & Training

##### Women Peacemakers Program

The International Fellowship of Reconciliation (IFOR) believes that without peace, development is impossible, and without women, neither peace nor development can take place.

IFOR's Women Peacemakers Program (WPP) began in 1997 and works to support and strengthen women's peacemaking initiatives.

The WPP believes that programs that specifically empower women peacemakers, and encourage women and girls to become involved in peace building and civil society building, are essential for development. WPP's objective is to increase the empowerment of women through active nonviolence. This is accomplished through an annual international training for nonviolence trainers, gender and nonviolence trainings, campaigns such as the annual May 24 International Women's Day for Peace and Disarmament, and through the documentation of women's peace initiatives.

#### 2. Empowering Young Women to Lead Change

##### A training Manual

Empowering Young Women to Lead Change is an easy to follow resource manual designed to enable young women to prepare and facilitate training on a



host of issues that are important to them. A joint publication of the World YWCA and UNFPA, the manual was developed by young women and contains modules on young women's leadership, economic justice, HIV and AIDS, human rights, peace, self-esteem and body image, sexual and reproductive health and violence against women. The issues are complex and the publication has been developed for young women to lead themselves in learning more about the issues through fun and participatory activities and on to action. Trainings and workshops can be designed using the entire manual or pulling out modules of interest for shorter sessions. It was tested in six countries and was launched at the International AIDS Conference in Toronto. The manuals will be distributed to YWCAs in 122 countries as well as to UNFPA country offices and to organizations working with young women and youth.

## **Youth Employment Network (YEN)**

### **1. Comparative Advantages**

- Having advocated for prioritizing youth employment on development agendas since 2001, YEN is a credible and neutral partner driven by the issue.
- As a common platform of three multi-national agencies YEN is a fore-runner of the Paris Declaration committing to harmonization and alignment.
- Based on a lean structure YEN can readily respond to requests.
- Recognizing the value of youth participation in youth employment initiatives at all levels, the YEN works closely with youth and their organizations



### **2. Projects**

- **YEN Lead Country Network**  
Lead country nations who have committed to tackle youth employment challenges at the highest level by formulating, implementing, monitoring and evaluating National Action Plans on youth employment (NAP) and regularly report on their progress to the YEN secretariat.
- **Youth-to-Youth Fund**  
YEN's competitive grant scheme supports youth employment projects in the Mano River Union (MRU) (Côte d'Ivoire, Guinea, Liberia, and Sierra Leone). It serves to identify and support small scale, innovative projects with potential to provide employment opportunities for young people (ages 15 to 30) while allowing youth organizations to actively participate in development.

- **Private Sector Initiative**

The Private Sector Initiative (PSI) is project of YEN's subregional office for West Africa. The PSI is a multi-stakeholder platform for business action on youth employment supported by the United Kingdom's Department of Work and Pensions. The PSI aims to strengthen the role that business in West Africa can play in enhancing employment opportunities for youth.

- **Results measurement in youth employment**

Building the evidence base to support the development of effective programs and policies to create jobs for youth.

YEN is conducting a series of evaluation

clinics offering technical advice to youth employment programs on how to rigorously evaluate their programs.

- **YEN Associates Program**

YEN partners with the Global College at the University of Winnipeg to place young professionals in YEN Lead Countries of Senegal, Indonesia, Ghana, Tanzania and Kenya. The goal of the program is to assist in



promoting youth employment as a major development issue. The program is sponsored by the Canadian International Development Agency's (CIDA) Youth Employment Strategy.



## **International Labor Organization (ILO)**

### **I. Tripartism and social dialogue**

Underlying the ILO's work is the importance of cooperation between governments and employers' and workers' organizations in fostering social and economic progress.

The ILO aims to ensure that it serves the needs of working women and men by bringing together governments, employers and workers to set labor standards develop policies and devise programs. The very structure of the ILO, where workers and employers together have an equal voice with





governments in its deliberations, shows social dialogue in action. It ensures that the views of the social partners are closely reflected in ILO labor standards, policies and programs.

The ILO encourages this tripartism within its constituents and member States by promoting a social dialogue between trade unions and employers in formulating, and where appropriate, implementing national policy on social, economic, and many other issues.

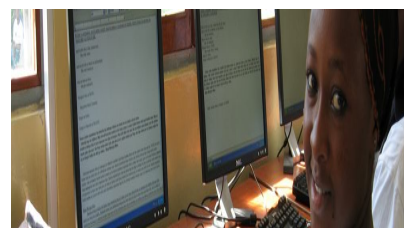
## **International Youth Foundation**

### **I. Youth Entrepreneurship Development**

Program Focus:

#### **The Initiative:**

The Youth Entrepreneurship Development program is a four-year US\$15 million initiative created to improve employment, entrepreneurship, and civic engagement opportunities for young Palestinians and to support the Palestinian National Youth Strategy 2011 - 2013.



With funding from the United States Agency for International Development (USAID) West Bank and Gaza Mission, IYF is working in collaboration with relevant organizations and agencies across the public, private, and civil society sectors, to offer Palestinian youth ages 14 – 29 access to high quality, comprehensive training. Practical and participatory capacity building will be an ongoing focus of the program, aimed at preparing Palestinian organizations to provide young people with demand-driven, sustainable, and high quality projects that support their entry into the workforce and foster tangible improvements to their local communities.

#### **The program offers three integrated components:**

- Capacity Building to Youth Serving Institutions
- Support for Employment and Entrepreneurship Education
- Practical On-the-Job Training

#### **Outcomes:**

By the end of this program, the following results are expected to be achieved:

- 10,000 young people will benefit from employability and entrepreneurship skills training
- 1,000 young people will participate in youth-led community service training, building skills in leadership, social innovation, community development, and research
- 80 youth-led community initiatives will be supported, enhancing conditions in the community and allowing young people to learn and practice important livelihood skills
- 600 young people will complete meaningful internships
- 2,400 young job seekers will participate in job fairs to meet prospective private sector employers

- 100 youth entrepreneurs will build skills to develop business plans, financial plans, market their products, and manage loans and capital
- 300 youth will find a job, start an enterprise, or decide to continue their education

## 2. YouthMap

### The Initiative:

YouthMap is a four-year project designed to assess youth circumstances as well as support promising programs and practices in positive youth development in Sub-Saharan Africa. Through YouthMap, the International Youth Foundation (IYF) will conduct holistic assessments on the conditions of young people and the status of the youth-serving infrastructure in eight countries in the region. Based on this comprehensive information, the Youth Map Innovation Fund will provide seed grants to replicate promising practices, address gaps in existing programs, and scale up innovations that are working for youth in the areas of education and employability. Youth Map will also support a robust learning and exchange agenda. The program is supported by an agreement with the U.S. Agency for International Development (USAID) and is being implemented by IYF, USAID Missions, and local partners in target countries. Youth Map is a project of Youth: Work, a five-year youth employability program implemented by IYF and funded by USAID through its Office of Urban Programs.

### Outcomes:



Youth Map will produce holistic assessments on the conditions of young people and the status of the youth-serving infrastructure in eight countries expected to include Angola, Ghana, Mozambique, Senegal, South Africa, Tanzania, Uganda, and Zambia.

Based on these assessments, the Youth Map Innovation Fund will provide \$3 million in funding across the eight countries for seed grants to replicate promising practices, address gaps in existing programs, and scale up innovations that are working for youth in the areas of education and employability.

### 3.1.2 Volunteers Recruitment

## Peace Corps

### 2. Volunteers Benefits

Peace Corps is a life-defining leadership experience they will draw upon throughout their life. The most significant accomplishment will be the contribution they make to improve the lives of others. There are also tangible benefits for their personally and professionally.

#### ▪ Dollars and Sense

- ✓ Student Loans: some are eligible for deferment and some for partial cancellation
- ✓ Transition Funds: receive \$7,425 (pre-tax after they complete their 27 months of service)
- ✓ Free Travel: expenses for travel to and from their country of service are paid for
- ✓ Living Allowance: a monthly stipend to cover living and housing expenses
- ✓ Vacation: earn two vacation days per month of service
- ✓ Medical and Dental: receive complete medical and dental care while serving
- ✓ Health Insurance: an affordable plan is available for up to 18 months following service
- ✓ No Fee: unlike other international volunteer programs, there is no fee to participate in the Peace Corps

#### ▪ Career Builder

#### ▪ Graduate School Advantages



Volunteers can earn academic credit for their Peace Corps service and are eligible for scholarships, reduced tuition, internships, and stipends through participating schools. The Peace

Corps offers two unique programs through partnerships with over 130 colleges and universities across the United States.



## Habitat for Humanity International



## I. Volunteering



The Habitat for Humanity International Global Village program offers short-term house-building trips that provide concerned volunteers the opportunity to get involved with Habitat's work firsthand. In partnership with local affiliates worldwide GV work alongside partner families and local volunteers to build a true

'global village' of love, homes, families, communities and hope!

All of HFHI's five area offices participate in the Global Village program. In addition to organizing and sending GV teams from their own area, the area offices and the country affiliates they represent host GV teams sent to their area from other HFHI area offices.

Individuals can join an existing Global Village team organized through their Africa and Middle East programs or the United States. Applications are accepted year round: click here to learn how to apply. Joining a GV team is a great opportunity to make new friends while discovering a new country together. They strive to organize a diverse group with a trained leader.

## World Association of Girl Guides & Girl Scouts (WAGGGS)<sup>9</sup>

### I. Volunteer opportunities



At World Centers and community action projects give young women the opportunity to actively serve their community, a principle inherent in the Girl Guide and Girl Scout tradition. Volunteers at Sangam work with marginalized children to help them be able to attend school.

## 3.2 Survey Results

<sup>9</sup> MoP peer organization.

Based on the study indicators questions were asked to identify the focus areas of organizations programs, the targeted groups, programs methods...etc, as below.

### **International Organizations Results**

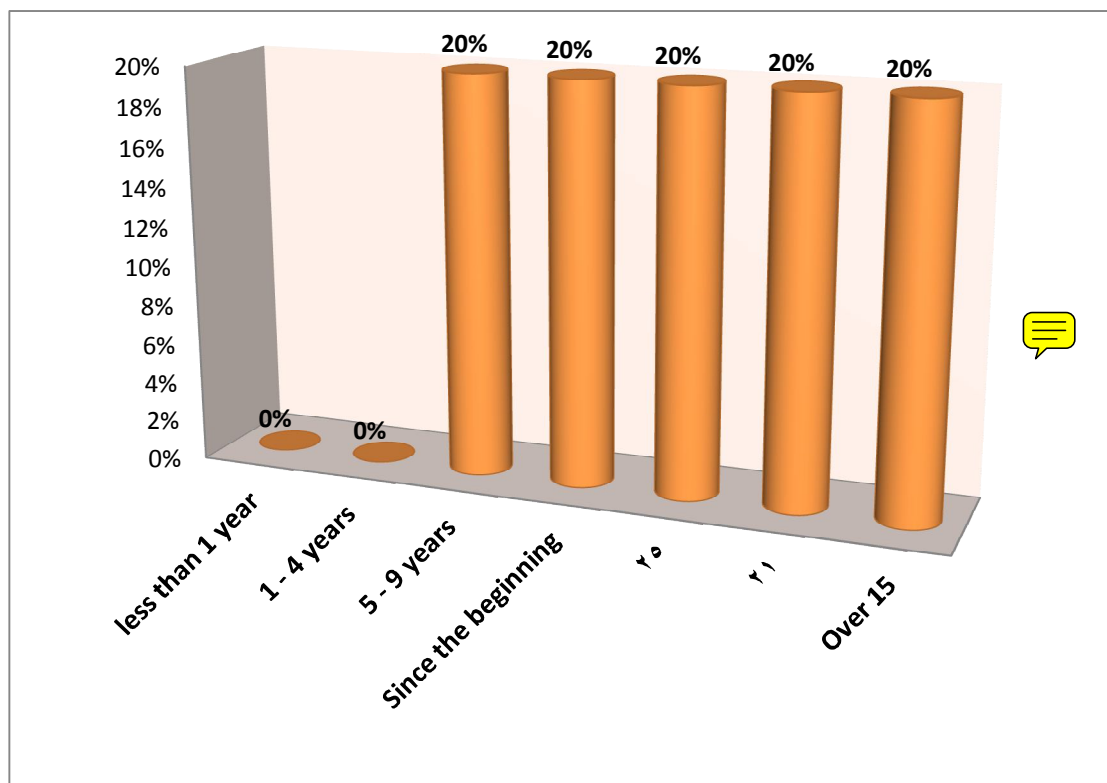
#### **Q1. Number of years' experience in running international or nationwide programs?**

This question aimed to view the years' experience for running the programs:

**Table 3.28: Programs Years' Experience**

Answers	less than 1 year	1 - 4 years	5 - 9 years	Other
Results	0	0	1	<ul style="list-style-type: none"> <li>▪ Since the beginning</li> <li>▪ 25</li> <li>▪ 21</li> <li>▪ Over 15</li> </ul>
Percentage	0%	0%	20%	20%
<b>Total</b>	<b>5</b>			

**Figure 3.18: Programs Years' Experience**



This chart shows that 20% of respondents said that they have been running programs for 25 years, 20% running programs for 21, same percentages said that their experience over 15 years and 20% for 1-4 years and 5-9 years.

## Q2. How many programs do you have per year?

This question aimed to identify number of programs that organizations running per year:

**Table 3.29: No. of Programs**

Organization	No. of programs / year
World Scout Bureau	n x 161 National Scout Organizations
World Scout Parliamentary Union (WSPU)	At least two (sometimes more)
Habitat for Humanity International	Many
International Youth Foundation	25
QW22Volvo Adventure	1

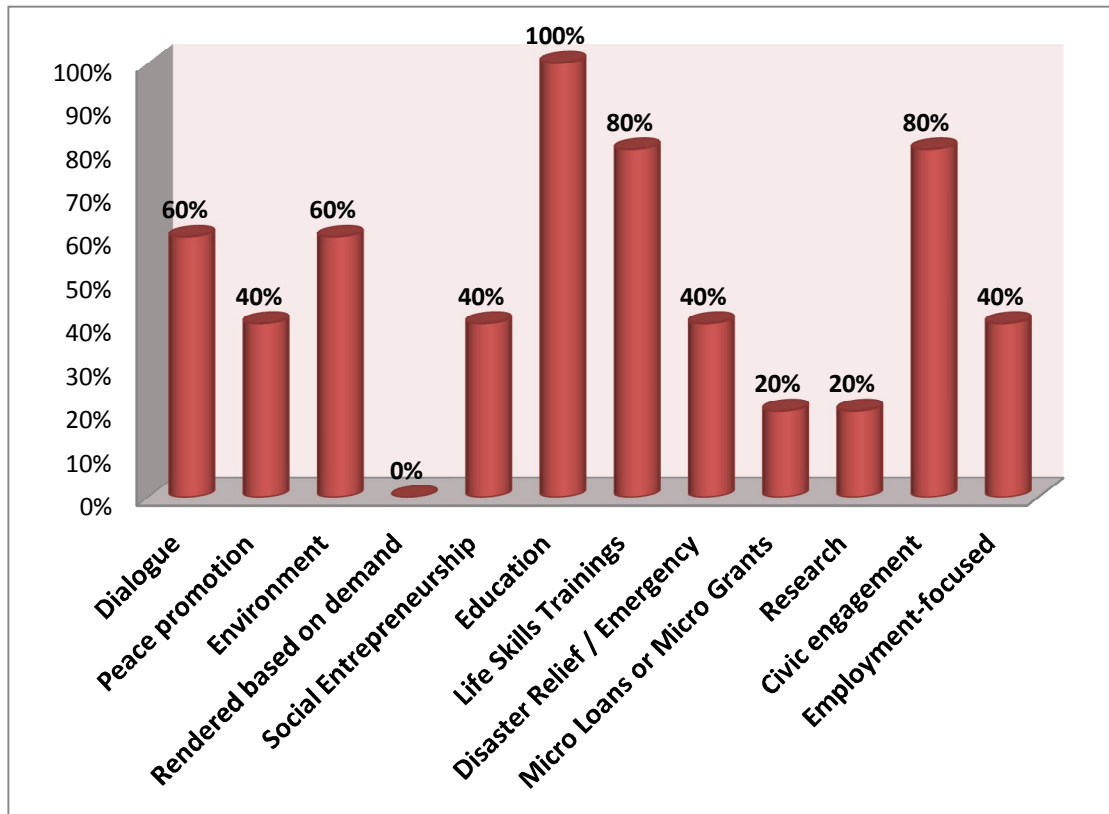
## Q3. What is the area(s) of focus of your programs?

This question aimed to identify the areas of focus for the programs:

**Table 3.30: Areas of Focus**

Answers	Dialogue	Peace promotion	Environment	Rendered based on demand	Social Entrepreneurship	Education	Life Skills Trainings	Disaster Relief	Micro Loans or Micro Grants	Research	Civic engagement	Employment-focused
Results	3	2	3	0	2	5	4	2	1	1	4	2
Percentage	60%	40%	60%	0%	40%	100%	80%	40%	20%	20%	80%	40%
Total	5											

Figure 3.19: Areas of Focus



This chart shows that 100% of respondents said that they are focusing in educational programs, 80% in civic engagement and life skills trainings, 60% for environment and dialogue, 40% in employment, disaster relief, social entrepreneurs and peace promotion while 20% focus on research and micro loans or micro grants.

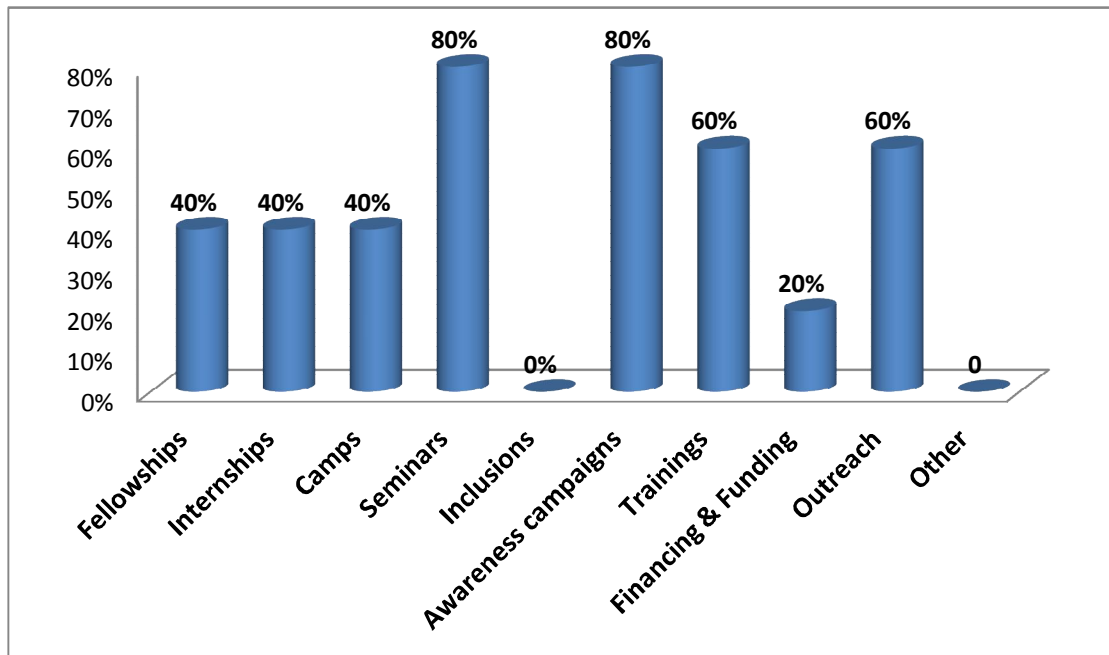
**Q4. What are the methods of delivering your programs?**

This question aimed to identify the methods of delivering programs:

Table 3.3 I: Methods of Programs

Answers	Fellowships	Internships	Camps	Seminars	Inclusions	Awareness campaigns	Trainings	Financing & Funding	Outreach	Other
Results	2	2	2	4	0	4	3	1	3	0
Percentage	40%	40%	40%	80%	0%	80%	60%	20%	60%	0%
Total	5									

**Figure 3.20: Methods of Programs**



This chart shows that 80% of respondents said that they delivering programs as a seminars and awareness campaigns, 60% deliver it as outreach programs and trainings, 40% deliver it as camps, internships and fellowship while 20% only deliver it as financing and funding support.

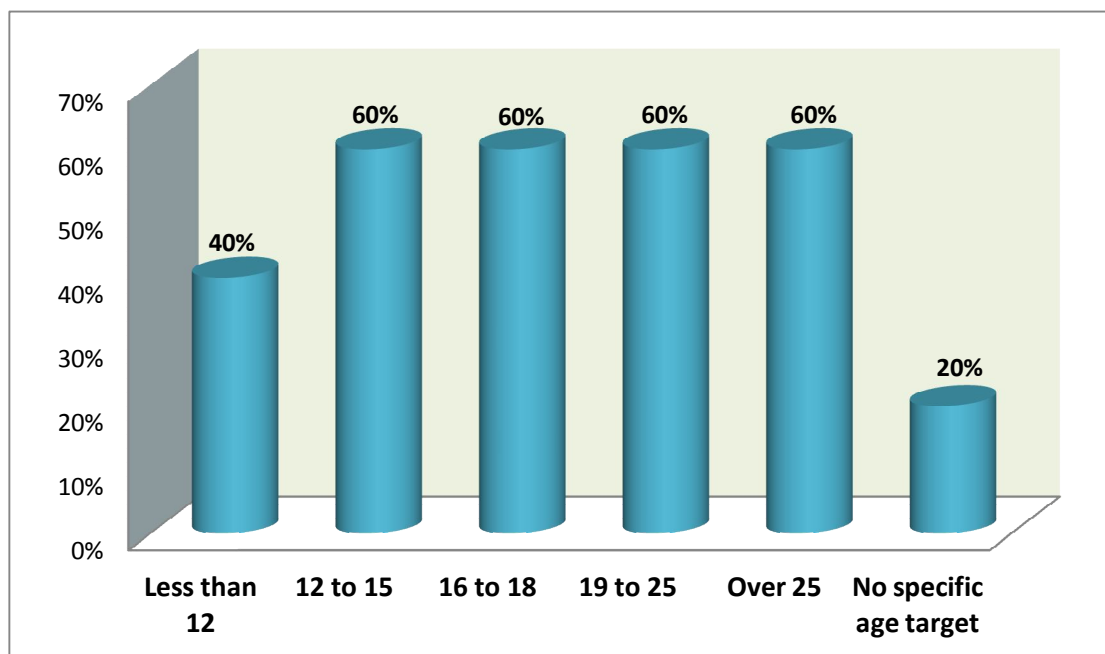
**Q5. What is your targeted age group?**

This question aimed to identify targeted age groups of organizations:

**Table 3.32: Targeted Group**

Answers	Less than 12	12 - 15	16 – 18	19 - 25	Over 25	No specific age target
Results	2	3	3	3	3	1
Percentage	40%	60%	60%	60%	60%	20%
Total	5					

**Figure 3.21: Targeted Group**



This chart shows that 60% of respondents targeted groups aged between 12 to 15 and same percentage targeted groups between 16 to 18, 19 to 25 and over 25 years old while 40% of organizations targeted groups less than 12 and 20% has no specific age target.

**Q6. Optional: Please add any special characteristics of the Program you would like to share with us:**

This question aimed to identify the special characteristics of the Program for organizations:

**Table 3.33: Special Characteristics of the Program**

Organization	Program characteristics
<b>World Scout Bureau</b>	<ul style="list-style-type: none"> <li>▪ Sorry not to be able to provide accurate figures,</li> <li>▪ As you know the World Scout Bureau, has no mandate to deliver and to run activities for young people, our role is to support our National Scout Organizations to develop and to implement programs and projects for children and young people, to recruit and to train adults leaders (volunteers) to deliver and support the youth program.</li> <li>▪ Today we are more than 161 National Scout Organizations (around 30 million members, boys and girls, men and women)</li> </ul>



### Q7. How many rounds of training programs do you conduct per year?

This question aimed to identify the number of rounds of the training programs per year:

**Table 3.34: No. of Rounds of Training Programs**

Organization	No. of rounds of the training programs
World Scout Bureau	n x 161 National Scout Organizations
World Scout Parliamentary Union (WSPU)	One Youth Exchange Program per year (in collaboration with Korea Scout Association)
Habitat for Humanity International	For Global Village Volunteers it varies
International Youth Foundation	100+
Volvo Adventure	Not applicable

### Q8. How many participants do you train per year?

This question seeks to identify the number of participants per year:

**Table 3.35: No. of Participants**

Organization	No. of Participants
World Scout Bureau	More than 30 million Scouts
World Scout Parliamentary Union (WSPU)	This depends on the budget as we reach try to reach out to young Scouts who have never travelled abroad before, expenses (transportation, food, lodging..) are paid through our budget
Habitat for Humanity International	We train Team Leaders, who we may train probably over 1000 worldwide
International Youth Foundation	250,000+
Volvo Adventure	Not applicable

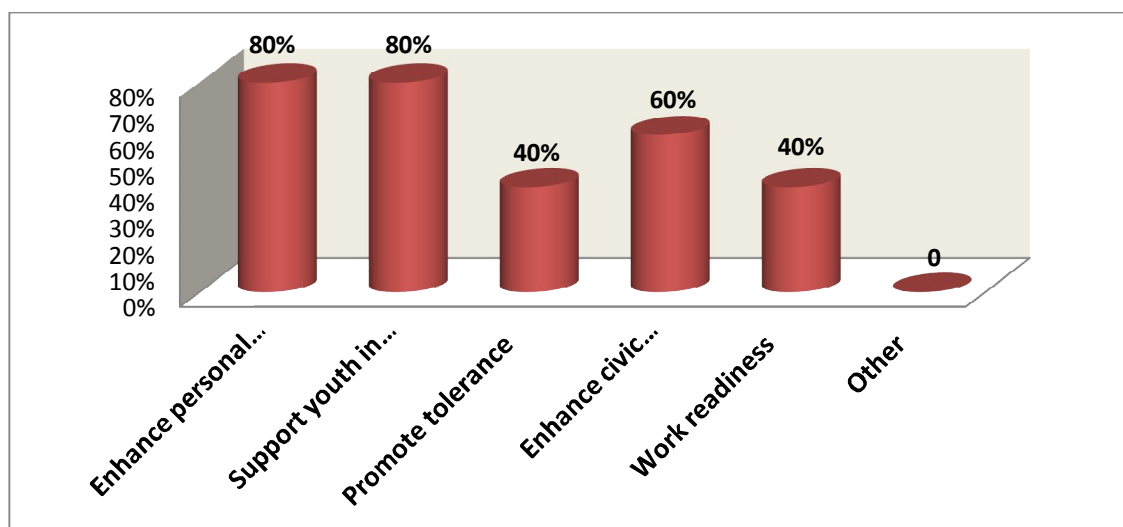
### Q9. What is the primary focus of the training?

This question seeks to identify the focus areas of the training:

**Table 3.36: Training Areas of Focus**

Answers	Enhance personal competencies	Support youth in international programs	Promote tolerance	Enhance civic engagement	Work readiness	Other
Results	4	4	2	3	2	0
Percentage	80%	80%	40%	60%	40%	0%
Total	5					

**Figure 3.22: Training Areas of Focus**



This chart shows that 80% of respondents focus on support youth in international programs and same percentage focus on enhance personal competencies while 60% focus on enhance civic engagement and 40% focus on promote tolerance and Work readiness.

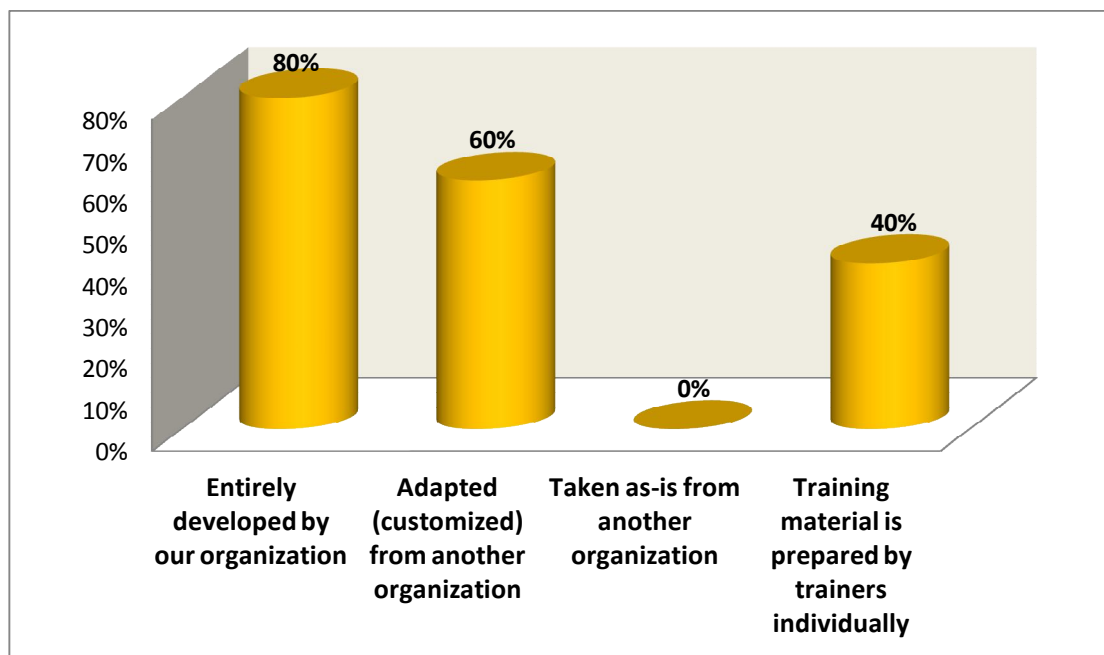
### Q10. The training manuals that we use are:

This question aimed to identify how the organizations design the training manuals:

**Table 3.37: Designing Training Manuals**

Answers	Entirely developed by our organization	Adapted (customized) from another organization	Taken as-is from another organization	Training material is prepared by trainers individually
Results	4	3	0	2
Percentage	80%	60%	0%	40%
Total	5			

**Figure 3.23: Designing Training Manuals**



This chart shows that 80% of respondents design and develop the training manuals entirely developed by the organization and 60% of them adapted it (customized) from another organization while 40% let the trainers prepared it individually.

**Q11. List the main elements in the process of developing the training material content?**

This question aimed to identify the main elements in developing training materials:

**Table 3.38: Developing Training Materials Elements**

Organization	The main elements in the developing of training material content
World Scout Bureau	Many process are used by our members, one of them is ADDIE
World Scout Parliamentary Union (WSPU)	<ul style="list-style-type: none"> <li>▪ The main topics of our youth exchange programs are youth participation and youth empowerment with a strong element of cultural exchange and understanding. The Scout activities are led and organized by the National Scout Organization and we run some seminars which are adapted depending on the themes.</li> <li>▪ Seminars are constructed to encourage young people to discuss and debate the ways to improve youth participation in society. If they already exist, discuss ways to involve more young people.</li> <li>▪ The training manual is therefore light and adapted based on the exact discussion. We encourage young people to bring some things they want to discuss. Ideally, we would like to involve external trainers for future programs.</li> </ul>
Habitat for Humanity International	All training is based on how to lead a global village team
International Youth Foundation	<ul style="list-style-type: none"> <li>▪ Curriculum development</li> <li>▪ Translation</li> <li>▪ Customization to Culture</li> <li>▪ Training of Trainers</li> <li>▪ Pilot</li> <li>▪ Formative Evaluation</li> <li>▪ Revision</li> <li>▪ Full Deployment</li> </ul>
Volvo Adventure	Written and then evaluated with the target audience

**Q12. What are the criteria (or requirements) for a beneficiary to receive training from your organization? How do you select trainees?**

This question aimed to identify the criteria of receiving training programs:

**Table 3.39: Criteria of Receiving Training**

Organization	The criteria for a beneficiary to receive training
<b>World Scout Bureau</b>	<ul style="list-style-type: none"> <li>▪ Each National Scout Organization had her own rules and procedures, some courses are opened to specific target others are open to all members.</li> <li>▪ Each National Scout Organization is fully responsible to develop, to manage and to implement her Training scheme.</li> </ul>
<b>World Scout Parliamentary Union (WSPU)</b>	<ul style="list-style-type: none"> <li>▪ We offer the opportunity to participate in the WSPU Youth Exchange Program</li> <li>▪ to the participants who fit the following criteria:               <ul style="list-style-type: none"> <li>✓ Motivation for participation and interest in parliamentary work</li> <li>✓ Recommendation by the National Scout Organization</li> <li>✓ Ability to communicate in English</li> <li>✓ Age: Leaders between 20-25 years old, Scouts/Venture or Rover Scout Section (16-20 years old)</li> <li>✓ Background: The participants should preferably be young people who have not had any or much opportunity to travel outside of their country and who are interested in discovering new cultures and sharing their country's culture with others</li> </ul> </li> </ul>
<b>Habitat for Humanity International</b>	We train team leaders
<b>International Youth Foundation</b>	Project Specific Criteria - often disadvantaged or vulnerable youth, including out of school, or risk of dropping out, out of work, otherwise vulnerable through disability, risk of violence, rural youth, etc.
<b>Volvo Adventure</b>	They enter the award

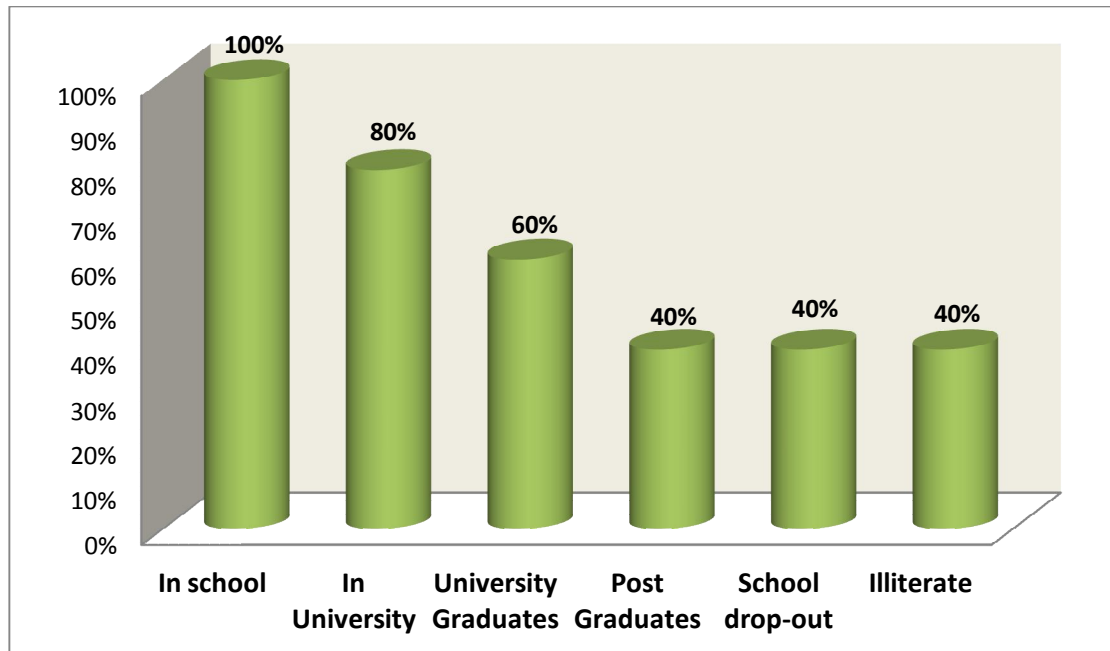
### Q13. What are the backgrounds of the training participants?

This question aimed to know the backgrounds of programs participants:

**Table 3.40: Participants Backgrounds**

Answers	In school	In University	University Graduates	Post Graduates	School drop-out	Illiterate
Results	5	4	3	2	2	2
Percentage	100%	80%	60%	40%	40%	40%
<b>Total</b>	<b>5</b>					

**Figure 3.24: Participants Backgrounds**



This chart shows that 100% of programs participants are in school, 80% of them in university, 60% of them are university graduates and 40% are post graduates or school drop-out or illiterates.



**Q14. What are the most significant programs you are working on for the upcoming years? What are your most important future plans?**

This question aimed to know the upcoming programs of organizations:

**Table 3.41: Future Programs**

Organization	The most significant upcoming programs
<b>World Scout Bureau</b>	<ul style="list-style-type: none"> <li>▪ Messengers of Peace.</li> <li>▪ We are reviewing our World Youth Program.</li> </ul>
<b>World Scout Parliamentary Union (WSPU)</b>	<ul style="list-style-type: none"> <li>▪ We look forward to develop an even greater network of Parliamentarians interested in promoting the cause of scouting non-formal educational method to parliamentarians from around the world, interested in building a better future for responsible young citizens.</li> <li>▪ Through this network of parliamentarians, we also hope to continue to work towards developing better youth legislation and create a network of experts in this field that can provide their expertise when needed.</li> <li>▪ WSPU has recently been granted an observer status with the Inter-Parliamentary Union in April 2012. We hope to further pursue our objective through honorable network and help support the Scout Movement.</li> <li>▪ Upcoming events are:               <ul style="list-style-type: none"> <li>✓ 3rd WSPU Youth Exchange Program, which will take place following the National Jamboree in Korea in July 2012.</li> <li>✓ The Executive Committee Meeting of WSPU is also due to take place in July 2012.</li> <li>✓ The 7th General Assembly is due to take place in Japan in 2013.</li> </ul> </li> </ul>
<b>Habitat for Humanity International</b>	<ul style="list-style-type: none"> <li>▪ Although HFHI does many things, I manage the Global Village aspect. so with this said, our future plans would include increasing the number of teams travelling to countries to build shelters/homes</li> <li>▪ America (to train 1 million youth over next 10 years)</li> <li>▪ Youth May - supporting comprehensive Youth Assessments and Innovative Projects across 8 countries in Sub Saharan Africa</li> <li>▪ Major projects totaling over \$60 million in Middle East in Jordan, Palestine, Egypt, Morocco, Tunisia, Algeria, Lebanon and Saudi Arabia</li> <li>▪ Innovative Youth Programs in Central Asia supporting Youth Engagement</li> <li>▪ Major corporate partnerships with Caterpillar, Starbucks, Laureate, Hilton, Microsoft and others</li> </ul>

<p><b>International Youth Foundation</b></p>	<ul style="list-style-type: none"> <li>▪ New Employment Opportunities for Youth in Latin America (to train 1 million youth over next 10 years)</li> <li>▪ Youth May - supporting comprehensive Youth Assessments and Innovative Projects across 8 countries in Sub Saharan Africa</li> <li>▪ Major projects totaling over \$60 million in Middle East in Jordan, Palestine, Egypt, Morocco, Tunisia, Algeria, Lebanon and Saudi Arabia</li> <li>▪ Innovative Youth Programs in Central Asia supporting Youth Engagement</li> <li>▪ Major corporate partnerships with Caterpillar, Starbucks, Laureate, Hilton, Microsoft and others</li> </ul>
<p><b>Volvo Adventure</b></p>	<p>Continue with the award program.</p>

## Local Organizations Results

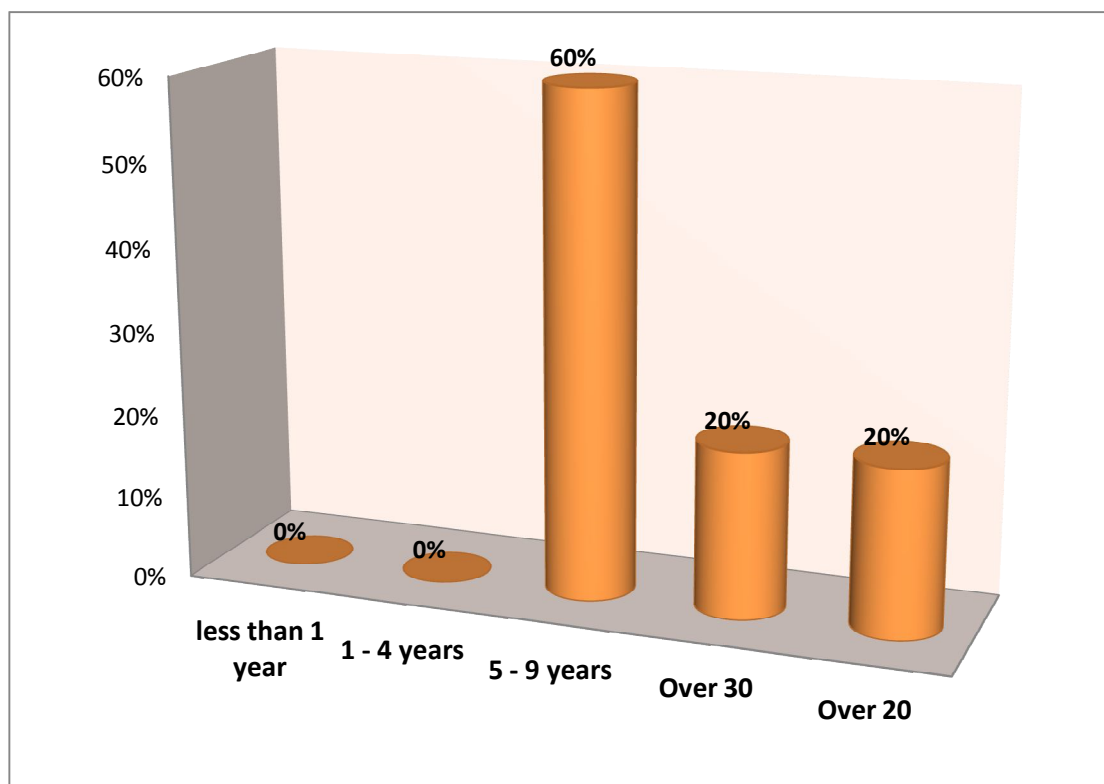
### Q1. Number of years' experience in running international or nationwide programs?

This question aimed to view the years' experience for running the programs:

**Table 3.42: Programs Years' Experience**

Answers	less than 1 year	1 - 4 years	5 - 9 years	Other
Results	0	0	3	<ul style="list-style-type: none"> <li>▪ Over 30</li> <li>▪ Over 20</li> </ul>
Percentage	0%	0%	60%	20%
Total	5			

**Figure 3.25: Programs Years' Experience**



This chart shows that 60% of respondents said that they have been running programs for 5 to 9 years, 20% running programs over 30 years and 20% of them over 20 years.

## Q2. How many programs do you have per year?

This question aimed to identify number of programs that organizations running per year:

**Table 3.43: No. of Programs**

Organization	No. of programs / year
Al Faisaliah Women's Charity Organization	Not applicable
King Khaled Foundation	4
Princess Anoud Charity Foundation	14
Community Centers Association in Jeddah	12 program include 1746 activity Since 1432 AH
King Faisal Center for Research and Islamic Studies	-

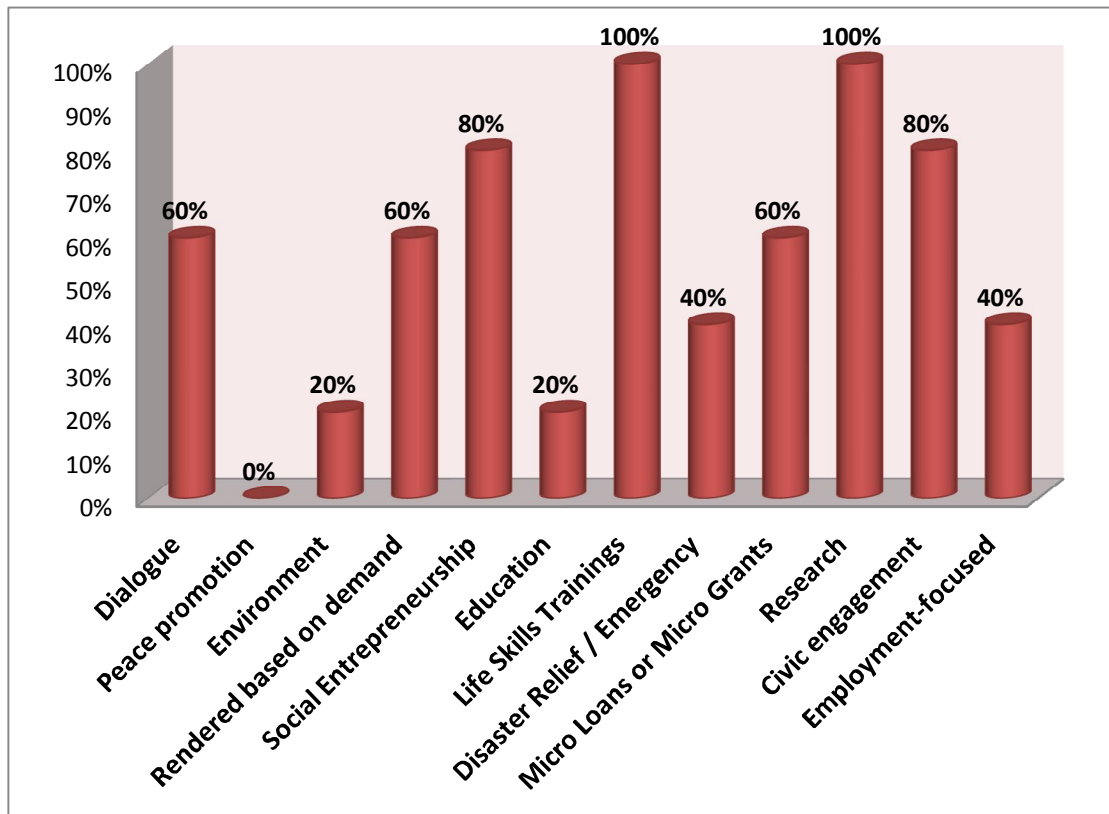
## Q3. What is the area(s) of focus of your programs?

This question aimed to identify the areas of focus for the programs:

**Table 3.44: Areas of Focus**

Answers	Dialogue	Peace promotion	Environment	Rendered based on demand	Social Entrepreneurship	Education	Life Skills Trainings	Disaster Relief	Micro Loans or Micro Grants	Research	Civic engagement	Employment-focused
Results	3	0	1	3	4	1	5	2	3	5	4	2
Percentage	60%	0%	20%	60%	80%	20%	100%	40%	60%	100%	80%	40%
Total	5											

Figure 3.26: Areas of Focus



This chart shows that 100% of respondents said that they are focusing on research and life skills trainings, 80% in civic engagement and social entrepreneurship, 60% focus on micro loans or micro grants and rendered based on demand, 40% on disaster relief and employment and 20% focus on education and environment.

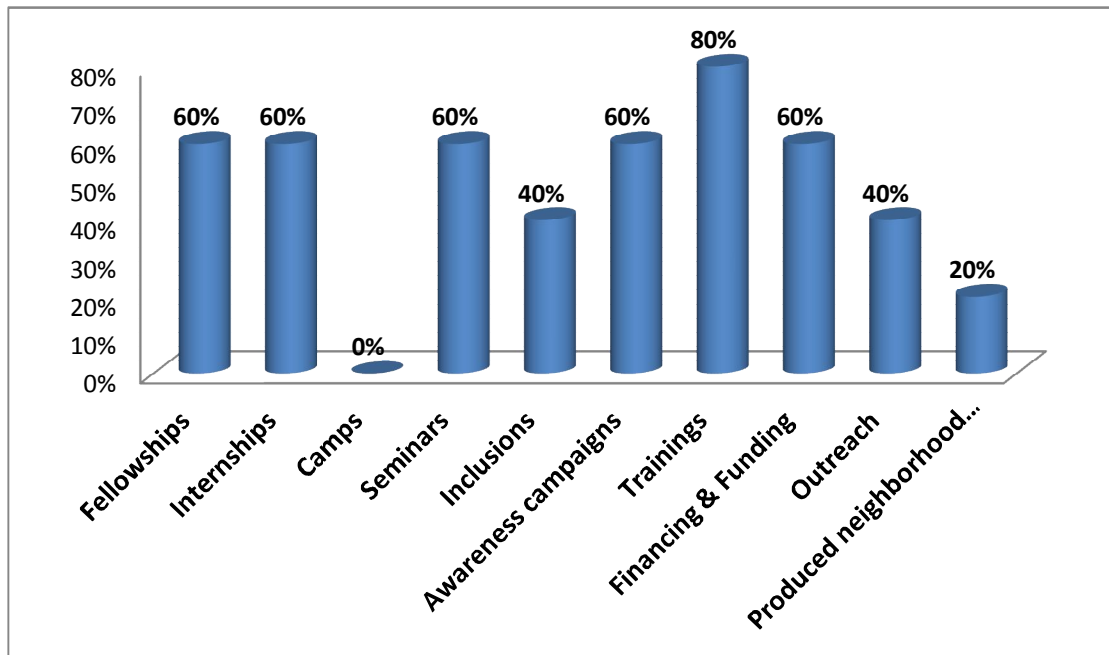
#### Q4. What are the methods of delivering your programs?

This question aimed to identify the methods of delivering programs:

Table 3.45: Methods of Programs

Answers	Fellowships	Internships	Camps	Seminars	Inclusions	Awareness campaigns	Trainings	Financing & Funding	Outreach	Other (Produced neighborhood Program )
Results	3	3	0	3	2	3	4	3	2	1
Percentage	60%	60%	0%	60%	40%	60%	80%	60%	40%	20%
Total	5									

**Figure 3.27: Methods of Programs**



This chart shows that 80% of respondents said that they delivering programs as trainings, 60% varied deliverables between financing and funding support, awareness campaigns, seminars, internships and fellowships, 40% deliver it as outreach programs and inclusions while 20% produced neighborhood program.

**Q5. What is your targeted age group?**

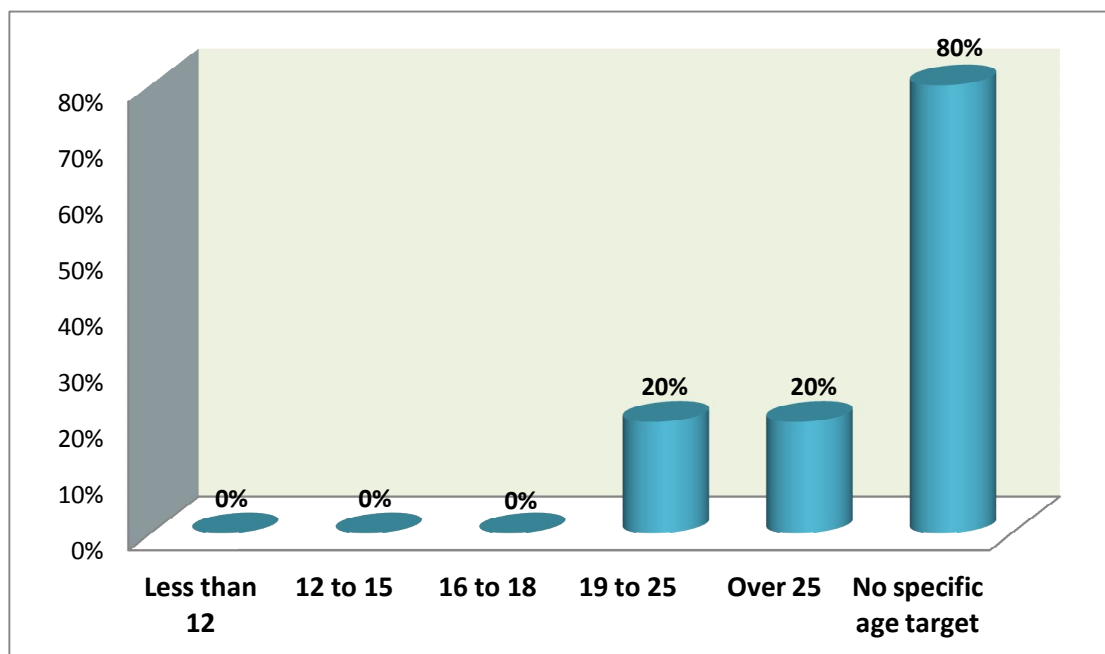
This question aimed to identify targeted age groups of organizations:

**Table 3.46: Targeted Group**

Answers	Less than 12	12 - 15	16 – 18	19 - 25	Over 25	No specific age target
Results	0	0	0	1	1	4
Percentage	0%	0%	0%	20%	20%	80%
Total	<b>5</b>					



**Figure 3.28: Targeted Group**



This chart shows that 80% of respondents have no specific target group while 20% targeted over 25 years and 20% targeted groups between 19 to 25 years old.

**Q6. Optional: Please add any special characteristics of the Program you would like to share with us:**

This question aimed to identify the special characteristics of the Program for organizations:

**Table 3.47: Special Characteristics of the Program**

Organization	Program characteristics
Muwatan	N/A
Naqaa Environmental Enterprise	It is still work in progress
Tamer Group	N/A

### Q7. How many rounds of training programs do you conduct per year?

This question aimed to identify the number of rounds of the training programs per year:

**Table 3.48: No. of Rounds of Training Programs**

Organization	No. of rounds of the training programs
Al Faisaliah Women's Charity Organization	12
King Khaled Foundation	6 - 7
Princess Anoud Charity Foundation	10
Community Centers Association in Jeddah	12 program include 1746 activity Since 1432 AH
King Faisal Center for Research and Islamic Studies	At least 2

### Q8. How many participants do you train per year?

This question seeks to identify the number of participants per year:

**Table 3.49: No. of Participants**

Organization	No. of Participants
Al Faisaliah Women's Charity Organization	1762
King Khaled Foundation	250
Princess Anoud Charity Foundation	300 -500
Community Centers Association in Jeddah	More than 150,000
King Faisal Center for Research and Islamic Studies	25 - 30

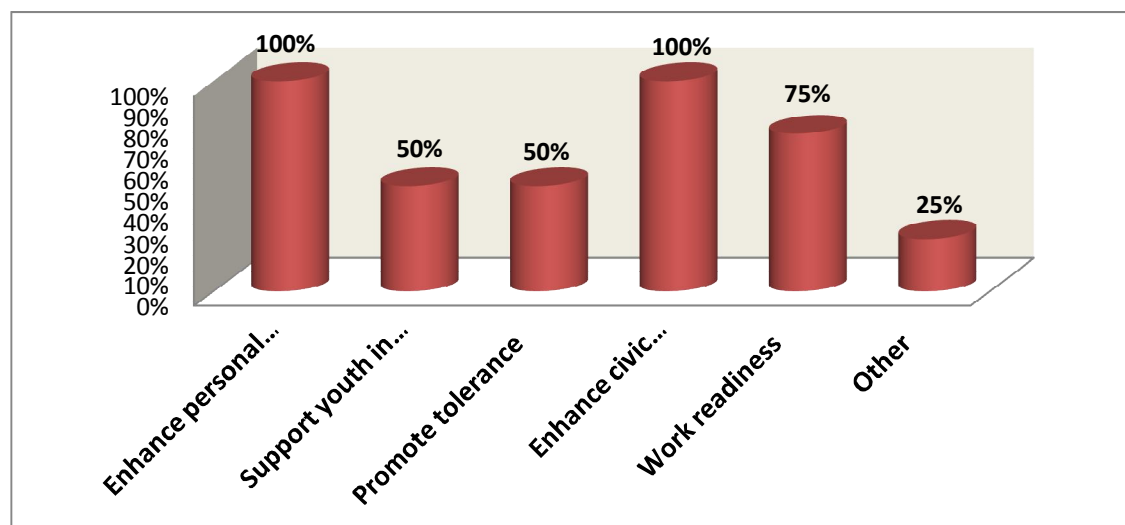
### Q9. What is the primary focus of the training?

This question seeks to identify the focus areas of the training:

**Table 3.50: Training Areas of Focus**

Answers	Enhance personal competencies	Support youth in international programs	Promote tolerance	Enhance civic engagement	Work readiness	Other (Develop the NGOs in the Kingdom)
Results	4	2	2	4	3	1
Percentage	100%	50%	50%	100%	75%	25%
Total	4					

**Figure 3.29: Training Areas of Focus**



This chart show that 100% of respondents focus on enhance civic engagement and enhance personal competencies, 75% focus on work readiness and 50% on promote tolerance and enhance personal competencies and 20% of them focus on develop the NGOs in the Kingdom.

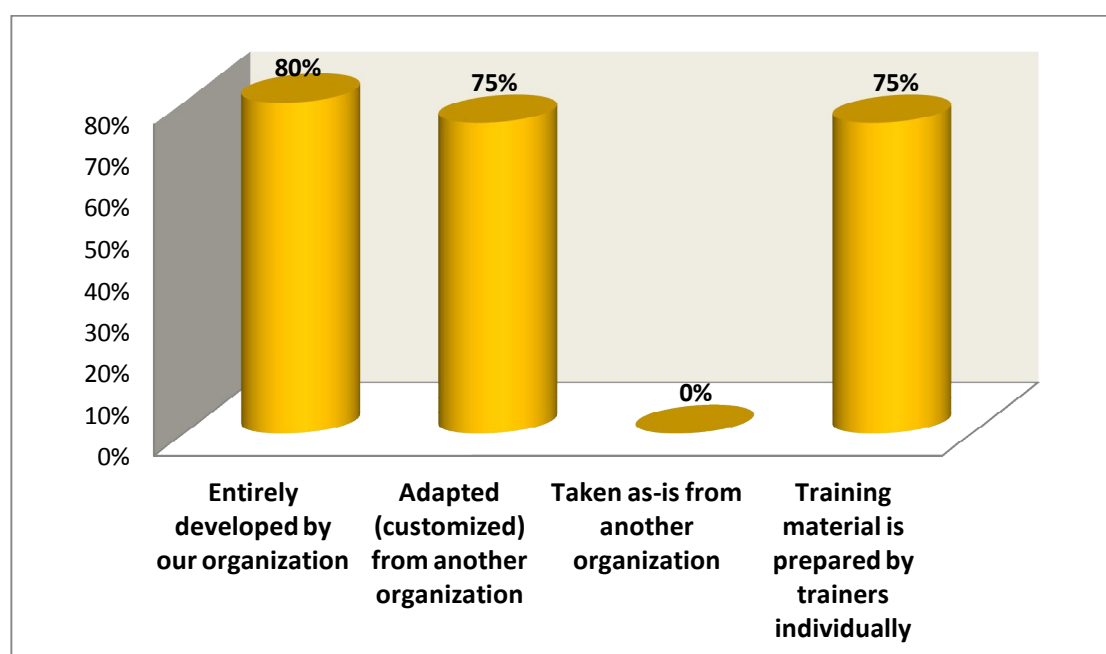
### Q10. The training manuals that we use are:

This question aimed to identify how the organizations design the training manuals:

**Table 3.5I: Designing Training Manuals**

Answers	Entirely developed by our organization	Adapted (customized) from another organization	Taken as-is from another organization	Training material is prepared by trainers individually
Results	4	3	0	3
Percentage	80%	75%	0%	75%
Total	5			

**Figure 3.30: Designing Training Manuals**



This chart shows that 80% of respondents design and develop the training manuals entirely developed by the organization and 75% of them adapted it (customized) from another organization also 75% let the trainers prepared it individually.

**Q11. List the main elements in the process of developing the training material content?**

This question aimed to identify the main elements in developing training materials:

**Table 3.52: Developing Training Materials Elements**

Organization	The main elements in the developing of training material content
<b>Al Faisaliah Women's Charity Organization</b>	<ul style="list-style-type: none"> <li>▪ The trainer and the trainee materials "content, objectives, themes and modules for each subject and the time</li> <li>▪ Trainer and trainee roles</li> <li>▪ Practical Materials</li> <li>▪ Measurement tools of skills before, during and after the program</li> </ul>
<b>King Khaled Foundation</b>	<ul style="list-style-type: none"> <li>▪ Identify the training needs of target groups</li> <li>▪ Set goals of the training program</li> <li>▪ Develop case studies of the Saudi environment</li> <li>▪ Develop the indicators and evaluation forms of follow-up</li> <li>▪ Preparation of training material for the trainer and a training manual for trainees</li> </ul>
<b>Princess Anoud Charity Foundation</b>	<ul style="list-style-type: none"> <li>▪ Flexibility in the training hours</li> <li>▪ The informational content</li> <li>▪ Close environment of the Saudi community</li> </ul>
<b>Community Centers Association in Jeddah</b>	<ul style="list-style-type: none"> <li>▪ Training Materials</li> <li>▪ Training Schedule</li> <li>▪ Electronic Presentations</li> <li>▪ Movies</li> </ul>
<b>King Faisal Center for Research and Islamic Studies</b>	-

**Q12. What are the criteria (or requirements) for a beneficiary to receive training from your organization? How do you select trainees?**

This question aimed to identify the criteria of receiving training programs:

**Table 3.53: Criteria of Receiving Training**

Organization	The criteria for a beneficiary to receive training
<b>Al Faisaliah Women's Charity Organization</b>	Depending on the quality of program and classify them according to preferences and needs, during the individual or collective interviews.
<b>King Khaled Foundation</b>	Each program has a different standard based on the target group - and its need, but in general, King Khaled Foundation aimed at non-profit sector in the Kingdom.
<b>Princess Anoud Charity Foundation</b>	<ul style="list-style-type: none"> <li>▪ Nomination by the beneficiaries</li> <li>▪ Automatic recording through the website</li> </ul>
<b>Community Centers Association in Jeddah</b>	<ul style="list-style-type: none"> <li>▪ Setting conditions for the target group</li> <li>▪ Select a committee for the interviews</li> <li>▪ Personal interviews</li> <li>▪ Fill the evaluation forms</li> <li>▪ Trade-offs based on the highest rate</li> </ul>
<b>King Faisal Center for Research and Islamic Studies</b>	-

**Q13. What are the backgrounds of the training participants?**

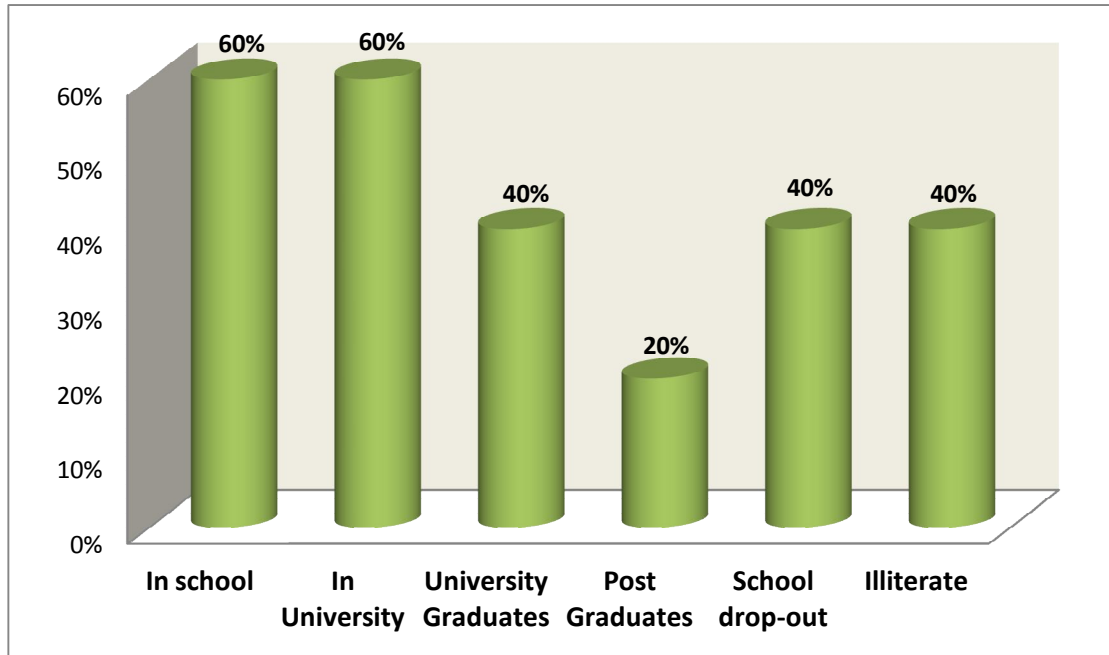
This question aimed to know the backgrounds of programs participants:

**Table 3.54: Participants Backgrounds**

Answers	In school	In University	University Graduates	Post Graduates	School drop-out	Illiterate
<b>Results</b>	3	3	2	1	2	2
<b>Percentage</b>	60%	60%	40%	20%	40%	40%
<b>Total</b>	<b>5</b>					



**Figure 3.3 I: Participants Backgrounds**



This chart shows that 60% of programs participants are in school, 60% of them also in university, 40% of them are university graduates and school drop-out and illiterates while 20% are post graduates.

**Q14. What are the most significant programs you are working on for the upcoming years? What are your most important future plans?**

This question aimed to know the upcoming programs of organizations:

**Table 3.55: Future Programs**

Organization	The most significant upcoming programs
<b>Al Faisaliah Women's Charity Organization</b>	<ul style="list-style-type: none"> <li>▪ Training and rehabilitation the young (men and women), "low income" and employment</li> <li>▪ Raise the efficiency of autism scientific programs and develop autism training center</li> <li>▪ The development of traditional handicraft and market the Saudi products internationally</li> </ul>
<b>King Khaled Foundation</b>	<ul style="list-style-type: none"> <li>▪ Good governance for board members in the NPOs</li> <li>▪ Managerial skills and leadership for NPOs leaders</li> <li>▪ Design the development programs</li> <li>▪ Monitoring and evaluation the development programs</li> <li>▪ Leadership skills program for women leaders in the NGOs</li> <li>▪ Special programs for young people</li> <li>▪ Special programs for financing</li> </ul>
<b>Princess Anoud Charity Foundation</b>	<ul style="list-style-type: none"> <li>▪ Move from pastoral programs to empowerment through a quality council, and work with charities partners to achieve the development</li> <li>▪ Develop centers programs, and link them to the community:               <ul style="list-style-type: none"> <li>✓ Princess Anoud Center for Youth Development "Wharf" through empowerment young people in volunteering</li> <li>✓ And will publish a national report on volunteering programs in partnership with the United Nations Development</li> <li>✓ Anoud Center for International Training</li> <li>✓ Princess Anoud cultural center</li> <li>✓ The heirs of the Prophets Project</li> </ul> </li> </ul>
<b>Community Centers Association in Jeddah</b>	<ul style="list-style-type: none"> <li>▪ Association Endowment</li> <li>▪ Dealing ethics</li> <li>▪ Empower neighborhoods - training programs</li> <li>▪ Productive districts</li> <li>▪ Saaed Center for sustainable volunteering</li> </ul>
<b>King Faisal Center for Research and Islamic Studies</b>	-

## Local Initiatives Results

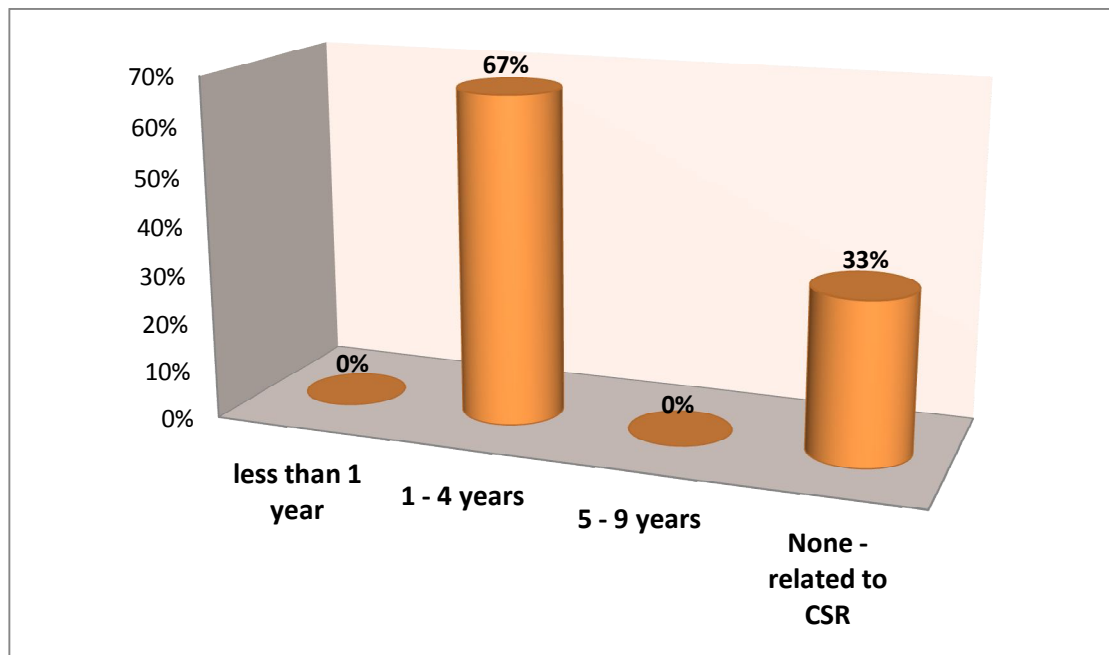
### Q1. Number of years' experience in running international or nationwide programs?

This question aimed to view the years' experience for running the programs:

**Table 3.56: Programs Years' Experience**

Answers	less than 1 year	1 - 4 years	5 - 9 years	Other
Results	0	2	0	None - related to CSR
Percentage	0%	67%	0%	33%
Total	3			

**Figure 3.32: Programs Years' Experience**



This chart shows that 67% of respondents said that they have been running programs for 1 to 4 years and 33% their programs related to CSR programs.

### Q2. How many programs do you have per year?

This question aimed to identify number of programs that organizations running per year:

**Table 3.57: No. of Programs**

Organization	No. of programs / year
Muwatan	2
Naqaa Environmental Enterprise	6 - 8
Tamer Group	More than 10

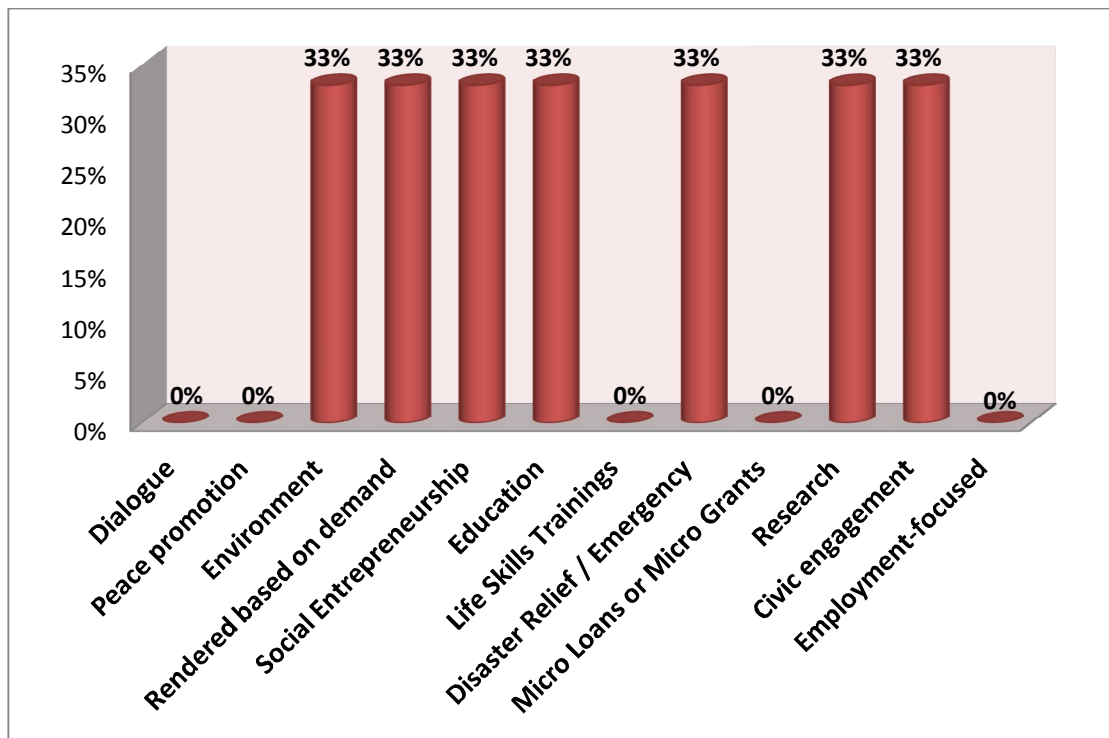
**Q3. What is the area(s) of focus of your programs?**

This question aimed to identify the areas of focus for the programs:

**Table 3.58: Areas of Focus**

Answers	Dialogue	Peace promotion	Environment	Rendered based on demand	Social Entrepreneurship	Education	Life Skills Trainings	Disaster Relief / Emergency	Micro Loans or Micro Grants	Research	Civic engagement	Employment-focused
Results	0	0	1	1	1	1	0	1	0	1	1	0
Percentage	0%	0%	33%	33%	33%	33%	0%	33%	0%	33%	33%	0%
Total	<b>3</b>											

Figure 3.33: Areas of Focus



This chart shows equal percentages estimated to 33% for focusing on environment, social entrepreneurship, education, disaster relief, research, civic engagement or rendered based on demand.

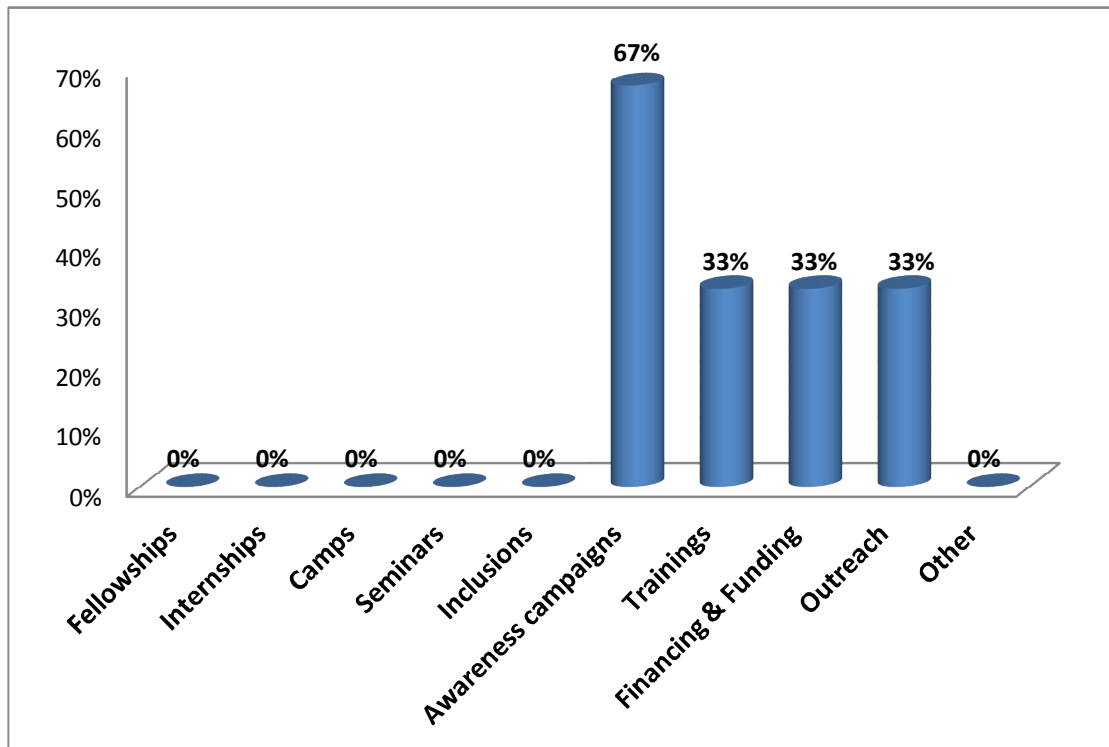
#### Q4. What are the methods of delivering your programs?

This question aimed to identify the methods of delivering programs:

Table 3.59: Methods of Programs

Answers	Fellowships	Internships	Camps	Seminars	Inclusions	Awareness campaigns	Trainings	Financing & Funding	Outreach	Other
Results	0	0	0	0	0	2	1	1	1	0
Percentage	0%	0%	0%	0%	0%	67%	33%	33%	33%	0%
Total	3									

**Figure 3.34: Methods of Programs**



This chart shows that 67% of respondents said that they delivering programs as a awareness campaigns, 33% deliver it as trainings, 33% as financing and funding and 33% deliver it as outreach programs.

**Q5. What is your targeted age group?**

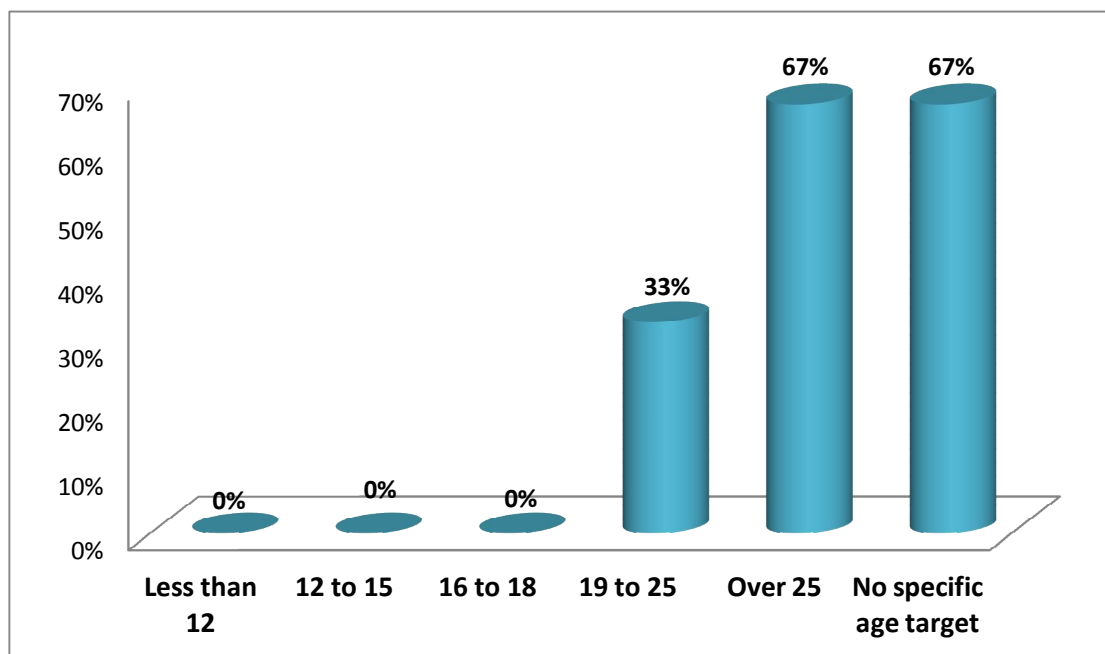
This question aimed to identify targeted age groups of organizations:

**Table 3.60: Targeted Group**

Answers	Less than 12	12 - 15	16 – 18	19 - 25	Over 25	No specific age target
Results	0	0	0	1	2	2
Percentage	0%	0%	0%	33%	67%	67%
<b>Total</b>	<b>3</b>					



**Figure 3.35: Targeted Group**




This chart shows that 67% of respondents targeted groups aged over 25 years old and same has no specific target group while 33% targeted groups aged from 19 to 25.

**Q6. How many rounds of training programs do you conduct per year?**

This question aimed to identify the number of rounds of the training programs per year:

**Table 3.61: No. of Rounds of Training Programs**

Organization	No. of rounds of the training programs
Muwatan	2
Naqaa Environmental Enterprise	Over 8
Tamer Group	2/3/2012 

### Q7. How many participants do you train per year?

This question seeks to identify the number of participants per year:

**Table 3.62: No. of Participants**

Organization	No. of rounds of the training programs
Muwatan	25
Naqaa Environmental Enterprise	It depends on the companies we deal with.
Tamer Group	Can't recall

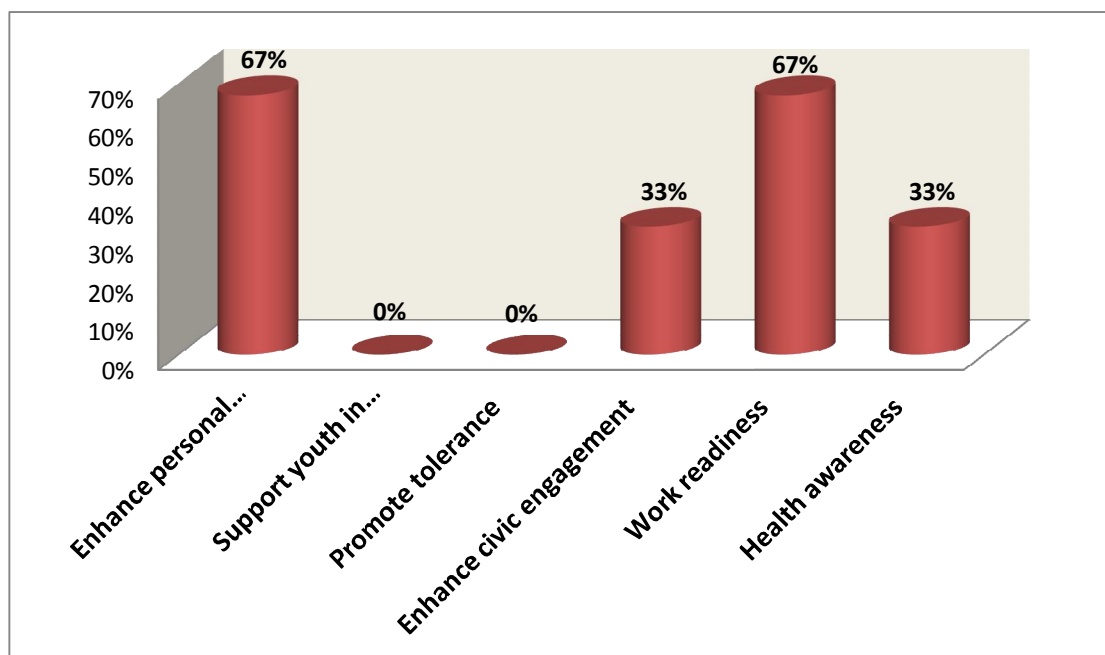
### Q8. What is the primary focus of the training?

This question seeks to identify the focus areas of the training:

**Table 3.63: Training Areas of Focus**

Answers	Enhance personal competencies	Support youth in international programs	Promote tolerance	Enhance civic engagement	Work readiness	Other
Results	2	0	0	1	2	Health awareness
Percentage	67%	0%	0%	33%	67%	33%
Total	3					

**Figure 3.36: Training Areas of Focus**



This chart shows that 67% of respondents focuses on enhance personal competencies and same percentage for work readiness and 33% for health awareness and enhance civic engagement.

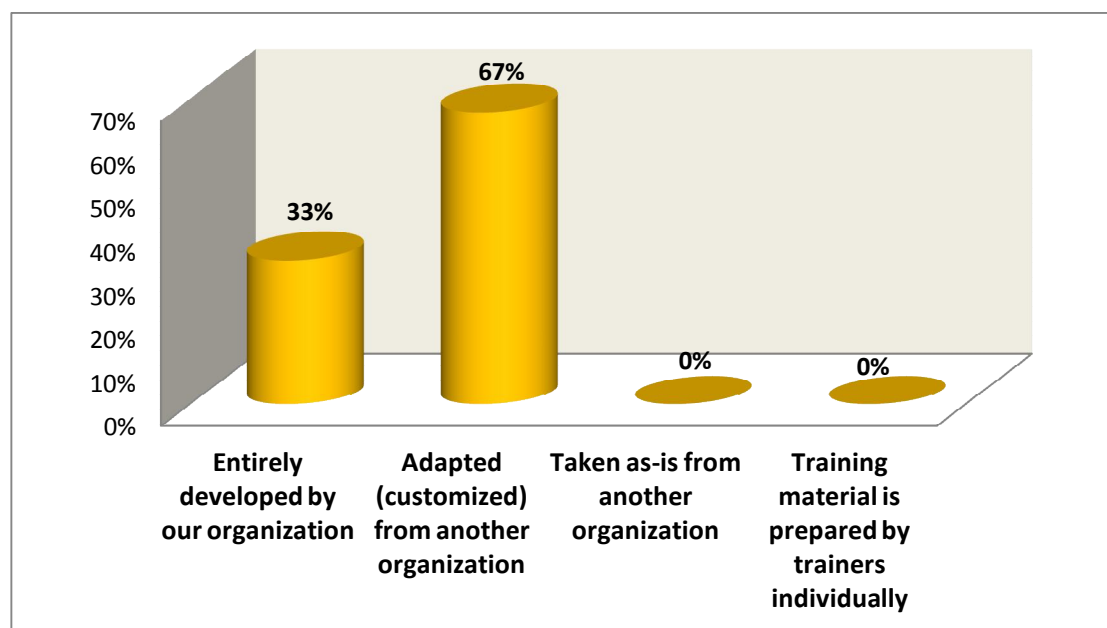
**Q9. The training manuals that we use are:**

This question aimed to identify how the organizations design the training manuals:

**Table 3.64: Designing Training Manuals**

Answers	Entirely developed by our organization	Adapted (customized) from another organization	Taken as-is from another organization	Training material is prepared by trainers individually
Results	1	2	0	0
Percentage	33%	67%	0%	0%
Total	3			

**Figure 3.37: Designing Training Manuals**



This chart shows that 67% of respondents adapted the training materials (customized) from another organization while 33% of them develop it entirely.

**Q10. List the main elements in the process of developing the training material content?**

This question aimed to identify the main elements in developing training materials:

**Table 3.65: Developing Training Materials Elements**

Organization	The main elements in the developing of training material content
Muwatan	Find the need, design martial's and Execute.
Naqaa Environmental Enterprise	<ul style="list-style-type: none"> <li>▪ Conducting a status analysis assessment by sending our survey, meetings and studying what is actually needed by the client.</li> <li>▪ Preparing the material accordingly.</li> </ul>
Tamer Group	<ul style="list-style-type: none"> <li>▪ Research for similar materials.</li> <li>▪ Adapted (customized) from another organization.</li> <li>▪ Trial phase.</li> <li>▪ Execute.</li> </ul>

**Q11. What are the criteria (or requirements) for a beneficiary to receive training from your organization? How do you select trainees?**

This question aimed to identify the criteria of receiving training programs:

**Table 3.66: Criteria of Receiving Training**

Organization	The criteria for a beneficiary to receive training
Muwatan	Based on needs and project's plan
Naqaa Environmental Enterprise	Any company that is willing to take further steps in developing its environmental status
Tamer Group	Depends on the needs of the department, recommendations and assessment

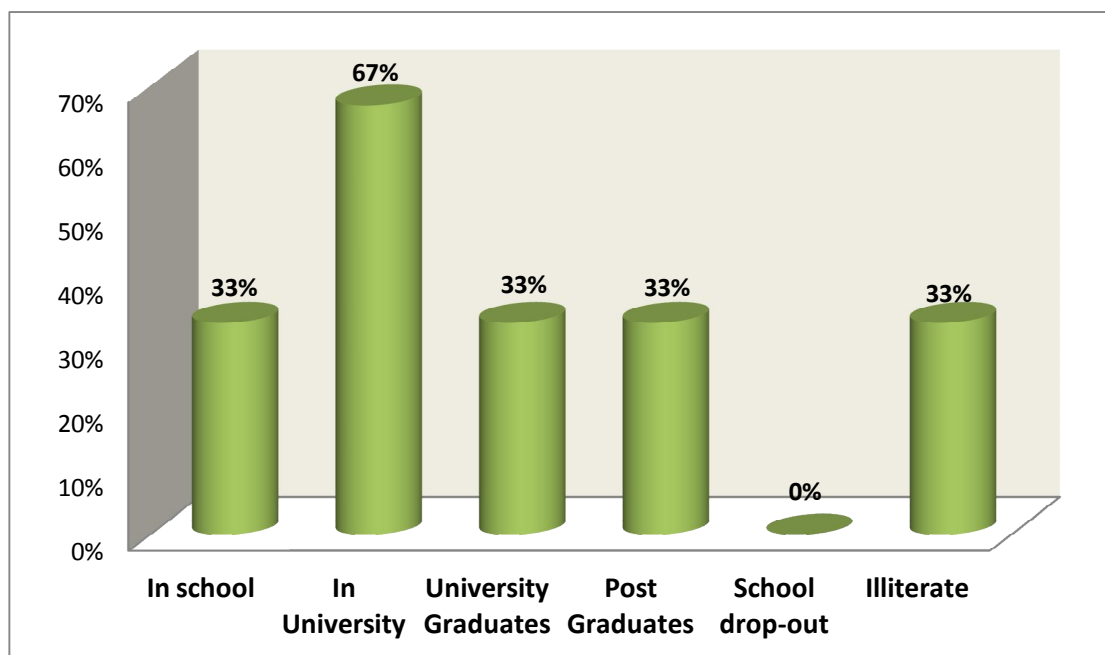
**Q12. What are the backgrounds of the training participants?**

This question aimed to know the backgrounds of programs participants:

**Table 3.67: Participants Backgrounds**

Answers	In school	In University	University Graduates	Post Graduates	School drop-out	Illiterate
Results	1	2	1	1	0	1
Percentage	33%	67%	33%	33%	0%	33%
<b>Total</b>	<b>3</b>					

**Figure 3.38: Participants Backgrounds**



This chart shows that 67% of programs participants are in university, 33% of them in school, 33% are university graduates and 33% are post graduates and same percentage are illiterates.

**Q13. What are the most significant programs you are working on for the upcoming years? What are your most important future plans?**

This question aimed to know the upcoming programs of organizations:

**Table 3.67: Future Programs**

Organization	The most significant upcoming programs
<b>Muwatan</b>	<ul style="list-style-type: none"> <li>▪ Save Cornish Jeddah</li> <li>▪ Jeddah without Bylaws campaign</li> </ul>
<b>Naqaa Environmental Enterprise</b>	<ul style="list-style-type: none"> <li>▪ Developing the first Saudi Standards for Green Businesses</li> <li>▪ Incorporating environmental sustainability more into the operation of the corporate sector</li> </ul>
<b>Tamer Group</b>	I prefer not to speak about it now



## Conclusion and Remarks

### Training and capacity building

With reference to one of the four goals of the Messengers of Peace (**the culture dialogue training**) and considering the study's screening phase<sup>11</sup>, training and development for messengers of peace and capacity building is an instant priority for MOP's strength and future expansion, the study focused on measuring the best training practices in and it concluded the following points:

- 80% of international organizations respondents focus on support youth in international programs and same percentage focus on enhance personal competencies while 60% focus on enhance civic engagement and 40% focus on promote tolerance and Work readiness.
- 80% of international organizations respondents design and develop the training manuals entirely developed by the organization and 60% of them adapted it (customized) from another organization while 40% let the trainers prepared it individually.
- 100% of international organizations respondents said that they are focusing on research and life skills trainings, 80% in civic engagement and social entrepreneurship, 60% focus on micro loans or micro grants and rendered based on demand, 40% on disaster relief and employment and 20% focus on education and environment.
- 80% international organizations of respondents said that they delivering programs as trainings, 60% varied deliverables between financing and funding support, awareness campaigns, seminars, internships and fellowships, 40% deliver it as outreach programs and inclusions while 20% produced neighborhood program.
- 100% of respondents In local organizations focus on enhance civic engagement and enhance personal competencies, 75% focus on work readiness and 50% on promote tolerance and enhance personal competencies and 20% of them focus on develop the NGOs in the Kingdom.
- 80% of local organizations respondents said that design and develop the training manuals entirely developed by the organization and 75% of them adapted it (customized) from another organization also 75% let the trainers prepared it individually.

## The Importance of building the personal capacity of young scouts and Future messengers of peace

- 67% of respondents said that they delivering programs as a awareness campaigns, 33% deliver it as trainings, 33% as financing and funding and 33% deliver it as outreach programs, which means that a socially active project should focus in the beginning on empowering youth and recipients with a proper awareness and training.
- 67% of respondents focuses on enhance personal competencies and same percentage for work readiness and 33% for health awareness and enhance civic engagement.
- 67% of respondents adapted the training materials (customized) from another organization while 33% of them develop it entirely

## Volunteers Requirement

The study shows that similar NGO incentives on the tangibles benefits of volunteerism through :

- ✓ Final incentives (Student Loans/Transition Funds/Free Travel/ living allowance )
- ✓ Social incentives ( leadership positions )
- ✓ Career path

The study identified that most crucial elements in keeping volunteers and work motivation are:

- ✓ Stratifying the volunteers need by creating incentives
- ✓ Good recruitment system (includes / registration / career path ...etc )
- ✓ Impact assessment through ( work testimonial / network )

## Programs structure

The study shows that measuring the productivity of the programs through two main measuring components which are: **project management model and volunteers recruitment**

The benchmarking of other organization shows that each organization can choose a project management model, that's applicable to all its functions and initiatives, with key results orients criteria's such as:

## Increase stakeholder engagement

- ✓ KPI's and number of ( participants , recipients )
- ✓ Alignment of project with the initiatives functions
- ✓ Speeders
- ✓ Creating new partnership
- ✓ Expansion and development model

## 4. Programs Impact

This section measuring the speediness of the project by triple sustainable and impact indicators.

### 4.1 Mapping Results

#### Youth Employment Network (YEN)

##### I. YEN Network Satisfaction Survey

As part of its pledge of accountability to its stakeholders, YEN will conduct a regular "Network Satisfaction Survey", asking its clients and network members to rate the quality, importance and satisfaction of YEN's services. The first survey, conducted in 2010, revealed that while clients are pleased with the quality of YEN's services, there are significant improvements to be made.

#### UN Population Fund (UNFPA)

##### I. Evaluation Division



The independent Evaluation Branch at the Division for Oversight Services supports the Executive Director in rendering accounts to the public on the UNFPA contribution to development results in its areas of interventions. The independent Evaluation Branch also aims at

promoting a culture of learning throughout the organization by providing knowledge on the UNFPA programs and interventions. Have they reached their objectives? How well are they doing? Are they doing the right thing? Asking such questions and disseminating answers to the wide public is their mission. The Evaluation Branch complies with the United Nations Evaluation Group (UNEG) Norms and Standards. These aim to facilitate system-wide collaboration on evaluation by ensuring that evaluation entities within the United Nations follow agreed-upon basic principles. UNEG Norms and Standards are intended to guide the establishment of the institutional framework, the management of the evaluation function, and the conduct and use of evaluations. They provide a reference for strengthening, professionalizing and improving the quality of evaluation in all United Nations organizations.

#### King Khalid Foundation

Impact is measured by the results of the annual reports, indicators of social and behavioral change, the number of participants in programs.

## 4.2 Survey Results

Based on the study indicators questions were asked to identify how organizations can measure their programs impact.

### International Organizations Results

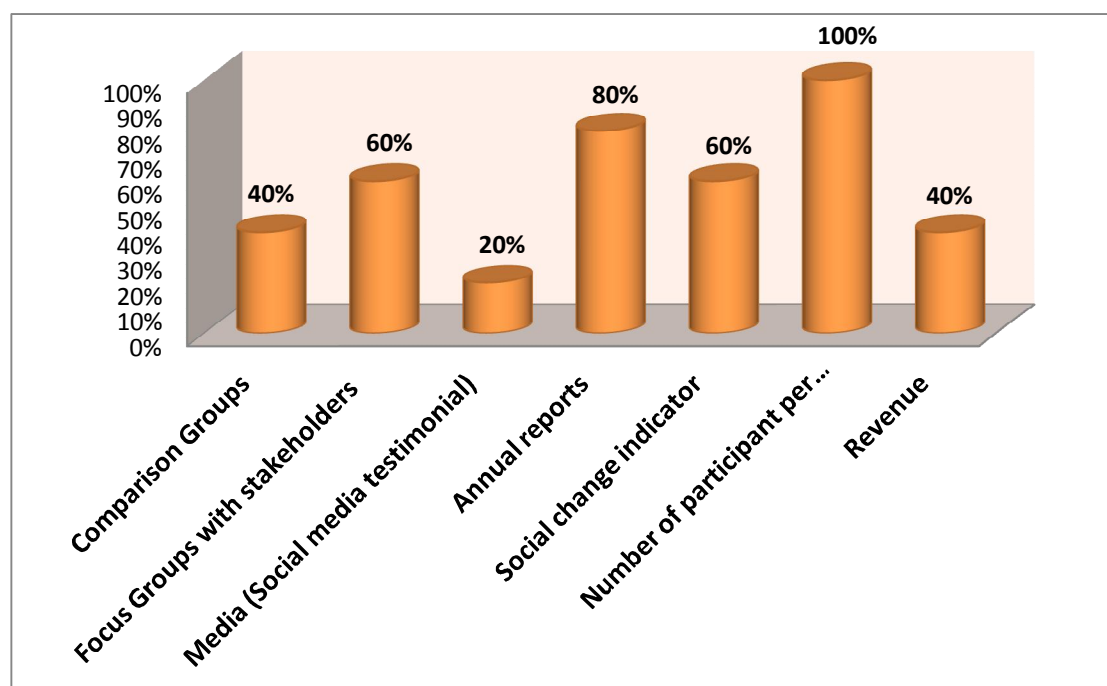
#### **Q1. How do you measure your programs' impact?**

This question aimed to know how organizations can measure the impact of its programs and projects:

**Table 3.68: Measuring Impact**

Answers	Comparison Groups	Focus Groups with stakeholders (e.g. employers, educators, parents...)	Media (Social media testimonial)	Annual reports	Social change indicator	Number of participant per program	Revenue
<b>Results</b>	2	3	1	4	3	5	2
<b>Percentage</b>	40%	60%	20%	80%	60%	100%	40%
<b>Total</b>	<b>5</b>						

**Figure 3.39: Measuring Impact**



This chart shows that 100% of organizations measure the impact by number of participant per program, 80% measure it by annual reports, 60% by social change indicator and focus groups with stakeholders, 40% by revenue and comparison groups while 20% by media and social testimonial.

## Local Organizations Results

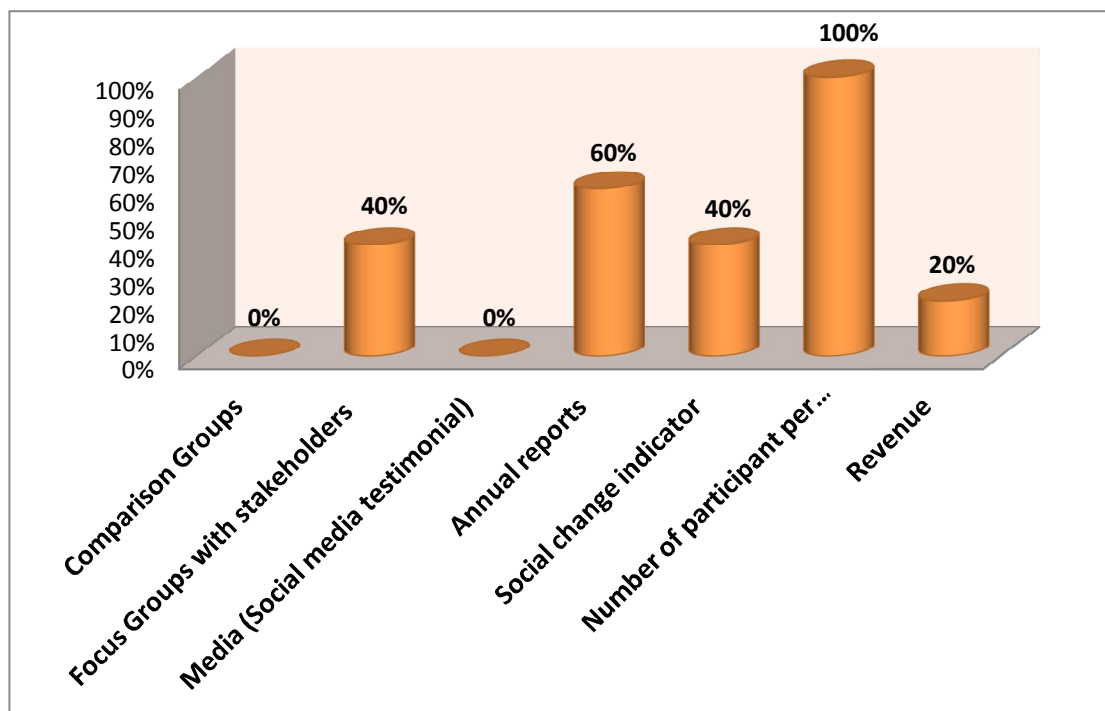
### Q1. How do you measure your programs' impact?

This question aimed to know how organizations can measure the impact of its programs and projects:

**Table 3.69: Measuring Impact**

Answers	Comparison Groups	Focus Groups with stakeholders (e.g. employers, educators, parents...)	Media (Social media testimonial)	Annual reports	Social change indicator	Number of participant per program	Revenue
Results	0	2	0	3	2	5	1
Percentage	0%	40%	0%	60%	40%	100%	20%
Total	5						

**Figure 3.40: Measuring Impact**





This chart shows that 100% of organizations measure the impact by number of participant per program, 60% measure it by annual reports, 40% by social change indicator and focus groups with stakeholders and 20% by revenue.

## Local Initiatives Results

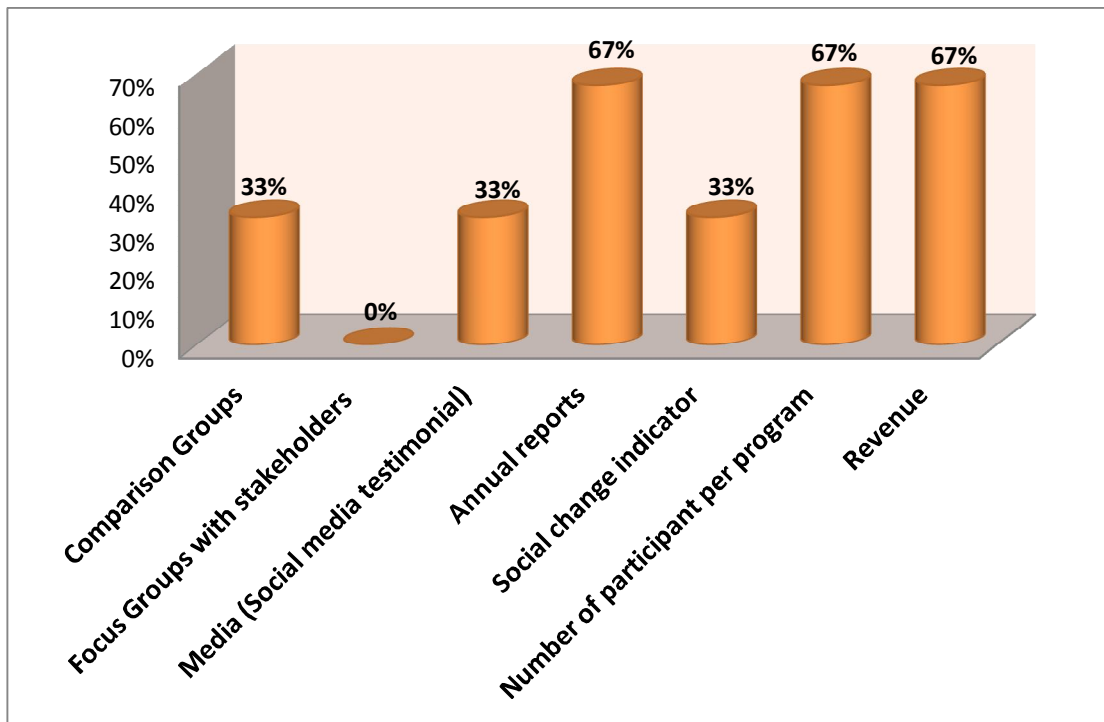
### Q1. How do you measure your programs' impact?

This question aimed to know how organizations can measure the impact of its programs and projects:

**Table 3.70: Measuring Impact**

Answers	Comparison Groups	Focus Groups with stakeholders (e.g. employers, educators, parents...)	Media (Social media testimonial)	Annual reports	Social change indicator	Number of participant per program	Revenue
Results	1	0	1	2	1	2	2
Percentage	33%	0%	33%	67%	33%	67%	67%
Total	3						

**Figure 3.41: Measuring Impact**



This chart shows that 67% of organizations measure the impact by number of participant per program, annual reports and revenue and 33% measure it by social change indicator, media and social testimonial and 33% too measure it by comparison.

### Conclusion and Remarks

- Most of Organizations measure the programs impact by number of participant in the program more than any measurement tool.
- 100% of organizations measure the of their programs impact by number of participant per program, 80% measure it by annual reports, 60% by social change indicator and focus groups with stakeholders, 40% by revenue and comparison groups while 20% by media and social testimonial.
- Youth Employment Network (YEN) as part of its pledge of accountability to its stakeholders, YEN will conduct a regular "Network Satisfaction Survey", asking its clients and network members to rate the quality, importance and satisfaction of YEN's services.
- Some of the participants proposed below indicators:
  - ✓ How many projects have been competed?
  - ✓ How many scouts they trained?
  - ✓ How many international trainers perform?
  - ✓ Regions covered in the world.
  - ✓ Number of initiatives to outreach community members (footprint).
  - ✓ No. of beneficiaries.
  - ✓ No. of new MOP recruited from the existing social network and activities.
  - ✓ No. of partnerships.
  - ✓ Positive Financial Reports
  - ✓ Increase employment of the targeted segment in the chosen social programs.
  - ✓ Network Size
  - ✓ Testimonials

## 5. Communication

This section measuring effectiveness and its measuring components are the direct communions and international recognition

### 5.1 Mapping Results

#### United Nations Environment Program (UNEP)

##### 1. Communication

Communication lies at the very heart of UNEP's mandate and effective communication is an integral part of the strategic management of the organization. The Division of Communications and Public Information (DCPI) communicates UNEP's core messages to all stakeholders and partners, raising environmental awareness and enhancing the profile of UNEP worldwide. Key communication vehicles include:

- Creating public awareness of environmental issues in the media;
- Implementing environmental outreach campaigns such as the Billion Tree Campaign, the Climate Neutral Network, Seal the Deal!, and Unite to Combat Climate Change;
- Raising UNEP's profile (and with it concern about the global environment) by organizing specific activities and events and facilitating cooperation with and among selected sectors of society and actors involved in the implementation of the international environmental agenda;
- Influencing the attitudes, behavior and decisions of those who have or can have an impact on the environment by producing and disseminating printed and audio-visual information;
- Publishing "Their Planet" and "Tunza" magazines;
- Maintaining the UNEP library and documentation center and responding to public enquiries.

#### Organization International de la Francophonie (OIF)

##### **Closer to the local people**

with the first Francophone Games in 1989, the institutional Francophonie is a popular dimension and starts listening to the youth: Morocco hosts the 1700 young people from 31 Francophone countries around cultural and sports competitions. Since then, the games are held every four years: France (1994), Madagascar (1997), Canada-Quebec (2001), Niger (2005) and Lebanon (2009).

A Francophone Conference of International Non-Governmental Organizations held in 1993 with the



participation of 31 INGOs accredited to the institutions of La Francophonie now involves civil society in the process of development, implementation and evaluation of multilateral Francophone cooperation. INGO Conference meets every two years upon convocation by the Secretary General of La Francophonie. In 2012, 67 international NGOs and other civil society organizations, working in various fields of activity of the Francophonie are accredited.

### **Al Faisaliah Women Society**

Foundation communicate with stakeholders through the World Wide Web (Internet), press releases, field visits, the organization locally or internationally representatives, periodic reports, meetings organized..etc. This aims to getting fund and support.

## 5.2 Survey Results

Based on the study indicators questions were asked to identify the communication methodology of organizations with stakeholders.

### International Organizations Results

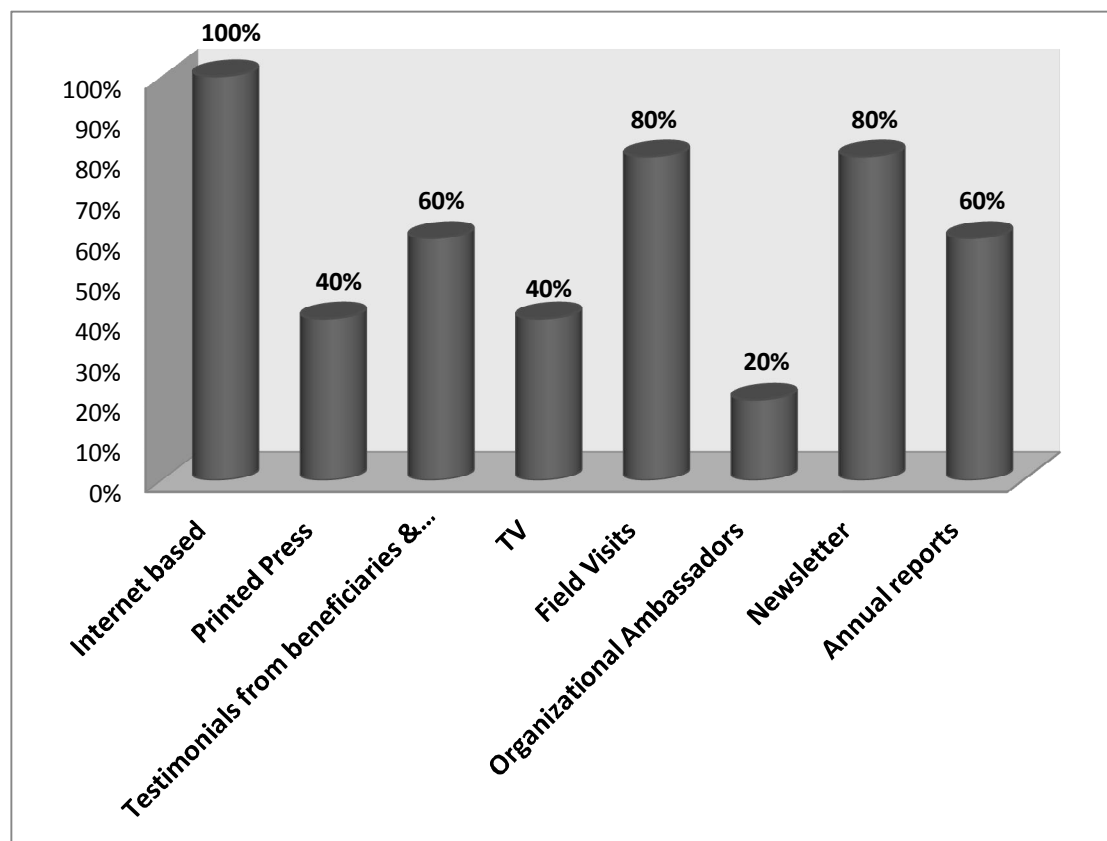
#### **Q1. How do you communicate with your stakeholders?**

This question aimed to identify how organizations can communicate with stakeholders:

**Table 3.71: Means of communication**

Answers	Internet based	Printed Press	Testimonials from beneficiaries & volunteers	TV	Field Visits	Organizational Ambassadors	Newsletter	Annual reports
Results	5	2	3	2	4	1	4	3
Percentage	100%	40%	60%	40%	80%	20%	80%	60%
Total	5							

**Figure 3.42: Means of communication**





This chart shows that 100% of respondents said that they communicate with the stakeholders through internet, 80% by field visits and newsletters, 60% by annual reports and testimonials, 40% by TV and printed press and 20% by organizational ambassadors.

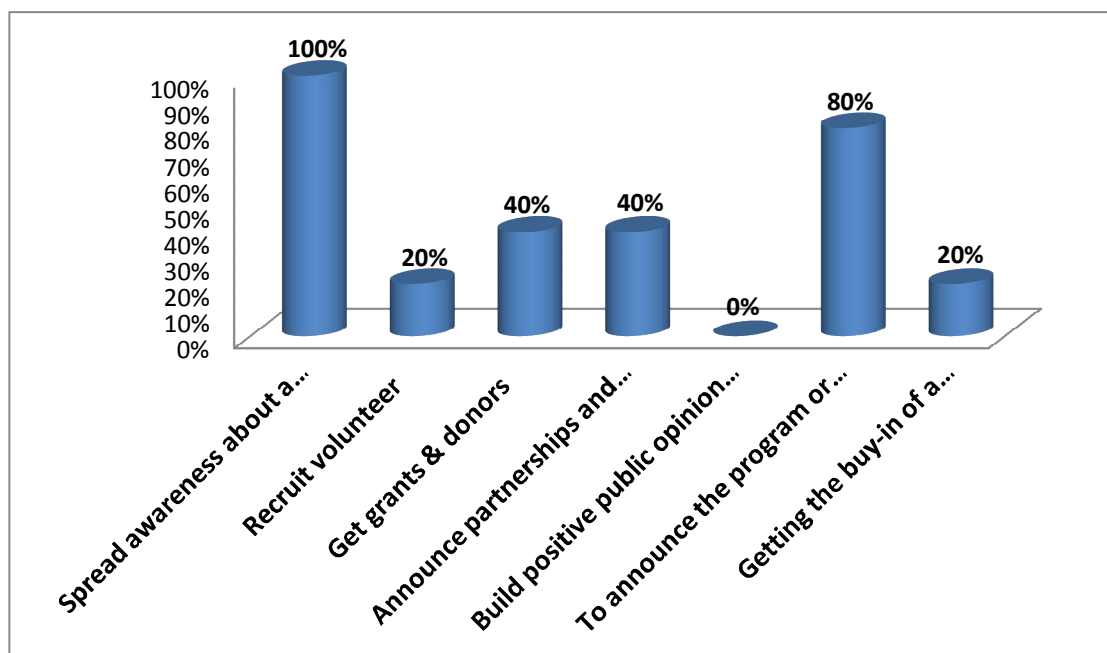
## Q2. What is the main objective(s) of your communication strategy?

This question aimed to identify the main objectives of organizations communication strategy:

**Table 3.72: Communication Strategy Objectives**

Answers	Spread awareness about a cause	Recruit volunteer	Get grants & donors	Announce partnerships and successes	Build positive public opinion before entering a certain community	To announce the program or organization's impact	Getting the buy-in of a certain interest-group (example: government officials, decision-makers)
Results	5	1	2	2	0	4	1
Percentage	100%	20%	40%	40%	0%	80%	20%
Total	5						

**Figure 3.43: Communication Strategy Objectives**



This chart shows that 100% of respondents seek to spread awareness about a cause through their communications, 80% aim to announce the program or organization's

impact, 40% to get grants and announce partnerships and successes and 20% for volunteer recruitment and getting the buy-in of a certain interest-group.



## Local Organizations Results

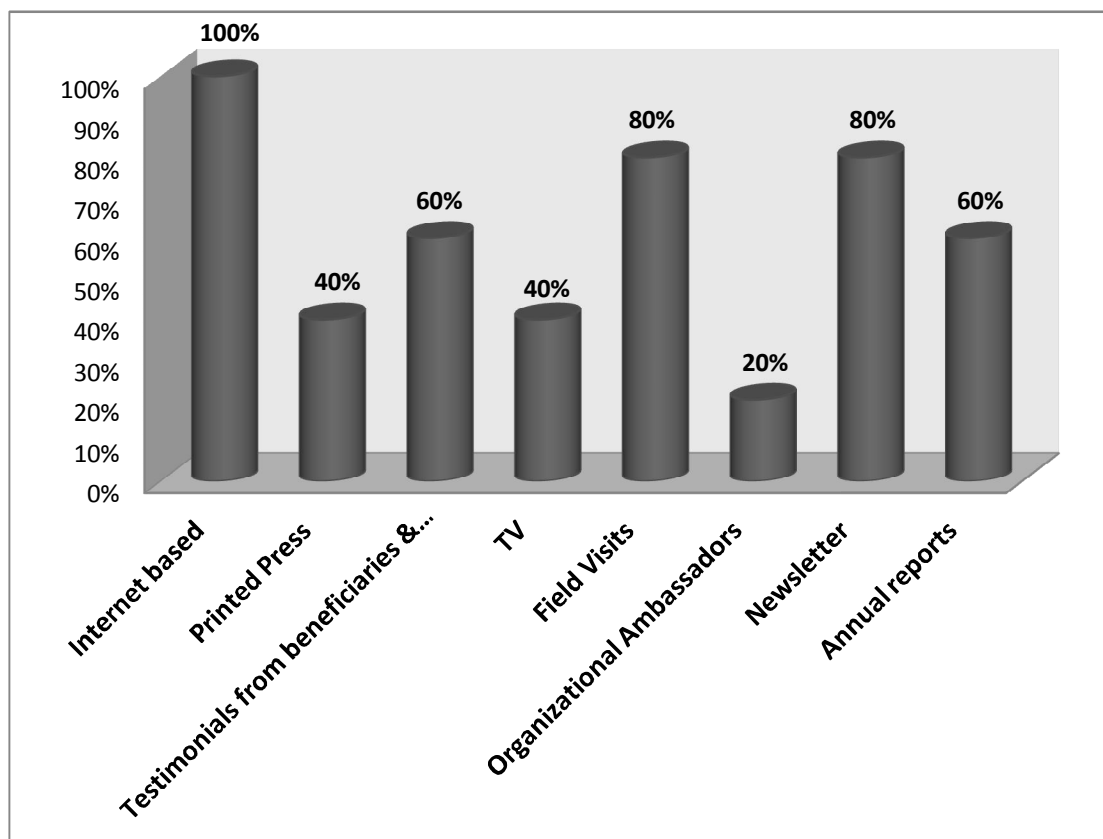
### Q1. How do you communicate with your stakeholders?

This question aimed to identify how organizations can communicate with stakeholders:

**Table 3.73: Means of communication**

Answers	Internet based	Printed Press	Testimonials from beneficiaries & volunteers	TV	Field Visits	Organizational Ambassadors	Newsletter	Annual reports
Results	4	3	1	1	5	3	0	5
Percentage	80%	60%	20%	20%	100%	60%	0%	100%
Total	5							

**Figure 3.44: Means of communication**



This chart shows that 100% of respondents said that they communicate with the stakeholders through internet, 80% by field visits and newsletters, 60% by annual reports and testimonials, 40% by TV and printed press and 20% by organizational ambassadors.

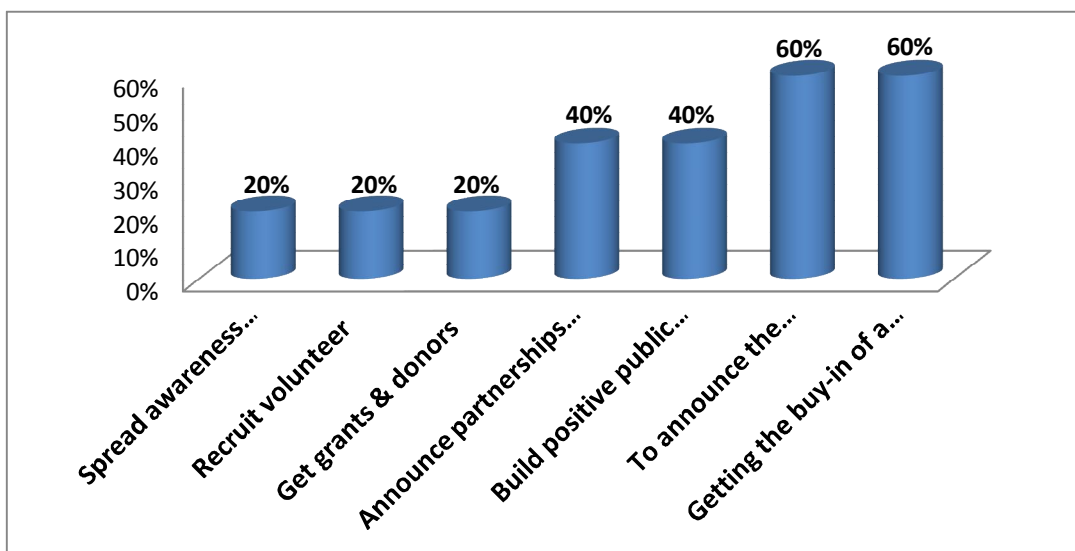
## Q2. What is the main objective(s) of your communication strategy?

This question aimed to identify the main objectives of organizations communication strategy:

**Table 3.72: Communication Strategy Objectives**

Answers	Spread awareness about a cause	Recruit volunteer	Get grants & donors	Announce partnerships and successes	Build positive public opinion before entering a certain community	To announce the program or organization's impact	Getting the buy-in of a certain interest-group (example: government officials, decision-makers)
Results	1	1	1	2	2	3	3
Percentage	20%	20%	20%	40%	40%	60%	60%
Total	5						

**Figure 3.43: Communication Strategy Objectives**



This chart shows that 60% of respondents seek to get the buy-in of a certain interest-group and to announce the program or organization's impact, 40% to build positive public opinion before entering a certain community and to announce partnerships and successes and 20% to get grants and donors, recruit volunteers and spread awareness about a cause.

## Local Initiatives Results

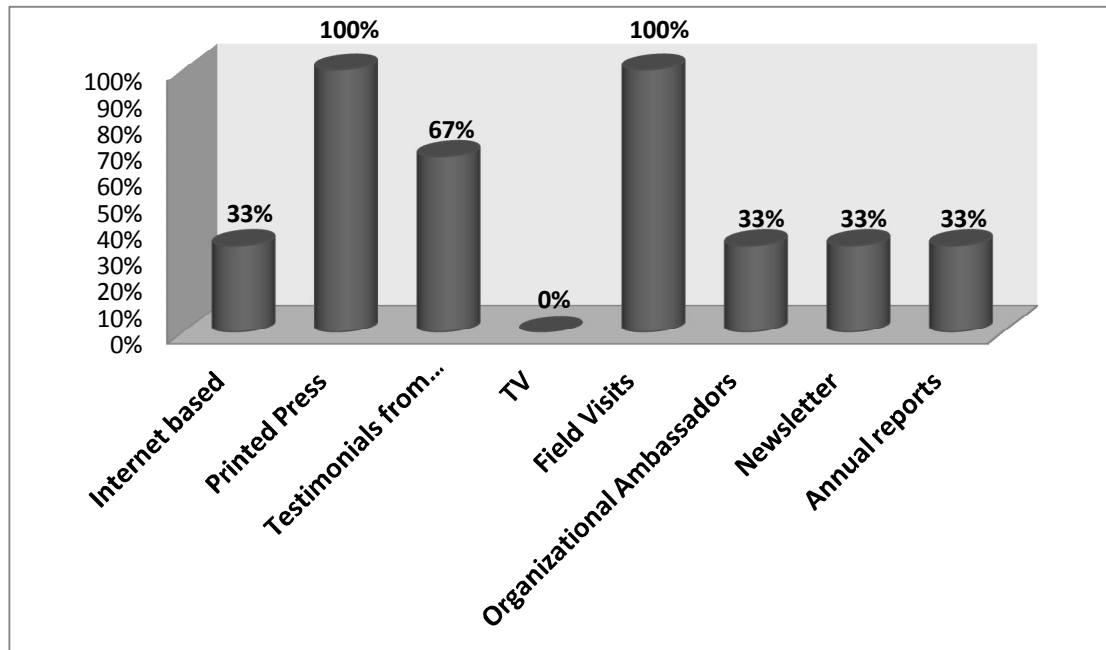
### Q1. How do you communicate with your stakeholders?

This question aimed to identify how organizations can communicate with stakeholders:

**Table 3.74: Means of communication**

Answers	Internet based	Printed Press	Testimonials from beneficiaries & volunteers	TV	Field Visits	Organizational Ambassadors	Newsletter	Annual reports
Results	1	3	2	0	3	1	1	1
Percentage	33%	100%	67%	0%	100%	33%	33%	33%
Total	3							

**Figure 3.45: Means of communication**



This chart shows that 100% of respondents said that they communicate with the stakeholders through field visits and printed press, 67% by testimonials from beneficiaries & volunteers and equal percentage estimated to 33% by annual reports, newsletter, organizational ambassadors and internet based.

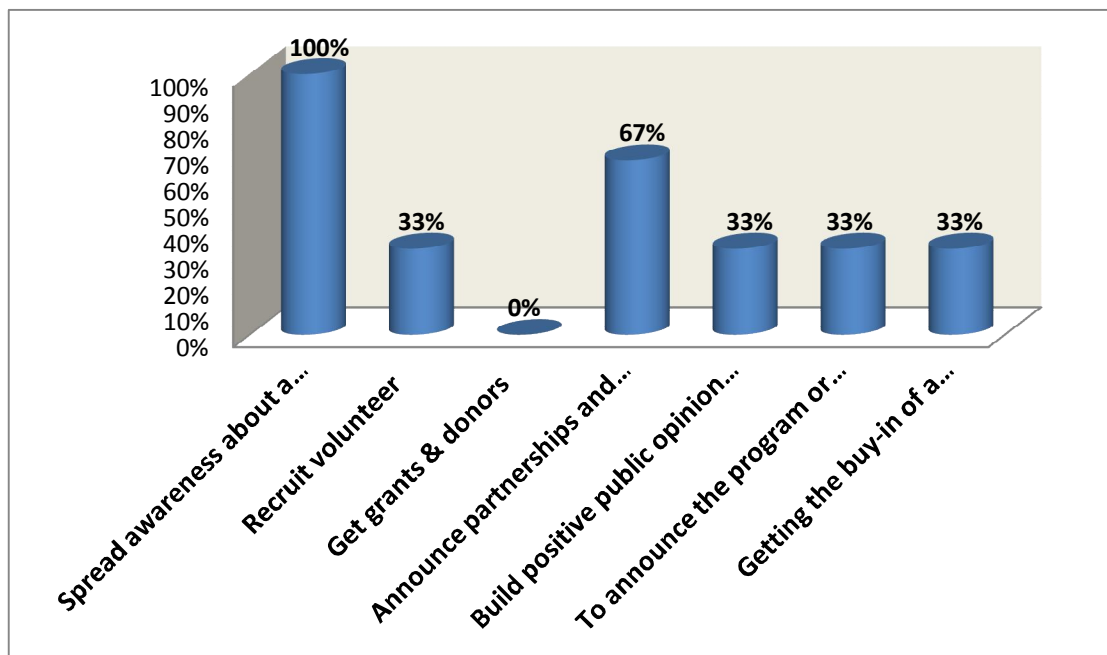
## Q2. What is the main objective(s) of your communication strategy?

This question aimed to identify the main objectives of organizations communication strategy:

**Table 3.75: Communication Strategy Objectives**

Answers	Spread awareness about a cause	Recruit volunteer	Get grants & donors	Announce partnerships and successes	Build positive public opinion before entering a certain community	To announce the program or organization's impact	Getting the buy-in of a certain interest-group (example: government officials, decision-makers)
Results	3	1	0	2	1	1	1
Percentage	100%	33%	0%	67%	33%	33%	33%
Total	3						

**Figure 3.46: Communication Strategy Objectives**

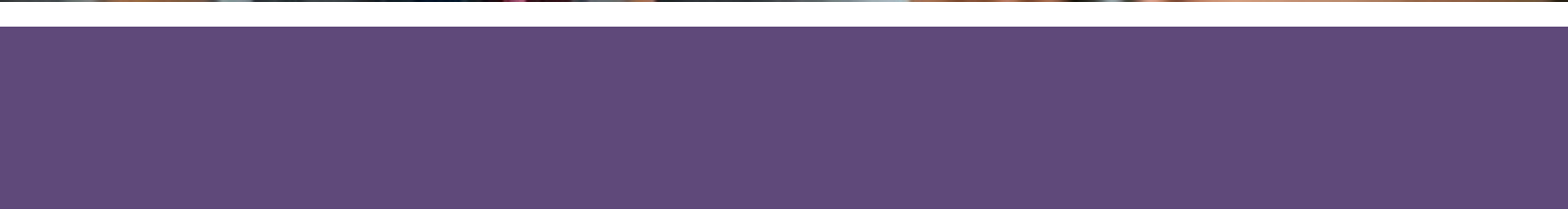




This chart shows that 100% of respondents seek to spread awareness about a cause, 67% to announce partnerships and successes and equal percentage 33% to getting the buy-in of a certain interest-group, announce the program or organization's impact, build positive public opinion before entering a certain community and recruit volunteer.

### Conclusion and Remarks

- Key communication in the United Nations Environment Program (UNEP) vehicles include:
  - ✓ Influencing the attitudes, behavior and decisions of those who have or can have an impact on the environment by producing and disseminating printed and audio-visual information;
  - ✓ Publishing "Their Planet" and "Tunza" magazines;
  - ✓ Maintaining the UNEP library and documentation center and responding to public enquiries.
- Al Faisaliah Women Society Foundation communication strategy aims to getting fund and support and they communicate with stockholders through the World Wide Web (Internet), press releases, field visits, the organization locally or internationally representatives, periodic reports, meetings organized..etc.
- 100% of survey respondents said that they communicate with the stakeholders through internet, 80% by field visits and newsletters, 60% by annual reports and testimonials, 40% by TV and printed press and 20% by organizational ambassadors.
- 100% of respondents seek to spread awareness about a cause through their communications, 80% aim to announce the program or organization's impact, 40% to get grants and announce partnerships and successes and 20% for volunteer recruitment and getting the buy-in of a certain interest-group.



## Chapter 4

# Findings

## Introduction

This chapter highlight the most prominent results of the study.

### Governance structure

#### Finding 1. Advisory board

- Steering committee out of 20 members
- Steering committee will head ( executive committee and subcommittee)
- Four kids if subcommittee ( financial committee- nominating committee- projects committee- marketing committee )

### Process & Mechanism

#### Finding 2 . MOP Funding model

- Funding processes throw a funding ( approval processes ) by the funding mechanism that require :
  - ✓ Grant processes
  - ✓ Sustainably measurement impact
  - ✓ Goals and functions alignment with the Core Values of MOP

### Programs and Initiatives

#### Finding 3 . Project Identity

- Project identify based on category and needs analysis
- Increase stakeholder engagement.
- Seeks to sustainable development.
- Communicate effectively: A key element of success in any large project is to communicate effectively, both within the Organization and with one or more external audiences

### Finding 3 . Volunteer Recruitment

1. Volunteers Benefits
2. Professional and Career Benefits
3. Educational Benefits
4. Medical Benefits safety and security in Depth

### Programs Impact

#### Finding 4. Impact

- Most of Organizations measure the programs impact by number of participant in the program more than any measurement tool.
- 100% of organizations measure the of their programs impact by number of participant per program

### Communication

#### Finding 5 . Communication

- 100% of respondents seek to spread awareness about a cause through their communications, 80% aim to announce the program or organization's impact, 40% to get grants and announce partnerships and successes and 20% for volunteer recruitment and getting the buy-in of a certain interest-group.



**2012**