YOUNG VOICES ON HEMOPHILIA IN INDIA

LEADERSHIP MANUAL

Hemophilia Federation India

Preface

Hemophilia movement in India witnessed a revolution in the second half of the year 2008 with the birth of a Youth Leadership Program. This program had a vision for the young PWHs of India. It had seminars and activities lined up for the young PWHs to take part in, and in the process develop Leadership skills. The initiative was received well by the youngsters and was an instant hit.

The initiative needed a task oriented and guidelines based manual for the youth to follow and implement. The manual is based on general leadership concepts and introduces an aspirant to inculcate the habits and practices helping him develop a personality that are essential for a leader to carry himself and a team.

Focus is not only on self development but also on interpersonal leadership skills. Leading a team of PWHs is a completely different experience. The leader has to understand the emotional and physical aspects of the PWHs and accordingly inspire and encourage them to get the best out of them.

This manual doesn't guarantee solutions for all the problems a PWH may face, but definitely helps him to acquire a winning personality to perform personally and help the hemophilia community. By getting involved in the community the PWH gets a sense of self worth and will be confident in facing the challenges both within and external.

The manual contains a section exclusively about the organizing events. The step by step guidelines helps a leader to organize the events of and about hemophilia fraternity. Also included is a section on value system helping the leaders to understand the importance of commitment and deliver value to the cause of hemophilia.

This manual is only a beginning towards achieving excellence in the hemophilia movement. He manual will evolve over the years and refine contents to make them relevant and practical in these fast changing times.

The writers hope that the manual will be of help to an aspiring leader of PWH movement. We appreciate and welcome suggestions and criticisms about the contents of the manual to help making it a better one.

Table of Contents

WHAT IS LEADERSHIP ?
WHY LEADERSHIP IN THE HEMOPHILIA COMMUNITY?

1 What is leadership? Why leadership in the Hemophilia community?

Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent.

Four Factors of Leadership

1. Leader
You must have an honest understanding of who you are, what you know, and what you can do. Also, note that it is the followers, not the leader or someone else who determines if the leader is successful. If they do not trust or lack confidence in their leader, then they will be uninspired. To be successful you have to convince your followers, not yourself or your superiors, that you are worthy of being followed.

2. Followers
Different people require different styles of leadership. For example, a new member requires more supervision than an experienced one. A person who lacks motivation requires a different approach than one with a high degree of motivation. You must know your people! The fundamental starting point is having a good understanding of human nature, such as needs, emotions, and motivation.

3. Communication
You lead through two-way communication. Much of it is nonverbal. For instance, when you "set the example," that communicates to your people that you would not ask them to perform anything that you would not be willing to do. What and how you communicate either builds or harms the relationship between you and your members.

4. Situation
All situations are different. What you do in one situation will not always work in another. You must use your judgment to decide the best course of action and the leadership style needed for each situation. For example, you may need to confront a member for inappropriate behavior, but if the confrontation is too late or too early, too harsh or too weak, then the results may prove ineffective.

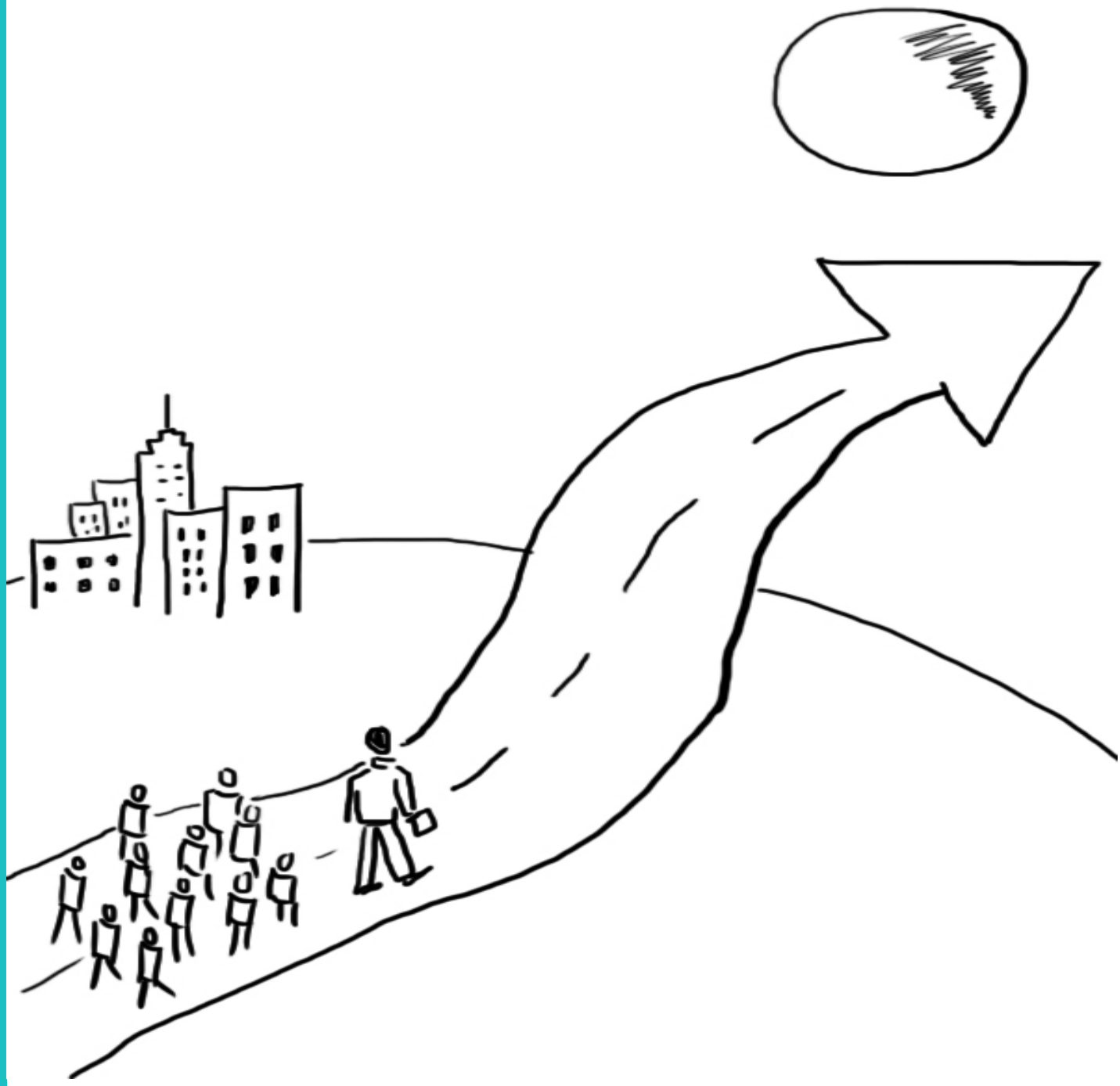
Leadership in Hemophilia movement

There are many who are disabled and believe that a PWH cannot live a happy and successful life. Leaders would serve as role models and motivation to the young PWH to build their lives. Role models in educational success/good health/ business success.

There are many who are disabled and believe that a PWH cannot live a happy and successful life. Leaders would serve as role models and motivation to the young PWH to build their lives. Role models in educational success/good health/ business success.

a. Leaders guide and lead the community.
b. To bind the hemophilia community into one we need people who represent the values and principles of the community. Only a leader can bind the community.
c. The right group of leaders would shape the path of success for the hemophilia community. In other words leaders are responsible for the success of the hemophilia community.
d. Leadership will give a unique identity, direction and recognition to the hemophilia community amongst other communities both nationally and internationally.
e. Leadership will drive and channelize all the efforts towards one direction which would make the efforts more concentrated.

The Values of the Hemophilia Community



The Values of the Hemophilia Community

Introduction

A value system is a set of consistent ethical values (more specifically the personal and cultural values) and measures used for the purpose of ethical or ideological integrity.

What is the youth group?

It is a group of young hemophiliacs driven by "compassion, love and self-motivation" to make living with hemophilia spectacular. Every Hemophilic must feel an inch taller when talking about his regional youth group.

Guidelines for the leaders

The leaders must articulate the Guidelines religiously. They preach the values by self-examples.

Goal

Promote Hemophilia as a Brand and build a self reliable youth support network.

Vision

Build a vibrant Hemophilia Society of the future.

Code of Conduct [Individual]

1. I shall treat all hemophiliacs as normal human beings.
2. I shall stand for all or any hemophiliac.
3. I shall respect others limitations as much as I do mine.
4. I shall always avoid conflicts and in case of
5. Unavoidable conflicts work towards resolving them with open mind work on moving with my fellow mates.

6. Shall vouch for democracy, consensus and humility.
7. I shall always believe that it is an honor to work with a fellow hemophiliac.
8. I shall always work by ethical and legal means to attain the vision of YG's
9. I will always respect everyone irrespective of their contribution.
10. I will try my best in understanding others problems and introducing them with mine.
11. I will help people look beyond hemophilia, pain , and suffering. I will help them reach help, relief, care, peace love and success.

Values

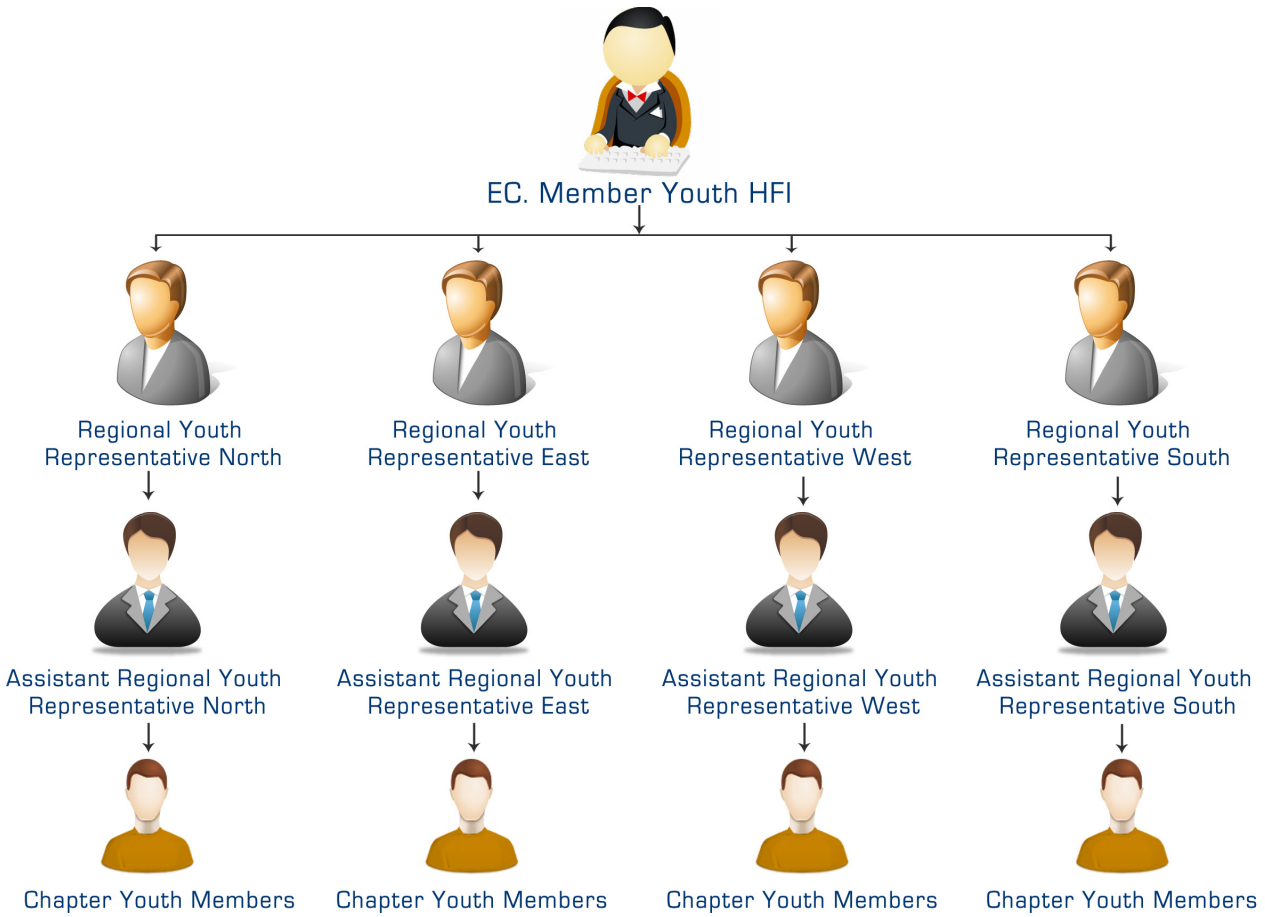
1. We are all born with hemophilia and hence we are all born into a family.
2. Money will never be a hindrance in our decision making.
3. Place Community Gain over personal Gain.
4. Strong belief and practice of Non-violence, Love and True to hard work.
5. We will give love to all irrespective and never pity anyone.
6. Hemophilia shall be above all religions, customs, practices and beliefs.
7. The YG is all about hemophiliacs and their quality of life.
8. We will stand for the truth irrespective of where it comes from.
9. We will not shy away from reality. Neither will we stop facing it.
10. We will not give up on the YG and always uphold its respect.
11. The humanitarian imperative comes first;
12. Aid is given regardless of the race, creed or nationality of the recipients and without adverse distinction of any kind.
13. Aid priorities are calculated on the basis of need alone;
14. Aid will not be used to further a particular political or religious standpoint;
15. We shall respect culture and custom;
16. We hold ourselves accountable to both those we seek to assist and those from whom we accept resources;

Roles and Responsibilities

3

Roles and Responsibilities

Steering Committee of National Hemophilia Youth Forum India (NHYFI) of HFI



Roles and Responsibilities of the Youth Committee:-

1. Executive Committee member of HFI representing Youth.

- Shall Chair the Youth Committee meetings.
- Shall co-ordinate with all the RYRs and ARYRs.
- Organizes National camps.
- Shall motivate and coordinate the key youth members of various chapters.
- Visits regional activities and camps frequently.
- Creation of the HFI annual youth activity report. The reports must be aligned to display progress with respect to the focus areas [such as education, employment etc.,] set for the youth activities.
- Identifying the key youth leaders for recognition and reward.
- Coordinating with HFI-communications for periodical youth activities updates.
- Representing HFI youth's in national and International youth programs.
- Head the HFI youth's in national and International projects planning and implementation.
- Creation/assistance to carrier and young women groups.
- Assist youths in Health and Career Development Counselling support cells for youth.
- Assist and educate youth with respect to participation in clinical trials.
- Shall maintain the minutes of the youth group meetings and circulate the same
- Create focus areas for the youth activities. This could align in line with the immediate pressing needs of the youth and with the chapters of HFI.
- Plan, publish, promote and implement the activities with respect to focus areas In Regards to the chapter requirement .

2. Regional Youth Representative.

- Shall assist youth members of the region in forming and managing the youth group.
- Shall mentor the key youth representatives in the region to organize regular youth group meetings and encourage them to get involved in chapter and regional activities.
- Shall ensure the youth group has a formal reporting mechanism.
- RYR should have a Quarterly reporting mechanism of the activities in the region to place to YC. The reports must be aligned to display progress with respect to the focus areas [such as education, employment] set for the youth activities.
- RYR represents the youth group of the region in the Regional council meetings and reports youth activities of the region and takes assistance from the RCM if required.
- Monitor the youth group closely and keep a track on the young and dynamic budding leaders and encourage them.
- Organise/be present at the regional level youth camps.
- Creation/assistance to carrier and young women groups.
- Conduct motivational workshops at chapters which need a push.
- Assist youth in Health, Career Development and Counselling support to the youth.

- Assist and educate youth with respect to haemophilia/medical care.
- Assist EC Youth in plan, publish, promote and implement the activities.
- Attend the AGM of HFI.
- Co-ordinate with the ARYR with all activities of the region.

3. Assistant Regional Youth representative.

- Assist/co-ordinate RYR in all the Role and responsibilities.
- Represents the youth group of the region in RCM or any other events in the absence of RYR.
- Assist the local regional youths in organizing meets.
- Attended the HFI AGM.

4. Treasurer.

- To maintain all financial matters as per HFI guidelines.
- Shall be responsible for all the financial transactions of the Youth group.
- Shall work in accordance with the Chairman and will be responsible for transfer of funds from HFI for the various activities of the Youth group.

5. Chapter key youth members:

- Formation of youth groups at respective chapter.
- Having periodic youth activities.
- Periodic reporting of functions/activities to RYR, ARYR and EC youth.
- Supporting the functioning of all chapter activities like AGM, open clinics, Fund raiser, counselling of fellow youth members etc.
- Coordinating with other NGOs with the assistance chapter key person.
- Getting involved and helping in the selection of beneficiaries in the funding programs or any other schemes of HFI.
- Shall represent youth in the EC of the respective chapters.
- Bring forward the youth concerns to the chapter's key person, RYR, ARYR & Youth EC.
- Implementation of the activities/tasks which is suggested in the youth manual during youth meetings.
- Contacting the vocational training centres of government and other NGO's for your youth group.
- Minutes of the meetings to be recorded and distributing among the youth group and report the same to RYR, ARYR and EC Youth.
- Participate in state/regional/national camps.
- Assist youth in Health and Career Development Counselling support cells for youth.
- Assist and Education everyone with respect to Hemophilia/medical care.
- Create a support system and guide young hemophilia parents about challenges of hemophilia.
- Publish, promote and implement the activities guided by the RYR/ARYR/EC YOUTH.

4. As a youth group member:

- Be Responsible to the hemophilia community

- Advice Youth members of the values of the community.
- Set Clear Expectations and Be Flexible
- Listen and be Open Minded
- Attend Youth group meetings of the chapter regularly.

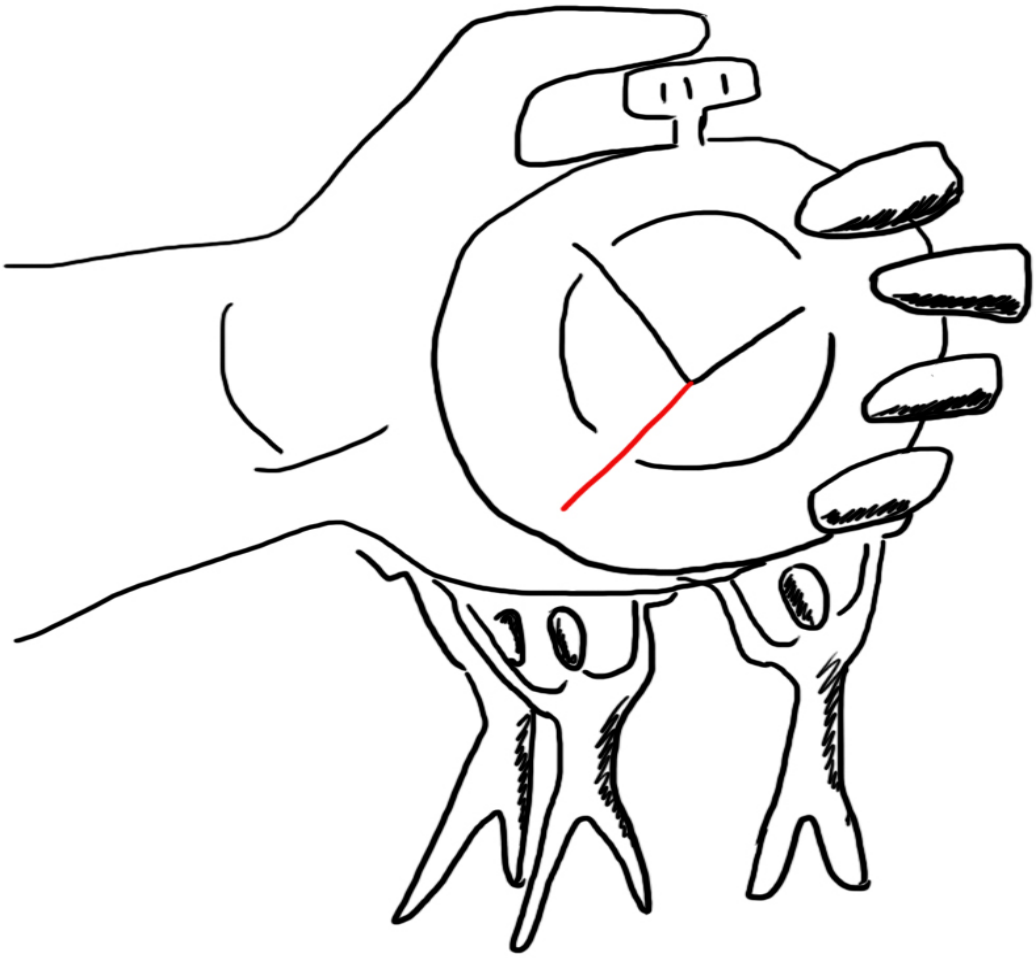
Essential characteristics of vibrant youth groups:

- Vibrant youth groups are all about ownership.
- Vibrant youth groups change how they do things but not what they do.
- Vibrant youth groups work hard and play hard.
- Vibrant youth groups empower young people.
- Vibrant youth groups communicate and listen.
- Vibrant youth groups are able to achieve a balance between change and resistance.
- Vibrant youth groups affirm and support one another.
- Vibrant youth groups use a mentoring system to socialize newcomers into the hemophilia environment.
- Vibrant youth groups value and practice service to others.
- Vibrant youth groups take time for training.

As a youth group member:

- Be Responsible Yourself
- Tell Youth group members How Valued They Are
- Set Clear Expectations and Be Flexible
- Listen and be Open Minded

Making the Right Priorities



Making the Right Priorities

Assess how you spend your time

When you want to save for something, what do you usually do? You are likely to draw up a budget of the things that you spend your money and places where you can trim that expenditure to save for the thing that you want. Well the same principle applies to time. A first step to better identify how to use your time better involves analyzing how you spend your time now. To do this, download the time management log, and for the next 5 days keep a track on your time. Note down the time you start your activities, what you are doing, and the time that you finish.

How much time is spent on your top priorities?

Put a star next to your top priority items - those tasks which were most important to you. Perhaps it was spending time with your family, working on that proposal, or the quite time you spent by yourself. Once you have put a star next to your highest priority items, identify add up how much time you spend per day on these most important activities. For the next week, try to spend more time focusing on the activities that have most value for you. By focusing more on the activities that are important to you and less on the low priority stuff, this time management activity can help you to live more effectively.

Plan your work and work your plan

List all the activities that you have to do over the next week. Now put an A, B or C next to them. The A's being your most important activities, and C being your least important activities. Looking at all of your top priority items, now put them into a weekly calendar and schedule a time for them.

Look at the things that you have done (in activity 1) if you need help in determining how long different tasks took you. Block these most important times out in your diary – this doesn't mean you can't change them – but at least you have a plan and a direction for the next week – which can always be adjusted.

Another tip

Try to identify periods of time in which you are likely to be full of energy for your high priority items – there is no use in being half asleep on your most important job.
What this activity does is it harnesses the 80/20 rule, ensuring that you do you spend your high energy time on the most important activities.

The 80/20 rule comes from an Italian economist, Pareto, who observed that 80% of results come from 20% of our activities, and conversely that 20% of our results come from 80% of our activities. So to maximize your results, this task ensures that you execute your top priority tasks first.

ABC analysis

A technique that has been used in business management for a long time is the categorization of large data into groups. These groups are often marked A, B, and C—hence the name. Activities are ranked upon these general criteria:

- A – Tasks that are perceived as being urgent and important.
- B – Tasks that is important but not urgent.
- C – Tasks that is neither urgent nor important.

Each group is then rank-ordered in priority. To further refine priority, some individuals choose to then force-rank all “B” items as either “A” or “C”. ABC analysis can incorporate more than three groups.

Look at the things that you have done (in activity 1) if you need help in determining how long different tasks took you. Block these most important times out in your diary – this doesn’t mean you can’t change them – but at least you have a plan and a direction for the next week – which can always be adjusted.

Time Management Log

Name: Todays Date:

Today's Daily Goals

Goal 1: _____ Goal 3: _____ Goal 5: _____

Goal 2: _____ Goal 4: _____ Goal 6: _____

Priority: A - Important; Priority: B - Somewhat Important; Priority: C - Not Important;

Time	Activity	Priority	Comments/Results/Energy

The success of any goal or priority depends on making the right choices. In many cases the failure to achieve a priority is about a lack of planning.

Allow your life to be governed by what is important rather than what is urgent. There are always multiple things that could be done, but learn how to decide what is the life choice and what is the pressure choice.

Learn how to make purpose choices rather than impulse grabs. Purpose priorities will always be fulfilling, rewarding and lasting. Impulse priorities will always leave you empty, drained, weak and tired. Make the decision today to take back control of your life. Set right priorities, pre-plan your life and starting living on purpose.

How proficient are you at making the right choices on what to focus on? How good are your team-mates at making the right choices every day on what they should focus on? Do they even know what they should be concentrating on?

Think of your priorities as your own personal decision-making filter. Any time you have a decision to make that involves allocating your time, money or energy — from where to spend the weekend to how to spend the next few years of your life — run the idea through this PRIORITY FILTER.

4

Habits:

We are creatures of habit. The time it takes to establish a habit depends upon the complexity of the new behavior, the level of motivation and the frequency which you practice it.

Majority of our behavior occurs out of habit. That's the value of practice and training. When you see someone improvise and do so at a high level whether it is in sports, music or any skilled endeavor it is because it's emerged from a deep rich foundation in their basic skill that have long since become automatic and unconscious.

(pri•or•i•ty)
greatest importance: the state of having most importance.
somebody or something important: somebody or something that is ranked highly in terms of importance.

Learning how to set right priorities will lead to a healthier, balanced and more fulfilled life.

Do's of priorities

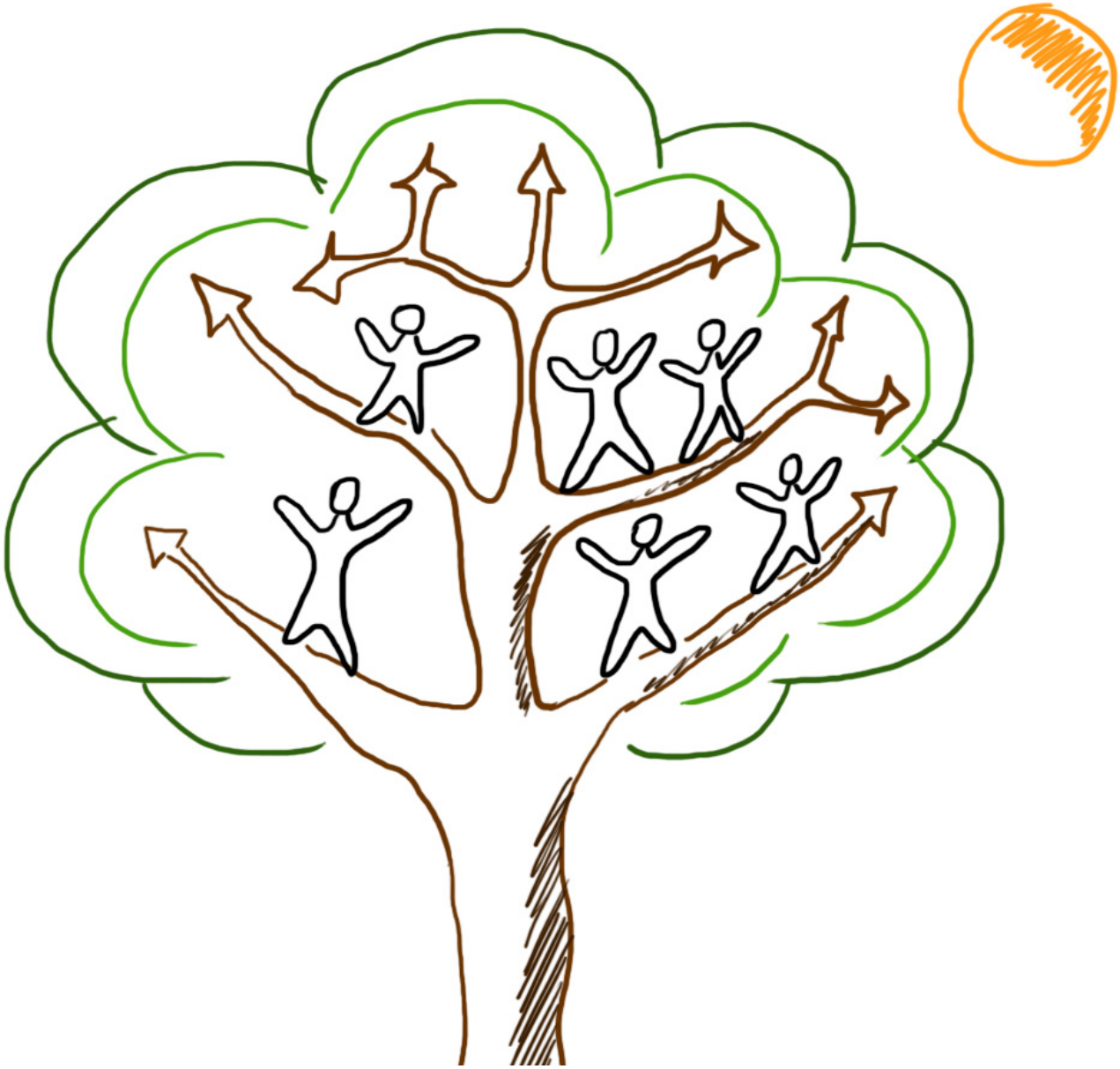
1. DO what will make a difference rather than what will make a dent.
2. DO what is important rather than what is urgent.
3. DO what is purpose-motivated rather than what is impulse motivated.

Take the next 3 minutes and a pick out your top 5 priorities from the list below.

- ACHIEVEMENT (sense of accomplishment)
- ADVANCEMENT (promotions)
- ADVENTURE (new and challenging experiences)
- AFFECTION (love, caring)
- COMPETITIVENESS (winning, taking risks)
- COOPERATION (working well with others)
- CREATIVITY (being imaginative, innovative)
- ECONOMIC SECURITY (financial stability, independence)
- FAME (being famous, well-known)
- FREEDOM (autonomy, independence)
- FRIENDSHIP (close relations with others)
- NTEGRITY (honesty, standing up for one's beliefs)
- INVOLVEMENT (participating, belonging)
- LOCATION (city/country, near family/friends)
- LOYALTY (duty, respect, obedience)
- ORDER (tranquility, stability, conformity)
- PERSONAL DEVELOPMENT (use of potential)
- PLEASURE (fun, laughs, leisurely lifestyle)
- POWER (control, authority, influence over others)
- PRESTIGE (reputation, image, status)
- RECOGNITION (acknowledgement of worth)
- RESPONSIBILITY (accountable for results)
- SELF-RESPECT (personal pride, identity)
- VARIETY (diversity of projects, newness)
- WEALTH (making money, getting rich)

Now you've got your own PRIORITY FILTER. Keep the list in your wallet, on your wall, in your desk or wherever you can see it often and refer to it quickly. But first, take it for a spin. Test it out on your current assignment. Or if you're a student, test your current life against it. It should tell you a lot!

Team Building and Delegation



5

Team Building and Delegation

Introduction

A team is a group of people coming together to collaborate. This collaboration is to reach a shared goal or task for which they hold themselves mutually accountable. A team is a group of people with a high degree of interdependence geared towards the achievement of a common goal or completion of a task rather than just a group for administrative convenience.

What is team building?

To be effective people need to work together toward a common goal in a coordinated and cooperative way. Therefore one could also say that team building is a systematic process designed to improve working relationships and team functioning such as problem solving, decision making and conflict resolution that enables the group to overcome any goal blocking barrier.

Why is team building important?

Team building is a way to blend talents, skills and inherent creativity of diverse people. With collaboration at its heart team building leverages team skills, time and resources for their benefit and that of the team. The consequence is that effective team building produces better, faster results and provides a satisfying and motivating experience for team members.

Team building goals

Specific team building goals are to provide team members with:

1. Clarification of mission and vision
2. Establishment of team members roles and responsibilities
3. Faster start up for new teams or teams with new leaders
4. Mechanisms for resolving conflict and elimination of dysfunctional behaviour
5. An appreciation of differences in work styles and preferences

What is the team building process?

A group of people with a common agenda, when come together express views on what constitutes an effective team building process.

The task of team building is first to establish what the team was established to achieve. The team building process therefore must consists of all the things which go to make up how the team goes about achieving the task, and what influences it whilst doing so.

There are many aspects to this team building thinking and here are a few:

• **The team building structure** - if there is a large number of team members it is often difficult to get a reasonably fair discussion going. If there are too few there may be a series of silences. If some of the team members are of a higher status in the team than others, then this could be inhibiting discussion and therefore arrest the team building process. If there is insufficient expert knowledge in the team then opinions rather than facts will be offered which can often lead to arguments and therefore destroy the team building process.

• **The nature of the individuals -** Differences in personality and mood often show up during team building - some people can't seem to stop talking whilst others keep quiet, and others try to act as umpires or referees. All team building discussions need to be controlled by the individuals and by a chairperson.

• **The environment of the team meeting -** The size of the meeting areas, its shape, heating, ventilation, lighting, seating, acoustics and decorations can all affect the efficiency of team meetings and therefore the team building process.

• **The way decisions are made -** For team building behaviour to take place, in a team meeting trying to reach a decision, then the communication process must cultivate listening and foster fairness if commitment and consensus and with it team building is to be realised.

• **A key to team building is that of creating a shared vision but that takes time and requires the full participation of all.** If team members do not have a personal vision or lack confidence to it then team building will become difficult if not untenable.

Team members

Team members should be deeply committed to each other's personal growth and success. That commitment usually transcends the team. A team outperforms a group and outperforms all reasonable expectations given to its individual members. That is, a team has a synergistic effect -- one plus one equals a lot more than two. Team members not only cooperate in all aspects of their tasks and goals, they share in what are traditionally thought of as management functions, such as planning, organizing, setting performance goals, assessing the team's performance, developing their own strategies to manage change, and securing their own resources.

Steps to Team Problem Solving

Step 1 - Define the goal. A team needs to know what to focus on. but it is important to let the team define and expand the goal.

Step 2 - Not only must the "what" be solved, but also the "why." The team should identify what's in it for both the team and the teammates. This is best accomplished by asking "What is the benefit?" In addition, creating a specific target that builds enthusiasm helps to make the objective appealing.

Step 3 - Define the obstacles that will prevent the team from achieving what it wants. Focus on internal obstacles, not on the external environment. It becomes too easy to say, "We can't do anything about it." Internal factors are within their reach. Focused on commitment to achieve a bigger good.

Step 4 – Taking immediate action is very critical. It is what differentiates an effective team from a group. The entire group meeting should be followed up by necessary actions. Get commitment from individual team members to take action on specific items.

Team Elements

As a leader, there are a number of elements that you must help to create in a team. Teams learn and demonstrate behaviors that are not exhibited by mere groups. These characteristics represent the essential elements of an effective team. Your team will not normally form on its own; rather there is almost always someone who was the catalyst for bringing the team together. This someone must be you. It's okay for you to be the focal point at the beginning, but at some point in time the ownership of the team needs to shift to the other members as a whole.

- **Communication -** Open, honest, and effective exchange of information between members.
- **Trust -** Openness in critiquing and trusting others.
- **A sense of belonging -** Cohesiveness by being committed to an understood mandate and team identity.
- **Diversity -** This must be valued as an asset. It is a vital ingredient that provides the syner gistic effect of a team.
- **Creativity and risk taking -** If no one individual fails, then risk taking becomes a lot easier.
- **Evaluation -** The ability to self correct.
- **Change compatibility -** Being flexible and assimilating change.
- **Participatory leadership -** Everyone must help lead to one degree or another.
- **Ownership –** everyone must feel that they own the group.

Delegating

Introduction

The objective of delegation is to get the job done by someone else. Not just the simple tasks of reading instructions and turning a lever, but also the decision making and changes which depend upon new information. With delegation, your staff has the authority to react to situations without referring back to you.

How to Delegate

People use many excuses for not delegating. Their reasons are usually unfounded. You'll get more done through delegation if you assume the opposite of the following statements is true:

- I could do it better myself.
- I don't know if I can trust him to do it.
- He isn't qualified to do it.
- She doesn't want any added responsibilities.
- I don't have the time to show anyone how to do it.
- There is no one else to delegate to.
- He already has enough to do.
- I don't want to give up this task because I like doing it.
- I'm the only person who knows how to do this.
- She messed up last time, so I'm not giving her anything else to do.
- Assume that most people want added responsibilities (don't you?). Assume they are keen to learn. Recognizes that the short term training investment will pay off in the long term.
- Look around. Even though you're not the boss, there are people who will help you if you approach them in the right way.

Steps involved in delegation

1. Know what the task is.
2. Have in mind the end result or desired outcome that you want to produce.
3. Find a capable person to whom to delegate the task.
4. Share with them the results that you desire.
5. Ask and inform them why it's important. Rather than simply telling them what to do, make someone feel needed, included, and part of the team and their performance will im prove.
6. Acknowledge not only their role but how this new task will benefit them and their ca reer.
7. Ask them how it's going to get done. "What do you feel is the best way to handle/com plete this?
8. Determine the exact time frame of the task. Ask your team member when they feel that they can complete this. This creates ownership in the person's mind to get it done.
9. Reconfirm. Go over all of the details of the project — the timeframe, the steps involved, etc. — to ensure that no detail has been left unexamined.
10. Most importantly, make sure to follow up to ensure that the task was done on time and successfully.

What to Delegate

Don't delegate the activity that you don't need to do. If you shouldn't be doing an activity, then perhaps you shouldn't be giving the activity away to others. Eliminate it.

Delegation Instructions

1. Make sure the standards and the outcome are clear. What needs to be done, when should it be finished and to what degree of quality or detail?
2. Delegate the objective, not the procedure. Outline the desired results, not the methodology.
3. Ask people to provide progress reports. Set interim deadlines to see how things are going.
4. Delegate to the right person. Don't always give tasks to the strongest, most experienced or first available person.
5. Spread delegation around and give people new experiences as part of their training.
6. Obtain feedback from team member s to ensure they feel they're being treated appropriately. A simple "How's it going with that new project?" might be all that's needed.
7. Be sure to delegate the authority along with the responsibility. Don't make people come back to you for too many minor approvals.
8. Trust people to do well and don't look over their shoulders or check up with them along the way, unless they ask.
9. Be prepared to trade short term errors for long term results, this will help eventually in team building.
10. When you finish giving instructions, the last thing to ask is, "What else do you need to get started?" They'll tell you.
11. Give praise and feedback at the end of the project, and additional responsibilities.

The Steps of Successful Delegation

Step 1: Define the task

Confirm in your own mind that the task is suitable to be delegated. Does it meet the criteria for delegating?

Step 2: Select the individual or team

What are your reasons for delegating to this person or team? What are they going to get out of it? What are you going to get out of it?

Step 3: Assess ability and training needs

Is the other person or team of people capable of doing the task? Do they understand what needs to be done? If not, you can't delegate.

Step 4: Explain the reasons

You must explain why the job or responsibility is being delegated. And why to that person or people? What is its importance and relevance? Where does it fit in the overall scheme of things?

Step 5: State required results

What must be achieved? Clarify understanding by getting feedback from the other person. How will the task be measured? Make sure they know how you intend to decide that the job is being successfully done.

Step 6: Consider resources required

Discuss and agree what is required to get the job done. Consider people, location, premises, equipment, money, materials, other related activities and services.

Step 7: Agree deadlines

When must the job be finished? Or if an ongoing duty, when are the review dates? When are the reports due? And if the task is complex and has parts or stages, what are the priorities?

Methods of checking and controlling must be agreed with the other person. Failing to agree this in advance will cause this monitoring to seem like interference or lack of trust.

Support and communicate

Think about who else needs to know what's going on, and inform them. Involve the other person in considering this so they can see beyond the issue at hand.

Feedback on results

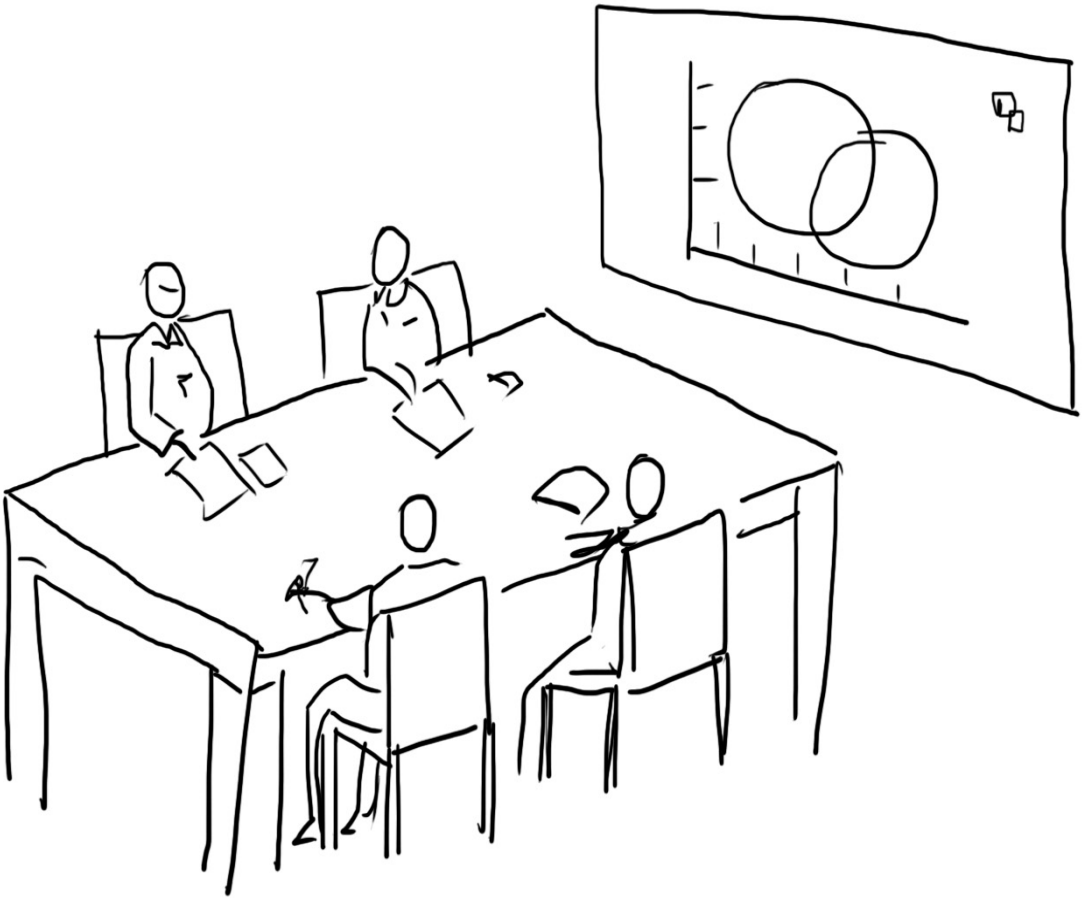
It is essential to let the person know how they are doing, and whether they have achieved their aims. If not, you must review with them why things did not go to plan, and deal with the problems. You must absorb the consequences of failure, and pass on the credit for success.

How to delegate effectively

Did you know that delegation doesn't just make your life easier--it also helps those to whom you delegate? Consider what you give to other people when you choose to delegate:

- Responsibility
- A sense of achievement
- Enjoyment and fun in the sharing process
- Income
- Trust
- An opportunity to grow, learn and contribute
- An opportunity to be part of a team
- The chance to increase their skills and self esteem. Refer to Planning, organizing etc unit

Planning and Organization



6

Planning and Organization

Introduction

A plan provides direction for the leader and the team. The planning process involves setting goals and objectives and preparing plans and schedules to accomplish them. The process forces leaders to look beyond their everyday activities and think about what they want to happen in the future. Involving team members in the process will encourage their commitment.

A plan is a guide to action—action that takes us from a situation in which we sense that:

- something in our team is not right, or
- an opportunity is being missed, or
- Our team has reached a turning point, to a situation in which some important aspect of our team has changed for the better.

Planning and Organizing

When planning and organizing how to do a job or correct a problem, first arrange the activities, people, or materials involved into a sensible order. For example, you might arrange them by priority, sequence, position in the chain of command, or administrative functions. Whatever order you decide to use, plan and organize so that you proceed from the problem to a goal. First you must determine the specific steps you must take to get the job done. List and figure the equipment, time and manpower needed for the job. Try to foresee any problems that might arise. Ask yourself, Are time, equipment, or personnel scarce? Do the personnel assigned have the skills or knowledge to perform the assigned tasks? Next list your plans in their order of importance. What must be done now? What can be left until later? By deciding the order in which you must carry out your plans, you can set up a plan of action. A plan of action lists who will do what tasks at what period. Take time to write down a plan of action. Doing that will help you work round obstacles, such as times your people will be away from the work center. Taking the following steps will allow you to plan for interruptions and still complete the assigned task in the most efficient and effective manner.

- Identify action steps, resources or obstacles involved in reaching a goal.
- Prepare a schedule
- Set priorities

These steps will allow you to plan for interruptions and still complete the assigned task in the most efficient and effective manner.

The purpose of organizing and planning is to help us reach goals.

• Goals

Goal-setting ideally involves establishing specific, measurable, attainable, realistic and time-targeted objectives. Work on the goal-setting theory suggests that it can serve as an effective tool for making progress by ensuring that participants have a clear awareness of what they must do to achieve or help achieve an objective. On a personal level, the process of setting goals allows people to specify and then work towards their own objectives - most commonly financial or career-based goals.

• Planning

Planning is the function of management that involves setting objectives and determining a course of action for achieving those objectives. Planning requires that managers be aware of environmental conditions facing their team and forecast future conditions. It also requires that managers be good decision makers.

Planning is a process consisting of several steps. The process begins with environmental scanning. The act of analyzing the critical external contingencies facing a team in terms of economic conditions, competitors, and customers. Planners must establish objectives, which are statements of what needs to be achieved and when. Planners must then identify alternative courses of action for achieving objectives. After evaluating the various alternatives, planners must make decisions about the best courses of action for achieving objectives. They must then formulate necessary steps and ensure effective implementation of plans. Finally, planners must constantly evaluate the success of their plans and take corrective action when necessary.

• Types of plans and planning

Strategic planning (Long Term Plan): The process of analyzing competitive opportunities and threats, as well as the strengths and weaknesses of the team, and then determining how to position the team to compete effectively in its environment. It involves analyzing competitive opportunities and threats, as well as the strengths and weaknesses of the team and then determining how to position the team to compete effectively in their environment. Strategic planning has a long time frame, often three years or more. Strategic planning generally includes the entire team and includes formulation of objectives. Strategic planning is often based on the team's mission, which is its fundamental reason for existence. A team's top management most often conducts strategic planning.

Tactical planning (Medium Term Plan): Intermediate-range planning that is designed to develop relatively concrete and specific means to implement the strategic plan. Is intermediate-range (one

• Organizing

ing is the function of management that involves developing a team structure and allocating human resources to ensure the accomplishment of objectives. The structure of the team is the framework within which effort is coordinated. The structure is usually represented by a team chart, which provides a graphic representation of the chain of command within a team. Decisions made about the structure of a team are generally referred to as team al design team al design the matching of team al form, such as structure, reporting relationships, and information technology, with the team's strategy decisions.

Planning, Organizing and Executing an Event

7

Planning, Organizing and Executing an Event

This section is meant for a PWH Leader to use it as a general guideline while organizing events. It is absolutely necessary for you to use this manual in complement with your own thinking and ideas. You are welcome to write in your own tips, so the manual can grow from an event to an event and someday become a true PWH Leadership manual.

For a Leader, organizing an event means:

- Meet/interact with people from various walks of life
- Become informed about programs and events connected to hemophilia community
- Promote your association inside and outside your community.
- Gain connections, build networks with institutions important to your community's work,
- Bring new active volunteers/PWHs into your community.
- Get to know the history, culture and religion of the hosting place,
- Be introduced to social life in the hosting place by being part of it for a while
- Travel,
- Gin new life experiences,
- Train your leadership/management skills
- Gain new friendship/associations
- And a lot of other reasons, professional and personal.

Any kind of events that are to organized successfully consists of the following essential steps.

1. Pre-Preparation
2. Preparation
3. Execution
4. Ending
5. Analysis
6. Conclusion

Careful study of the steps gives a leader clear understanding of what is to be expected and how things are to be done before he gets on to the job.

1. PRE-PREPARATION

Idea for organizing an event

a. Idea of an individual

At the beginning there is usually an idea of one or more PWHs who woke up one day with a thought that the life is just not what they want it to be.

They are tired of seeing the same faces day by day, having the same discussions over and over again and they want something new, something fresh. And what better way to accomplish this then by inviting your fellow PWHs from different states to attend a event at your chapter. This will give you a chance to meet new people with new ideas, different opinions on current issues.

Wanting to organize an event so now we have an idea. What we need next is a desire to really want to organize a event. I know that it's easier to sit in a comfortable chair and wait for the chapter management to do it but as this is not likely to happen it is on you, to create yourself an opportunity to meet PWHs of other states.

When you finally accept the fact that you want to be the one who'll go the extra mile to give your fellow PWHs an opportunity to broaden their horizons is time to get inspiration from many events that happen every year.

b. Inspiration from different events

Why is it necessary to look at other events? Mostly because it can give lots and lots of ideas, hints, tips on almost every aspect of the event. For example, a quick look at the web page of some event can give you tons of information on how should an application form look like, how should the web page be like, what information to put on the web page, the structure of the programme (when to get up, when to start lectures, when to have a lunch break…) and so on. In this phase it is also a good idea to look for ideas with a little help of brainstorming of interested individuals. All the ideas that arise in the process are written down and you'll discuss about them later in the preparation period.

Please try to avoid the "copy – paste" technique when building the frame of your event. Use the other events simply as an example. Organizing such an event can be a challenge for anybody, so do not give up at the beginning, try something new, better and more interesting and funny and you will be satisfied and your guests will be pleased at the end.

7

Is your team prepared to be an organizer?

Presentation of the idea to the members

The "initiative team" must now present the idea within their local team. The easiest way to do this is to send e-mails and set up a meeting on which you will discuss this issue. Before you go to this meeting prepare yourself for the presentation. Don't let them catch you off guard. Develop the idea and prepare lists of possible solutions for the problems that might emerge during the team al period. Don't go to a meeting and say: "Why don't we organize a regional event." You have to have a plan on how can your association do this task successfully.

• Getting much needed support for the idea

If you'll be well prepared and enthusiastic about it then you should have no problem with getting the support for this project. If there is no or little support then is most likely that the idea of having a event at your chapter will die. Close the manual and put back on the shelf. But if you have the support you are welcome to keep reading the manual. Why do we need support? Because during team al period there is so much work to be done that it's quite impossible for one or two people to do it qualitatively and successfully. You will need approximately at least 7 people (depending on the size of the event) in your team al team plus additional 5 – 7 for technical support and logistics. If you sum this up you'll see that you need 12 – 14 people working on the project. So you see now why the support is so crucial.

• Goals (what do we want to accomplish?)

Here we will define the goals of the group as well as that of the individuals. What do we want to accomplish? Why do we even want to organize such an event? Does this represents a personal challenge for us or is it something else? Let's ask ourselves why and find all the answers to this simple question.

This manual will not give a list of possible answers. It cannot. Every particular person must think about it and find that inner force that pushes her/him towards organizing a event. But it is very important for the group and individuals to define the goals of their work, because this represents the foundation and the starting point for the evaluation of the project.

Define the collective goals (good team; no delays with lectures, round tables; make sure that the participants enjoy every minute of their stay…) and goals of individuals (Heads of specific areas). It is clear that the individuals set up their own goals and follow them through the whole process. We then try to achieve these goals and evaluate them in the analysis period.

Once the goals are set we do not change them in the light of covering up our mistakes (My goal is to set up the budget in time. I missed the deadline for setting up the budget. I failed to achieve my goal so I simply delete it or change it). If we do that, than the evaluation has no meaning. We will always do the same mistakes instead of preventing them. The evaluation is the process that helps us to do the later.

Checking the available resources (know-how, individuals with different skills…) for the event (this task is essential to find out if you have the manpower to organize an event)

This task is a logical continuation of getting the support because the ones who are supporting you are most likely to take an active role in preparing the event. With this task you'll find out who is prepared to do a specific task and who has the knowledge to do it. You want to know who has any kind of experience concerning the task that is ahead or has any team al skills. Ask your PWHs if they know someone who would be prepared to give you a hand on any of the fields listed below.

Your team should consist of following individuals (each "Head" can have additional persons to help her/him successfully fulfill the task):

- Head of event (usually is also Head of team al team);
- Head of finances (preparing the budget, providing the money for the event);
- Head of programme (what would be the programme like, getting in touch with the guests, lecturers, participants of the round tables…);
- Head of accommodation (reservation of the hotel and everything concerning the staying of participants at the location, meals,);
- Head of logistics (transport hotel-chapter-hotel and around the city, sight seeing, night life…);
- Head of technical support (preparation of classrooms, audio-video equipment, info-point, photocopying…);
- webmaster;
- Head of public relations;
- Others.

• Head of the event (Team Leader)

As stated above the Head of event is usually also the Head of team al committee. She/he is in charge for technical and team al preparation of the event. She/he directly leads, organizes and supervises the work of entire team al team. She/he takes part in all the phases of preparation, execution, ending and evaluation. From these general assignments1 we can enumerate specific tasks:

- she/he is responsible for executing all the tasks of the team al team;
- she/he takes part, with her/his suggestions, in preparation of the lists of needed materials (office and other);
- she/he is responsible for updating the home page of the event;
- she/he is available for the members of her/his team for help and advice;

• she/he is responsible for a normal course of events;
• she/he passes out the tasks to her/his team;
• She/he pronounces praises and rebukes; together with the members of the team sets up a time frame of the event; deals with conflicts inside the team in case they emerge.

During her/his work the Head of team al team takes into consideration suggestions and advices of other members of the team. For the needs of harmonization of the work he organizes regular meetings of the team. An essential part of these meetings is also analyzing of the work that has been already done. After the event she/he takes an active role in evaluation and drawing of the final report of the event.

• Head of finances

The most important task is drawing up the budget and gathering the funds needed for the event. All the other members of the team help her/him with her/his task, especially the Head of event. Head of finances is responsible for positive management of the event. She/he is coordinating the needs (financial, material) of other members of the team. With the available resources she/he tries to satisfy as much needs as possible.

Individual tasks are:

• she/he's in charge of financing before, during and after the event;
• she/he collects and keeps track of delegation payments;
• during the event she/he's in charge of common purse;
• responsible for appropriate security of common purse;
• responsible for setting up the final financial report.

• Head of programme

Her/his job is to prepare the programme of the event. This means she/he has to plan every event from getting up in the morning to going to sleep. She/he can conduct this task with the help of the team or other people, but if the task is not completed in time or not done properly she/he is the one responsible. Individual tasks are:

• preparing the order of the day;
• getting in touch with the lecturers, participants of round tables etc.;
• informing the Head of technical support which classrooms are need and when;
• planning the evening events, making reservations if needed2;
• informing the Head of accommodation when should the meals take place;
• responsible for a contingency plan in case lecturers cancel their attendance five minutes prior to start of the lecture.

• Head of accommodation

This is one of more difficult tasks. She/he has to find a place to stay for about 20 - 120 participants. The place must be cheap and must offer as much as possible. Avoid, if possible, accommodating your participants in different hotels around the city as this will pose a big problem for Head of logistics.

It's not as easy as it looks. She/he has to make reservations in a hotel early enough. Here she/he must work closely with Secretary General as she/he is the one who can give the exact number of participants. Make sure you that closing date for applications gives you enough time to make the reservation.

Once you have the exact number of participants you can make reservations for lunch and dinner. Add to the number five more meals, just in case. And don't forget that the organizers need food too. A few days before the event starts check if everything is O.K. with your reservations. Make sure that the hotel and restaurant management are prepared for the incoming of delegates.

For smaller types of regional events (up to 30 participants, up to 4 days) organizing team should consider accommodating the attendants at student dorms/apartments.

• Head of logistics

This task includes all transport of participants around the city during the event. It also includes transport from/to airport, train station, etc. The arrival of delegates probably represents the most demanding part of this task as they arrive at different times and different locations. This means you need to have enough people and transport means to transport the delegates to the hotel. The easiest part is therefore transport from hotel to chapter and back as it takes place at the same hours every day. And you already have all the delegates in one place. You'll probably use public means of transport so make sure to give the participants the tickets.

You also need to organize transport for sight-seeing. If this event takes place in the city this poses no problem - you can use public means of transport in the city. If you plan a trip outside the city and visit some distant places, then you should rent a bus to take the participants for a field trip.

• Head of technical support

Her/his task is to prepare the classrooms in time, make sure that the audio-video equipment is working properly. For successful conducting of this task she/he should have 4 – 5 people helping her/him (depending on the size of the event). Some other tasks are:

- she/he is responsible for up date of info – point and materials available there;
- she/he also photocopies all needed materials for the event. This task is conducted before and during3 the event;
- other tasks as providing the white board markers, floppy discs for the delegates, etc.

• Webmaster

Her/his task is to maintain and refresh the home page of the event (if you have one). She/he is not in charge of the content of the home page, only the outlook of the page. Individual Heads provides her/him the content for the home page.
PR team can be responsible for the outlook of the page and the webmaster becomes in charge for the technical side of the page. It is your decision.

• Head of public relations

If you want to be mentioned in the media than you need your PR team. Task of this team is to get in touch with as many journalists, reporters as they can and keep them informed about your events (lectures, round tables, etc.). Prepare special maps with materials for journalists and make sure that they have a seat in front of the classroom. This task is not easy. Rather on contrary as it is quite hard to get in to newspaper as a student organized event.

• Others

Depending on your needs you can have additional people for carrying out some special tasks. For example, we can put here a "second in command", a person that will the place of Head of event during her/his absence. You can have a special person for this or it can be one from your team al team. It doesn't really matter as long as she/he is well informed and prepared to take such a responsible place.

Some of the tasks mentioned above are shorter and less demanding than others. This gives to team members the chance to help each other in accomplishing their tasks. But be careful with this help as you must not neglect your task for the sake of helping others. If the personal relations within the team are good then the work inside the team should pose no problem at all.

Please note: when you are executing these tasks it's not absolutely necessary to keep this strict line between the competences of each Head. You need to be flexible and adjustable as it will not be possible to conduct particular tasks due to different reasons (illness, absence of the person in charge, etc.). I also did not enumerate all the tasks that need to be done and are crucial for a successful event. One of these tasks is definitely preparing the coffee and refreshing drinks during the short breaks.

• Specifying the features of the event

What kind of a event (regional, state level, national, international etc)
Before you send out the invitations for your event you need to specify what kind of a event you want to have. You need to do that because once you decide on this issue, you know who you can invite. If you have a regional event and you are from Bangalore, then it's obvious you won't invite someone from north India or from other parts of the world.

You also need to specify the features of a event before you go to talk with delegates to participate at the event. The first question the delegate is going to ask you is "What kind of a event is it?". She/he needs to know that in order to prepare her/himself for the event and to even see if she/he is the right person to talk about the suggested subject. The specification will also help you to contact the right speakers. Because if you ask a speaker who is a cardiologist to come and have a lecture on hematology it will make you look totally unprofessional and unorganized. And the word spreads fast and you can be sure that soon all the members at your chapter will hear about your "mistake".

• For who is the event organized (who to invite)

Once you have specified the features of the event you know who to invite. As you are the organizer you are in charge of who to invite and who not to. It's always a good idea to invite your friends from abroad that you have met at different events in the past. If some of them don't quite fit in the frame of the event (they are not from the region) invite them as guests who will participate and observe the event.

• Where will it be held

Decide on the place of the event. Is it going to be at your chapter or in a prestige event centre down town? The easiest and the cheapest way is to have it at your chapter. But if you are drowning in money than go ahead and make reservation at the event centre and organize a classy event with all the glamour and prestige.

• When will it be held

Here you set up a date of the event. It sounds easy but please keep in mind not to set up the event around mid terms or vacations as you won't have lot of participants.

Check when do your participants have mid terms or different vacations, holidays, etc. It is a good idea to start the event in the middle of the week (Wednesday or Thursday) and end it on Sunday. I find the best time for a event to be March, April or end of the September. You also need to watch not to organize an event at the same time as some other event is already scheduled.

• How long

There is no rule of thumb for this one.

2. PREPARATION

• Invitation for applications

Invitation means establishing a first contact with PWHs. If you have a specific chapter you want to invite at your event, you can ask PWHs you might know from there or ask your Contact person to help you with establishing the contacts.

Send out the invitation as soon as possible, preferably 1-2 months before the event will take place. This should give you enough time to prepare the event well.

Close the application period about 2 weeks prior to the start of the "show".

Here you can see a list of important information which you have to put in your Invitation:

- what kind of a event is going to take place; where; from when to when;
- who can apply to participate;
- who is the organizer;
- deadline for applications;
- how many applicants from one team ;
- costs;
- official application form;
- address for all sorts of information;
- special requirements.
- Allergies
- Blood group
- Medical information
- Factor deficiency

What kind of a event is going to take place; where; from when to when Write down the features of the event. What is the theme of the event, what are the questions you'll try to enlighten during the event, where will it be held, which city, country, time period, etc.

• Who is the organizer

Which team is organizing the event? Make sure you give the name and address of the Head of event and address on which all other information is available.

• Deadline for applications

The application period. When you are setting up the closing date of this period give yourself enough time to make all the necessary arrangements around accommodation, meals, transport or to even cancel the event due to not enough applications. Don't set this date to close to opening ceremony of the event. It is very important to warn the participant to send their applications in time!

• How many applicants from one team

As you are the organizer you also decide on the number of applicants from one team. Usually there are 2 – 3 participants from one team . But if you have a smaller number of team s invited the number of participants can increase and vice versa.

• Costs

Here you inform the participants how much it will cost them to participate at your event. Usually they pay only the trip from their country to yours and back and all other expenses are covered by the organizer. But this is a matter of your decision and the available resources.

• Official application form

Official application form is the form through which you'll accept applications.
Application form is essential for getting the needed data from applicants. In there you have full name, surname, address, date of birth, sex, time of arrival, means of arrival etc.
From application form you can also see if someone has a special diet (due to illness or other reasons), needs to take certain medicines and needs a cool place to store them, etc.

• Address for all sorts of information

Write the address where the participants can get other information. Also write down the address of your web page and inform the delegates that they can also find useful info on the web page.

• Special requirements

Must participants prepare themselves for the event with an essay or a paper?
Should they be familiar with any specific theme or problem that you'll discuss during the event?
Let them know what you expect from them so they can prepare for the event in time.

• Passing out the team al tasks

After establishing contacts and finding PWHs or a chapter who would like to work with you, promote the project among PWHs of your chapter and find people who would like to be part of the organizing committee. As I mentioned above you'll need a lot of people helping you in order to complete the task successfully. We are talking about 12 -14 people. Of course it is possible to do it with less people but this means that you'll have a lot of work on your hands and this work won't be done properly.

It's already mentioned what are the tasks of each individual so here we will talk only about passing these tasks to certain individuals. Each place inside the team needs a person with certain capabilities and knowledge. It is important to think about who is the most appropriate for a certain spot. Take into consideration the wishes of individuals. Give someone the task she/he is wishing for as she/he will most likely do it very good. Avoid giving tasks to individuals who don't like it as you will put in trouble the entire team.

You will also encounter the case where more people would like to do the same task. The biggest problem is finding the Head of team al team and event. This position requires a responsible person and we all know that most PWHs try to avoid responsibility. Everybody would like to help and do this and that but no one is really prepared to help. For your team select only ones who are truly prepared to work. All the others can during the event help you around smaller tasks.

• Head of event (usually is also Head of team al team)

Has to be a person with team al and management skills. Has to be able to adjust different interests and tasks inside the team. Has to have authority and use it in the right time or situation. Should not be too dictatorial or too democratic either. Has to be able to take control over the situation as soon as she/he sees that they hit a brick wall. Should not be a lazy person as she/he is the engine of entire team.

She/He should know how to advise the members of her/his team. Should not under-estimate them and should not think of her/himself as a God who came down from heaven to lead the blind people through the valley of shadow of death. She/he has to have a sense for teamwork.

• Head of finances

Needs to be very good with numbers. Has to have good language skills as he is the one talking with possible sponsors and donators. Has to be precise and economical.

Must have a will of her/his own and not be influenced be the financial needs of the members of the team.

• Others

Here we can enlist all those who play bigger part in preparation of the event than in actual execution. More or less they need the same characteristics as all the others.
They all need to be team players and not have problems with authority. Team of such an event as event is demands clear division of duties. Keep in mind that organizing such an event is a big responsibility for organizing committee.

• Execution of team al tasks

Organize a meeting with your colleagues, who are interested in having an event, collect ideas about program, have some brain storming about accommodation, food, visits, interesting topics for discussions or lecturers, trips, evening and sport events ...

• Management of the team al team

This is one of the most demanding tasks in the whole project and the person who must do this task properly is Head of the team al team. What is meant by management is being on top of the whole preparation process. The Head needs to divide tasks among members properly so everyone feels O.K. with the tasks that lie ahead. She/he needs to monitor the progress and how the things are developing and take proper measures if something has gone bad. She/he calls regular meetings of the team where they inform each other of the situation on their field of work. As this task (management) is quite difficult, especially for regular PWHs as we are, a big help is needed from the rest of the team. By self initiative and homogeneity within the group they can contribute a lot to the management. Especially when they encounter some minor problems they should be able to deal with them by their selves and not always run to the Head crying for help. It is also very good if the members of the team don't need constant guidance in the sense of what they should do – self initiative. As you can see this is quite a complex part of the project so it's hard to explain it properly.

• Finances

As you should figured it out by now, this project will also cost you some money. Make it easier to yourself and try to find some sponsorship. It is hard to find funding for PWHs related projects but with a little bit of effort and thought you can do it.

The first thing to do is to prepare a budget and see how much money you'll actually need. Think of all the expenses and also possible incomes. Do not look just for the financial support; think also about other non-financial help. Maybe companies can offer or arrange lunch or dinner,

someone could be interested in paying your costs of trip or offer you the accommodation, another one could give you some presents for your guests, arrange interesting lectures…
Have in mind that the biggest expense for your budget will be accommodation and meals.
Now we can move to the hardest part of everything – getting some sponsorship. It is true nobody will give you money just because you need it. You have to offer them something. Think in this way and try to find answers on following questions:

- Do you have any company in your country?
- Is it a small or a big one?
- Do they produce just for your country or also for other parts of world?
- Do they have a smaller factory of their concern in other countries or do they plan to have it?
- Which countries are on their list or in their plans, where they have to improve their marketing? Invite people from there!
- Do they own any hotels, restaurants …?

Now it's your turn. If answers are positive, then go on.

Ask them about possibilities of:

- visiting their company;
- organizing a lecture & round table debate on specific theme;
- having lunch in their canteen, restaurant … for free;
- oversleeping in their hotel during the trip for free or with discount;
- paying for the travel costs for the trip;
- renting you a car, a van, a bus, etc.

But there are not just companies. Think further and think about state government, pharmaceutical companies manufacturing blood products etc. Ask yourself these questions:

- What could we show our guests? New, modern Parliament or maybe an old City hall? Both. Why not? Arrange a visit.
- Is there any event room?
- There shouldn't be any difficulties to arrange with your chapter book venues for the event (audio-video equipment included).
- One good point is also informing your head of the chapter and she/he can say a few welcoming words to your guests.
- If you have a canteen at the chapter, you can arrange with the chapter a free lunch for your guests.

Is there any other possibility to get some financial or material support? We are sure there is. Try also with:

- centre for the promotion of your country (promotional material such us maps, beauties of your country, sport and cultural events in that period, souvenirs …);
- travel agencies(discount for the trip if you book the whole bus, because you will invite also colleagues from your chapter to join you on the trip);
- stores (get a discount or some free drinks, chips, chocolate, paper, cups …; it depends what your program is including for evening events, trips,…);
- parents and friends(maybe they know somebody who can help you).

When you are looking for the sponsorship you have to have in your mind that you are not the only one who is asking for financial or any other help,

so you have to give many good reasons of what you can offer them.

• Programme

Have a brainstorming to get some ideas of what could you be doing during the event. Collect as many ideas as possible and discuss them later on. You can include also sport events, sight seeing, visits to the state institutions, etc. Start getting in touch with possible speakers. Prepare a plan for the case of bad weather or a delayed event. You also need a contingency plan in case the speakers cancel their attendance at round tables or lectures. Don't forget to include breaks, meals and returns to the hotel in the programme as participants are always keen to know this and are also one thing less that they can ask you.

• Accommodation

When you know the number of people that will participate at the event, you will be able to arrange the accommodation. Try to find something nice and cosy for reasonable price. Think also about possibility to host your guests in your homes. Make sure that there are enough rooms reserved for your guests. If you will be eating at the hotel inform the kitchen of any participants with special dietary. If you are eating somewhere else get in contact with the restaurant management and make reservations. Before you make a reservation make sure that they have the capacity to accept and feed all of the participants at once. Try to arrange a special price or a discount as meals are one of the biggest expenses.

• Logistics

What are the tasks of the Head of logistics is written in the part about resources. She/he must be in contact with Secretary General (or the person responsible for applications) to see when and how will participants arrive so she/he can make the arrangements to have someone pick them up. The best thing to do is to make a list of delegations arriving with plane, train, bus or a car (four different lists). Write down the arrivals and start to plan how many people and vehicles will you need for the transport. Prepare special "waiting boards" and give them to the people who'll escort the delegates to the hotel. Arrange transport around the city via public transport or via rented bus. If you'll rent a bus it will be faster and easier to transport delegates from the hotel to the chapter and back - but it will probably be more expensive. During the event she/he is in charge of buying all the needed materials (paper, pencils…) and refreshing drinks and food for coffee breaks.

• Technical support

She/he and her/his team are the one who come to the chapter every day an hour or so before the start of the events and start preparing the classrooms. They prepare the audio – video equipment (if needed), prepare the seats for the media, attending professors, guests… They prepare the materials for the participants, refresh the info point with new information, weather forecast, etc.

• Others

You should be in touch with your guests all this time. Let them know what they can expect from visiting you, give them some basic data about your country, chapter, money, weather, prices, WebPages about your country/state, all those things that could rise their interest before coming to your country. Try to help yourself by asking what you would want to know if you were to attend a event in a foreign country. Be sure that you will be informed about their arrival (when and where, how many of them) to pick them up. It's a good idea to create a special mailing list for all the participants and regularly send them information concerning the event. It is absolutely necessary that two weeks before the event starts, you send the participants information about the

hotel (address and phone number are obligatory, give them also web page and e-mail address), weather, money, getting around, telephone numbers of the organizing committee, cabs, public transport, links to airports, railway station, web pages of the hosting city. Also have in mind that you need to prepare the accreditation cards, cards with names of delegations, attending professors and guests of your round tables and many more minor things that help in organizing a (close to) perfect event.

• Checking of team al tasks that have been done

Check what has been already done and what still needs to be done

Head of team al team sets up regular meetings of her/his team. One of the issues to be debated on these meetings is also checking of what was already done, what is in the process and what needs to be done in the future. You must do that to be able to plan the actions ahead and to see where the problems are. Because you know how the preparations are going you can redirect human resources to the tasks that need special attention and are critical in the light of falling behind schedule. If you know where the problems are you can start to look for possible solutions. Tasks that are already finished can be temporarily "closed" and you can redirect people from here to other, critical fields. Checking of what has already been done enables you to see if you are on schedule or falling behind.

• Prepare a list of priority tasks

During the preparation period you will be most likely forced to change your timetable of preparation several times due to different circumstances. These circumstances are probably delays of different nature. When you come across some task that needed to be done weeks ago don't panic. Sit down with your team and discuss what the best thing to do is. Is it more important to come up with much needed funds or to prepare the exact programme of the event? Be flexible and be prepared to take a turn off your timetable in order to keep up with the schedule in the later stages. Prepare list of priority tasks and include in accomplishing these tasks as much man power as needed. But be aware not to stop with all the other activities as this would cause another delay on these fields. Find a "third way" between keeping up and not slowing down.

• Timetable of the event

As you can see here we will talk about the timetable of the event, from the first day of the event to the departure of your participants. Try to correctly plan the starting hours of the first day, especially the meeting of the Heads of delegations (if you will have one). Please note that on the first day the organizers should be at the chapter up to 2 – 3 hours before the arrival of the participants. Try to keep up with the schedule, not allowing too much delay. Once you start to be late it is very hard to come back on track. To do that you'll need at least half a day. Think about the required time for different events; add a few minutes and that should do. Please note that the participants will constantly be late so it's on you to try and make this delay as short as possible. The delays pose a big problem if the speaker is already at the venue waiting to start but there are no participants. Try to avoid this kind of situations.

Deadlines for different tasks (programme, application, reservations...)

It is always better to have time to spare in days before the event than grasping for the last minutes in the days before. You should have things arranged several days before the start. Once you've made your timetable of preparation – stick to it! And always give a day or two of reserve for the unexpected events. Have a special place in the office where you'll put the finished materials, papers (info pack, programme, presentations of lecturers…) Make sure to allow access to these materials only to the members of your team.

3. EXECUTION

After a few weeks of preparations and maybe also loosing some nerves and energy, the guests are finally here. Put a smile on your face and let them know you are a professional and used to do things like that. However, be also prepared for some unpredictable problems; try to find a solution as easy as possible, not occupying all the people with your problems, especially not guests.

Arrange warm reception for your guests. Try to stick to the program, but be flexible or open for changes. Try to involve as many PWHs as possible from your chapter in this event. Having a student party in your program might be a good idea and opportunity for this. Include in your programme a half day of sight-seeing. This is especially important if the event is longer (5-7 days or more). Put sight-seeing in the middle of the event and give the participants the chance to relax and prepare themselves for the other half of the event.

Everyday arrival of the organizers to where the event is taking place

It is always nice to have the organizers present at different events, but it's sometimes hard to achieve this as there is always a lot of work to be done behind the scenes. Anyway some members of the team al team must be present at the chapter early in the morning (technical support). It's a good idea for the Head of the event to come early and check if everything is O.K. and make some moderate changes if needed.

Make sure that everybody knows when they should be at the chapter on every particular day. Do this before the start of the event and make changes (if needed) on your everyday team meetings. I suggest you have this meeting in the evening and evaluate the passing day and prepare for the following. There is no recipe on how to set the time of arrival. This largely depends on the amount of work you need to do before the lessons start.

• Preparations for the arrival of the participants

These preparations include knowledge about exact arrival times of participants and providing enough people and vehicles to escort them to the hotel. It is very important not to forget to pick someone up! Make sure that delegations will immediately recognize the escort and make sure that nobody will get lost.

Have prepared something for the participants also on the official arrival day, as some delegations will come early in the morning and some late in the evening. Some delegations will probably come a day early. Have some people at your disposal to take participants in the city and keep them busy. Be prepared to answer million questions at the time as the participants are always a little bit "lost". Try to think what are the questions you might be asked. Help yourself by asking what you would want to know if when were attending the event. Make sure that the escort is able to answer all the participants' questions as well. The escort must have the lists with names of delegates.

Have one or two PWHs available to take the delegates to the exchange office as they would want to exchange money.

Your "escort team" represents the first contact with participants so make sure they are nice and that they give a warm welcome. It's a good idea to leave a good first impression with the delegations.

• Meeting with the Heads of delegations

This is the meeting where you present how you imagined the event would run. Usually the meeting is run by Head of the event. Prepare a list of things you want to discuss. Plan enough time for this meeting as it may last longer than you think.

Inform the delegates of all the things they need to feel here as comfortable as possible. Inform them about the order of the day and the programme. Tell them where they can get all the necessary information (info point), etc. Be prepared to answer a lot of questions. Some of them will be quite silly - but don't get nervous, put a smile on your face and answer as nice as possible.

If the Heads are well informed, than you have less questions and problems in the future days so it's worth to make an effort in preparing the meeting with Heads of delegations.

• Day to day preparations for the events planned one day ahead

This is why the evening meetings of the team are for. To prepare for the long next day ahead. On these meetings you should discuss what went wrong during the day, where were the difficulties, should some changes be incorporated in the project. Discuss also what the tasks are of the following day. If you have lecturers coming, arrange someone to meet them and take them in to the classroom. Usually this is the job of the one who made contact with lecturers and arranged their attendance. Just go through the programme of the next day and see what you need to prepare to make it through the day successfully.

4. ENDING

• Departure of participants

The same applies here as for "Preparations for the arrival of the participants". Make sure you have the departure times of delegations and arrange an escort to the airport and so on. Thank all the delegates for coming and honoring you with their presence at the event. You can also confer them the Certificate of attendance and the picture of all the participants and organizers. Make sure that everyone caught their plane, train, bus.

a. Wish them a safe and calm trip back home and wave them goodbye.
b. Check back with the participants.
c. Collect the feedback from the participants.
d. Relaxing

Finally you can lay back, put up your feet and relax. You certainly deserve it for a job well done. Now all you have to do is to put all the documents on the CD (this way you have everything prepared for the next event, you only need to change the dates, analyze the event and write the report.

5. ANALYSIS

The best time for analysis is one week after the event. Any assessment taking place after this period is considered to be a "cold assessment" because the feelings start to turn in a more positive way than they maybe were during or shortly after the event. In the week after the event you can also remember more clearly what the difficulties were during the event. You remember also the little details that went wrong or were not done properly or according to plan.

• Assessment by the participants

You can, during the event, assess how the participants are satisfied with your team al skills. If you do your job correctly, according to your plan, than the delegates will most likely be satisfied. And believe me that participants have a nose to tell if everything is running smoothly or are you struggling to keep the things together.

You can see it is quite easy.

• General assessment

General assessment is assessment during the event. This assessment is given to you by the participants themselves through the comments about the event. Crucial factor for success is team . These means that everything is running smoothly, there is no delays or times when participants have nothing to do. Were they satisfied with accommodation, food, transport? How were the lectures like? If delegates could not get certain information at the time they asked for it, then this certainly is not good. Have a good and well informed info point. But also have in mind that general assessment is not necessarily impartial. On most occasions participants tell you only the good things about the event.

• Objective assessment

Objective assessment can be easily obtained by anonymous inquiry among all the participants. You carry out this task shortly before the formal closure of the event. Questionnaire should consist of questions which have multiple possible answers and participants pick the answer or answers they like the most. The questionnaire should embrace all fields of team , food, accommodation, etc. The concept of the inquiry largely depends on which information you want to gather with it. Leave some free space at the end for possible remarks by participants. It is absolutely necessary for the inquiry to be ANONYMOUS. Make sure that you get back as much of these questionnaires as possible in order to make an impartial assessment.

• Personal assessment of the event

It is nice to sit back in your comfortable chair and rest after the event and enjoy the moments when no one is asking you the same things over and over again and everyone wants something from you. Although you and your team made it safe through the event your work is not over yet. You still need to evaluate your work, make a final assessment and write a report. I must emphasize that the final "mark" of the event is only possible with a high degree of self criticism. You received congratulations for a job well done from participants anyway. Self criticism is needed to evaluate your mistakes, the ones that remained hidden from the eyes of participants and large number of staff members and were visible only behind the scenes. It is necessary to recognize these mistakes and find out why did they occur and use this info to prevent them from happening in the future projects. Therefore the main purpose of evaluation is preventing the same mistakes from happening in the future through the system of self critical evaluation.

In this process all the members of your team must participate. Include also the ones who did not play a major role in the process of preparation but helped a lot during the execution of the event. How?

Everybody should write down, by themselves, positive and negative things which they encounter during the event and assess their work and the work of their PWHs. This should be done in the week after the event. Evaluation should be carried out one week after the event. This is the period in which you can still remember the bad things and all the little things that leave a bittersweet taste. Evaluate your work by comparing it with the criteria for evaluation of your work which you prepared before the event. They represent the platform for assessment.

Constructive criticism is the way to assess the work of your PWHs. This means that it's not about personal criticism but EXCLUSIVELY about the quality of work that a particular person did or did not do. Discuss about each others views sincerely and try to abolish the mistakes that were noticed.
This task is very important so it's absolutely necessary that you take it very seriously.
Evaluation should consist of the following elements:

- assessment of reaching goals;
- concept of the event (tasks, execution… + and -);
- analysis of the questionnaires;
- constructive criticism of work, that was done by members of the organizing team;
- Mistakes committed
- Why did they arise

Are the mistakes the consequence of our sloppiness or unfortunate circumstances? There comes a time when we must admit that we did not work well enough. On most occasions the mistakes were made because of our misjudgment. Try to find a cause for every mistake. If you find it, than the next time you can abolish it and from year to year you commit less mistakes and some day organize a perfect event. Although some can find it hard to admit they made a mistake it's necessary to do so. If you want to organize a perfect event than you need to strive for perfection on all fields of your work. This task demands a fair attitude towards yourself and all the other members of the team, when the time comes to evaluate your performance. The purpose of searching for mistakes is not a punishment but improvement of the quality of the event and therefore improvement of the level of the work of the team members.

• What should we do to prevent them

Considering the sort of mistake and its cause we can quickly discover the needed measures to prevent the mistake from happening. On most occasions the systems for preventing mistakes were established but we did not follow them through (different deadlines). Maybe we misjudged ourselves at dividing the tasks, we were short staffed, the team was inappropriate, etc. There are million possible combinations. Start searching for an answer systematically. Go step by step, from mistake to mistake and find the best solution. There can be more possible solutions, not just one. Maybe a combination of several solutions is the right answer. Don't be satisfied with the first answer. On the other hand some mistakes have always the same answer – start with the preparations early enough.

We must take this into consideration for the next time

Write down carefully all your findings and remember them the next time when you'll be organizing a event (or any other similar event). Then you simply take your list and use it together with this "cook book" - or upgrade the manual with your findings. The purpose of analysis is to offer you help for the next event. To prevent the same mistakes from happening once again.

Last, but not least, your experiences are worth like gold, therefore write a report to the EXCOM and do not hesitate to write and share your experiences with the political science PWHs all over the world in an article for IAPSS Newsletter. It could be also a great article for your local newsletter (or newspaper if you have one). Do not forget to add a few pictures so that readers could feel the magic of Event Spirit.

• Plans for the future

It is difficult to talk about the plans for the future as it is not likely that you'll organize such an event every year. But you might consider about some other, smaller projects you could carry out in the following year. It's your decision and you can direct your energy in any direction you like. Be aware of the importance of giving the new generations of political science PWHs the know-how you have gained!

• Improvements

What can you do to improve the event? Have this in mind also for the generations coming behind you as they may one day want to organize a event or two. Improvements can be incorporated on all fields, from preparation, through execution to analysis. Keep the solutions and concepts that worked well. Try to use all the potential a certain concept has.

• Changes

Here you can change something or completely abolish. Once again you can adopt changes on all fields of the project. This can give your event some fresh spirit and diversity that is sometimes needed as there are too many similar events.

• Novelties

The same as before. They can bring a lot of freshness and attractiveness in to an event and therefore more PWHs might be interested in attending the event as interesting as yours. Try to bring down the walls of your mind and let your imagination free.

After an event is approved, organizers should:

- Raise awareness of the event with parents and throughout the community using information sessions, letters, local media, etc.
- Find meaningful ways to involve youth participants in all aspects of the event
- Assign a twin to each participant
- Plan a varied program of activities with the twin group
- Organize fundraising activities and establish partnerships with sponsors such as municipalities, businesses, community organizations, the local media, etc.
- Take appropriate measures to ensure participants' security; conduct the mandatory screening of host families; make sure members of the group are adequately insured; make note of any medical conditions among group members
- Return the required documents to your Regional Coordinator by the assigned due date
- During the event, organizers should:
- Take responsibility for the group at all times while staying in the host community
- Take responsibility, along with parents, for hosting the twin group

After the event, organizers should:

- Ensure that participants complete and return all evaluation forms to the address indicated
- Encourage continued interaction between the groups to promote lasting links among participants
- Encourage youth to share the experience with other groups.

Youth participants are also expected to play a part by:

- Taking an active role in all three phases: planning and preparing the exchange, organizing activities while hosting the twinned group, and taking part in post-exchange activities
- Bringing commitment and energy to the exchange process
- Sharing the experience with other youth, schools, and the community at large (meetings, articles in local newspapers, interviews, etc.)
- Filling out the participant's evaluation form

6. CONCLUSION

There, I made it. I'm certain that during the reading you came up with an idea or two and also some questions found a warm home inside your brain. That is good because that means you thought about the text and tried to understand what I wanted to say.

What can I say – it is a challenge to organize a event; but be sure to enjoy every minute of it. Let this manual be the additional motive and factor that will lean the weighing machine on the side that wants to organize an event.

Communication, Reporting and Feedback

Communication, Reporting and Feedback

Communication is the activity of conveying meaningful information. Communication requires a sender, a message, and an intended recipient, although the receiver need not be present or aware of the sender's intent to communicate at the time of communication; thus communication can occur across vast distances in time and space. Communication requires that the communicating parties share an area of communicative commonality. The communication process is complete once the receiver has understood the sender.

Reporting

• Minutes of Meeting

Minutes are a record of the proceedings of a meeting e.g. who attended and did not, discussion that took place, action to be taken, time the meeting closed. The way the minutes are recorded may differ depending on the type of meeting it is. You may need to record all the discussion as well as the resolutions or you may only need to record the resolution and not worry about the discussion leading up to the resolution. Sometimes, teams also prefer the action member is listed so it is clear whose responsibility it is to perform the action in the resolution.

When you type back your minutes, you must keep all matters in the order they were discussed at the meeting - even if they differ to your agenda. Sometimes items are discussed earlier as someone may not be able to stay at the meeting for the full length of the meeting.

• Who will take the Minutes?

If you are the person nominated to take the minutes, ensure you receive a copy of the agenda when it is distributed so that you are familiar with the matters to be discussed. If there are confidential matters in the agenda that are supported by written reports or correspondence, please make sure you receive copies of these pages as well as it will have pertinent information that you may need

to record in your minutes e.g. correct names, file number etc. It will save you chasing this information later when typing up your minutes.

• Know what to Record

Now that you have already been advised the format of what to record, you will need to ensure you record the following information:

- Description of Meeting, Place, Date and Time of meeting
- Those present
- Any apologies received from Committee members.
- Welcome - if the Chairman/President opens the meeting with a welcome message.
- Adoption of Minutes of Previous meeting
- Matters Arising from the Minutes
- Adoption of Inward/Outward Correspondence
- Adoption of Financial Statements and Accounts for Payment
- Agenda Items listed in your agenda
- General Business
- Noted Correspondence
- Date, time and venue of next meeting
- Time the meeting concluded

• Those present

List the names of all those present. The best way to do this if you do not know everyone is to use an attendance sheet. This sheet will be headed up with the name of the meeting, the date and time of the meeting and use columns so that everyone can print their name. You would then type this information up in alphabetical order - please ensure you always start with the Chairman/President.

Any apologies received from Committee members

The Chairman/President will call for apologies and if you have received apologies from any members, this is when you would advise the meeting of their names or you would have previously passed this information on to the Chairman/President prior to the commencement of the meeting.

Other Committee members may also have received some and they too will advice of names. You must record all these names for your minutes. In your minutes, you will type them as follows:

Welcome - if the Chairman/President opens the meeting with a welcome message

This does not always need to be recorded but if the meeting was called for a specific purpose and the purpose does not happen each month, then I would record it.

Adoption of Minutes of Previous meeting

As the minutes of the previous meeting would either have been distributed as part of the agenda or tabled on the day of the meeting for members to read, so that they can then become an official record of the meeting of the company or committee, the minutes will need to be moved and seconded as a true and correct record. A standard resolution of this is as follows:

ADOPTION OF MINUTES OF PREVIOUS MEETING:
MOVED BY …….....……

"That the minutes of the meeting of the Records Department held on 2nd December 2003 be adopted as a true and correct record."

SECONDED BY …….....……. CARRIED

The above is one format, it could also be as follows:

MOVED BY …….....…, SECONDED BY …….....……..:

"That the minutes of the meeting of the Records Department held on 2nd December 2003 be adopted as a true and correct record."

The above format can be used for all resolutions that are moved and seconded, or follow the format that your company, committee or team uses.

• Matters rising from the Minutes

Once the minutes have been adopted, members present may need further information or resolutions recorded on matters listed in the minutes. Usually, if it is advice you would just record these as sub-headings with brief detail of what was said about it. Example:

• Noted Correspondence

Discuss any correspondence received from the parent organization.

• Date, time and venue of next meeting

This information needs to be recorded but would not have a minute number. This is a format you could use if the venue was moved from town to town:

Following is a sample Template of Minutes of Meeting:
Date :
Time :
Venue :

Expected Members	Attendees	Absentees	Remarks

Points Discussed	By	Action Item	Owner	Deadline	Remarks

8 Feedback

• Introduction

Performance reviews involve providing effective feedback to team member s, where effective means that the feedback will a) be heard and listened to, and b) the feedback will actually help team member s improve their performance. Providing feedback on performance is one of the critical aspects of appraisal.

Feedback may have several purposes – it may be information that expands a person's information about themselves and the effect they have on others; it may expand the person's range of choices; and it may be intended to support or discourage certain behavior.

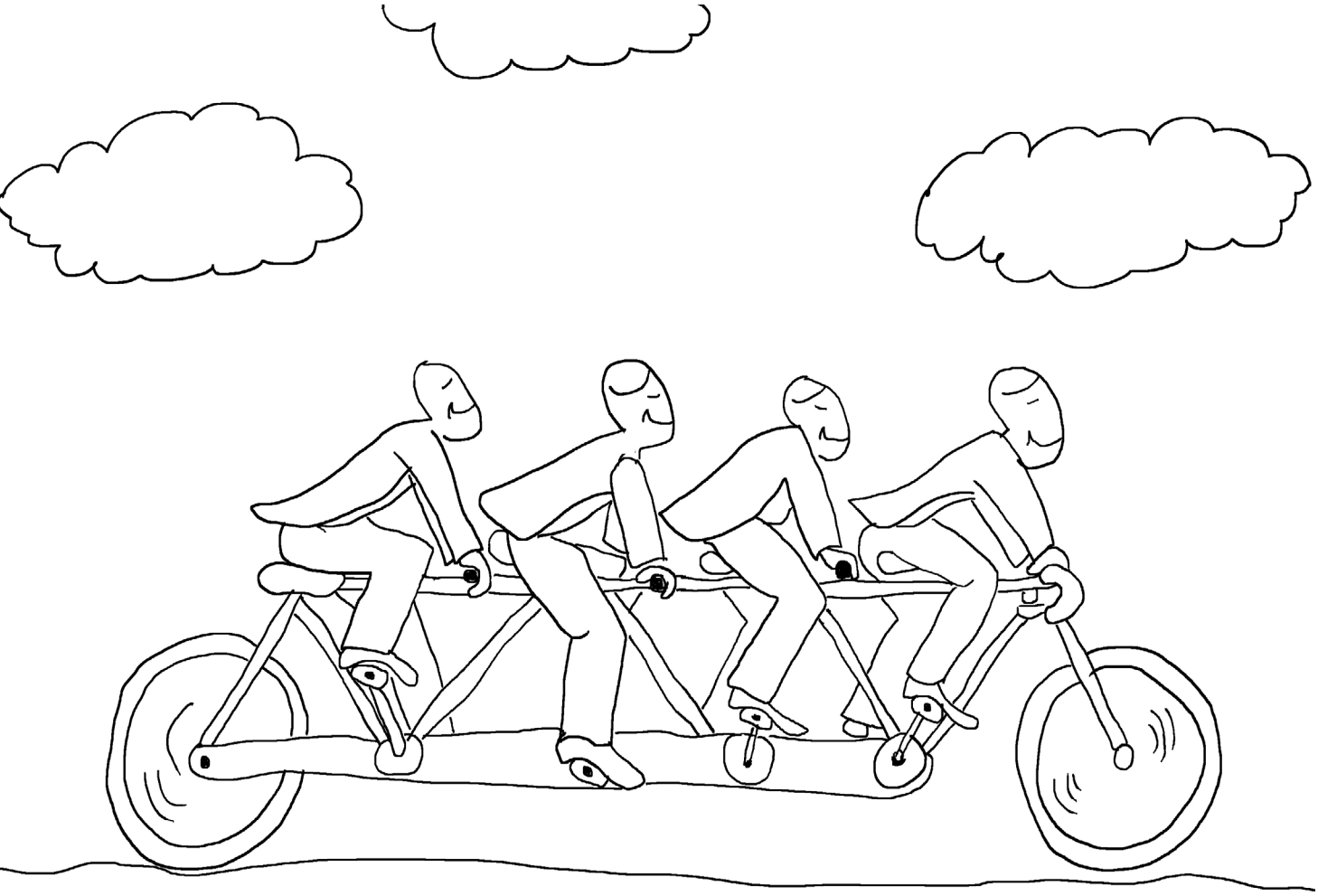
Feedback is likely to be more effective if

- The person receiving it acknowledges the need for it; especially if the person requests it
- It is timely; given near the time the behavior has occurred
- It is skillful

• Effective Feedback

- Be descriptive, provide information that describes the behavior and its impact on you; restrict the feedback to what you know (e.g., behavior you have seen and how it has impacted you).
- It is about the giver of the feedback, not the person receiving the feedback. It is an exploration of the effect the person's behavior has had on you. (Note – the same behavior may not have that effect on others).
- Avoid exaggeration ("you always get this wrong"), labeling ("you are stupid"), and judgment
- Speak for yourself ("what I feel/experience when you ….") not for others ("Everyone gets upset when you ….")
- Don't press the person for any immediate response
- Face to face – not by e-mail

Ensuring Involvement



Ensuring Involvement

It is well known that the participation and involvement of the youth is very important for any sustainable organization. To ensure involvement of the youth, a progressive environment needs to be created that seeds an interest of participation in the youth. Following is exhaustive list of guidelines to ensure involvement.

a) The organization must include youth empowerment in their annual goals and charter.

b) A forum dedicated for the youth must be established, where they can contribute, learn and evolve into future leaders.

c) Activities that address the youth centric issues such education, marriage and career must be undertaken.

d) Youth meets and Youth camps should be organized where the youth can bond and feel incharge.

e) Activities that bring in the sense of the value system of the organization needs to be conducted.

f) A proper system of reward and appreciation must be arranged to recognize and encourage the qualities such as self motivation and dedication to the society.

g) Constructive and Incremental training must be provided to the youth on areas such as team building, leadership skills, organizational behavior, corporate CSR policies and government lobbying .

h) A communication system must be established which is in line with the youths needs and has significant interest from the youth.

i) The organization must recognize roles for the youth to play at central , global and local levels.

Networking

Networking

Networking is a supportive system of sharing information and services among individuals and groups having a common interest.

Networking Tips:

• Keep in mind that networking is about being genuine and authentic, building trust and relationships, and seeing how you can help others.

• Ask yourself what your goals are in participating in networking meetings so that you will pick groups that will help you get what you are looking for. Some meetings are based more on learning, making contacts, and/or volunteering rather than on strictly making business connections.

• Visit as many groups as possible that spark your interest. Notice the tone and attitude of the group. Do the people sound supportive of one another? Does the leadership appear competent? Many groups will allow you to visit two times before joining.

• Hold volunteer positions in organizations. This is a great way to stay visible and give back to groups that have helped you.

• Ask open-ended questions in networking conversations. This means questions that ask who, what, where, when, and how as opposed to those that can be answered with a simple yes or no. This form of questioning opens up the discussion and shows listeners that you are interested in them.

• Become known as a powerful resource for others. When you are known as a strong resource, people remember to turn to you for suggestions, ideas, names of other people, etc. This keeps you visible to them.

• Have a clear understanding of what you do and why, for whom, and what makes your doing it special or different from others doing the same thing. In order to get referrals, you must first have a clear understanding of what you do that you can easily articulate to others.

• Be able to articulate what you are looking for and how others may help you. Too often people in conversations ask, “How may I help you?” and no immediate answer comes to mind.

• Follow through quickly and efficiently on referrals you are given. When people give you referrals, your actions are a reflection on them. Respect and honor that and your referrals will grow.

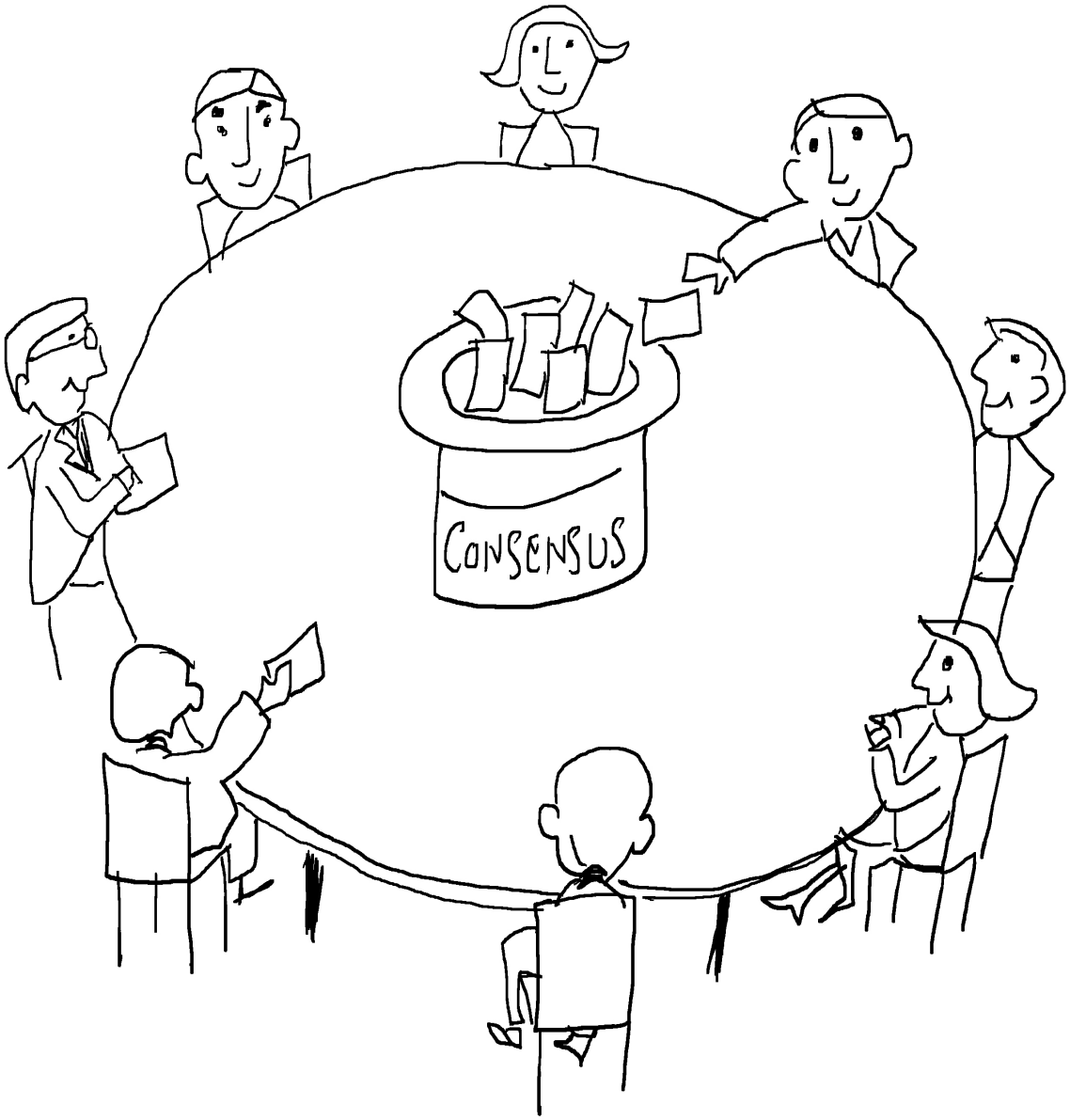
• Call those you meet who may benefit from what you do and vice versa. Express that you enjoyed meeting them, and ask if you could get together and share ideas.

Networking in Hemophilia Movement:

• Online social networking helps in meeting people on a level playground and interacting with people irrespective of their location.
• Online social Networking also help in marketing and targeting a specific type of audience to your message. It also helps you analyze/measure the efforts using various tools and helps suggesting mechanisms to improve the networking process.
• Online Social Networking is open to everyone. Also it can be intimidating to find required help form the huge audience. A presence of hemophilia community there would give them a single channel to reach all the PWHs.
• Networking amongst the community with various people [PWH and their families] would help keeping touch of the core issues of the community and also provide voice to those PWH who are unable to stand for themselves.
• Networking with people outside the community would help in building a good volunteer base for donations and physical activities during events. It also brings in different types of ideas and resources that the hemophilia community may not have access to.
• Networking with the corporates and their CSR policies would provide a varied base for sponsorship and resources. Benefits such as job opportunities for the young and scholarships/internships for the cwh and student community are especially an added advantage. A lot of technology companies also donate their Intellectual Property. This could cater to the technological needs of the hemophilia community at national and chapter level.
• Networking with government officials would help building in opportunities to provide more government support for the Hemophilia community.
• Networking with other NGO's such as Thalassemia and their personals would help provide new sources of funding, activities and ideas. Such networking could develop into a symbiotic relationship providing more stability to the hemophilia community.

Networking doesn't mean expecting help but increasing your contacts.

Democracy and Transparency



Democracy and Transparency

Democracy may be a word familiar to most, but it is a concept still misunderstood and misused at a time when dictators, single-party regimes, and military coup leaders alike assert popular support by claiming the mantle of democracy. Yet the power of the democratic idea has prevailed through a long and turbulent history, and democratic government, despite continuing challenges, continues to evolve and flourish throughout the world.

Democracy, which derives from the Greek word "demos," or "people," is defined, basically, as government in which the supreme power is vested in the people. In some forms, democracy can be exercised directly by the people; in large societies, it is by the people through their elected agents.

Or, in the memorable phrase of President Abraham Lincoln, democracy is government "of the people, by the people, and for the people."

ORGANIZATIONAL DEMOCRACY IS NOT	ORGANIZATIONAL DEMOCRACY IS
Politics	Business
Consensus-only	Conversations
Being Flat	Decentralized Networks
Management	Leadership
American-only ideals	Universal ideals
Size	Strategy
Being Slow	Knowing when to be fast AND when to be slow
Giving up control	Giving up the delusion that you're in control
Ignoring profits	Profits and People
Cosmetic office perks	Creating meaningful work
Being a great workplace for everyone	Being a great workplace for those who can thrive in a decentralized and dynamic environment
Analyzing decision-making techniques	Making decisions
Only a triple bottom-line	A quadruple bottom-line (financial, community, external environment AND internal environment)
Voting on everything	Ongoing participation in the things that matter

Transparency

Transparency, as used in the humanities and in a social context more generally, implies openness, communication, and accountability. It is a metaphorical extension of the meaning a "transparent" object is one that can be seen through. Transparent procedures include open meetings, financial disclosure statements, freedom of information legislation, budgetary review, audits, etc.

Organizational Transparency is a deliberate attempt to move from a secretive organization to one that embraces open access to information, participation, and decision making, which ultimately creates a higher level of information, employee engagement, and trust among employees. The benefits of organizational transparency can have a direct impact on top line performance and cost savings, and spur competitive advantage.

Defining Organizational Transparency

Transparency is not a fading 2010 buzzword. It is an evergreen concept that members and the public demand. It is the way an organization and its leaders think and behave. Its how an organization grows trust that is rewarded by loyalty.

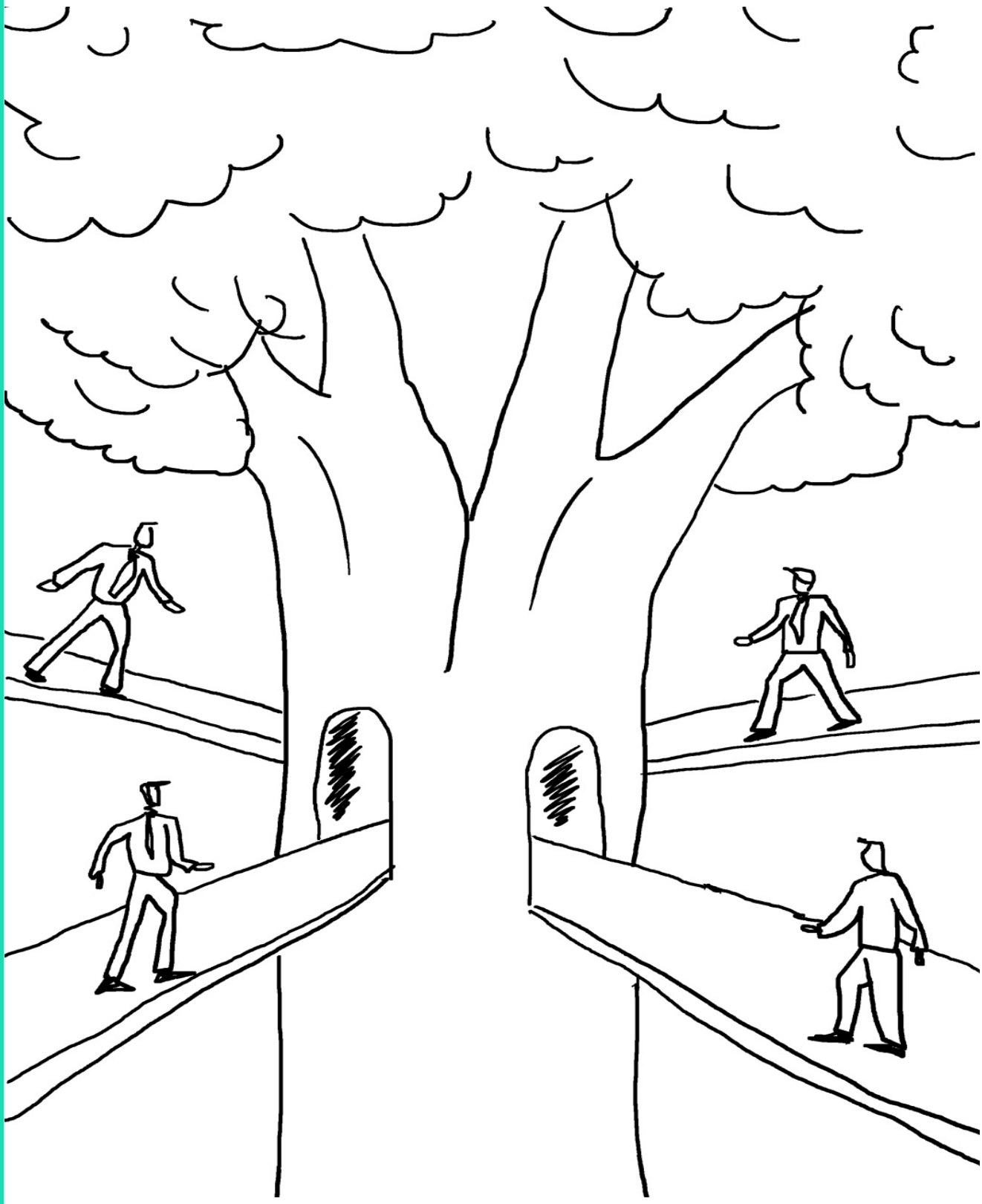
An authentic, transparent organization intentionally shares information beyond the board room with members and nonmembers alike. Organizational transparency encourages, honors and engages with public input. It doesn't ignore it. It doesn't hide behind the membership wall.

An Organization Transparency Checklist

Which of the following items does your organization have?

• **Open board meetings**
(Dates, times and locations of open meetings are posted online at least two weeks in advance of the meetings)
• **Financial disclosure statements**
(Nonprofits should consider posting their audited financial statements on their website)
• **Freedom of information legislation**
(Rules that guarantee access to data held by the state; they establish a "right-to-know" legal process where requests can be made for government-held information)
• **Budgetary reviews**
• **Annual audits**
• **IRS letter of determination**
(For nonprofits, preferably posted on their website)
• Annual Reports
(Posted on the organization's website for easy access)
• Strategic Plans and priorities
• Names of Board of Directors and key staff as well as their contact information
(Posted on the organization's website)
• Straight talking leadership
• Open culture and operations
(many voices on behalf of the organization)
• Disclosed partnerships
• Frank, open communications including the good and bad
• Core values
• All communications.

Resource Mobilization



Resource Mobilization

Resource mobilization is a critical activity by a core, professional group in a social movement organization working towards bringing money, supporters, attention of the media, alliances with those in power, and refining the organizational structure.

It stresses the ability of movement's members to:

1) Acquire resources and to
2) Mobilize people towards accomplishing the movement's goals.

Purpose of Resource Mobilization

How can an organization raise the income needed to carry out its mission? Where are the required resources? How do you sustain your organization and work?

These are the key questions confronting organizations when they consider how to maintain their work and strengthen organizational sustainability.

Developing a plan or strategy for resource mobilization can lead to creative efforts in using your own local assets to gain support for your organization. Multiple sources of funding can increase your independence and flexibility to implement programs and reduce reliance on external (or foreign) funding or parent organisation. Thinking of, and creating options for new, diverse, and multiple funding streams will help our organization manage its programs.

This brief starts with aspects to consider prior to mobilizing resources. The tips on resource mobilization first discuss what your organization can do locally before soliciting external sources for funding.

Preparing for Fundraising

Before you start fundraising, you should lay the foundation to have a compelling reason for donors to give. A plan that weighs your options can help save time and effort and have a better chance of success. Some of the key elements that will strengthen your case include: Clear sense and commitment to your vision and mission -- who you are, where you are going, and how your mission relates to the communities served Promising program that will yield results.

- Evidence of past accomplishments
- Effective management and leadership by your group members and staff who will ensure the accountability and transparency of your organization
- Financial systems that will safeguard the resources raised, including adequate financial controls that demonstrate good management and builds trust
- Solid reputation, credibility, and positive image
- Mutual respect and knowledge sharing between the organization and the community it benefits, as well as other stakeholders
- The ability to attract, create, and sustain new resources, especially based in the local community

Researching the Current Situation

Fundraising requires knowledge of the country's current situation, including legal and tax structures, as well as what kind of fundraising activity could succeed in your unique environment, for example:

- Be familiar with any special permission that is required for your fundraising activities
- Tax consequences may affect how your organization reports the income and should be a consideration for selecting the appropriate activity
- Tax relief for individual or corporate donations may be an incentive for giving
- Successful fundraising efforts of other Civil Society Organizations (CSOs) may be replicated.

On the other hand, creating innovative and fresh ideas may also inspire people to contribute:

- Building on local cultural and religious practices and traditions may help to attract a certain audience

Mapping Your Community's Assets

Each community has a unique set of assets upon which to build its future. The first step in a fundraising strategy is to identify and inventory the range of financial and nonfinancial resources of the individuals, community (including NGOs, groups, and associations), and local institutions

(Including local government agencies). Non-financial resources include skills, talents (such as handicrafts), and capacities.

Mapping can help your organization consider alternate and efficient resources for your proposed project. You may rediscover innovative solutions by mapping traditional technologies and practices.. By being aware of your community Members' skills, you may be able to use a local resident to deliver services or training, rather than hiring an external consultant.

Focusing on the community's assets could help to localize your fundraising and engage the local citizens to invest in their own future and create a sense of hope and control.

Knowing one another's assets could also help to build relationships among local residents, associations, and institutions.

Volunteers as Resources

Volunteers are great resources and benefits to your organization. Volunteering is generally done by choice, without monetary reward and benefits the community. To recruit and keep your volunteers, you need to recognize the motivations, skill sets and expectations of a volunteer. People give their time because they get something out of the service they provide. For example, a young person may gain skills or experience to apply for future opportunities or just satisfaction for helping in a cause.

Volunteers can be retirees, technical experts, young people, or student interns. They can serve for a long term, such as on your board or short term, such as providing labor to build a health facility. They may be a local resident or someone from another country. Regardless of who they are and what skills they bring, you may want to think systematically about managing volunteers to get the most of this valuable human resource. Some steps are:

- Identify tasks that need to get done, outline a job description, duration of the volunteer service, and profile or skills required.
- Depending on your needs, recruit volunteers from places such as local schools or universities or inquire about foreign volunteer programs for placement of volunteers in your Chapter. Corporations, local government offices, community associations, and other agencies may have skilled human resources to fill gaps in your organization.
- Ensure quality of the work by interviewing, selecting, and hiring the person with the appropriate qualifications. Managing volunteers can be as time consuming as managing staff.
- Retain volunteers by supervising them and providing support and mentorship as required.
- Recognize and acknowledge the volunteer in staff meetings and in public (in a newsletter or public event). Appreciation goes a long way.
- Keep track of volunteer hours and record this in your reports to funders and other stakeholders.

Leadership Responsibilities

strong governance structure, such as EC or SC important to have in place to lead the organization in resource mobilization efforts. Funders may ask about the governance structure

and composition (for example, gender breakdown or community member involvement) and members' names and affiliations.

The EC or SC will be the body that is responsible and accountable to Funders for the governance and finances of the organization.

Example of Leadership Responsibilities

Consider including resource mobilization as one of the responsibilities for EC or SC members.
Some examples of what a board member could do to help mobilize resources are:

- Cultivate potential supporters
- Speak on behalf of the organization and issues
- Strategize with staff on fundraising
- Recruit volunteers
- Donate to the organization.

Special Events

Special events, also known as benefits, are a popular fundraising activity. The organization sells tickets to a social event, concert, dance, or sports tournament and adds a margin of profit. You can also sell crafts, T-shirts with your logo, or food at the event to make more money. You can have a "work party" where you bring the community together for a day.

Special events can be a fun way to publicize your cause, raise awareness of a specific issue, introduce a new program, create a positive image of your organization, outreach to your community about your services etc.

Special events can also be labor-intensive and lose money. To maximize your chance of success, some tips in planning the event are:

- Tie the event to your mission or cause
- Choose an event that people want to attend
- Choose a date that does not conflict with seasonal duties
- Repeat your event annually if successful -- the first year may be the hardest and you may have learned lessons for the next one
- Set an appropriate price
- Recruit a local celebrity or dignitary to serve as an honorary chair
- Enlist as many volunteers you can -- this could be a way to build a team
- Find a local business sponsor to donate cash or goods in exchange for free advertising.

Identifying Foundation Support

Foundations, trusts, and other grant making entities that make grants are another major source of funding for development projects. The first step in seeking a grant from a foundation is to identify those foundations that operate in your geographic area and support work on your specific issue. Foundations have priorities, guidelines, and requirements detailing what they support. Usually foundations require a letter of inquiry or proposal demonstrating that your organization or project is a good investment. Many foundations require additional sources of funding, including a demonstration of community or in-kind support.

Do not be discouraged if your request is declined; most foundations receive many more proposals then they can support. If you are awarded a grant, send a thank you note immediately. Respond promptly to the foundation's request for reports and work with your bookkeeper to ensure that the financial records are sent on time.

Funders have their own guidelines, requirements, and application procedures. The grant proposal is a written description of your project plan based on the key questions described in the tips on "Grant Proposal Writing." Before writing the proposal, think through and outline the key components below:

Components of a Grant Proposal

Contact Information

• Responsible person's name, organization, address, email, telephone.

• Overview Summary of proposal, including a statement on the purpose of the project and why funds are being requested.

• Context Description of critical issues affecting your community and why project is necessary. Funders may ask for a needs statement which provides a scope of the problem, including statistics. Focus this section on what your intended project is addressing.

Project Description

How project will be implemented, including: measurable goals and objectives, activities, beneficiaries' involvement, anticipated results, timeframe, collaborating organizations or agencies.

Monitoring and Evaluation

• How project will be monitored and evaluated to ensure that the project is on track and that the results are being achieved.

• Budget Costs for project, amount requested, in-kind contributions, and other sources of funding. State currency and exchange rate on which your budget is based.

Organization Information

Background, governance structure and composition, mission, past accomplishments, staff qualifications, internal controls, legal status etc.

Cultivating Individual Donors

Your organization can raise funds from individuals and present or past beneficiaries who give of their money and time. Individual solicitations require unique approaches depending on the person's interests, motivations, and ability to give. For example, professionals can give regular, moderate amounts and may consider membership fees. The general public may want to give loose change at public collection boxes or buy a ticket for a special event.

Developing a list of potential individual donors who can give substantial sums (also called "prospect list") starts with understanding what motivates them to give. It is important to recognize the motivations and incentives of the prospects so that you can tailor how you ask for a donation. For donors to keep giving, it is critical to ensure that you continue to meet their expectations and continue to educate and inspire them about your cause. Depending on the donor, this may be a report with photos describing your achievements and how the funds were used.

Treat your donors with respect and honor their commitment by using their donations appropriately. Your strongest supporters are those who you have already convinced to give once.

Soliciting Business Contributions

Corporations or local businesses may be interested in contributing more than just funds. Ask for their expertise, volunteers, products, or services. Small businesses located in the community's neighborhood may have a personal interest in the organization's work and may sponsor events or provide prizes for raffles. A business may want to be associated with your organization because:

- Your organization's reputation
- Your expertise on a specific issue or services you offer
- Your organization provides an avenue to improve the company's image in the community or country
- Good Will
- To be involved in the social movement.
- Tax benefits
- Corporations may provide grants to those organizations their employees are affiliated with.

Accessibility to the decision makers of a company may be the biggest challenge you face. As with individual donor solicitation, building a relationship will require time and effort. Use your chapter members and network of friends to open doors. Use your best marketing tactics to convince them that forming an alliance with your organization will be beneficial to them and their contribution towards your organization will benefit a lot of needy.

Alliances with businesses also come with risks. Ensure that the company's values are aligned with yours and that funding does not distract you from your mission.

Other Sources of Donations

Professional associations, such as the the Rotary or Lions Clubs, can provide excellent opportunities to network and connect to National and international sources of funding. Local associations or community clubs may also provide donations or be a partner to organize charity events.

Expatriate associations or international schools may also be interested in donating goods, such as books, toys, or furniture.

Intermediary CSOs that may be funded by bilateral governments or individual donors could be a source of grant funding or fee for service. They frequently subcontract with smaller organizations, paying them to help implement part of a broader development program or initiative, utilizing the unique skills of the particular group.

For example, community organizations may be able to provide popular education programming, mobilize the community, organize volunteers, administer micro-credit programs, and offer other critical services.

Faith based organizations could be another source of support depending on your locale. Religious leaders may be approached for their support, usually through a member of their congregation. They may be able to provide a venue for meetings, workshops, or even an event such as a theatrical performance, talent show, or art exhibit on their property.

Local authorities, government agencies, multilateral or bilateral agencies, and foreign embassies could be a source of direct grants, fees for service, technical assistance, or in-kind contributions. These sources may require discussion regarding your respective missions, values, and development priorities. Access for smaller, rural organizations to these agencies may be difficult, but building a strong reputation for your work, networking with diverse groups, and serving in leadership positions representing your constituency can help you and your organization be recognized.

School and College fund Raising: This could act as an effective tool in resource mobilization. You can sell stickers/tickets etc., in you members' schools and colleges.

Internet Fund Raising

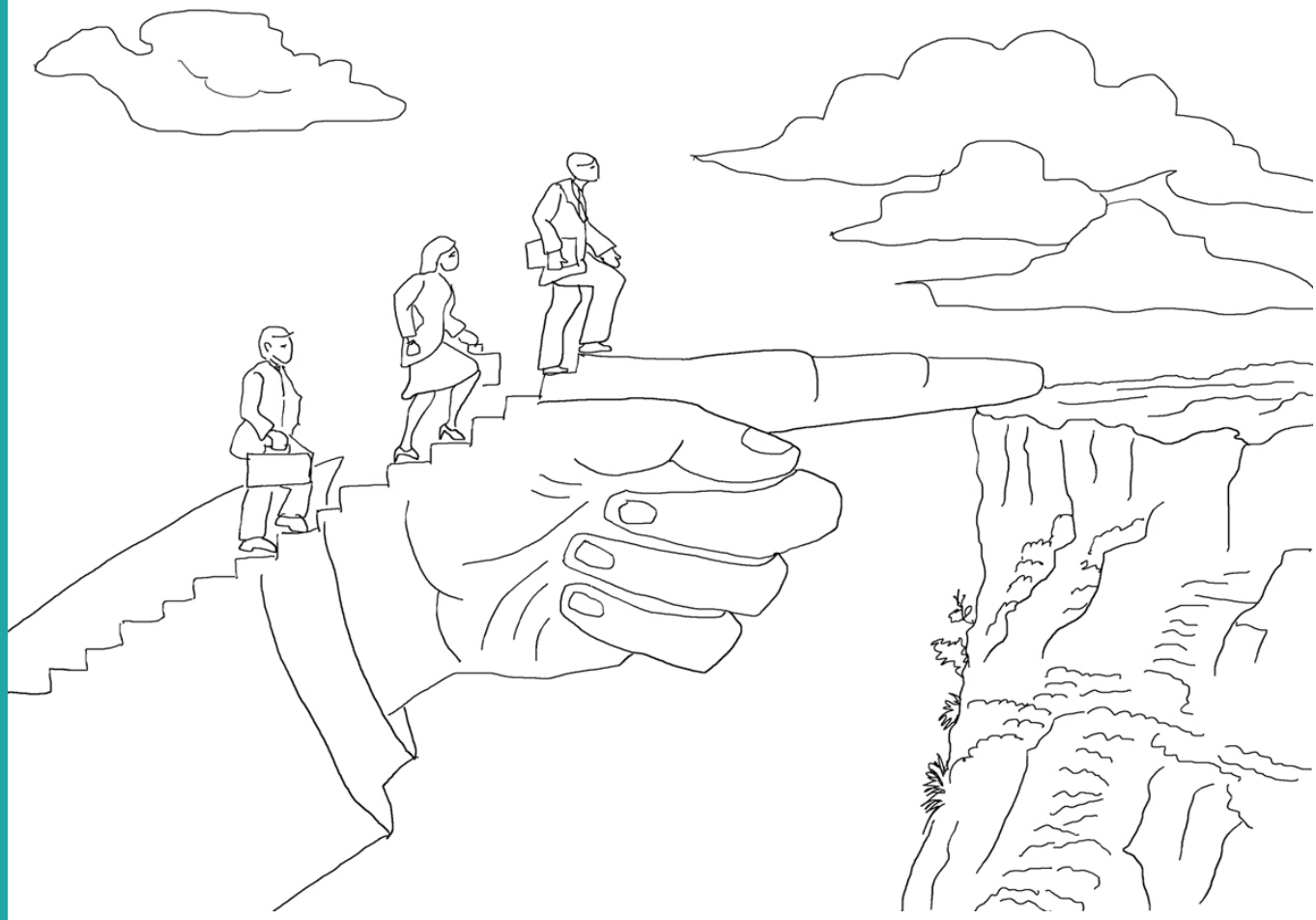
The Internet is increasingly of interest to fundraisers as a means of reaching new audiences and potentially, new donors. Experts in this area advise that significant up-front investment is required including creating a web site that has content describing your work, the issues you seek to address, and your strategies for change. Maintaining your web site is also required in order to remain up to date and to keep visitors informed of your progress.

Internet fundraising advocates suggest that while economic results are not immediate, web sites can help educate and cultivate potential donors over time.

Corporate Funding Raising: Activities and stalls in corporate. This will help in increasing your volunteer base too.

Seasonal Fund raising: Festive season is a nice time to raise money. Cards etc., can be sold.

Redefine Vision and Set New Targets



Redefine Vision and Set New Targets

Vision: Defines the way an organization or enterprise will look in the future. Vision is a long-term view, sometimes describing how the organization would like the world to be in which it operates. For example, a charity working with the poor might have a vision statement which reads "A World without Poverty."

Mission: Defines the fundamental purpose of an organization or an enterprise, succinctly describing why it exists and what it does to achieve its Vision.

It is sometimes used to set out a "picture" of the organization in the future. A mission statement provides details of what is done and answers the question: "What do we do?" For example, the charity might provide "job training for the homeless and unemployed."

How do we decide what our goals should be? We do the following:
Begin With the End in Mind. We talk about long-term desired outcomes and break them up into short-term goals that will help us achieve those outcomes.

Refer to Our Mission Statement. Referring to our plan and mission statement is a great way to help us evaluate our potential goals.

Ask If a Goal Serves the Unique Needs of Our Community. Living in a small rural community, we often find that programs designed for areas with a large client base don't work for us. We want to serve the folks who live within 30 minutes of our facility.

Consider How Long a Return on Investment Will Take. As new business owners, we found this a tough concept to remember. We would get all excited about some new equipment or program, not thinking about whether it would actually create more income or whether we had enough staff to support it. Over time, we have found that "doing the math" is critical!

Consider Whether the Goal, If Achieved, Will Be a Win-Win-Win. This concept is another Covey idea. We want every part of our business model to serve our clients, our training staff and us as business owners. All new goals and directions must also meet this standard.
When do we set new goals for our business? At some of these different times:

When We Have Achieved a Goal. We find that right when we have achieved one goal is often a great time to set new goals.

When We Are Traveling. Even though vacations are often meant to provide a break away from business, sometimes we find that having time away from the business while we are together 24/7 is the perfect opportunity to use our clear heads and leisurely pace to brainstorm about our future.

After Our Semiannual Consultation with Our Tax/Business Planner. There is no one who can give us a reality check more accurately than our tax planner. Numbers speak louder than words, and sometimes we need to adjust our goals accordingly.

When Things Aren't Going Quite as Planned. Last year, we realized that although we had achieved many of the goals we thought would earn us a sufficient income, we were still running short. That inspired us to re-evaluate both our goals and our business plan. We decided that in order to make the income we needed, we'd have to expand our studio and staff. We set new goals, and when the space next door became available, we snatched it up!

When We Experience Unexpected Growth. We try to stay ahead of the curve by anticipating growth, but sometimes our business grows in unexpected directions. As an example, for the first 8 years our clientele was primarily female. About 4 years ago, our male client base began to grow and has continued growing to become 50% of our business.

When Should You Set New Goals? You should always be looking at your training business and thinking about what you can do better or what other service or product you can add to your offerings. At the very least, think about these things on a monthly, if not weekly, basis. If you want more clients (this can be a short-term and a long-term goal), then brainstorm what you have to do to get them. You may want to launch a new marketing campaign targeting a certain population. If this campaign is a long-term goal, then you will have several short-term goals to get the campaign off the ground.

Some people like to take inventory at the end of the calendar year and then make goals or resolutions for the New Year. It is not a bad idea to do that—it lets you start the year off raring to go with goals to work on. Another time to sit back and think about goals is during the off-season. December and August tend to be slower months, so they are good times to focus on what is working and what else you might want to do with your business.

How Do You Decide What Your Goals Should Be? Look at what you are doing now. Are you happy with where your business is? Think about where you want your business to be in 6 or 12 months, and then set goal milestones along the way.

Written & Developed by:
Premroop Alva
Somshekar
Dharmendra Rao Jadav
Dhawal Bhanushali
Siddhartha Ojha

Supported by DH Danmarks Bladerforening