

RIGHT SHARING OF WORLD RESOURCES ORGANIZATIONAL STATUS - 12/15/2011

INTRODUCTION

Right Sharing of World Resources (RSWR) is a small non-profit organization specializing in the support of start-up non-governmental organizations in India, East Africa and Sierra Leone. Support is provided through capacity-building and grants for income-generating projects. In-country field staff offer training seminars and guidance to the NGOs, who may then apply for to RSWR for grants with which to begin revolving loan funds. At present, the upper limit for such grants to NGOs is \$5,500 per year, with limited renewability. The NGOs in turn make loans to their beneficiaries, usually in the range between \$50 and \$200. It is anticipated that the interest on the loans, usually between 12 and 24% per annum, will eventually sustain the ongoing work of the NGO. RSWR is not a lending institution. No funds are returned to RSWR. All loan repayments and interest paid by individual women are paid forward within the local community.

Currently, RSWR has one full-time and two part-time staff. The board recognizes that further expansion of the program will require a larger staff; however, annual income is not currently sufficient to sustain a larger staff. The board's vision for the next few years is to expand the staff, and the program, to the point where annual income will support at least 3 full-time staff members specializing, respectively, in development, administration and program. The challenge for the new general secretary (executive director) sought by the board is to manage the transition from tiny to small.

BACKGROUND

The Right Sharing of world resources program had its origin in the 1967 4th World Conference of Friends in Greensboro, North Carolina, USA. In 1970, the program was assumed as a ministry of the Friends World Committee for Consultation (FWCC), with staff. In the following 29 years, RSWR functioned as a program of FWCC. Over \$1 million in grants was dispersed, and RSWR provided education resources to Friends meetings and churches. RSWR

became a separate 501 (C)(3) organization on May 1, 1999.

The budget for the 1999 fiscal year was \$60,000, and no multi-year grants were approved, as the board was not certain that funds would be available in subsequent years. But RSWR did survive and began to grow, at a rate of about 10% per year, until the economic downturn of 2008.

In its first decade, the board made several major policy decisions which have shaped subsequent work. The first was to limit grant-making to certain geographical areas: the state of Tamil Nadu and southern Andhra Pradesh in India, East Africa (mainly Kenya, but with some grants in Burundi, Rwanda and Uganda) and, somewhat later, Sierra Leone. Part of the reason for this decision was the difficulty of finding qualified site visitors for proposed projects in widely scattered areas around the globe and the difficulty of deciding between projects which had been visited by different people. An important result was the growing understanding, on the part of RSWR, that projects which are relatively near to one another can and do support each other by sharing experience.

In 2004, the board created a strategic plan. One of several goals enumerated in that plan was to hire local field staff in the areas where our work was concentrated. At first, the field staff served only to evaluate project proposals through site visits; later their work was expanded to include capacity building. This expansion was initiated at the suggestion of the field staff, who saw clearly that many groups could not develop viable projects without training in planning, administration and carrying out the work once a grant had been received. Attendance at such a training workshop was and is not coupled to receipt of a grant from RSWR; attenders are encouraged to apply for grants from other organizations as well, and attendance by no means ensures that the NGO will receive a grant from RSWR.

Another important move was the relocation of the office from Cincinnati, Ohio, to Richmond, Indiana, in order to benefit from the proximity of Earlham College and School of Religion. There were two motivations here, one being to make RSWR more visible to the larger Quaker community, and the other to make use of student interns in the processing of grant applications. It was hoped that some of these students would, after graduation, continue to support and publicize RSWR.

In 2008, when RSWR initiated a capital campaign, it was a small, simple

organization. It gathered contributions, mostly from liberal Friends, and gave out small grants to small NGOs which assisted groups of poor women in development projects in Africa and India. Its main work was to solicit grant applications and to determine which to fund. Its fundraising efforts comprised of four newsletters a year. It provided no in country support for its grantees. It made no determination of final utility or effect of its grants. It was staffed by one and a half positions in the US. Site visits to applicants to determine feasibility of grants were made by contract workers. It carried no insurance. There was no financial audit, only a review by accountants. It was incorporated in Ohio, but in 2008 its HQ were in rented two rented rooms at the FUM offices in Richmond, IN.

The Campaign: Initiated by the Board in 2008, the Campaign's basic purpose was to raise money to fund organizational development and to begin to create an endowment. A professional fundraiser was retained. An organizational consultant was retained to give advice on organizational development. As of Aug. 31, 2011, the Campaign has raised about \$1,252,371 with associated costs of \$162,187 – thus, about \$1 million. The vast majority of Campaign income has come from 9 large donors. The Campaign money is unrestricted by donors. In April 2010, the Board divided the Campaign income into four parts:

Growing Right Sharing/Encouraging Economic Discipleship (19.0%); 2. Enhancement of RSWR's work among the poorest of the poor (9.5%); 3. Endowment for New Initiatives 23.8%); 4. Investing in our future (47.7%). It is important to note that this division of funds was initiated by the Board, not the donors, and thus can be changed by the Board at any time. As of Aug. 31, 2011, #1 and #2 Campaign funds had combined: \$174,644.10; and #3 and #4 Campaign funds had combined: \$694,350.56. Funds #1 and 2 have been used in part to finance growth of the organization; #3 and 4 are regarded as endowment and will not be spent before the end of the campaign, December 31, 2011.

RSWR Organizational Development: Coinciding with the Campaign, beginning in 2008, the Board and staff have begun significant changes. RSWR has reorganized Board structure, it is undergoing a legal review of the organization; it has acquired Directors and Officers insurance; made efforts to recruit experienced Board members and, most significantly, it has enlarged the responsibilities of in country (overseas) staff/contractors to provide support to potential grantees and grant recipients. It has also begun a revision

of its website and a development of its electronic presence on social networks. All of this has added substantial new expense to the budget. This is seen in the RSWR approved budgets:

2006: \$373,600

2007: \$396,500

2011: \$507,868

2012: \$521,878 (present recommendation).

The board is acutely aware that the organization is in the middle of a significant transformation, and is seeking a new director to accomplish the transition while maintaining the integrity of operations and support to beneficiaries

VISION FOR THE FUTURE

Through Board development and recruitment of new Board members with specific skill sets that the organization needs, RSWR has positioned itself to embark on the campaign goal to grow the organization. At present, the Board envisions growth in three major areas:

- Improve the quality and quantity of services that the organization offers to current and potential international partners;
- Expand the number and geographic locations of partnerships; and
- Expand communication with North Americans about the concept of simple living and sharing.

**FOR MORE INFORMATION ABOUT OUR GENERAL SECRETARY
(EXECUTIVE DIRECTOR) SEARCH, CONTACT US: gssearch@rswr.org**