CUTTING EDGE RELIEF, INC.

FINAL REPORT

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Strategic Management and Partnership Team

Ghada Alhaddad, Drew Potzick,
Marcus Roberts, Michael Waterford

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2. Executive Summary

Cutting Edge Relief is an outstanding organization with an exciting future ahead. The studies, plans, and recommendations in this draft document were created by Group 1 for the V600 Capstone (Spring 2021) course, "Nonprofit Disaster Relief and Poverty Response in Specific Contexts." This report will include specific strategies for the benefit of Cutting Edge Relief (CER), including strategic issues of concern, social enterprise best practices, and Group 1 recommendations for sustainable growth. These recommendations will focus primarily on the three main considerations assigned to the Group.

These include:
- An evaluation of current Cutting Edge Relief's partnerships
- Approaches to social entrepreneurship and innovation
- Long term resource allocation and attainment plans shared with Disaster Relief Longevity Team

The findings of this report led to the following recommendations:
- Building more sustainable and goal-oriented partnerships with well-established organizations rather than individuals..
- Developing a more formal process for partnership recruitment and retainment
- Establishing a formal contracts and expectations with current partners to strengthen the relationships
- Managing relationships with stakeholders and explore collaborative opportunities
- Utilizing all social media platforms as a form of marketing CER goals and mission to more potential partners and volunteers. In addition, improving the presence of CER for online fundraising.

3. Acknowledgements

Group 1 would like to acknowledge the contributions of Executive Director Bill Richardson, whose willingness to communicate and bountiful experience has been invaluable. Likewise, we would also like to thank Professor David Bell for his support, guidance, and expertise of all students participating in this capstone. Lastly, Group 1 would like to acknowledge the contributions of all capstone students and contributors across the three groups. To all mentioned parties, this report would not have been possible without your valued input and support.

4. Introduction

Cutting Edge Relief (CER) is a domestic and international faith-based relief organization located in Pittsburgh, Pennsylvania that specializes in bringing aid to those living on the edge, and who need it most. The organization envisions fulfilling a specific commission through the demonstration of the love of Christ through acts of services and care. In addition, CER looks forward to equipping, training, and mobilizing vulnerable individuals and organizations to fulfill

their commissions through disaster relief especially during hurricanes in the United States, economic assistance, and developmental aids. Despite the organization's apparent youth (having been formally established in 2019), the founders incorporated more than three decades worth of goodwill and experience in helping those in need across the globe. While the organization's mission statement shows that CER is a friend to all in need, much of the organization's aid efforts have been directed towards the Chepang people of Nepal in recent years. Through the establishment of water-providing infrastructure and microeconomic programs, CER and its task force of dedicated volunteers has been able to offer life-saving assistance to some of the nation's most impoverished.

CER's capacity for goodwill and assistance is well established. Much of the preceding 30 years of partnerships and relief was established through faith and cooperation with partners and organizations with shared goals; social networking in the field so to speak. A solid partner and volunteer base has already been established. What CER seeks is a means to legitimize the foundation that they have painstakingly built over the preceding decades. It was for this reason that they sought outside opinion in the form of this capstone project, made in conjunction with the Indiana University of Bloomington and the O'Neill School of Public and Environmental Affairs. Working together with CER, this capstone's goal will be to formalize the efforts of Cutting Edge Relief.

The overall objective of this consultancy is to provide the organization with strategies and resources to increase its overall footprint, capacity, and organizational legitimacy. The following section shows three specific purposes for:
- Assessing CER current structure and process for partnership recruitment, volunteer recruitment, and resource mobilization.
- Identifying the best practices and lessons learnt related to CER structure and process of the topics.
- Devising a plan/manual for CER to assist them in increasing its legitimacy and expanding its footprint via partners selection, increasing the funds, as well as the volunteer mobilization.

5. Table of Relevant Terms

The following is a list of relevant terms for reference.

Term/Acronym	Meaning
CER	Cutting Edge Relief
NGO	Non-Governmental Organization
COV	Chain of Value

FBO	Faith-Based Organization
SWOT	A method for visualizing and displaying the Strengths Weaknesses, Opportunities, and Threats facing a given target of focus.
SOP	Standard Operating Procedures
Effective Altruism	A philosophy and social movement that advocates using evidence and reasoning to determine the most effective ways to benefit others.

6. Methodology

The first stage of our consultancy was collecting the data which was conducted through a participatory and mixed-method approach. The methodology was sensitive to the considerations outlined in the course syllabus and constraints of different stakeholders. The process utilized qualitative data collection conducted via and an in-depth desk review, interviews and external research. During the literature review, we reviewed the materials that were given by B. Richardson on the CER services. Then, we conducted an in depth research on building partnerships for faith based organizations, and the increase of organizational legitimacy in any society. The aim of the research was to evaluate the CER's current partnership and social entrepreneurship and innovation.

Then, we tried to compile the data, and SWOT analysis was developed, and customized on CER to determine its strengths, weaknesses, threats, and opportunities. Findings were linked to existing quantitative data to document the achievements and lessons learned of the CER. We have triangulated all findings. Data and information from different sources, collected by different methods, and from different viewpoints, have been compared to verify findings.
This report aims to provide CER with a set of recommendations and strategies for improving the partnerships, developing its social entrepreneurship, as well as solidifying CER's resources allocation and attainment strategies.The recommendations also included some approaches to the social entrepreneurship and innovation as well as a social enterprise framework has been developed to better improve CER's ability to innovate and engage in the social entrepreneurship. Also long term resources allocation and attainment plans have been developed.

7. Strategies and Methods for CER Partnership, Recruitment, and Retainment

This section of the framework model focuses on the influx and distribution of talent and ideas into (and through) CER. It is vital for innovation and the diffusion of new ideas. Moving forward, CER's growth may be greatly hindered by a lack of recruiting standardized operating procedures (SOPs), which could make integration of skills difficult (as well as posing a challenge to unifying the organization's efforts to achieve its goals). Similarly, if proper steps are not taken

to include a diverse array of individuals with various standings and backgrounds, innovation may be needlessly curtailed.

Our recommendations would include plans to avoid bias through diverse partnerships. To include anti-racism SOPs and accelerate actions to tackle racism and colonialism in aid. CER must support these as important and necessary ongoing investments in our staff well-being and organisational development. Make changes in the way that promotes an organisational culture that truly embraces gender equality and inclusion. Women, and particularly black, indigenous and women of color must be fully represented in the most senior leadership, executive and board roles in our organisations.

Recruitment and training Standard Operating Procedures (SOPs)

Currently, most of CER's recruitment is through word of mouth and decades of building working relationships and partnerships through experience in the field. To streamline the process of bringing social entrepreneurs onboard, it should be reiterated that CER stands to gain much through improvements to its online presence. Most networking occurs through churches or on Facebook, but leveraging CER's own website would be the most effective (and legitimate) means of recruiting talent and developing social enterprises. A recruitment/self-survey page on the website could greatly assist in this effort. In the face of recent events (read COVID-19 pandemic) further development of this component of the framework model (see figure 3., page 15) represents an opportunity for approaching a more legitimized status (due to the standardization of recruitment protocol). Likewise, a failure to develop SOPs for recruitment of either partners or volunteers (and employees) not only threatens CER's path to legitimacy (), but may also hamper the organization's ability to effectively capitalize on the availability of talented individuals within the potential employment pool. Poor recruitment practices (or the lack thereof of standard practices) may function as a barrier to innovation (by reducing the influx of new ideas through recruitment).

- Evaluation of potential/future partnerships
  - CER needs to recognize good candidates for social venture
  - Features of a good Social Entrepreneur
    - Ability to act as and agent of change
    - Adopt the organization (CER)'s mission and vision
    - Able to recognize opportunities to serve the mission
    - Continuous innovation and adaptation to situation
    - Not intimidated by lack of resources
    - Accountability to stakeholders
      - (from J.G Dees, 2001)

- EMES (International Research Network) was influential in developing defining characteristics of social enterprise in Eastern Europe. They could be an excellent potential partner or resource for CER. Effectively defining social enterprise could streamline CER's process of pursuing the mission statement (and possibly amending it). The group would recommend attempting to find EMES-linked institutions closer to Nepal, if possible.

8. CER Partnerships Analysis:

A SWOT analysis has been conducted for assessing CER partnership attainment process. The reason behind choosing SWOT analysis is to identify the areas of strengths and opportunities of the CER's practises, and positioning the organizations to identify community partners that will best align with the positive attributes of the organization. Also, we identified the weaknesses and the potential threats that could avoid specific practices that reduce the likelihood of prospect partnership. Throughout the process, we tried to approach the process with an open mind bearing in mind minimizing any potential bias. Another consideration is trying to critically evaluate all the organizational aspects to ensure that all potential future partnerships are aligned with the CER mission, vision, and values. The SWOT analysis over CER's current partners was done by analyzing materials provided by CER. Group 1 analyzed each organization based on the nature of their relationship with CER, whether they are a Service Sponsorship, resource, or volunteer partner, and the nature of the services provided by the partner organization.

Strengths	Weaknesses
- Diversification (People and organization). CER has a diverse pool of partners who are individuals and some are NGOs. - Well-networked in Nepal and India - Visionary where CER thinks about the future and plans for it with lots of wisdom. - Willingness to meet the needs of the communities - Being a religious organization helps to hire more volunteers and funding	- Lack of diversification in term of people having different opinions or perspectives from CER - Short partners in terms of the length means these partnerships are likely not very strong - Some important partnerships are with people in the organizations rather than the organization as a whole. - COVID-19 makes it harder to get volunteers and to send people out to do projects - No formal process for partnership recruitment or retention - CER does not utilize social media as well as they could as a tool for partnership and volunteer recruitment - The geography division makes it difficult to travel to and obtain resources at project sites, especially during Covid-19. - Some of the CER local partners lacks technology, experience, and skills
Opportunities	Threats
- Opportunity to strengthen partnerships by creating agreements with whole organizations rather than singular members - Partnerships with organizations such as World Vision give them the opportunity to collaborate and have them help with projects overseas (they will be tremendous help with resources and knowledge of projects) - Need for continuous update - Leveraging new and available technology - New partnership models (National Telecommunications) - Partners would like to provide updates annually	- Lack of funding to FBOs leads to less capability to perform projects and obtain needed resources - Lack of congregational funding - Lack of interests in working in Nepal by some partners could lead to disagreements on goals/objectives - Different religious and cultural perspectives between CER and its partners could lead to disagreements on goals/objectives - Budget constraints - Time constraints - Partners' lack of resources

As a best practice for partnership establishment, we thought of the following steps to better build and sustain partners.

- Review the current partnerships: CER is recommended to conduct a regular review for its partnerships, and try to decide on the partnerships that should not be lost, and the partnerships that could be changed.
- Determine governance: This is really important to add a level of legitimacy and institutionality to any prospect partnerships. This could happen through developing a governance structure that is simple and straightforward. This means that it requires fewer policies and rules. Two main questions that could simplify that governance structure are:

  - How do we ensure partners' perspectives are 'heard'?
  - Is there a better way to distribute power and influence across the partners?

- Formalize partnerships. It is always very significant for CER to formalize its partnerships through signing MOU with clear terms and conditions. And it also important for them to review it in order to see if the expectations are clear, and if the deliverables are fulfilled as per these MOUs.
- Maintain strong relationships with partners. This is usually after the signing of the MOU, or even after the completion of specific partnerships or projects because you know a partner could tell another partner about CER. This is an easier way for CER to create new business relationships.

After performing a SWOT analysis on CER's current partnerships Group 1 identified some issues with its current structure and process.

- As an overarching issue, CER has no formal process for partnership recruitment or retention. Many of CER's important partnerships are only held together by friendships with members of these organizations. It is no telling how long these people will be part of those organizations and therefore there is no telling how long the relationship with these organizations will stand. No formal contract or agreements seem to exist between current partner organizations which makes it unclear what is expected from both sides of the partnership. Seeing such a finding backs what Kapucu and Demiroz (2015) found that friendship ties could be a strong indicator of the social capital. They also found that participants of the developmental programs are likely to revitalize their past collaborative ties where the primary reason for this situation is the positive reputation and trust between dyadic partners. In addition, they both shed light how preexisting friendship ties are also helpful in establishing collaborative partnerships since they contain trust to a certain level. Interestingly, we can state that the relative importance of preexisting relationships is almost as equally important as the past collaborative ties in predicting collaborative dyadic ties.

- The COVID-19 pandemic has made it much more difficult for CER to recruit and send people out to the projects they would like to continue or are trying to initiate. The group believes that, as a religious organization they do have a strength with volunteer recruitment. On the other hand without a formal process for recruitment with volunteer partners recruitment during a pandemic becomes even more difficult than it already is.
- Without strong partnerships CER may have issues with accruing the funding that it needs to run the projects that they wish. Group 1 has identified a lack of funding from FBO's and a lack of congregational funding. Without proper funding CER will not be able to achieve its goals.
- Not all organizations CER currently partners with seem to have the same interests in Nepal Projects as they do. As this seems to be the most important area of service for the organization, it is important to establish partnerships with organizations that support similar goals as CER.

9. Recommendations

After reviewing the CER partnerships, Group 1 found that partners are either people "individuals" or small "churches." Based on that, CER needs to find more partners in "well-established" organizations.

We recommend CER build formal and informal ties with their peers making sure that social capital and trust play a significant role in building especially informal ties; nonetheless, informal ties can disappear if they are not institutionalized overtime. CER needs to manage their relationships with stakeholders and explore collaborative opportunities (i.e. formal ties). These partnerships could be expanded and reshaped based on the project financial and resource needs. These partners should be diverse that include international NGOs, grassroots, organization, local community groups, local and national government organizations. In addition, there should be categorizations for the organization (partners) based on their work areas.

There should be more reaching out from CER to other organizations and partners, where they look for the most suitable way to build a partnership and how much other partners could be involved in the CER activities. Building partnerships for CER is quite important. The United Nations Conference on the Environment and Development held in Rio de Janeiro in 1992, otherwise known as the Rio Earth Summit, declared that partnerships are key to sustainable development.

CER should look for corporate-NGO partnerships. The examples of corporate-NGO partnerships are numerous: the Coca-Cola Company's partnership with WWF to help protect the world's seven most important freshwater river basins, Chiquita Brand's partnership with the Rainforest

Alliance to grow bananas in a more environmentally friendly manner, McDonald's partnership with the Environmental Defense Fund to reduce the environmental impact of its packaging.

CER should develop a formal process or partnership recruitment and retention. This should include formal contracts that hold both parties accountable. There should be expectations outlined for both parties on what is expected out of the partnership. They should also come up with certain criteria that must be met by perspective partners to ensure that their mission and goals align. Creating this formal process should help CER to retain current and future partners/volunteers and help combat struggles with recruiting during COVID-19.
CER should utilize all social media platforms as a form of marketing their goals and mission to a wider range of partners and volunteers. Group 1 also suggests they create a section on their website for volunteers to sign up and for other organizations to initiate partnerships.

CER should develop its own social venture model/framework in order to streamline project development. The model should have a built-in system for incorporating innovation. Our group prepared a generalized framework outlined in the strategies and methods section under Framework Model represented in figure (3).

Provan, Veazie, and Nicolette, attempted to show ways where information derived from network analysis where we have CER in our case can be used to help in building collaboration among a wide range of public and nonprofit organizations. In addition, they stated that network analysis can help organizations in building longer and more sustainable partnerships. They also asserted that the information produced from the network analysis if well-analyzed and discussed will be added value. Provan, Veazie, and Nicolette also developed an eight-question approach to use the network data to understand and value.

These questions are:

- Which community agencies or groups are the most (or least) central in the network, and are these agencies or groups critical for addressing community needs in a specific problem area or domain?
- Which core network members have connections to valuable resources outside the network through their involvement with organizations that can support other network members?
- Are the critical ties among agencies in the community based solely on personal relationships, or have these ties become formalized so that they are sustainable over time?
- Are the relationships among agencies in the network strong or weak? If they are weak, should these relationships be maintained as is, or should they be strengthened?
- Which groups of organizations within the network currently have strong working relationships? How can these groups be mobilized to meet the broader objectives of the network?

- Based on comparative network data over time, has reasonable progress been made in building community capacity through developing stronger network ties?
- What is the level of trust among agencies working together, and has it increased or decreased over time? If it has declined, how can it be strengthened?
- What are the benefits and drawbacks of collaboration, have these changed over time, and how can benefits be enhanced and drawbacks minimized?
- The paper also suggests that questions 1–5 may be most helpful for a network that is early in its development or has a large number of relatively unknown players. A more mature network may want to focus on questions 6, 7, and 8.

Looking at CER, group 1 found that CER focused primarily on partnerships when developing its resources, and they utilized slightly the social media as a fundraising tool although social media could present a huge opportunity for CER. However, CER should know what is more urgent and on the top priorities focusing on — especially when there are so many potential campaigns they can run and several paths they can take. The following is an online fundraising process that CER should be following to increase its revenues.

- **Assess CER Current Situation**
  - Before CER even begins raising money online, the fundraising officer (if available at CER or anyone working in this role) should determine their starting position.
  - They also need to analyze CER's current fundraising strategies as well as its budget.
  - They should examine CER's current situation which include examining their existing online fundraising activities to see if they can be strengthened or modified.
  - Whatever the case might be, make sure you examine CER's current fundraising tactics carefully to see how online fundraising fits in.
- **Get Approval from CER Leadership and the Board**
  - Obtain approval from the CER Leadership and the Board of Directors. Members of the CER leadership team or the board of directors would most likely need to give permission or approval for the fundraising.
  - If this is the case, they would need to make a strong case to them that online fundraising is the best option for CER.
- **Select the Right Donation Tool**
  - At this time, CER needs to choose the best online donation method after the CER approves the online fundraising strategy.
- **Promote the Page to CER Donor**
  - Now that CER selected an online fundraising tool and set up a donation page, it's time to promote it to the donors!
- **Track your Metrics**

○ CER should be tracking certain metrics with any fundraising effort that you have. And online fundraising is no exception.

Strategies and Methods for Strategic Management and Innovation of CER

When considering how the assigned tasks (major considerations) apply to CER as an organization, Group 1 performed a SWOT analysis of CER based on all available information provided by CER. This analysis includes its current policies, practices, and partnerships. The following SWOT table assesses CER's current capacities and advantages, and considers all areas relevant to the assigned tasks. The results of the SWOT analysis are outlined in the table below.

Strengths	Weaknesses
- Diverse opinions are available due to international allies - Existing projects may provide baseline for new frameworks and ventures - Existing partners have business background experience - Faith-based organization already possesses the drive for effecting positive social change	- Few elements of standardization (Barrier to legitimacy) - Existing projects lack social venture models (potentially limiting applicability for future projects) - No formal process for partnership recruitment or retention (potential for barriers to innovation)
Opportunities	**Threats**
- Opportunity to develop baseline/standard framework for future ventures. - The newly developed "template" will be available for adjustment to fit any new or existing projects. It will be flexible, and easy to adjust to meet the needs of new programs. - COVID-19 necessitates collaboration online. This is an opportunity to build-up CER's capacity to cooperate virtually.	- COVID-19 limits in-person meetings for venture development - Lack of existing frameworks - Lack of standardized venture models - Lack of internal innovation mechanism in existing models - Lack of commitment to specialization into either disaster relief or international outreach - Lack of diversity (and diversity of opinions) within the board. This may lead to barriers to innovation

Figure 2. SWOT Analysis (Social Entrepreneurship and Innovation Focused)

- The secondary SWOT analysis performed by Group 1 was conducted from the viewpoint of "social entrepreneurship and innovation" major consideration. Based upon this frame of reference, the group identified the first strategic issue, which is explored here.

After examination of Cutting Edge Relief's social venture programs and interviews with the Executive Director, Group 1 has concluded that, in its current state, CER lacks a standardized policies and procedures for short and long-term sustainable development. While each new venture or project is unique, as is often the case with disaster relief, lacking a framework upon which to build new programs can waste valuable resources as well as planning and development time. This could make initiating future projects in the same vein as the Three Nanny Goat Program more difficult. Possessing elements of model standardization may also be applied as CER builds itself up going forward. Group 1 came to the conclusion that developing a standard social enterprise framework could greatly improve CER's ability to innovate and engage in social entrepreneurship in the future.

An organization cannot have a meaningful development strategy without an understanding of their development theory. To maintain that an organization has a strategy is to claim that there is a well thought out logic behind the way in which it positions its resources. This logic must make explicit the organization's assumptions regarding the forces that sustain the problem condition that it is addressing, and the points of system vulnerability at which an intervention will create a new and more desirable outcome. Without a theory, the organization can only proceed to scatter its resources in response to immediately visible needs. Which makes it less likely the intervention will remove the conditions that prevent the sufferer from meeting the need through their own efforts (Korten,1985).

Creation of a CER Development Plan: Knowing where you are, and knowing where you are going will inherently increase footprint and legitimacy.
- Using the CER vision statement, and Kortens Generations, define a mission statement that incorporates the goals of the Board of Directors, Executive Director, and any additional stakeholders.
- Effective altruism is a philosophy and social movement that advocates using evidence and reasoning to determine the most effective ways to benefit others.
- Learning Organization: Research and data collection to facilitate innovation. Regular consultancy; The functions and services of fund-raising and organizational development consultants for nonprofits are explained.
- Avoid Power Dynamics: Diversify sources of funds to prevent "conditionality" of aid.
- Understand Political context & feasibility of Programming by location. "All [NGOs] operate within the boundaries of a nation-state and at the pleasure of a sovereign government" (Bratton, 1989: 570). (i.e. Political Feasibility: Given the political context, will I, as an NGO manager, be able to implement the programs I have in mind? Or will power politics prevent it?)

- NGO Strategies for Autonomy: Keep a low profile. Avoid interactions with the government or work around them. Use selective collaboration - only work together for greater impact, reduce duplication of efforts, reach more people, influence government officials during interactions
- Sustainability - 3 Tiers included in all policies, practices, actions, and endeavors:
  - Social: Include plans for social equity, justice, and health. Avoid Development Tourism by following participatory development best practices.
  - Economic Sustainability: Include plans for immediate funding and long-term funding success major areas of fund-raising policy needed by nonprofits, including: annual giving, planned giving, capital fund appeals, special gifts, corporate support, grantsmanship, direct mail, donor software, sponsorship development, and fund-raising assessment.
  - Environmental: Include carbon footprint management. Are yearly trips to Nepal necessary? CER should develop a carbon management plan as the organization grows.

The following model shows a generalized flow of resources through CER and how it may leverage those resources (financial and intellectual capital) to create positive social change and pursue its mission more fully.
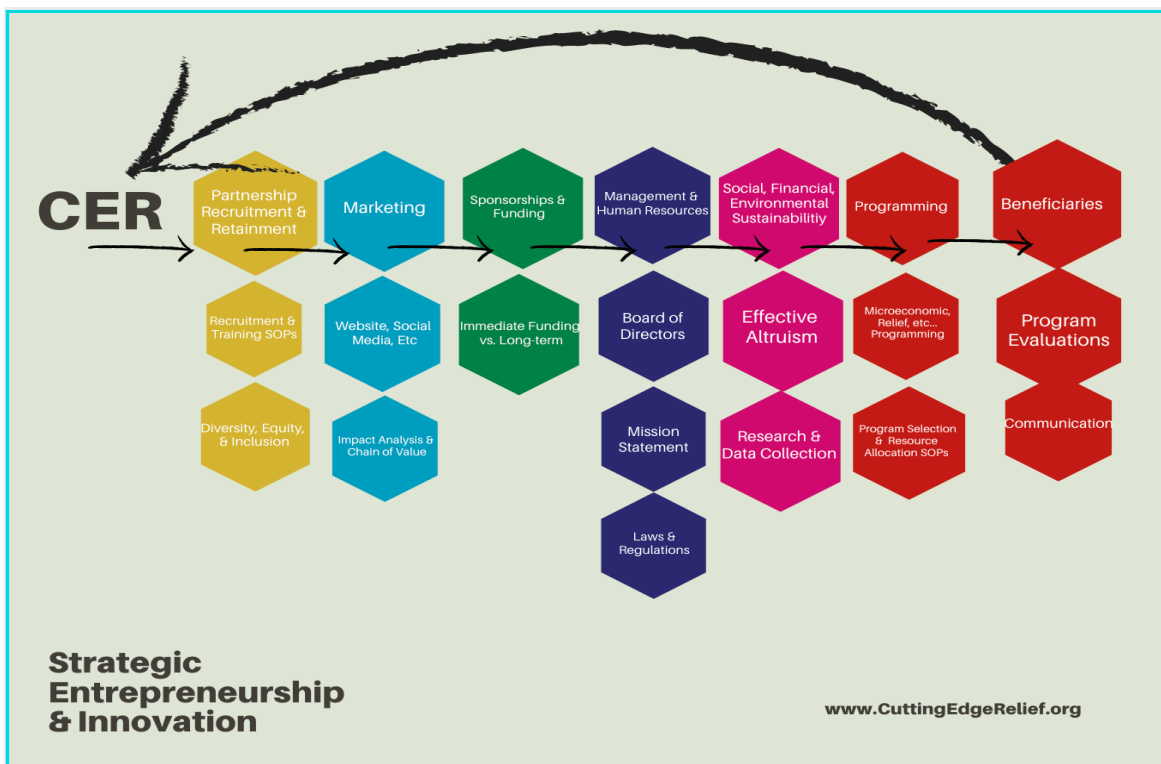

Figure 3. Strategic Management Map by the Partnership and Engagement Team.

Marketing

- Without a strong marketing strategy and methods CER may have difficulty sourcing talent (i.e recruiting, see previous component explanation). As it stands, CER already has a robust volunteer base, thanks to its status as a Faith-Based Organization (FBO), which it continues to leverage as a force for good. As CER grows however, this existing community may not be enough. Having reviewed CER's existing website and social media page, one can see that the basis for a robust marketing platform exists. Inclusion of marketing within the framework can be used to model how advertising generates talent and revenue to be directed by the organization (chains of value).
- Gauge public opinion for useful feedback
- "Chains of value" to justify actions to sponsors/partners: CER would need to develop a "chain of value" to illustrate exactly how their plans would be implemented to generate the desired outcome. This makes it easier for partners to visualize the system at work (enhances marketability and accountability). (Illustrate the path that a $1.00 donation takes through CER, and how it is used to further the social initiative's goals and CER's overall mission).
- Beneficiary and donor focus is an essential component of a successful marketing program.

Sponsorship and Funding

- Similar to marketing, this component of the sample framework can assist in establishing a chain of value. This legitimizes the organization, as it shows exactly how capital resources received by CER are utilized, and how they impact the attainment of its goals.
- Resource Generation and Allocation
  - Social Venture "Franchising" (Tracy and Jarvis, 2007)
    - Utilize concurrent business and social venture models
    - Business is used to finance social ventures (augments sponsorship)
    - Franchising allows for easier expansion of organization
    - "Aspire" Example: A business designed to fund social ventures (to combat homelessness). (Haugh, 2007)

Business Management and Human Resources

- This section illustrates the flow of intellectual capital a well as the decision-making process for CER. By incorporating this component of the model into the sample framework, the path of accountability for organization is brought to the forefront. CER's Board of Directors, employees, and volunteers are all accountable to the mission statement, as well as various laws and regulations. There is feedback here from partnership and recruitment, in addition to marketing, which will influence the passage of

intellectual capital into and throughout CER. The goal of this component is the visualization of connectivity between decision-making and end products (social ventures).

- Laws and Regulations
    - Legality of social venture
    - International cooperation
    - Travel arrangements
    - Local government liaisons
- Board of Directors
    - Regular meetings and involvement.
    - Mission Statement (focused, current)
- Executive Director
    - Management and organization Plan; incorperate a comprehensive overview of CER management and organizational policies, with particular emphasis on continuous quality improvement
    - Human resources; specific guidance concerning staff and volunteer development, and managing volunteers in the training process.
    - Employee job descriptions, compensation and benefits: Thorough coverage of such vital policy areas as effective personnel policies, performance evaluation and management, employee-related benefits, and compensation management.
    - Standardized employee recruitment (through CER website, similar format to volunteers, see partnership and recruitment)
    - Scalability: CER should (if it does not already do so) develop a method for determining the scalability of its current and future ventures. I.E how do we know if the Nanny Goat program can continue to expand (will they ever exceed market demand for goats, etc…?) Will its microeconomic programs remain viable if applied broadly? This may be addressed by consulting with outside economists, or by seeking economist partners. Volunteers, or employees (see partnership and recruiting).

Social, Financial, and Environmental Sustainability

- Operating within the United States and abroad is a resource intensive process and CER will need to ensure careful management to maintain healthy organizational growth and to retain focus on its goals. Principles of "*effective altruism*" may be a useful guide for enhancing accountability to partners, sponsors, beneficiaries, and volunteers. In order to remain sustainable as CER grows, the organization will need to adjust its SOPs, thus the inclusion of this section in the framework provides another pathway for innovation in the (social, financial, and environmental) fields.

Programming

- The development of social ventures to be executed by CER. These programs may range from disaster relief response plans within the continental United States to microeconomic programs such as the Three Nanny Goat Initiative in Nepal. Depending upon the complexity of target issues, these may benefit from application of frameworks as well. Having SOPs in place for the development and implementation of such programs streamlines the process and can save time and resources. Program modularity is the goal of this component's inclusion in the model. Similarly, the availability of templates of similar models (see Figure 3.) represents an opportunity for CER to base the development of their own models on exciting frameworks.
- Standardized New Venture Frameworks: CER should commit to developing a specific process for approaching a new social venture. This will streamline the planning process and allow for easier implementation. Frameworks help to illustrate the flow of resources and the thought process behind a social enterprise. By having templates in place for existing initiatives (such as well construction, goat microeconomics, etc…) it should be easier to tackle similar cases beyond Nepal (because a plan is already in place). Existing and proven programs (such as the aforementioned Three Nanny Goat Initiative) represent opportunities to use knowledge from past and current operations to develop in-house framework models. These will in turn work to display the connectivity (of workflow) throughout the social enterprise. Likewise, lacking the capacity for development of similar in-house models represents a threat to CER's desire for structural legitimacy. Lacking frameworks for existing programs (insofar as the group could ascertain) could hinder the development of future ventures, in addition to the lack of standard operating procedures (SOPs). Standardization of process is key.
- Microeconomic programs (i.e. Nanny Goat initiative): This may be improved by developing contact between (social entrepreneurs) and the (government). Should CER attempt to employ a government liaison as it grows? Contact national ambassadors? May or may not be viable with current CER programs in Nepal, but should be considered as organization expands.

Beneficiaries

- The parties with whom CER desires to collaborate in order to effect positive social change. In the past, these may have been those receiving aid from CER in an attempt to mitigate damages from natural disasters as well as the recipients of outreach programs, such as the Chepang villages in Nepal. Of course the specific "target" will be dependent upon the specific social venture, but of this section in a standard framework is vital, as it allows for a finer focus on the end goal of the venture.
- Effective communication with beneficiaries

- ○ Each party must understand their roles and responsibilities
- ○ Role "blurring" may lead to structural fatigue
- ○ Interprofessional learning

The program evaluation and communication sub-sections are included to provide a built-in method for directing feedback to CER from the beneficiaries. As the recipients of aid from CER's programs, the beneficiary parties are in an excellent position to reflect on the efficacy of the programs. This may function as an alternate pathway for innovation (and for driving adjustments to existing programs).

- ● Evaluations (feedback for enterprise improvement)
- ● Standard method of reporting (for ease of recordkeeping)
- ● "Reciprocal supervision" between beneficiaries and CER representatives

10. Concluding Remarks

In conclusion, this capstone has proven to be an indispensible learning opportunity for all members of the class, including the Strategic Management and Partnership Team. It is the hope of the team that the information contai CER is able to benefit from the information contained within this report to a comparable degree that the group had in developing it. Thank you all for your contributions, and the opportunity to work together towards the betterment of all people, and to assist CER in providing relief to those on the edge.

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