

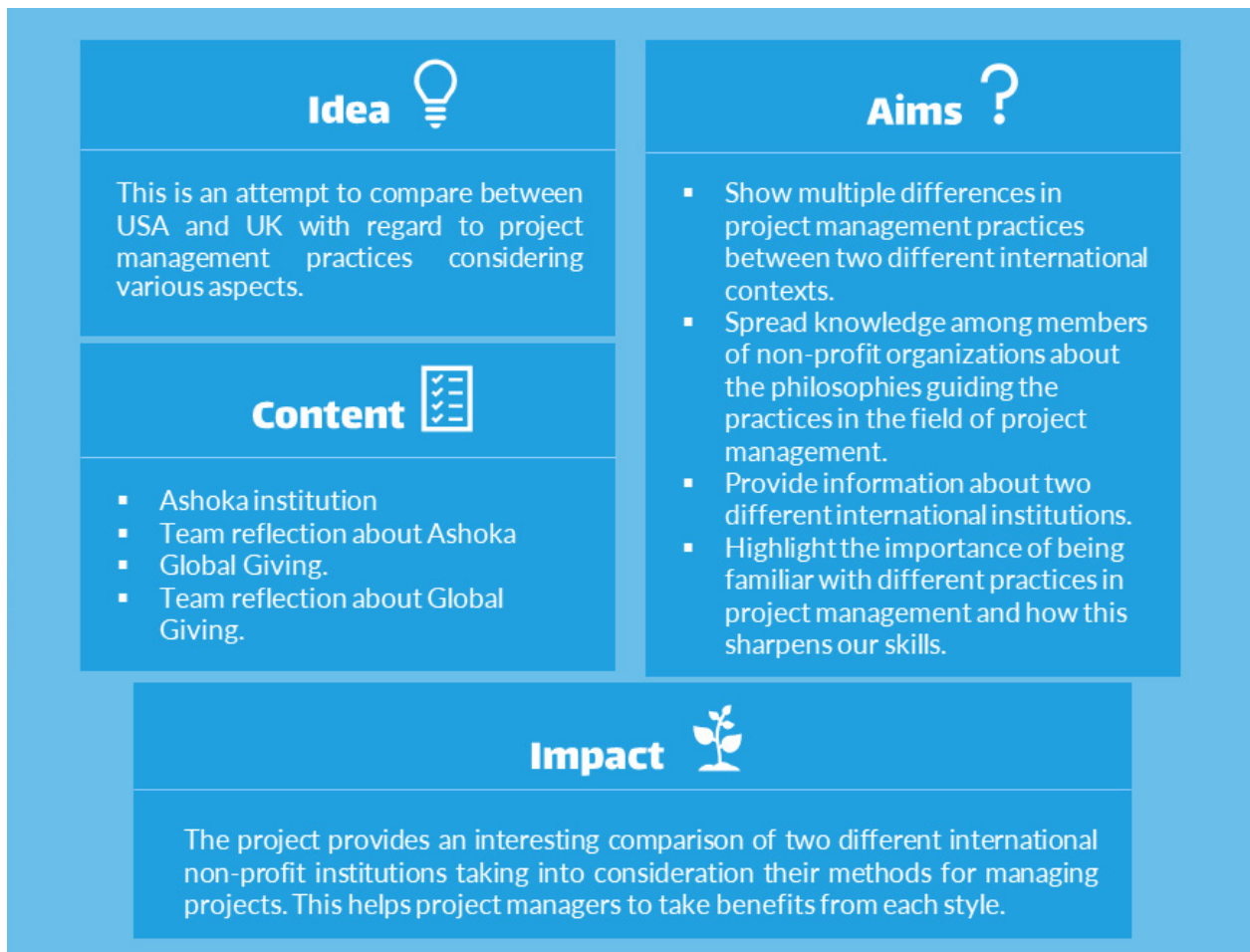
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# Project Management in the United States and the United Kingdom





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## Introduction

In this article, we try to compare two organizations, one in the United States and the other in the United Kingdom. We introduce the organization, present its method of work, and the story of those who survived it; then, we discuss this organization.

## Ashoka

### About Ashoka

Ashoka is best known as the leading global network of social entrepreneurs. We build networks of pattern-changing social innovators and find high-impact entrepreneurs who creatively solve some of the world's biggest social challenges.

We select Fellows on their personal drive to change the systems within which they work to solve social and environmental issues. It is this drive and entrepreneurial quality which, to date, has led 56% of Fellows to effect a national public policy change. Ashoka Fellows are provided with a multi-year financial stipend, plus access to our extended and expert network for a lifetime of support.

Our work with the world's leading social entrepreneurs has convinced us that a 'change-making' approach is the only way to solve the world's most pressing problems. Social entrepreneurs, however, cannot fix the planet alone. It will require the collaboration of every player in society, from families to global institutions and everything in between, to create lasting change.

<https://www.ashoka.org/>

### How it works?

For over three decades, Ashoka has designed and implemented a rigorous and proven selection process to elect the world's leading social entrepreneurs. Ashoka's selection process is anchored by our five criteria against which all Fellow candidates are evaluated at every step of the selection process.

Ashoka's Venture Process is a proven model not only in screening and selecting the world's top social entrepreneurs but also in enabling social entrepreneurs themselves to refine their vision of change. Based on our 2019 regional impact study, 98% of AAW Fellows feel that the Ashoka Venture Process helped to strengthen and articulate their idea, surpassing even the global rate of 93%.

The Ashoka Fellowship Criteria

**A New Idea:** Does the candidate have a new solution or approach to a social problem that will change the pattern in the field? We evaluate the idea historically and against its contemporaries in the field, looking for innovation and change potential.

**Creativity:** Successful social entrepreneurs approach opportunities and obstacles with creativity as visionaries and problem solvers. They will often have a history of creating other new visions.

**Entrepreneurial Quality:** Is the candidate driven by the vision of solving the problem he or she is working on? Social entrepreneurs will not rest until their idea is the new pattern for society, and they persevere through challenges at all stages.

**Social Impact:** Does the candidate's new idea have the potential to truly alter the field and trigger nationwide or international impact? The idea must be sufficiently new, compelling, effective, and replicable in order to become the new norm.

**Ethical Fiber:** Social entrepreneurs inspire radical change at a wide scale and across different stakeholder groups. If the entrepreneur is not trusted, the likelihood of success is low. Every participant in the selection process is assessed for moral fiber.

## What Ashoka Does

Identify and support the world's leading social entrepreneurs.

We find and cultivate social entrepreneurs in every corner of the world whose system-changing innovations solve deep-rooted social problems. After a rigorous application process, we invite them into the Ashoka Fellowship - providing early-stage financial support and a lifetime membership into an expansive network of peers and partners - enabling them to achieve their vision and have an even greater impact. We then draw on the insights and patterns of these 3,500+ Ashoka Fellows to understand what the future needs and how to create new solutions for building a better world.

Equip Everyone to be a Changemaker.

We inspire and enable change-making in the public-at-large and work to give all citizens the confidence and tools to solve problems for the good of all. Specifically, we focus on preparing the next generation to navigate this rapidly changing world by ensuring all young people have the critical skills they need.

Accelerate the "Everyone a Changemaker" world.

We mobilize a network of organizations to join us in shifting mindsets and reshaping how we learn, work, and live together to catalyze change-making for the good of society. We partner with schools, universities, corporations, citizen sector organizations, media, and other influencers to co-lead this movement with us.

## Ashoka Success

The world is defined by change and requires a new mindset.

**Ashoka envisions a world in which everyone is a changemaker:**

a world where all citizens are powerful and contribute to change in positive ways.

Metric	Value
Founded	1980
Elected	4,000+
Fellows from	95+
Employees	300+

Our Mission

Ashoka identifies and supports the world's leading social entrepreneurs, learns from the patterns in their innovations, and mobilizes a global community that embraces these new frameworks to build an "everyone a changemaker" world.

## Success Story

Meher Khelifi experienced first-hand the devastating consequences of being uninsured in Tunisia when his mother, Fatema, passed away in 2016. Fatema was uninsured and therefore untreated for what was later diagnosed as cancer. After this life-changing experience, Meher was convinced that no woman should ever go through the same thing, and he committed himself to make health coverage accessible to Tunisian women in rural areas.

Meher is transforming Tunisia's healthcare system through Ahmini ('Protect me' in Arabic) by allowing women in rural areas to be enrolled in social security and thus receive medical and retirement benefits for the first time. By partnering with different stakeholders, Meher has made structural changes at the level of laws and regulations, facilitating the accessibility and enrollment of thousands of women. Using technology and mobile phones to link social security numbers and payments to SIM cards, rural women are now able to be insured at a manageable cost.

Through awareness sessions, women were able to learn and understand the importance of being insured. With the help of hundreds of trained volunteers, Ahmini facilitated registration opportunities throughout

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Tunisia's rural areas and registered **20,000** women in just two months. But Meher's work is far from over—he is looking to expand his idea to Algeria and Lebanon next.

How did you feel when you first got the news that you were elected to be an Ashoka Fellow? And what part of the Ashoka Fellowship do you find most exciting and beneficial to your growth?

It was a happy day and a wonderful feeling! I kept on screaming with happiness when I found out that I was an Ashoka Fellow. Then, I realized that I would be able to continue working in my Ahmini and help underprivileged women in rural areas, not only in my country but also all over the world.

What motivated you to begin your work?

Close to you dying and without being able to do anything to them. Ahmini is part of me, part of my day-to-day life. I don't want anyone in this world to experience what I did, to see someone really...

What aspect of your work energizes you the most?

What I want to do is to restore the dignity of marginalized women in my country and of all countries in the world.

What is a challenge you have overcome in your work?

The biggest challenge I faced was that all the laws didn't allow me to work with rural women. There were no laws that ensured them social or health coverage, and the municipalities were not so supportive, but I managed to change the laws and introduce new ones to benefit and insure them.

Tell us about an experience with your target community or a particular beneficiary that stands out to you as reflective of your impact.

I used to go very early in the morning to each village, and the women always waited for me. One time, I came, and they started to cheer and greet me with happy faces. I saw my mother in every one of them, and I was getting love from them, similar to the love I used to receive from my mother. I was a son to them, and they were all my mothers. They listen very carefully to me with smiley faces.

In what ways do you see your initiative growing in the coming years?

I'm planning to spread my idea to the whole world, starting in the Arab world and then spreading out everywhere else. I want to help every single woman that has no social or health coverage. I don't want any woman to face what my mother had to face in her last days.

One last question—who is your hero?

My hero is my dad.

## Team's Opinion

It is noted in the Ashoka organization that the process of selecting projects clearly, as it begins with the selection of Social entrepreneurs through clear criteria. The entrepreneur is nominated after passing five specific nomination processes, after which he will be included as a partner and colleague in Ashoka.

After that, full support is provided, such as:

- Access to Powerful Networks
- A Local & Global Peer to Peer Community
- Visibility & Media Exposure
- Capacity Building & Technical Support
- Financial Support
- Award Nominations
- Monitoring and Evaluation

We just noticed that the organization's goals for the Middle East could be improved. It can also explain more of what is being done to make the project a success afterward.

## GlobalGiving

### About us

GlobalGiving is a nonprofit that supports other nonprofits by connecting them to donors and companies. Since **2002**, we've helped trusted, community-led organizations from Afghanistan to Zimbabwe (and hundreds of places in between) access the tools, training, and support they need to make our world a better place.

GlobalGiving is a nonprofit that makes it easy and safe to give to projects anywhere in the world while providing local organizations the tools, training, and support they need to thrive.

#### MISSION

To transform aid and philanthropy to accelerate community-led change.

#### VISION

Unleashed potential of people to make positive change happen.

#### COMMITMENT

Use our privilege, influence, and access to share power, delivering equitable and inclusive services so everyone in our community feels safe, valued, and supported.

#### Our Core Values

GlobalGiving has four core values that are more than just buzzwords. They're at the center of our office culture and drive our daily work.

#### Always Open

We believe in the power of great ideas and that these ideas can come from anyone, anywhere, at any time.

#### Listen, Act, Learn. Repeat.

We continually experiment. We fail quickly and productively. We use data and feedback to guide our course.

#### Never Settle

We have an obligation to question the rules, change them for the better, raise the bar, play a different game, and play it better than anyone thinks is possible.

#### Committed to WOW

We act promptly, enthusiastically, and professionally so people are WOW-ed by their interactions with us.

### How it works?

#### Individuals

We make it safe, easy, and fun for anyone to give to vetted nonprofits anywhere in the world. Want to raise money for your favorite cause? We've got you covered there too.

#### Nonprofits

Any nonprofit, anywhere in the world, can join GlobalGiving to create fundraising pages and access tools, training, one-on-one support, matching money, and bonus prizes through our community.

#### Companies

We offer tools and specialized solutions to help companies enhance their corporate giving strategy, empower their stakeholders, and support high-impact projects around the world.

#### Foundations

Because of our thorough vetting process and broad network, we make it possible for foundations to target gifts to local nonprofits throughout the world that would be too small for traditional grant processes.

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## The Social Sector

Committed to our core value of Listen, Act, Learn, Repeat, we're always conducting and sharing research with our peers to transform the way aid and philanthropy work for people around the world.

### A Trusted Team

Meet our dedicated team, made up of crisis responders, philanthropic advisors, grantmaking pros, and other specialists in doing good.

## What Makes GlobalGiving Different?

Projects you can trust.

We thoroughly vet every nonprofit in our community. We've even conducted site visits for most organizations—even those in the remote Amazon!

We're not-for-profit.

Unlike some crowdfunding and technology platforms, our mission is to help nonprofits and donors have more impact, not to make a profit.

We match donations.

We frequently offer campaigns with matching money and bonus prizes to help motivate donors.

Donor satisfaction is guaranteed.

If you don't like how your donation has been put to work, we'll let you reallocate the money to a new project of your choice.

### Training and Support

We offer tools, training, and one-on-one support to help nonprofits get the funding and resources they need.

### New Funding

No crowdfunding platform introduces nonprofits to an actual "crowd" of corporate partners and new donors like GlobalGiving.

### Direct Connections

GlobalGiving donors know exactly who and what they are funding. They can send and receive messages and get regular updates.

### No Hidden Costs

There's no cost for nonprofits to join. Our 5-12% fee on donations is straightforward, all-inclusive, and drives higher returns than any other platform.

We help companies give well.

We partner with some of the largest companies in the world to develop customized giving programs.

We're truly global.

We're the only fundraising platform that offers 501c3 equivalency and UK Gift Aid benefits for registered nonprofits around the world—in 175+ countries so far!

We're quick and nimble.

We're well-positioned to respond quickly after natural disasters, and we're committed to supporting recovery for the long haul.

We help nonprofits thrive.

We offer tools and resources to help nonprofits listen to the people they serve, act on what they hear, and continually learn. Because we believe philanthropy works best when communities are in the driver's seat of change.



## Success Story

### How Airbnb Hosts Around The World Are Giving To Their Communities

Airbnb and its Hosts knew that their communities were home to incredible changemakers. Here's how the company began to invest globally in community-led change.

#### THE CHALLENGE

Put communities in the center of corporate philanthropy.

Hosts on Airbnb open their doors to travelers from around the world—and welcome them into their communities. As part of the company's commitment to serving its community, Airbnb wanted to give to where their Hosts call home. Moreover, they wanted to give Hosts the opportunity to make choices impacting their communities. It'd be no small task with communities spread around the world.

#### THE SOLUTION

Airbnb and GlobalGiving co-designed the Airbnb Community Fund.

Together with GlobalGiving, the Airbnb team dreamed up what became the Airbnb Community Fund.

GlobalGiving supported with strategy and program design, providing guidance in areas such as nonprofit communication, grantee absorptive capacity, and flexible funding best practices.

Rather than requiring organizations to apply, Airbnb sourced grant candidates in partnership with GlobalGiving. First, Airbnb's Host Advisory Board reviewed 500 of GlobalGiving's trusted nonprofit partners. They chose those working in three strategic areas: COVID-19 relief, economic empowerment, and education.

Next, members of Airbnb Host Clubs reviewed the organizations' work and voted for those they felt were most impactful in their community.

Together, they chose an impressive final roster of nonprofits to support—ultimately awarding grants to organizations in more than 40 countries and six continents.

Finally, each organization signed a simple grant agreement. Each received a grant of \$10,000 or more, with zero required reporting or strings attached.

#### THE RESULT

In the inaugural round of funding, GlobalGiving sent millions in unrestricted grants to nonprofits around the world.

Thanks to Airbnb's request for GlobalGiving to award unrestricted grants, 171 community-led nonprofits received flexible funding. Here's how three grant partners invested in communities' most pressing needs:

1. For refugees supported by Echo100plus, Airbnb's grant arrived at a pivotal time.

"The past 18 months had been full of uncertainties, [but] we kept afloat and explored ever new pathways when COVID tried to cut us off from the refugee community we serve in Greece," Catharina Kahane, co-founder of Echo100plus, said. "Now that the situation is slowly improving, the Airbnb grant is coming at the right moment to reboot our educational and international activities. We are incredibly honored and grateful for this!"

2. Entrepreneurs du Monde, which provides sustainable energy in West Africa, Haiti, and Asia, trained micro-entrepreneurs for more resilient communities.

"The Airbnb Community Fund's contribution will allow our organization to connect 100 more vulnerable rural families to solar energy provided by innovative micro-grids," Corinne Doncque, a fundraising officer at Entrepreneurs du Monde, said.

3. Grant partner The Freedom Story invested in scholarships, mentorship programs, and resources to end child trafficking in Thailand.

"We cannot express our gratitude enough for the partnership with the Airbnb Community Fund. It has helped families across Chiang Rai to find greater freedom and stability," Chris Morgan, their operations officer, said. "We look forward to continuing to support at-risk families together."

Through the Airbnb Community Fund, the company commits to giving a total of \$100 million over 10 years to more organizations like Echo100plus, Entrepreneurs du Monde, and The Freedom Story whose work supports communities around the world.

Refugees, rural micro-entrepreneurs, and children at risk of trafficking are among those supported in year one of the Airbnb Community Fund. Airbnb's future investments in community-led change will allow even more local organizations to strengthen their support of communities.



#### Business Model



## Team's Opinion

- The organization's experience in fundraising is pioneering and distinctive and deserves extensive study.
- In addition to raising funding for non-profit organizations, the organization works to empower organizations through training, qualification and providing the necessary tools for the success of the project.
- The organization's business model begins with clarity of project details, stages, and target group, and then building a marketing plan and starting to collect funding.
- The organization's business model relies on partnerships with individuals or organizations and companies in the governmental, private and non-profit sectors.

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