



ASHESI UNIVERSITY COLLEGE

Development of a Sustainable Business Model development for Biblionef Ghana

APPLIED PROJECT

BY

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Applied Project Report submitted to the Department of Business Administration, Ashesi University college in partial fulfilment of the requirement for the award of Bachelor of Science degree in Business Administration.

April 2018

DECLARATION

I hereby declare that this Applied Project report is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

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I hereby declare that the preparation and presentation of this Applied Project Report was supervised in accordance with the guidelines on supervision of applied projects laid down by Ashesi University College.

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ACKNOWLEDGEMENT

My deepest gratitude goes to God Almighty because of the grace and guidance he granted me throughout this project. It was because of His strength that I have been able to successfully bring my project to completion.

I would also like to thank my advisor who aided me in every step of the way and kept me on track. Her advice and her support is what helped and encouraged me to work much harder. I am truly grateful for the time she sacrificed to direct and correct me whenever I was on the wrong path.

To the management of Biblionef Ghana, words cannot express how thankful I am for the patience, cooperation and kindness you showed me throughout this project.

My gratitude would also go to my family who never failed to speak words of encouragement to me whenever I felt discouraged. I will forever be thankful for that.

Lastly, I would like to extend my gratitude to my friends who provided me with various ideas to make this project a success and also supported me emotionally, spiritually, and financially.

A very big thank you to them all.

Executive Summary

Biblioneef Ghana is a non-governmental organisation that provides new story books to underprivileged schools and holds other activities that aid in getting children to love reading. Biblioneef Ghana is however being weaned off by their parent organisation, Biblioneef Netherlands, and has therefore had a reduction in the amount of funds that they are receiving from them. Due to this, Biblioneef Ghana has had to halt some of their important projects as they are facing difficulty with fundraising and have insufficient funds to handle those projects.

Mainly qualitative research was employed, with interviews and observations as data collection tools. It was discovered that Biblioneef Ghana has poor publicity, is short staffed, and has an underperforming library. A needs assessment was carried out and it was gathered that the development of an appropriate business model is what Biblioneef Ghana needs to become self-sustaining.

Literature provided that for an NGO to become sustainable, it should fix its funding model, diversify its sources of income, and have more skilled workers. It proved that what Biblioneef Ghana truly needs is a sustainable business model because a business model shows how an organisation can make and sustain its profit stream.

Using a business model canvas, a business model depicting the current state of Biblioneef Ghana was designed in order to derive a more appropriate, sustainable business model for the company. This business model was designed in such a way that will help the company become more income generating, have lower costs and provide greater publicity for the business, thereby ensuring sustainability. An implementation plan and recommendations were provided thereafter.

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CHAPTER 1: INTRODUCTION

The aim of this chapter is to provide an overview of what Biblionef Ghana does and what it seeks to achieve as an organization. Along with a company profile and a SWOT analysis, the company's vision, mission, and values are clearly stated. The aims and objectives of the project are also discussed in this chapter. Finally, to be able to assess the external environment by which Biblionef is affected, a PEST analysis is carried out.

1.1 Company profile: Biblionef Ghana

The idea of Biblionef developed when a Dutch ambassador noticed financial poverty, poor sanitation and low basic education all around the world. He realised that there were children who were not aware of the joy of reading. His desire to share this joy with them caused him to set up Biblionef Netherlands twenty-five years later. He then looked to set up different branches in different countries and Ghana became one of the countries he decided to set up in. Biblionef Ghana is a Ghanaian non-governmental organization whose parent company is Biblionef Netherlands. It is managed by an Executive Director and has a five-member board of directors, two project officers and one casual staff. It seeks to provide under-privileged children in Ghana with the opportunity to experience the joy of reading and develop a love for books. Biblionef Ghana does this by providing new storybooks with translations in local dialects and by having workshops to train teachers on reading promotions and library management. It also holds reading festivals and owns a children's library. Biblionef Ghana also purchases and distributes books written by Ghanaian authors and books published locally. Biblionef distributes books written by Ghanaian authors mainly because of their understanding of the importance of providing children with reading materials containing elements they can easily relate with.

Vision: To let underprivileged children in Ghana experience the joy of reading and the love for books thereby giving them an opportunity for a brighter future.

Mission: To create access to reading material for underprivileged children in Ghana through the provision of new storybooks and book translations in the local dialects.

Values: We show integrity in our business dealings by being transparent and accountable. We give respect and consideration in our associations with partners, beneficiaries and staff and aspire to a high level of excellence and efficiency in whatever we do.

1.2 Aims and Objectives

The objective for this project is to develop an appropriate business model for Biblionef Ghana to help it become income generating, and self-sustaining.

1.3 SWOT Analysis of Biblionef Ghana

Table 1: SWOT Analysis of Biblionef Ghana

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> ➤ Good Customer Relationships ➤ Experienced Executive Director ➤ Support from the Netherlands 	<ul style="list-style-type: none"> ➤ Poor Online Presence ➤ Understaffed ➤ Insufficient Funds ➤ Underperforming Library
<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none"> ➤ Available Partnerships ➤ Support from the Government 	<ul style="list-style-type: none"> ➤ Financial Instability ➤ High Competition

1.3.1 Strengths

- ❖ **Good customer relationships:** Biblionef Ghana has highly cordial relationships with their customers. They always develop relationships where there is mutual respect and healthy rapport between themselves and their customers. Customers are free to express their views and discuss their preferences. As a result of this, certain donors become constant supporters of their cause and even go further to partake in some of their projects. When it comes to the beneficiaries of the cause, Biblionef Ghana does not only develop these relationships but preserves and maintains them by constantly making phone calls to check up on them. Due to this, some of these customers recommend the organisation to others.
- ❖ **Experienced Executive Director:** Biblionef Ghana has an executive director who is highly skilled in handling children and libraries as she is a professional librarian and has worked as one for about twenty-six years. The organization therefore has an advantage when it comes to the execution of projects like the holding of workshops and reading festivals.
- ❖ **Support from the Netherlands:** Biblionef Ghana is fortunate to get their support from their parent company, Biblionef Netherlands, in the form of regular supply of free reading and teaching materials. This supply goes a long way in reducing their costs and increasing their quality of service.

1.3.2 Weaknesses

- ❖ **Poor online presence:** Although Biblionef Ghana has a Facebook and Twitter account, they do not yet own a website. This therefore creates a situation where it is difficult to advertise projects in order to obtain funds from donors.

- ❖ **Understaffed:** Biblionef Ghana has a very small number of employees. Biblionef Ghana has 2 employees and one casual staff who doubles as a library assistant. This brings about a situation where there is heavy workload on each employee.
- ❖ **Insufficient funds:** Biblionef Ghana does not have enough funds to fully operate and complete projects. Its lack of funds has caused it to halt important operations and also render it incapable of hiring extra staff to lessen workload.
- ❖ **Underperforming Library:** The library is not managed to its full potential and is not operating the way it should because the organisation is understaffed. There is also little publicity about the library and so very few children visit it and patronize it.

1.3.3 Opportunities

- ❖ **Available Partnerships:** There are many other NGOs all over the world which focus on education and are more likely to support Biblionef Ghana with their projects. ‘EduKans’ and ‘Lions Club International’ are examples of such NGO’s Biblionef Ghana can partner with. These organizations have already partnered with Biblionef Ghana before. The opportunity to partner with these organizations allows for Biblionef Ghana to receive volunteers and obtain additional resources to help them execute projects.
- ❖ **Support from Government:** The government of Ghana also supports NGO’s to some extent. In the 2018 budget, the Finance Minister, Ken Ofori-Atta, announced there would be an establishment of a Voluntary Education Fund to gather funds from Ghanaians who want to support the education sector (Myjoyonline.com, 2017). This announcement signifies that there is an opportunity for an existence of an increase in the amount of funds available to the education sector in which Biblionef Ghana is in.

1.3.4 Threats

- ❖ **Financial Instability:** There is currently a threat to Ghana's financial stability since its debt to equity ratio has risen (Focus Economics, 2018). This might affect the spending of Biblionef Ghana.
- ❖ **High Competition:** There are several non-governmental organisations and civil society organisations working in Ghana's education sector (Nexus Partnerships Limited, 2018). Some examples of these NGO's are 'The Ghanaian National Association of Teachers' (GNAT), 'The Educational Workers Union'(TEWU) and 'Free Education and Reading Group'(FREG). This means that profits are being competed away and this can therefore pose as a threat to Biblionef Ghana.

1.4 Industry Analysis

To be able to analyse the external environment of Biblionef Ghana, a PEST analysis tool will be utilised. This tool considers the political, economic, social, and technological factors that affects the organization.

1.4.1 Political Factors

When it comes to political stability, "Ghana has been a stable democracy since the introduction of constitutional democracy in 1992. Changes of government between the two dominant parties, the National Democratic Congress and the New Patriotic Party have generally been smooth" (Ministry of Foreign Affairs of Denmark, 2018). The current President of Ghana, his excellency, Nana Akuffo Addo is aiming to reduce the level of corruption as it does occur, especially with the police and judiciary system (Ministry of Foreign Affairs of Denmark, 2018).

Organizations, such as NGO's need to operate in a country with political stability because the government forms a part of their stakeholders. NGO's "need the cooperation of the

government to facilitate work because of strikes and other protests and this impacts profits of the businesses negatively” (Management Study Guide, 2018). Also, the existence of political instability causes bureaucratic delays when it comes to gaining approvals that the organization might need from government. The unity of a country is very vital to a company like Biblionef Ghana because Biblionef Ghana donates books to different regions in Ghana and has reading festivals in different regions in Ghana. For these particular projects to be executed successfully, there must be unity in the country as a whole.

1.4.2 Economic Factors

Ghana’s economy, which in 2016 experienced stifled growth begun to recover in 2017.

Ghana’s economic growth has been the highest since 2014 mainly due to a percentage increase in the oil and gas sector (Tradingeconomics.com, 2017). Interest rates are currently at 20.00% and the inflation rate is at 11.80%. Both the inflation rates and interest rates have however been forecasted to have reduced by the year, 2020 (Tradingeconomics.com, 2018).

There is however a threat to Ghana’s financial stability because of the increase in its debt to equity ratio (Focus Economics, 2018). A fall in the inflation rate might affect Biblionef in a positive way when it comes to donor funding and the expenditure of Biblionef Ghana. This is due to the increase in purchasing power that the reduction in inflation would bring about on the part of the donors.

1.4.3 Social Factors

Ghana is a country consisting of about 27,499,924 people and has a population growth rate of 2.17%. Ghana generally has a young age structure with the median ages of 21.1 years for males and 20.6 years for females. Total fertility rate is 4 children born per woman and contraceptive prevalence rate is 30.6%. Poverty rates in Ghana have declined but the Northern region still has poverty being pervasive because of the floods and droughts it experiences. There is also the existence of lower school enrolment and lower illiteracy rates

in the Northern region (IndexMundi, 2018). This can explain why Biblionef Ghana gets a lot of requests for books from the North and Volta region of Ghana and not as many requests from the Central and Greater Accra Regions.

1.4.4 Technological Factors

Technology in the world provides teaching methods which facilitate the ability of students to grasp concepts quickly. This can be noticed in schools where videos are used to help students visualize teaching content and social media which allows for interaction between students. Although most Ghanaians share the view that technology is expensive, it is rapidly gaining acceptance in Ghana and individuals and organizations in the private and public sector are benefiting from it (DreamOval, 2016). Biblionef uses power point presentations for their training programs and sends application and evaluation forms via email to schools who require the donation of books. Schools are also required to email or send messages through WhatsApp, some pictures and letters depicting children using the books that were donated to them.

Technology in Ghana facilitates reading through the existence and availability of e-books. “World reader Ghana, an American Literacy non-profit organisation, has said the reading habits and abilities of many pupils in deprived communities are steadily improving with access to electronic readers and books” (Pulse Staff, 2016). There also exists in Ghana the internet which also helps to gain access to these e-books. “Research conducted on the growth and usage of internet in Ghana shows that 40.6% of Ghanaians depend on the internet as a means of gathering information on products and services” (Kasule, 2013). Although Biblionef Ghana does not donate e-books, they are in support of the idea.

In the near future, technology’s ability to provide internet as well as the availability of eBooks can help Biblionef Ghana improve their offerings by facilitating or speeding up the

delivery of their books. As e-books would be delivered solely through the internet, customers will receive their books much quicker than they would've if they were to be transported by road.

CHAPTER 2: PROJECT NEEDS ANALYSIS

This chapter aims at describing the problem that Biblionef Ghana is facing and determining what Biblionef Ghana needs as an organisation so as to inform the solution that will be designed.

2.1 Problem Statement

Biblionef Ghana is currently being weaned off by their parent organization, Biblionef Netherlands, due to the financial problems Biblionef Netherlands is facing. Biblionef Ghana previously received funding every month from Biblionef Netherlands for almost everything that was needed in the organization including salaries, training workshops and administrative work. However, as at 2017, this funding gradually diminished and Biblionef Netherlands currently funds just the salaries of Biblionef Ghana. Biblionef Ghana is also reasonably young and is not necessarily as well-known as other NGOs in the same area of operation. Biblionef Ghana has had to now depend on donations from other organizations and individuals to manage and fund their projects. As at last year, they received no funding and they have had to halt some projects including teaching workshops which is an aspect of their organization that contributes greatly to achieving their goal. Fig. 1.1 and 1.2 shows the expenses and income of Biblionef Ghana from June 2017 to December 2017. It can be seen that since June 2017, Biblionefs' expenses have been more than their income. Biblionef Ghana has also had an increment in their transportation costs as they have to literally step out in order to search for funds. Their lack of sufficient funds prevents them from hiring more employees and as they are short staffed, it has brought about poor management of their library, and inability to properly publicize their organisation. Biblionef Ghana therefore needs aid in becoming income generating, self-reliant and self-sustained so that the need to rely solely on donations will be eliminated, the important halted projects can be resumed and last, more staff can be hired in order to reduce workload and improve management of the library.

2.2 Significance of Project

A business model is simply a plan to help an organisation become profitable. The development of a business model will make allowance for the generation of new revenue streams that will cause Biblionef Ghana to move from being only donor-driven to identifying possible revenue generating opportunities within its operations. A revenue-making organization has a higher chance of being successful and experiencing long-term growth. It also attracts support or collaborations from other organizations as they would have more confidence in Biblionef Ghana because it is self-sustaining. The more Biblionef Ghana partners with organisations, the more they will gain recognition, increasing their chances of gaining more support.

2.3 Needs Analysis and Methodology

To ascertain what the organisation truly needs to overcome their problem, a needs assessment was undertaken. A needs assessment basically determines the needs of an organization and the problems it faces. It considers the gap between the situation the organization aims to be in and its current situation (Grimsley, 2018). Carrying out a needs assessment involves determining the objectives of the assessment, the target audience, the data collection method, the sample selection and finally, analysing the data.

2.3.1 Objectives

The objective of this needs assessment is to:

- a) Identify and discover the current state of Biblionef Ghana.
- b) To identify goals it wants to achieve or the state it aims to reach in the future.
- c) Identify the different needs of Biblionef Ghana which prevent it from reaching its desired state.

2.3.2 Target Audience

The target audience for this needs assessment is Biblionef Ghana.

2.3.3 Sample Selection and Data Collection

A sample selection considers the number of respondents chosen for data collection and who the respondents are. Biblionef Ghana has an executive director, two project officers and one casual staff who is a cleaner and doubles as a library assistant. This meant that the population size was not large and therefore, the selected sample for this needs assessment included the executive director and two of the project officers. The casual staff was not included as she is not very literate and is not involved in the organisations decisions.

Qualitative research “seeks to explore, explain and understand phenomena” (Grand Canyon University, 2018). Therefore, with an intention to obtain information to explore the problems or needs of the organisation, qualitative research methods were used. This choice of method of research was largely influenced by the fact that needs are better discovered by exploring and trying to understand why certain problems are occurring. Data collection tools used for this assessment were mainly interviews. Observations were also carried out to confirm the responses provided by respondents after the interviews.

2.3.4 Interviews

A different set of questions were set for the executive director and the project officer. The interview was both unstructured and structured mainly because the first part of the interview aimed at obtaining general information about the organisation. The second part of the interview was more unstructured and had questions being framed based on a business models’ components to gain deeper and exhaustive information about the business. The interviews brought to light quite an amount of issues the organization was facing.

The most common issue that arose from the interviews was the fact that the organization was short staffed, and that the workload was a lot on each employee. There have been many

instances where employees had to multitask because there was no one else available to do a certain job.

The library is also poorly managed because staff has a lot of other tasks to manage during the day. Although not many children come in during the day, it is still difficult for staff to juggle between various tasks and the management of the library.

Another issue was the fact that their benefits to donors included television coverage during the events that Biblionef Ghana holds, a feature in their newsletter, acknowledgement in their reading materials, and publicity during the reading festivals. These benefits are incentives for donors, but they do not really give Biblionef Ghana a competitive edge as other NGOs provide these similar benefits to their donors.

Lastly, Biblionef Ghana also currently has very little publicity. It has poor online presence as it is only on Facebook, Twitter and Instagram and has no website. Also, it is currently working on getting a signboard. This makes it difficult for the company to be well advertised and known to probable partners, donors and customers.

2.3.5 Observations

Through observations, the poor management of the library and the issue brought about through understaffing was confirmed. It was noticed that very few children visited the library in general considering the fact that only about ten children came to borrow books and two children came to sit and read. Also, when a child visited the library, the project officer would have to stop whatever they were working on and attend to the child before continuing with their job.

The external auditor was at the office during the time of observation and advised the company to do better stock taking of books. He also advised that the money from subscriptions should be sent to the bank every month instead of being piled up for months

before it is sent. The project officer however complained that the money received from subscriptions a month is not much and is therefore not substantial enough to be sent to the bank each month.

2.3.6 Data Analysis

Gap Analysis:

To analyse this data, and determine what Biblionef Ghana really needs, a gap analysis and a root cause analysis was done. The gap analysis considers the current and desired state of the organization and seeks to determine what is needed for the organization to move from its current state to its desired state.

From the interviews, it was discovered that in Biblionef Ghana's current state, it has little publicity and it has halted its workshops and other projects because of their lack of funds from donations. Being pushed into independence, it may not always be able to rely on Biblionef Netherlands for books. Biblionef Ghana's desired state is one where regular workshops are being held, and where they own a huge store of reading materials to have constant supply of their books. The organisation also seeks to become a household name in Ghana that provides children with easy access to books. It was expressed through the interviews that the organisation however cannot reach that state because they do not have the funds and they do not have recognition. Biblionef is now trying to get a signboard up and a working website but they still need more efforts in getting more recognition. This is what creates the gap between its desired state and its current state.

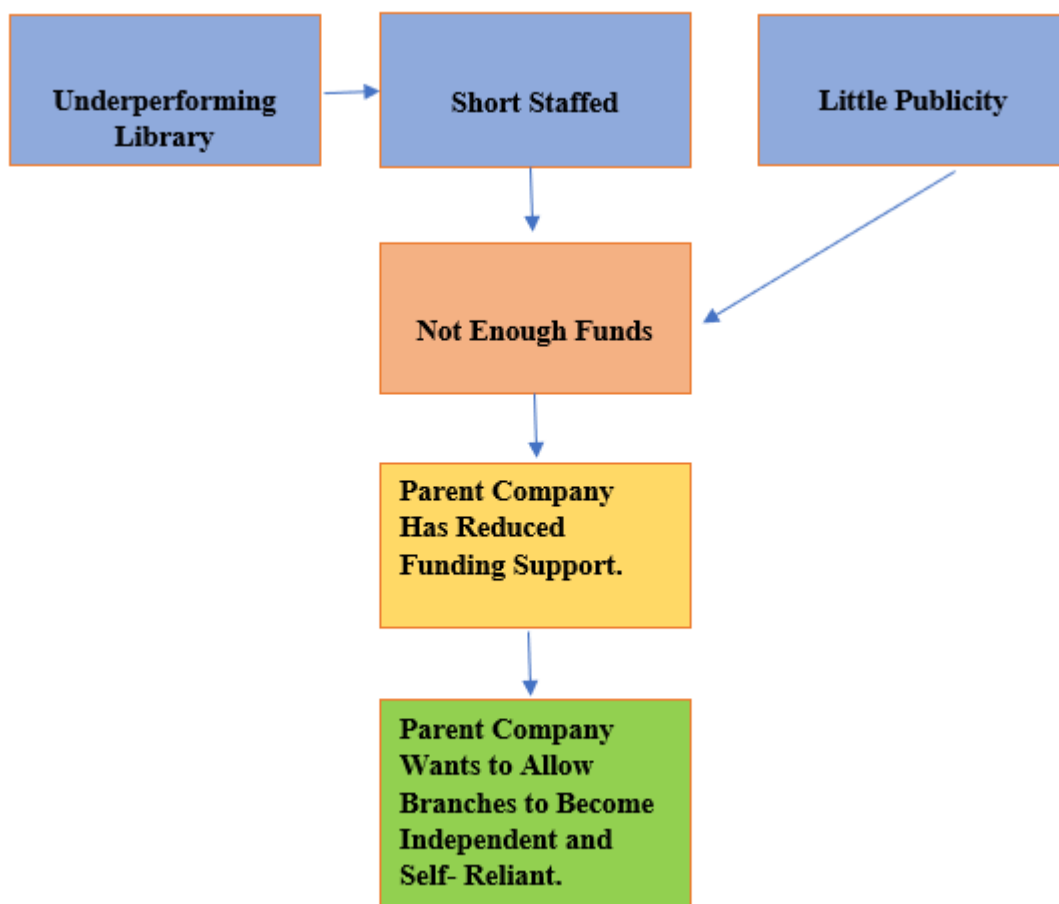
It was therefore agreed by the organization that they do in fact need a business model that will help them become income generating to aid them obtain enough funds to continue with the important projects which have been halted. The business model will also help them

become self-sustaining and this is to ensure that they keep growing and become the household name that they want to become.

Root Cause Analysis:

The root cause analysis centres on discovering what the root cause of a problem is (United States Agency for International Development, 2018). There are different forms a root cause analysis can take but for this project, the ‘Five Why’s’ will be used. This method basically keeps questioning the causes of the problem till it gets to a problem which will be much easier to solve. Below is the root cause analysis of Biblionef Ghana using the ‘Five Why’s’.

Figure 1: Root Cause Analysis



In the above diagram, the issues that were discovered from interviews was the fact that Biblionef Ghana is short staffed, has an underperforming library and has little publicity. This

is because, Biblionef Ghana does not have enough funds. The reason for this lack of funds is Biblionef Ghana's loss of support from its parent company and this is because its parent company wants to expand and therefore wants to leave its branches self-reliant and independent. This is therefore the root cause of Biblionef Ghana's problem because it is something that can be easily solved. Additionally, no further questions which will be asked will relate to Biblionef Ghana but will rather relate to the parent company, Biblionef Netherlands. As discovered in the root cause analysis, Biblionef Ghana needs a way to be self-reliant, and this can be accomplished by getting them to be income generating which will help them become self-sustained. This is something a sustainable business model can help the business become.

In conclusion, both the root cause analysis and the gap analysis prove that what Biblionef Ghana truly needs is a business model. They need to be income generating in order to reach their desired state and the purpose of a business model is to help a business become profitable.

CHAPTER 3: LITERATURE REVIEW

In this chapter, literature surrounding the project will be reviewed to aid in informing the solution to the problem Biblionef Ghana is facing. It also aims at giving a general overview and clarity of the project.

3.1 Non-Governmental Organisations

According to Lewis (2010), defining precisely a Non-Governmental Organization can be very complex because first of all, “NGO’s are a diverse group of organizations that defy generalization, ranging from small informal groups to large formal agencies” (Lewis, 2010). NGO’s also tend to take up a variety of roles in many societies. According to the author, boundaries are unclear when it comes to defining NGO’s because although they are supposed to be organizations that are not run by the government or do not have a profit motive, some still receive funding from the government and others have income generating means.

Lewis also touched on the fact that Salmon and Anheier (1992) came up with an approach to defining NGO’s which encapsulates the organizations observable features and provides a fuller analysis. This definition acknowledges that an NGO is a third sector organization and that it has five key characteristics. It is formal, which meant that it operates like a normal business which holds regular meetings and is institutionalized. It is private, and that meant that it is not government owned although support can be obtained from the government. It is also non-profit distributing, meaning that the owners do not get a share of any financial surplus generated. It is self-governing which meant that it can manage its issues and affairs and finally, it is voluntary and that meant that there is some level of voluntary participation in the management of the business even if it does not have volunteer staff (Lewis, 2010).

Finally, a suitable definition based on the approach by Salmon and Anheier (1992) was decided on and it was used by Vakil (1997) who stated that “NGOs are self-governing,

private, not-for-profit organizations that are geared to improving the quality of life for disadvantaged people” (Lewis, 2010).

Willetts (2002) also acknowledged the unavailability of a generally accepted definition of an NGO. It was however made clear from his article what an NGO should not be described as. An NGO is not a political party, it cannot be a criminal group, it is not profit making and it is non-violent. “An NGO is defined as an independent voluntary association of people acting together on a continuous basis, for some common purpose, other than achieving government office, making money or illegal activities” (Willetts ,2002).

According to Werker and Ahmed (2008), “NGO’s are one group of players who are active in the efforts of international development and increasing the welfare of poor people in poor countries” (Werker & Ahmed, 2008). “NGOs play a significant role in society, as they fill a need that cannot be adequately filled by the government or the private sector” (Rhoden, 2014). NGOs are necessary because they play “an important and increasing role in international development” (Werker & Ahmed, 2008). Even though the quality and effectiveness of NGO’s are not constant, they possess the altruistic nature that most individuals lack, provide for the poor and are allocating scarce development resources (Werker & Ahmed, 2008). This forms part of the reasons why NGOs like Biblionef Ghana require as much aid as possible.

3.2 Challenges NGO’s face

NGOs have been able to make an impact as “a number of academic studies have estimated the effect of individual projects” (Werker & Ahmed, 2008). For instance, some projects in India and Kenya were able to improve the educational sector. There was a program where an NGO provided resources for some selected schools and this increased school enrollment and the percentage of students who complete school (Werker & Ahmed, 2008).

Although NGO's are beneficial to a country, they also face certain challenges. Werker and Ahmend stated that NGOs have the challenge of too many actors, too many chiefs, and too much mission.

Kabdiyeva(2013) discussed the fact that NGO's are facing challenges like "sustainability, opportunities for renewal, results based agendas, new alliances and networks, understanding the nexus between civil society, the private sector and the government." (Kabdiyeva, 2013). One of the larger challenges Kazakhstan's NGOs are facing is sustainability for a long-term. Understanding the issue of sustainability is necessary because it helps to further understand the level of development and creates an opportunity to examine factors that can improve its capacity (Kabdiyeva, 2013).

Just like Biblionef Ghana, NGOs in general also face the issue of obtaining enough funds. Due to worsening economic conditions globally and the fact that the number of Non-Governmental Organisations have been rising over the years, there has been a depletion in the amount of funds that NGO's can receive to complete their projects and remain sustainable (Rhoden, 2014). Most of the surveyed NGOs in the educational sector in India acknowledged that they need help with fund-raising and want to be publicised more. (Confederation of Indian Industry, 2013). Eighty-two percent of surveyed NGOs in the educational sector "have highest needs in teaching and training staff, followed closely (76%) by fundraising, sales and marketing" (Confederation of Indian Industry, 2013). In the article, for NGOs in the education sector, the greatest challenge they face is in hiring skilled labour, fundraising and marketing (Confederation of Indian Industry, 2013).

Thus, challenges such as the lack of enough funds require that Biblionef Ghana become self-sustaining and income generating.

3.3 NGOs in becoming self-sustaining

What it means for an NGO to be sustainable is for it to survive and to ensure that there is a flow of resources in order to keep providing the aid that it aims to provide to its constituents and “fulfil its commitments to its clients, patrons and the community which it operates” (Rhoden, 2014).

In a report which sought to discover what NGOs in the education sector need, NGOs ensuring long-term sustainability is a developmental opportunity that can strengthen NGOs (Confederation of Indian Industry, 2013). It suggested that NGOs need to “share best practices and learnings to avoid duplication of efforts and wasteful labour” (Confederation of Indian Industry, 2013). Funding should last for a long period of time and should be long-term. Precisely, funding needs to be renewable and should at least last for three years (Confederation of Indian Industry, 2013).

According to Rhoden (2014), there is the existence of many NGOs who are focused on improving upon their skills of fund-raising in order to attract donations. However, there is also the existence of many NGOs who do not have any revenue generating enterprising activities and lack the business skill and innovation that can help it become sustainable. NGOs that focus on fundraising spend their time on fundraising campaigns and on improving their online presence through the development of websites but they usually succeed in attracting donors but it is only for the short term (Rhoden, 2014). It was discussed by Rhoden (2014) that “the funding cannot be used to cover the daily operational expenses which are important for sustainability and existence of NGOs” (Rhoden, 2014).

In general, Rhoden (2014) encourages that in order for an NGO to be sustainable, it needs to fix its funding model by halting dependency on donations and grant funding. It needs to understand the principles of business and begin to generate revenue for its operations. It also

need to reduce the number of volunteers that it has and hire more paid staff. This is because, these volunteers may not have the skills that directly relate to the mission the organization wants to execute. On the other hand, paid staff are hired based on their skill and would therefore execute tasks more effectively. Lastly, they need to be open to restructuring and redefining their missions and objectives and have enterprising principles in order to become sustainable.

In the article '*Developing Sustainable NGOs in Kazakhstan*', Kabdiyeva (2013) provided ways in which NGO's in Kazakhstan can be sustainable. It suggested that for an NGO in Kazakhstan to be sustainable, it needs to diversify their sources of income. They also need to develop their human resource management by having more skilled and qualified staff and volunteers, through training for instance. Other ways include strong partnerships with the business sector, support of constituencies, and collaboration with the government (Kabdiyeva, 2013).

3.4 The Business Model

Afuah and Tucci (2001) defined a business model as “the method by which a firm builds and uses its resources to offer its customers better value than its competitors and make money doing so” (Afuah & Tucci, 2001). Morris et al. (2005) described the five purposes of a business model. First, it allows for innovation because it involves the combination of key variables, it helps to display the economic attractiveness of a firm, it provides a guide by helping the firm evaluate its strategic and tactical decisions, it can help facilitate modifications as conditions in the firm changes and finally it can “help to ensure that the entrepreneur brings a fairly logical and internally consistent approach to the design and operations of the venture” (Morris et al. 2005).

Ovans (2015) mentioned that Alex Osterwalder developed a comprehensive template of designing a business model and named it a business model canvas. This lays out assumptions about the key resources, value proposition, key activities, customer relationships, customer segments, revenue streams, channels, and cost structure (Ovans, 2015). According to Slávik and Bednár (2014), key resources are the most important tangible and intangible resources that the organization has, key activities are the crucial and important activities that play a role in creating value, key partners are the most important individuals and organisations that cooperate with the company to help it attain its vision, revenue streams describe cash flows, customer relationships are the interactions the customers have with the company and finally, cost structure depicts “monetary award of production” (Slávik & Bednár, 2014).

A business model is therefore relevant to Biblionef Ghana’s situation because business models are “the patterns and strategies which enable the firm to make profits” (Mayo&Brown, 1999). It is also how “a firm will make money and sustain its profit stream over time” (Stewart & Shao, 2000). With a business model, the challenge of sustainability and unavailability of sufficient funds can be solved.

CHAPTER 4: SOLUTION

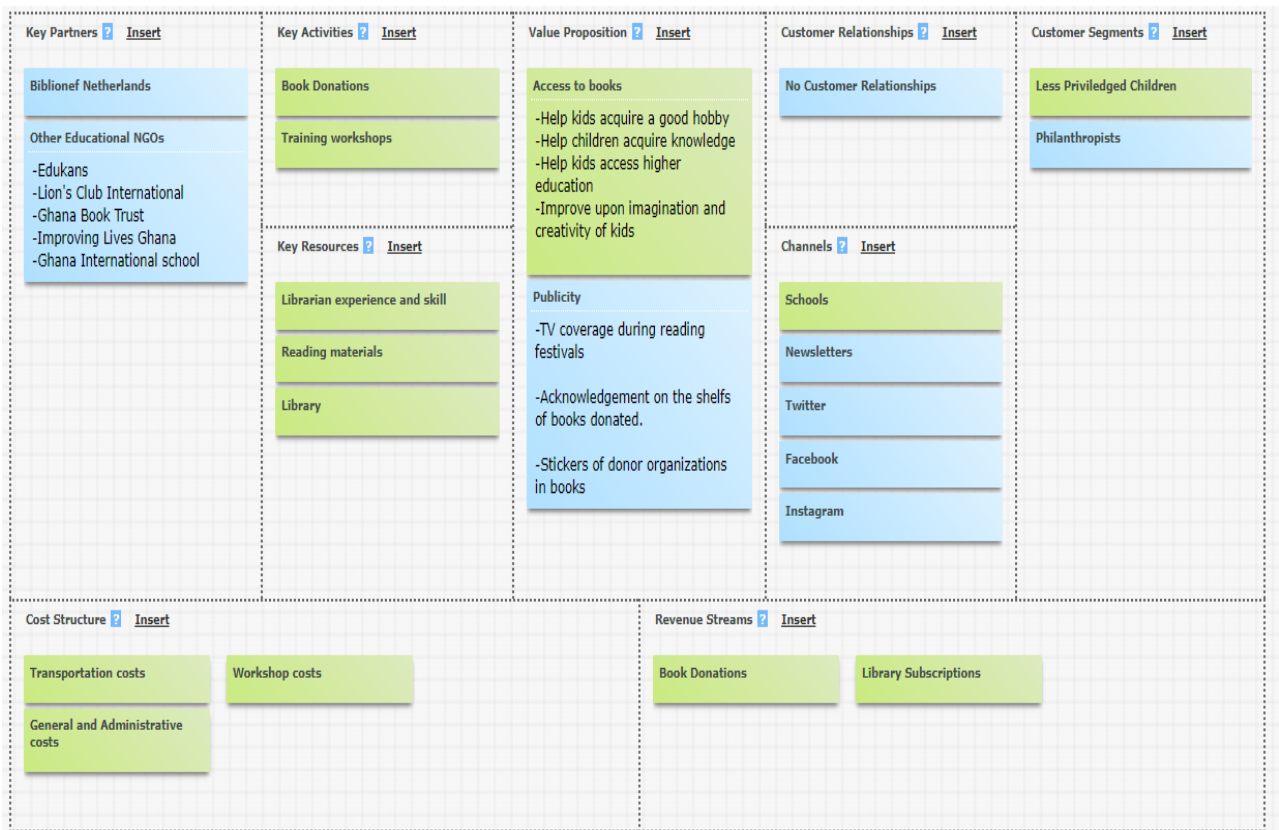
4.1 Introduction of solution

This project aimed at finding a solution to the challenge that Biblionef Ghana has been facing as they are being weaned off by their parent company and are lacking sufficient funds. The needs assessment helped to discover the true problem of Biblionef Ghana which is to become sustainable and income generating. Based on literature surrounding the projects’ topic, the necessity of a business model for Biblionef Ghana has been made clear because Business models are used to help a business become profitable which will help it become sustainable.

4.2 Business Model

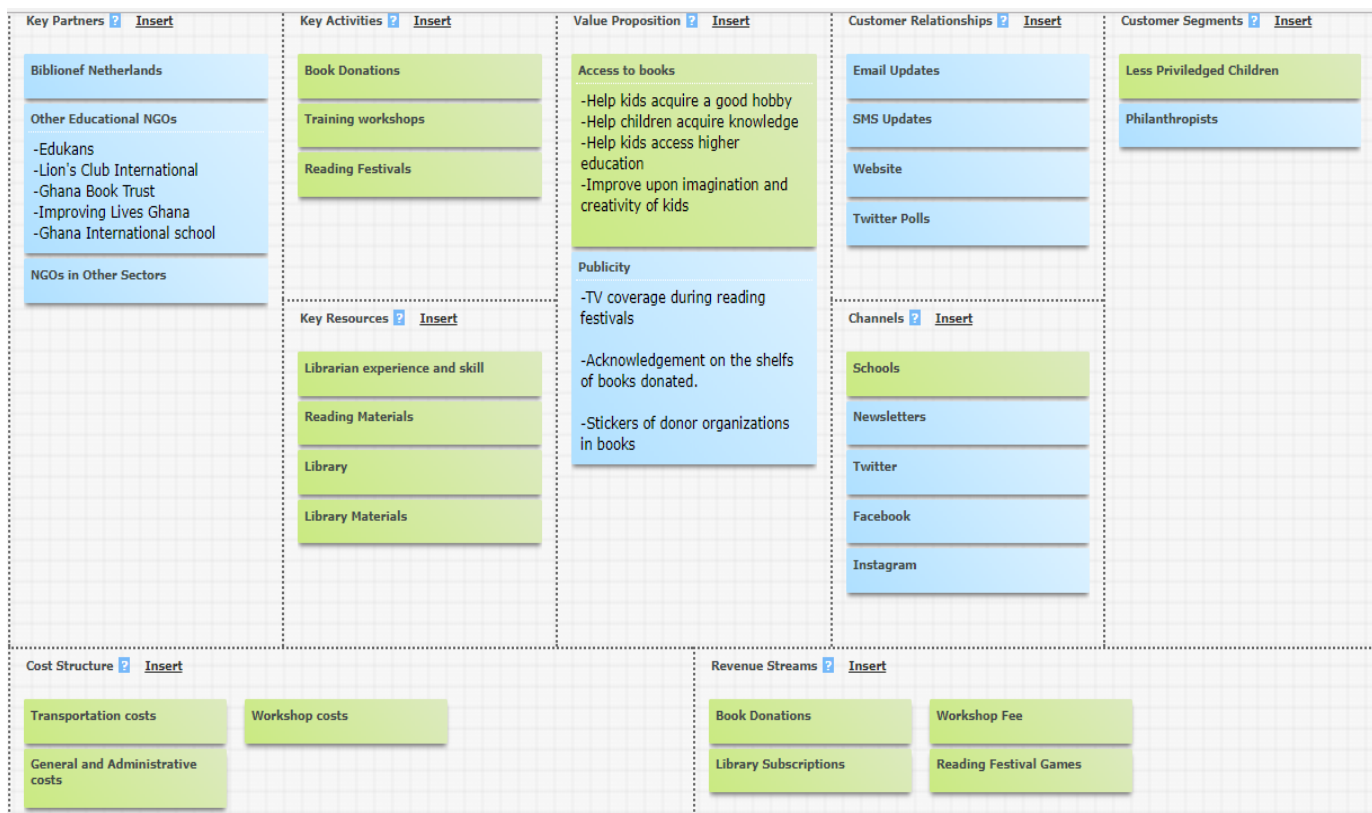
The business model for Biblionef Ghana will be designed based on the business model canvas. Below is the business model of Biblionef Ghana

Figure 2: Biblionef Ghana’s Current Business Model



This current state is not sustainable enough as there are not many ways to sustain the business and not much income being generated. For instance, the library is not functioning properly and not generating sufficient revenue. The following business model is one which includes better ways of generating revenue and helping the organization to survive and be self-sustained as it stops depending so much on donations. The proposed sustainable business model is as shown below:

Figure 3: Biblionef Ghana’s Sustainable Business Model



A business model should be able to create value, deliver it and capture it. The adjustments to the old business model aim at doing that. In this new model, six of the building blocks of the business model canvas have been updated to aid in making the organization income generating and self-sustaining.

4.2.1 Key Partners

Biblioneef Ghana has partnered quite a few times with other NGOs in the educational sector to hold their projects. In order to successfully hold a project that they carried out in Bolgatanga, it partnered with 'Edukans' and 'The Lions Club International'. 'Edukans' which is an NGO in the Netherlands and Lions Club International which is an NGO in the US supported Biblioneef Ghana through funds. It has also partnered with other organizations like 'Ghana Book Trust', 'iRead and 'Improving Lives Ghana' to hold its reading festivals especially. These other organizations usually partner in the form of funds and technical assistance. During their training workshops, Biblioneef Ghana takes the participants on library visits and Ghana International School has made their library available to Biblioneef Ghana for these visits. It is therefore considered as a partner to Biblioneef Ghana.

In order for Biblioneef Ghana to expand their sources of revenue, they will also require an increase in the number of partners that they have. This implies that, Biblioneef Ghana needs to look to partner with NGOs not only in the education sector but also with organizations in different sectors. Biblioneef Ghana can also hold a partner recognition event to make the partners feel appreciated. This could imbibe in the partners a sense of commitment to the organization. It may also be helpful for the organization to consider looking out to partner with companies that are new and therefore want to be recognized through corporate social responsibility.

4.2.2 Customer Relationships

When it comes to the customer relationships, Biblioneef Ghana maintains a cordial relationship. They are always willing to provide help to organizations which they have previously donated books to. They keep in touch with customers and check up on them as well. For donors, they send reports to provide feedback on projects. However, Biblioneef Ghana does not have a means by which they can create customer relationships.

The new business model recommends that Biblionef Ghana sends email updates, SMS updates, makes use of the twitter polls, and also creates activities for customers on their website which they will be developing soon. Email addresses and phone numbers of each partner can be collected from each partner who donates. Every week, updates about projects that will be carried out and the impact that the organization is making can be sent directly to the partners as often as possible. Also, polls can be created on twitter with interesting questions relating to reading or books for followers to answer. For instance, a question could be asked about the genre of books Biblionef prefers. This will engage the followers and help to create a connection or relationship with them. Fig 1.3 and 1.4 show examples of these twitter polls. As more customers connect with the organization, there will begin to exist, a higher level of awareness of the organization, paving a way to receive more support. As customers become more aware and feel connected to the business, they are likely to publicize the organization through word of mouth. They are also more likely to donate to support the organization.

4.2.3 Key Activities

The key activities of Biblionef Ghana include book donations and the training workshops. Biblionef Ghana's vision is to provide books for underprivileged children and that is what book donation does. Thus, it forms a core activity of Biblionef Ghana. The training of teachers contributes to their objective as a business to cause children to love reading. Therefore, the training workshops are a key activity.

The new business model includes reading festivals as a part of the key activities. This is because, reading festivals play a huge role in gaining publicity for the organizations.

Biblionef Ghana usually holds the reading festivals once a year because of the amount of planning that goes into it. They have always been held outside of Accra but it would be more beneficial in terms of creating awareness for the library if it is held in the Accra, close to the

location of the library. This way, more children will be aware of the library and the more they subscribe to the library, the more funds Biblionef Ghana can receive.

4.2.4 Key Resources

The key resources of Biblionef Ghana include the skill and expertise of the executive director when it comes to librarianship. This makes it easy to carry out the training and the reading festivals. Additionally, the reading materials and the library itself forms a part of the organizations key resources.

The new business model acknowledged that Biblionef Ghana also has reading materials for donations, games, and materials for the library sent from Biblionef Netherlands. It however has most of the games and library materials lying idle because attention has not completely been put on the library and very few children use the library. It is therefore necessary for the organization to make use of these materials to better the library and make it look more attractive to the children that visit it. These materials, especially the games can even be used during reading festivals where children will be required to pay a small amount in order to the play the game. This will generate some amount of income for Biblionef Ghana.

4.2.5 Revenue Streams

Currently, Biblionef Ghana generates its revenue from book donations and library subscriptions. For book donations, there is a cost recovery mechanism where an amount is charged for a certain number of books donated. Occasionally, Biblionef donates to NGO's who donate to schools and those NGO's pay Ghc50 for a total of 245 books. The underprivileged schools pay Ghc20. Children who join the library pay a subscription fee and have to renew their registration every month by paying a certain amount.

The new business model suggests that workshops and the reading festivals can also be revenue streams. Participants can be charged a small fee for attending the workshops. The fee

could even be as low as one cedi. As discussed earlier, for the reading festival, there could be a small charge on some of the games that will be played.

Below is a table depicting in detail how much revenue can be derived if the reading festivals are held once a year and the workshops are held four times a year. It should be noted that the number of times both revenue streams are assumed to be held is based on Biblionef Ghana's capabilities which were revealed through conversations with the organization.

Table 2: Estimated Total Revenue Stream Per Year

Revenue Stream	Amount to be charged per game/workshop	Estimated No. of Participants	Estimated Total Revenue per game/workshop	Estimated Total Revenue per year
Reading Festival Games	GHC 2	50 children	(2*50) GHC 100	GHC 100
Workshop Fee	GHC 1	40 participants	(1*40) GHC 40	(4*40) GHC 160
TOTAL REVENUE FROM BOTH REVENUE STREAMS				(160+100)GHC 260

It should also be noted that it was assumed, for this estimation that each of the 50 children will play one game during the festival whereas it is possible that one child could play more than one game during the festival. Thus, the total revenue estimate is even more likely to be higher. It can be seen here that in a year, GHc260 can be generated from both revenue streams and this can make a difference to the total income generated from Biblionef Ghana per year.

4.2.6 Cost Structure

Bibliodef Ghana incurs workshop costs, general and administrative costs, and transportation cost. Transportation costs is incurred mainly as a result of the evaluation visits to schools to obtain feedback on the impact of the books. Bibliodef Ghana has already tried to cut down costs in this area by attempting to do all evaluation visits in an area where most of their project schools are situated. Workshop costs involve the cost of providing accommodation and feeding for participants of the workshops. General and administrative costs include salaries, the cost of electricity, water etc.

Considering cost structure under the new business model, less focus was put on reduction of cost. Rather, more focus was put on how efficiency and productivity can be improved in order to make up for costs incurred. It is suggested that hiring volunteers will allow for more productivity and this can make up for the costs that are being incurred. With more volunteers, more attention can be drawn to the library which generates most of the revenue. Volunteers can spend time publicizing the library and the organization. They can go on school visits and create awareness by giving talks and giving out brochures. It can be argued that an aspect of the literature review touched on avoiding volunteers because they may not be as skilled as paid staff as they don't go through any screening process before they are hired. Bibliodef Ghana can however look out for volunteers with some level of skill rather than simply selecting them. From the literature which was reviewed, having more skilled employees through training allows for sustainability. Skilled workers mean greater efficiency which will make up for costs incurred. Therefore, permanent staff can have a short training session once a month, and temporary staff like the volunteers can have a training session once every two weeks. This training should be about anything that they need to know about the job so that more efficient and effective work can be done.

4.3 Implementation Plan

Table 3: Implementation Plan

BUILDING BLOCK	ADMINISTRATOR	METHOD OF IMPLEMENTATION
KEY PARTNERS - Partner recognition events	Executive Director and Project Officers.	-After project is complete, a plan should be drawn up to hold a small program/lunch/cocktail to recognize and thank the partners.
KEY ACTIVITIES - Reading Festivals	Executive Director and Project Officers	-Rent ‘Adenta Community School Park.’ to hold festival there. -Specific games to be used during the festival that will attract a charge should be chosen.
KEY RESOURCES - Library Materials	Project Officers	The library materials games or toys that can be used during the reading festivals and in the library should be selected.
CUSTOMER RELATIONSHIPS -Email/SMS Update - Twitter Polls	Project Officers	-Email addresses of partners should be collected after every project held. -Develop at least 3 twitter polls a day
REVENUE STREAMS -Workshops	Executive Director	-Decide on appropriate amount to be charged for workshop fee depending on wealth status of participants.
COST STRUCTURE -Volunteers -Training Employees	Executive Director	-Obtain about 5 skilled volunteers -Acquire topics for training for each week for the next month. -Training will be for only 30 minutes

4.3.1 Detailing of Important Steps to Follow

How to do a Twitter Poll:

Step 1: Select on the 'Tweet compose box' or select 'Tweet' button.

Step 2: Select 'Add Poll' icon.

Step 3: Type in poll questions in the compose box.

Step 4: Type in your poll options into the 'Choice' boxes.

Step 5: Edit duration your poll will last and select 'Tweet'.

Hiring Volunteers:

Step 1: Advertise for new volunteers through website, social media, word of mouth.

Step 2: Designing simple application and include section where applicants state their skills.

Step 3: Hold short informal interviews.

Training of Employees:

Step 1: Draw up short training outline on specific topic.

Step 2: Send outline to employees through email a day before to enable them to learn on their own.

Step 3: Lecture for 30 minutes and allow for questions and answers.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

Biblioneef Ghana has been facing issues concerning the availability of sufficient funds to run projects and survive. This is because their parent company has left them to be independent and after carrying out qualitative research and completing a needs assessment, it was discovered that what the organization truly needs is an appropriate, sustainable business model that can help them to be independent, income generating, and in the end sustainable.

The needs assessment discovered three main issues, and these were the fact that Biblioneef Ghana had very little publicity, were short staffed and had an underperforming library. After the root cause analysis was done, it was found that the root cause of Biblioneef Ghana's problem is the fact that they have been left to be independent which brings about a need for them to fend for themselves. The gap analysis also brought to light the fact that what Biblioneef Ghana needs to move from their current state to their desired state is a means by which they can be sustainable and income generating.

Literature proved that what an NGO needs to be income generating and self-sustaining is a business model. It also provided different ways NGOs in general and in the education, sector can be sustainable. Based on this, an appropriate business model was derived using the business model canvas using some of its building blocks.

Biblioneef Ghana needs to increase the number of partners that they have by considering NGOs in other sectors and organizations that want to be recognized through corporate social responsibility. They also can hold partnership recognition events to make partners feel appreciated. With customer relationships, it was suggested that they send SMS and email updates to donors, make use of twitter polls and create activities on their websites for

customers. More reading festivals were encouraged under key activities and the use of library materials and toys lying idle were also encouraged. It was also suggested that a small fee be charged for attendees of the training workshops, that more volunteers be hired, and that training should be held as often as possible.

In the end, making use of the sustainable business model will help to solve the issues discovered in the needs assessment. By following through with all that has been suggested, Biblionef will not face the problem of being short staffed due to the availability of volunteers. They will derive more publicity because of the reading festivals, websites, and social media activity, and their library will perform in a much better way. The sustainable business model will ensure that Biblionef Ghana creates, delivers and captures value and eventually become self-sustaining.

5.2 Recommendations

- Biblionef Ghana should avoid limiting the company's capabilities to the number of staff available.
- The company should focus on the aspect of the organization that is bringing in more revenue, which in this case is the library. They should pay more attention to it.
- They should pay attention to inventory and keep track of books to avoid waste.
- Holding more events like vacation programs for children will create awareness about the organization and help to deliver and capture value.
- Brochures containing information about the organization can be printed out and posted around the vicinity of the library.

5.3 Limitations

For the needs assessment, it was difficult to get the board of directors to interview because they were never at the office. Also, the casual staff was not too literate and so she was not

interviewed. This prevented the entire population from being interviewed and because that, it was difficult to gain a full perspective of the scenario.

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Appendices

Interview Transcript

General Questions

1. Can you tell me more about your company?

Biblioneef Ghana was set up by Biblioneef Netherlands. It was set up... it actually started in 2013, we were not yet registered but it was initiated by Biblioneef Netherlands. Biblioneef Netherlands was looking for...ok they wanted to set up a depot in Ghana where they could send books and these books could be distributed to children who were less privileged. Our mandate is to provide, is to donate books, children's books, new children's storybooks to organizations that serve children who are less privileged. So we are talking about... it could be reading clubs, it could be schools, it could be community libraries but the focus is on less privileged children, it could be orphanages as well so the whole idea is to get children to read and not only to read, but to come to realise that books are enjoyable and then to develop a love for reading and for books.

We have 2 employees and then we have one casual staff, she...what's the word they use... she's a cleaner actually but then she also doubles as a library assistant and she, she comes to work 3 times a week to clean in the mornings and then around 3 o'clock, she comes back when the children have closed from school to come and you know, help with the library.

2. What objectives drive your operations?

The objectives are of course to err, first to create access to reading materials for children who are less privileged and then to create in these children a culture of reading and a love for books and err...yeah basically.

3. How do you work towards achieving these objectives daily?

I oversee that the staff...you know... I get requests, I send, I minute it to them, you know, I forward it to them for them to sometimes...we go through it to decide whether we want to support...And also, when they are packing the books also, cos we want to give the schools the right material. What they have asked for.

And then erm I also work on you know evaluation. Six months after, after they receive the books sorry not six months after they receive the books but each, each recipient, each beneficiary school is supposed to come for training because we don't just leave them with the books. After we give them the books, they have to fill out a form.

I oversee all this. That the acknowledgment forms are sent to them. That they are filled and the acknowledgement forms...they have to let us know the number of books that they've received. And they also have to do a good deed in payment. It was free initially but now, cos of the situation we are in, we put a small cost to it but initially they have to do a good deed like maybe, if they have to clean up their classroom or they have to...just to say... for the children to say thank you to us for the books they've received

I have to plan the training, I have to write out all the handouts, the material that they are going to use for the training, I have to write it, I have to organize it and I lecture as well. It's a two day workshop. I lecture as well and so I have to plan my

notes and then I also have to err you know organize, get the venue and all that and then we do a library visit during the training. We do a library visit so I have to err organize that you know.

I have to do the selection because we also buy local books, our packages that we give to schools are made up of locally published books and then the foreign books that are sent to us by Biblionef Netherlands so I have to do selection when they let me know how much money they have been able to you know, to get, for their sponsors. Then I have to do selection.

And then I also do a lot of proposal writing myself for now. I have to think of projects that we can do and that's why we came up.. in 2015, I came up with the reading festival project.

So that was the basic, that's the basic thing so thinking up projects to do, thinking up, erm, looking for sponsors, you know, looking for sponsorship so I'm always... err most ... a lot of my time is spent writing project proposals you know, and then you know doing a lot of communicating with prospective sponsors. You know, talking to them about what we do and that kind of thing. Erm.. linking up with you know...looking for partnerships is actually the word. Looking for partnerships, looking for collaborations and also trying to fund raise.

So right now, we need publicity. I have to get the signage done and then also, I also erm the, our Facebook page. I erm manage the Facebook page and now we are now working on getting the website.

The day to day administrative work is what I do, you know.

We don't have an accountant, I do the payroll and salaries for the staff and erm all the expenses.

4. How are decisions made in the company?

We just have the Board of Directors and we have the executive director and then we have the project officer 1 and then project officer 2. We just have project officers and then the cleaner, but the cleaner is casual staff but that's it. The Board of Directors, the Executive Director, and then the project officers. That's it. Then volunteers... sometimes, we get volunteers.

5. Do you solely depend on donations to receive funds?

Biblionef Netherlands looks for funding. They are also an NGO so they look for funding for us. They look for sponsorship for our projects. The reading festival we had, it was purely... we looked for sponsorship to be able to do the reading festival. That was 2015, you know. Even though they were sponsoring us, we still looked for funds for that project. You know as an NGO, we are always dealing with projects. So we are looking for funding. We've been looking for funding since last year. It is a difficult task because erm.. last year, we didn't get anything but we are also trying to generate income ourselves through the library subscriptions and also we have put cost recovery mechanism for the books that we donate. Because we clear them and we have to pay for that and so we've instituted a cost recovery mechanism where the beneficiaries have to pay something small for the books that they come for. So if you are an NGO and we are giving you books, you pay 50 cedis

for a total of 245 but it used to be 125 books. But the underprivileged schools will pay 20 cedi's.

6. Can you tell me about any opportunities for growth?
I think there are training opportunities in the areas of fundraising and management.
7. In what ways do you think you can be self-sustained?
I look at Ghana book trust and they sell their books but there is very little we can do because books are donated from Biblionef Netherlands. So that is the issue. So, if we could get other sources which allow us to put in a cost recovery element and then we could make a little income like other NGOs which are involved in books. Like 'Rotary Club' is an NGO in a sense and they get books and put a cost element on it. The same with Ghana Book Trust. They put a cost element on their books and that's how they are able to survive. So, the thing is to look for other sources of the books that we donate which allows us to put a cost element on it. But at the moment with Biblionef Netherlands you are not allowed to do that. Not an enormous amount but something little to keep us going. And then also if we have enough staff, we can do more of setting up of libraries for private institutions. We can go into consultancy. We can do a little bit of consultancy by helping schools set up their library. Processing books for private schools.
8. What are you doing to become self-sustained?
Income generation

Key Partners

1. Can you tell me about some of the organizations you partner with?
**Oh yeah, a lot of them. Right now, we have a project going where we have partnered with 'Edukans' in the Netherlands. So Edukans...from last year we are doing a project in Bolgatanga, with Edukans and the Lions Club International and then, this year, we've partnered with several NGOs to be able to organize the reading festival. So, there's 'Ghana Book Trust', erm, 'Iread', 'Improving Lives Ghana'.
Edukans is an NGO in the Netherlands but they are funding the project that we are working on. Lions Club International, they are in the US, also funding another project in Bolgatanga as well.**
2. Why did you partner with these organizations?
**We partner to get the work done as well as funding. We need the funds to be able to get the funds done. As a NGOs, look at our aims, look at our mission statement. We want to improve reading. So, the partnership helps them to be able to achieve their aims.
Aside from the funding, sometimes it's also the technical assistance. Cos, we have a librarian who had also come. She is from the Lion's Club International and she actually got the funding for us and she came down herself to assist with the project. So, its technical assistance as well...and also, there's money that we get from them...and also, sometimes they volunteer,**

3. How do you select which organizations to partner with?

We source for them. We source for organizations that will partner with us. We look for what the organisations have... the areas they would like to support...so we look out for organisations like that that work along the same aims and objectives that we have. Like for instance, our focus is education. We look for organisations that support educational ventures.

Customer Segments

1. Who does your cause target?

They are the less privileged children, the donors because we have to please them. You have to send interim report, you have to do a final report by this time and always give them updates.

2. What age-range is your target customer?

From 0 actually to 18.

3. Which of your customers does your cause mainly benefit?

The underprivileged children.

4. Why did you choose to target the customers you are targeting?

Our mission is that we want them to read and to love reading and they more than any other children. As for the privileged children they have access to reading material. But these ones do not even have that opportunity. Privileged children, the opportunity is there, and they decide whether or not they want to read. The underprivileged children are not even in the position to decide.

Value Proposition

1. What benefits do you deliver to the beneficiaries of your cause?

Well we give them material, we give them books to enable them to learn to read cos the more you read, the better you get at reading. So, we provide them access to storybooks with the hope that as they read, it can help their learning. It can help them to be imaginative and creative. It helps their total whole being. It helps them in their studies because they are learning vocabulary, they are learning spelling. And so, it gives them a better chance in their formal education to do better. It helps you to develop a good hobby...which keeps you out of trouble. It helps you to be critical. Reading helps you to be independent of thought you know, and you see how most of the children, they just recite what the teacher has said. The critical thinking, it helps you to develop that ability to be critical in your thinking. So, it's a whole total transformation for the child and totally advantageous because now, they can compete with their peers who are in more endowed schools and be able to access higher education. And also, once they learn how to read, they can learn on their own. A lot of things that we know, we pick them from books because the teacher can only give you so much. They can't give you all knowledge. But a lot of the knowledge that we acquire, we get from reading ourselves. So, the word education is not just focus on the school but keep educating yourself for life and

that's what we want to give them. We want to be able to educate themselves for life so that they become, you know, their life becomes better.

2. How do you provide these benefits to the beneficiaries of your cause?
Through providing the books, the teachers are taught, you see, it's a whole package. We give you the books, we provide access to the books, we invite the teachers for training, they are taught how to use the books effectively, how to generate an interest in reading in the children, you know, and then the last one is that we go and do the reading festival after a period. And the reading festival is just exciting things that are purely book related that the children do and some of the activities are competitive so then we get feedback as to whether the children have been reading or not. So, it's a whole package, give them the books, train their teachers, do the reading festival to let them, the beneficiaries, as well as the whole community. And the reading festival is for parents as well. We talk to parent about the importance of reading. So, we want to be able to touch all the players. To touch all the stakeholders. We invite the children in the community who are not necessarily in the project schools.

3. What benefits do you deliver to the donors of your cause?
Well the donors, we publicise their organization, we can have banners during the training, we do acknowledgement labels that we place on the shelves of the books that are donated, and we acknowledge them in the books as well. They have stickers that they put in the books. So, they get acknowledgment through the publicity. We have TV coverage during the events. We have newspaper, the print media is invited and all that and then we also feature them in our newsletter, on our Facebook page. We have just started an Instagram page and twitter as well and so we publicise them on these social media.

4. What measures do you take to ensure that the benefits are being delivered to the donors of your cause?
We do evaluation visits and then erm, we are also...we give them feedback. Schools are required to send us pictures. They send us pictures, they send us letters from the children. They tell us how, whether they appreciate the books or not and then we also visit. So, they send us pictures, they fill out an evaluation form, we pay them an evaluation visit. The children have to write letters to us you know, to let us know whether the books are helpful for them or not. And we send reports. There's always feedback we send to our donors. Some of the projects, the donors are even present during the project. Some of the donors come themselves, they take part in the project. So, if you have a workshop, you can have one of the donors being there to observe and also to take part in some of the projects we do. We invite them, actually.

5. What measures do you take to ensure that the benefits are being delivered to the beneficiaries of your cause?
The children write letters to us and tell us whether the books have been beneficial to them and then on our evaluation visits, we also interview them. We interview them. We ask them what books they have read. We ask them if it has helped them. We interview the teachers too and the teachers tell us whether they appreciate the books, or we need to make changes in the kind of material we send them...and also, when they are filing the forms, they tell us the kind of material they want. We

make sure that we give them what they want. So, we select the books based on their needs and based on what they have requested for.

Customer Relationship

1. Describe your relationship with your donors?

The relationship with our donors is very cordial. It's always cordial. There's a mutual respect and we are open. Things that they see that they don't like, they are open about it. Before the end of the project, we establish a good rapport. But not all of them. We are now starting to get really strong partnership. The donors have been donors the Biblionef Netherlands have more or less looked for, for us. On our own, we are now working on that. Like 'Iread' for instance, 'Iread' comes and gives books to us and we give books to them also. She's a publisher, 'Sub-Saharan' also, we buy books from her, but she has also supported us in our reading festival. A lot of times, they come in and take part in our projects.

2. Describe your relationship the beneficiaries of your cause?

Oh, the relationship with our beneficiaries. Its cordial and its good. Its maintained. You know because for us, once we have done a project with you, you become our project. If anything comes up again, we go back to the same schools, the same projects and help them out. For instance, right now, we are doing cupboards for some schools and we are looking at schools that we've worked on before and who are doing well with the books that we've given them, and we are going to support them further with cupboards. So, there's always that constant...the communication is there. We don't necessarily let go of the projects unless of course they have not been forthcoming and they have not...some of them will not take the project seriously so then they come for the workshop and training and are doing nothing but for those that we think are doing something, when other opportunities arise... for instance we get books that relate to Kindergarten, we go back to those projects and provide them with the material. Even for the reading festival, we pick our projects. We do it in the localities where we have had our projects. They call, they ask for more books or 'they are doing a particular program, they need books, can we help them further?'. Or some will just call and ask how you are doing, things like that. So, the relationship is still there. We work very nicely with our projects I must say. We still maintain them as our project, the serious ones.

Key Resources

1. What assets do you possess that help you provide benefits to your customers?

For me, I'm a librarian professionally, so for the training, you know, I train them from my experience as a librarian. When it comes to the workshops, I'm able to train. And also, we do a lot of setting up libraries as well and I already have the expertise in setting up libraries and training in library management.

I am very passionate about children. We have the materials, we have the books, they are sent to us from the Netherlands, we get the books regularly.

We are blessed in the sense that as an NGO, we have support from the Netherlands so they send us both reading material, games, board games.

2. Which assets are frequently used and are most important to your organization?
The skills and the resources. The books and teaching materials. Resources first.
3. How are these assets important in bringing in revenue?
Well, the schools now have to pay a token for the books that they collect and then also, we are working on, for our training workshops to maybe include private schools who will pay something for the workshops.
For instance, the library we've set up here, the children have to pay something. The library is also an asset. They pay subscription fee for it and that brings in revenue.

Key Activities

1. What are the main activities you carry out to generate funds?
We write proposals, we talk to people who know people, we run the library, we donate the books.
2. What are the activities you carry out to market your cause?
We do a newsletter, we have a Facebook page, we are working on a website, we are on twitter and recently got on Instagram.
3. What are the activities you carry out to seek for donors?
We write proposals and get in touch with people who know people. And then the board also helps to fundraise. I mean, people they know, they approach them for assistance for projects.
4. What are the activities you carry out to hold your workshops?
Writing to participants, writing to the libraries we visit, correspondence with participants, libraries we visit, our venue. And then also, photocopying of handouts, preparation of teaching material, purchasing of stationery items, preparing the PowerPoint presentation, preparing a budget as well, deciding on participants, those who are due for training, writing letters to them to inform them of time and date for the program itself. Preparing a timetable.

Distribution Channels

1. How is the whole donation process like?
First of all, they make a request to us, we send them an application form to fill out, then we decide on whether they are genuine...and sometimes we have to investigate cos we want to know whether their establishment does exist. And then, we send to them to let them know that their application has been approved, and then we send them a letter for them, they have to fill out a form that says that they would use the books for the purpose we have given them to use it. They have to sign that form...and then when they come, we give them an acknowledgement form, we give them 125 books each and they have to take the acknowledgement form back with them, count the books, write the number on the back form, write the good deed that the children will do to say thank you.
Six months after, or maybe 3 months afterwards, we invite them for training, or not three months, its less than three months. Six months after the training, they have to fill out an evaluation form and we have to do an evaluation visit.

2. Why did your organization choose these processes?
The process helps us to know that the books have been sent to the right place. It's also for us to know that what we have taught them during the training, they are using it, we are making the impact we desire to make. Are the beneficiaries receiving the material?
Most times, the schools come for the books themselves. It depends. Sometimes donors will pay for the transportation of the books.

Revenue Streams

1. How much does every revenue stream contribute to the overall revenue?
With the library, for now, not much, because we have actually just started. It was last year that we started. Before everything was free.
For instance, last year, 2017, which is when we started, for the handling charges in the library, it came to 3000 something, 2000. Meanwhile, our budget for 2017 was in the 10,000s. Our expenses actually for 2017 was about 100 and something. But then that is because we have not done as much publicity as far as the library is concerned. A lot of people don't know a library exists and that's why this year, we are outing up signage and we are now getting the website together.
For the books, we have a lot of request for books which we have not been able to satisfy....haven't had books coming as much.
2. How do you manage your revenue?
We don't have reserves yet. We always make sure that we don't spend everything and there's enough to pay salaries for the next month which is not good. It should be for three months.

Cost Structure

1. How do you drive your costs down?
Well, sometimes we can't hold projects because we don't have the funds. Sometimes some projects are sometimes we have to hold on with some of our projects cos we don't have the money. If we are doing evaluation visits, we look at the location and we try and if the schools are within a particular location we will pick that specific area and do evaluation in that area, so we don't have to travel. We can do a lot more schools within a certain locality. For our evaluation visits, we look at closeness between schools. We use the schools that are closer to each other in a particular locality.
And then we try and lump... I want to say like when we have to purchase our items or when we have to make visits, not evaluation visits but when we have to go places, we try to lump errm....if we have to buy like pens, we have to do this, we lump them all together and just go once so that it helps to...in order to decrease our transportation cost we tend to do things in bulk. We don't have our own personal transportation so we hire a car and do our visits in one go.
2. Can you tell me of any partners you can get that can help with your activities to save cost?
No...I can't tell you because we are looking.

3. Which activities of your organization carry the most cost?
Transportation takes up a lot of our money cos we are looking for funding, so we go out a lot and also, erm, administration, like stationery. Electricity, water bill, salaries and taxes, the GRA social security, staff tax, and then of course we renew our registration, all the legal things, social welfare. We pay rent every two years.
4. Which resources carry the most cost?
We buy books. Sometimes, we buy local books. So yeah, we buy local books from publishers and we pay.

Interview Questions to Project Officers:

1. What do you do personally to make sure the companies' objectives are met?
Well, I know what I'm working on at the moment so, let's say, if applications have come in and I'm packing books for...the consignment of books for the applicant, I know I'm doing, maybe 5 schools a day and then I'm working on another thing. So let's say, I plan it, so that at the end of the day I've done some of.. a little of this, a little of that.
I'm working on some books for erm someone who has paid to have their books accessioned and everything. So, I'm doing that, I'm packing books, I'm in charge of the library as well, I ran errands as well, so it depends. As and when something urgent comes up...like I have to go to town to run an errand, I have to stop everything or put everything on hold.
Interviewer: So, like what kind of errands?
Project Officer: Oh, office supplies, and we have to go to the bank. We have to go you know erm...sometimes when we have checks to sign, we have to go to the signatory to sign, yeah.
2. What can be done to help aid you in achieving these objectives?
Well like I said, erm if we get maybe one more staff, it will be okay cos it will lessen some of the things and then well, we can't really, because of the fact that we are short staffed, a lot of responsibility goes to one person. So, like as expected from the beginning when you're doing this, you're doing that, and then something urgent comes up, you have to leave everything else, go and attend to the urgent one, come back, before you continue.
Yeah and well I live far away too so it's a factor. I have to wake up very early in the morning like 4, 4:30 leave the house like 5 something and it takes me... even when I've left early, it takes me like two hours to get to work. So, you get to work, you're already exhausted and when work closes, you have to do another 2 hour, 2 and a half hour journey back home, get very little rest, so you come...it's like when you don't have a day off, during the week, everything is just...you carry forward the stress and everything so there are a lot of factors anyway but like I said, it's a young company so I'm sure that as time goes on, a lot of things will change.

Second Interview with Executive Director for Gap Analysis (Unstructured questions)

1. How do you see yourselves in about 10 years?

You know, I look at how Biblionef South Africa is doing so well, and I see that we can also get there and make an impact. More of an impact in Ghana. Become a household name. We are changing the face of reading. We want to see the less privileged children reading more. They have been given an opportunity for a better life. We want to be able to help them. In the next couple of years, we want to see a majority of them being able to develop a habit of reading.

We would like to see that we have a huge store of reading books so that request that come to us we can always supply. We want to be able to have our workshops more regularly. We want to see more trained teachers. More teachers who are enthusiastic in getting their children to read.

We want to have experienced staff. I'd like to see we have a fundraising department and our name has become a household name that we have access to a lot of funding for our project and people are eager to partner with us because they know we are doing a good job and we are making an impact.

We want to make an impact with our training, and with the books that we provide.

2. Can you reach that state?

Why not?

3. Why haven't you been able to reach that state?

Money! Because we are still quite new so erm the fact that we don't have a lot of recognition maybe holds people back from...but its better now than it was before. So, you know, like, we didn't have a website, but we are working on getting a website. Even within the community that we are in, a lot of people don't know we exist. We are now trying to get a signboard up. You know, so all those things about being more public, being more visible, let's put it that way... and again we are a new organisation still and we are trying to get all of that out there.

We need to be more out there. We need to be recognised you know. As an organisation, we need to be more recognised to be able to get partners. We want to build more partnerships and erm... both local and international.

Fig 1.1 Income(June – Dec 2017)

Income	Jun	Jul	August		Sept	Oct	Nov		Dec	total	
opening balance										12550.23	
transfer	22443.3		15340	10,120	9,980.00	14,290	10,000.00	20,562.00	10,400.00	10,234.00	197,115.08
income generation	561				482					590	2602
Donation	1000										1000
In kind											
Books											
2 solar lamps											
total	24004.3	0.00	15340.00	10120.00	10,462	14,290	10,000.00	20,562.00	10,400.00	10824.00	213,267.31

Fig 1.2 Expenses(June – Dec 2017)

Expenses	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Totals
Biblioref Ghana 2017								
Salary/Remuneration	6,444.61	6,339.30	6,339.30	6,339.30	6,339.30	6,339.30	7,839.30	76,829.41
Office	513.50	412.00	535.00	513.78	1,841.30	646.70	320.00	10,055.68
Administration	544.70	415.00	512.00	540.00	326.00	343.20	432.50	7,669.00
Board cost	290.60	200.00	0.00	510.90	0.00	0.00	0.00	1,001.50
Books	0.00	2,784.60	0.00	0.00	0.00	0.00	350.00	23,294.60
Distribution / logistic	0.00	0.00	0.00	0.00	0.00	0.00	0.00	897.20
PR/Communication	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Cost start up/Legal/accounting	0.00	0.00	400.00	6,000.00	0.00	560.00	500.00	9,460.00
Training	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7,353.65
Travel Expenses	328.00	571.40	312.60	532.00	344.20	185.80	345.60	6,040.60
Reserves								
Special Projects	0.00	347.50	11,097.10	5,124.00	5,489.00	21,128.72	86.00	47,200.82
Total	8,121.41	11,069.80	19,196.00	19,559.98	14,339.80	29,203.72	9,873.40	189,802.46

Fig 1.3 Twitter Poll Results



Fig 1.4 Twitter Poll

