



Outsourcing, supplier relationships and cake

19 May 2015



@AdaptaforNFP

Adapta Consulting

We are:

- A specialist information systems consultancy
- We only work with membership organisations, charities, associations, trusts and others in the NfP sector
- We are completely supplier-independent
- Our consultants have held senior positions in a broad range of different organisations
- Our advice and guidance is based on practical experience gained over many years.

Programme

- 14.00 **Arrival and welcome**
Iain Pritchard, Partner, Adapta Consulting
- 14:15 **Selecting a support provider**
Iain Pritchard, Partner, Adapta Consulting
- 14:30 **Case studies**
Short stories from speakers
- 16:00 **Discussion and feedback**
All
- 16.45 - **Review and close**
17.00 Iain Pritchard, Partner, Adapta Consulting

James Kliffen

Head of Fundraising









Our need for funds

- **Independent** of political, religious, news agenda, or other interests.
- **Unrestricted.** Funding that is available for MSF to use where needed.
- **Secure.** Available to be used when needed.

Core business

- Management overhead for support functions
- Staff recruitment and retention issues
- Competence / cost effectiveness
- Identity “drift” linked to focus
- **Outsourcing allows charities to concentrate on mission**

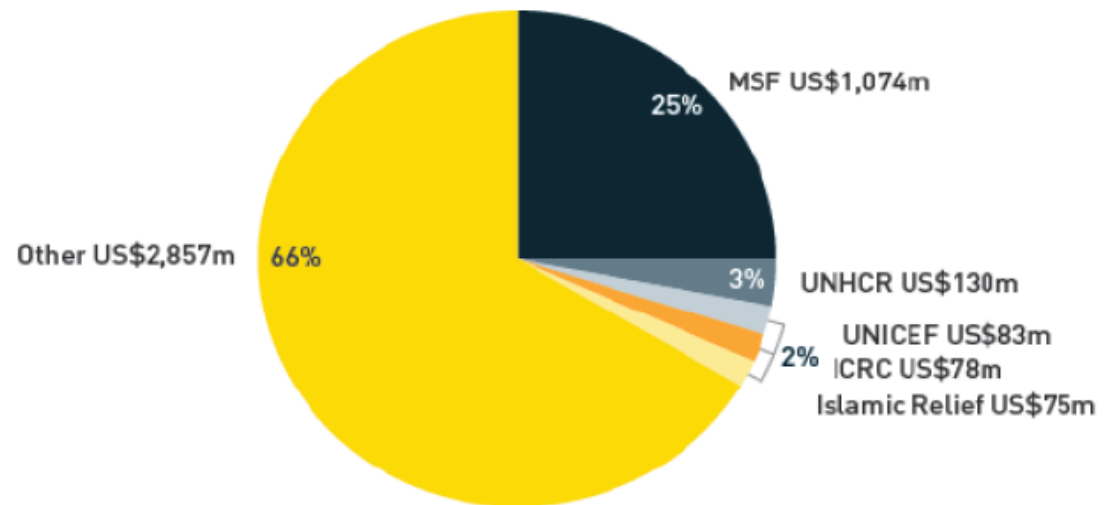


NGOs are by far the largest mobilisers of public support for humanitarian crises. Until 2008, the Red Cross raised the second highest levels, followed by UN agencies. However, in recent years the share of UN agencies has increased, overtaking the Red Cross, due mainly to increased efforts on private fundraising by UNICEF and UNHCR (see UN agencies section for further details).

Top fundraisers

According to GHA's data, MSF raised almost 25% of all private humanitarian assistance in 2012; almost three times as much as the other 23 agencies in our study set combined. Two UN agencies – UNHCR and UNICEF – followed, with the ICRC raising the fourth highest. Islamic Relief Worldwide was the only other NGO in the top five.

FIGURE 11: TOP 5 PRIVATE HUMANITARIAN FUNDRAISING ORGANISATIONS, 2012



Capacity Management

- Disaster appeals – massive scale / short period
- DRTV campaigns – sharp peaks in traffic, 24/7
- Christmas / New Year surge
- Scalability up and down

valldata.



Risk Management

- Data security
- Disaster planning
- Regulatory compliance
- Audit requirements
- Tax exposure

STEWARDSHIP TRACKER 2014/2015

REPORT 2 of 2 for MSF
April 2015

THINK Consulting Solutions Stewardship Tracker: 2014/2015 Report 2 MS

"I wasn't sure what to expect from this charity as I had never heard of them before. I have been pleasantly surprised. They have communicated all information very clearly and easy to read. They have included success stories, but also made you aware that not all stories have the happy ending and have not been pushy for more donations like other charities. As the charity becomes bigger, slightly more information in the updates would be good, but I am confident this will happen anyway. I would definitely continue to support them in the future."

"[MSF's] work is fantastic [and] has had significant public exposure over the last year. Their printed and email communications are very professional and appropriate (when they come). I just wonder if a little of the personal touch has been lost, however. A phone call or personal letter now and again makes all the difference."

"I feel [MSF's] communication is just right: once a month via email and a seasonal magazine by post. It is a very to the point charity and they want to make their supporters feel valued."

Information Governance Review

Prepared For:
Medecins Sans Frontieres

By Joe Colleran, Phil Brining
and Frank Manning

March 2015

AbsoluteData



Data Protection for MSF's fundraising team 11 October 2013

Lawrence Simanowitz

Cost saving

- The “charity discount” that isn’t
- Leveraging other organisations budgets
- Business intelligence (e.g. results, deals)
- Avoid wastage, vanity projects

DISPATCHES



Without Borders 
Médécins Sans Frontières/Doctors Without Borders | msf.org.uk

‘We were woken at 5 am by a sudden blast. The windows were shaking and we knew it had to be a bomb. I jumped up, gathered some essentials together and ran...’

An MSF surgeon reports from Ukraine, pages 4-5



Galina, 66, stares at the hole in her ceiling caused by a shell hitting her apartment in Kivsky district in Donetsk, Ukraine, 21 January 2015. Photograph: MSF



Galina, 66, stares at the hole in her ceiling caused by a shell hitting her apartment in Kivsky district in Donetsk, Ukraine, 21 January 2015. Photograph: MSF



As the conflict continues in eastern Ukraine, MSF staff are scaling up their support to hospitals and civilians. Somerset-based surgeon **Michael Roesch** worked on the frontline during a period of particularly heavy shelling.

12 February 2015

I arrived in Gorivka six days ago and went straight to the hospital. The main operating theatres up on the sixth floor are no longer functioning because they're just too dangerous with all the shelling. There's one working operating theatre on the ground floor. Every day they receive between five and 20 victims of shelling. Last week, 60 injured people were brought in on one day. But for three days, there's been no mainline access to the hospital, and so they've had to cancel all but the most urgent operations. Without water, you can't sterilise anything. 'You hardly see any children' The city isn't in ruins as the shells and rockets don't destroy buildings completely, though smaller houses in the suburbs can collapse. But all the buildings have shattered windows - an issue when the temperature goes down

continued on page 2

Please support our medical teams working in Ukraine and around the world today.
Phone: 0800 408 3894
Visit: www.msf.org.uk/support
Or use the form on page 3

INSIDE:
4-5 BIKERS WITHOUT BORDERS
6 NURSING ON THE FRONTLINE
7 AROUND THE WORLD WITH MSF
8 EBOLA SURVIVORS



INSIDE
BIKERS WITHOUT BORDERS
CUT OFF BY CROCODILES: HOW MSF TREATS TB FROM THE AIR
EBOLA SURVIVORS RETURN TO THEIR FAMILIES 10

Médécins Sans Frontières/Doctors Without Borders (MSF) is the world's leading emergency medical humanitarian aid organisation. We help people affected by armed conflict, epidemics and natural or man-made disasters, without discrimination and irrespective of race, religion, gender, creed or political affiliation. We work in over 70 countries and go to places where others cannot or choose not to go. We can do this because we are independently funded, with 90 percent of our funding coming from individual or private donors like you.

Cost control

- Transparency of invoiced costs under separate budget heading
- Periodic review / competitive tendering
- Unit cost linked to income vs. fixed cost base
- Enables scalability up and down



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MANGO DIRECT MARKETING / [WHAT WE DO](#) / CALL CENTRE – INBOUND

Call Centre – Inbound

Mango provides dedicated and bespoke inbound response handling services within a variety of sectors across the UK, Ireland and Internationanly. Being 24/7, 365 means your lines never need to close; we will be here!

Our staff are the key to your campaigns success; their experience and dedication across the inbound sector is unequalled. Motivated and driven to meet your expectations they will become an integral part of your team.

The results achieved speak for themselves and we are happy to share these with you; just ask!

Our experienced Client Management team can help you through setup and delivery of your campaign whether you are new or experienced to telephone services. The team will work with you to develop scripts, test NGN's, train the Call Centre team, approve targets, review reporting requirements and proof fulfilment.

A major focus is the integrated working partnership with third party agencies including NGN providers, fulfilment houses, media agencies, consultants and SMS suppliers. Our already established relationships with many of the major third party suppliers across several industries means that we can remove some of the difficulties of bringing together a new team of people to work on your campaign.

Whether the campaign is a cost per order, donation, seat or decision maker, Mango will work with you to tailor a bespoke package to ensure results are at the forefront of your teams mind.

What We Do

[Back Office](#)

[Call Centre – Inbound](#)

[Call Centre – Outbound](#)

[Multi-Channel](#)

Knowledge

- Intelligence and IP gained from client base
- Diversity of input outside charity sector
- Potential for pro-bono support



CADE METZ 03.20.15 9:00 AM

GOOGLE BUILDS A NEW TABLET FOR THE FIGHT AGAINST EBOLA



 Credit: Médecins Sans Frontières.

2K

f

JAY ACHAR WAS treating Ebola patients at a makeshift hospital in Sierra Leone, and he needed more time.

This was in September, near the height of the West African Ebola epidemic. Achar was part of a team that traveled to [Sierra Leone](#) under the aegis of a European organization called Médecins Sans Frontières, or Doctors Without Borders. In a city called Magburaka,

“I’m not pregnant.”

 **weboost**
formerly Wilson Electronics

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Innovation / TTM

- Development capacity / ability
- Cost exposure reduction
- Competitive imperative speeds process
- Case study trade-off

Texts cost £5 plus your standard network rate.
MSF will receive a minimum of £4.97 of your gift.

Text **DOCTOR** to 70800 to give £5



Some of our clients



ActionAid



Barnardo's



Warren Evans



32Red



Battersea Dogs & Cats Home



Medecins Sans Frontieres



HomeServe



Monster



CRUK



UNISON



Bose



British Military Fitness



Greenpeace



International Animal Rescue



Refugee Action



RPC



Solos Holidays



Ora



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CARAT

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by Diana Wade [0 Comments](#)



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If you walk the walk, we'll help you talk the talk. From rapid response fundraising to (how shall we put it) talking bollocks, we're in the business of meaningful conversations.

And from doubleclick to Drupal, Wordpress to whatever-you-work-in we're 100% build-neutral. But when it comes to content, anything but.

Revitalising national institutions

Starting meaningful conversations

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Campaign messaging for Médecins Sans Frontières

DIANA HENRY

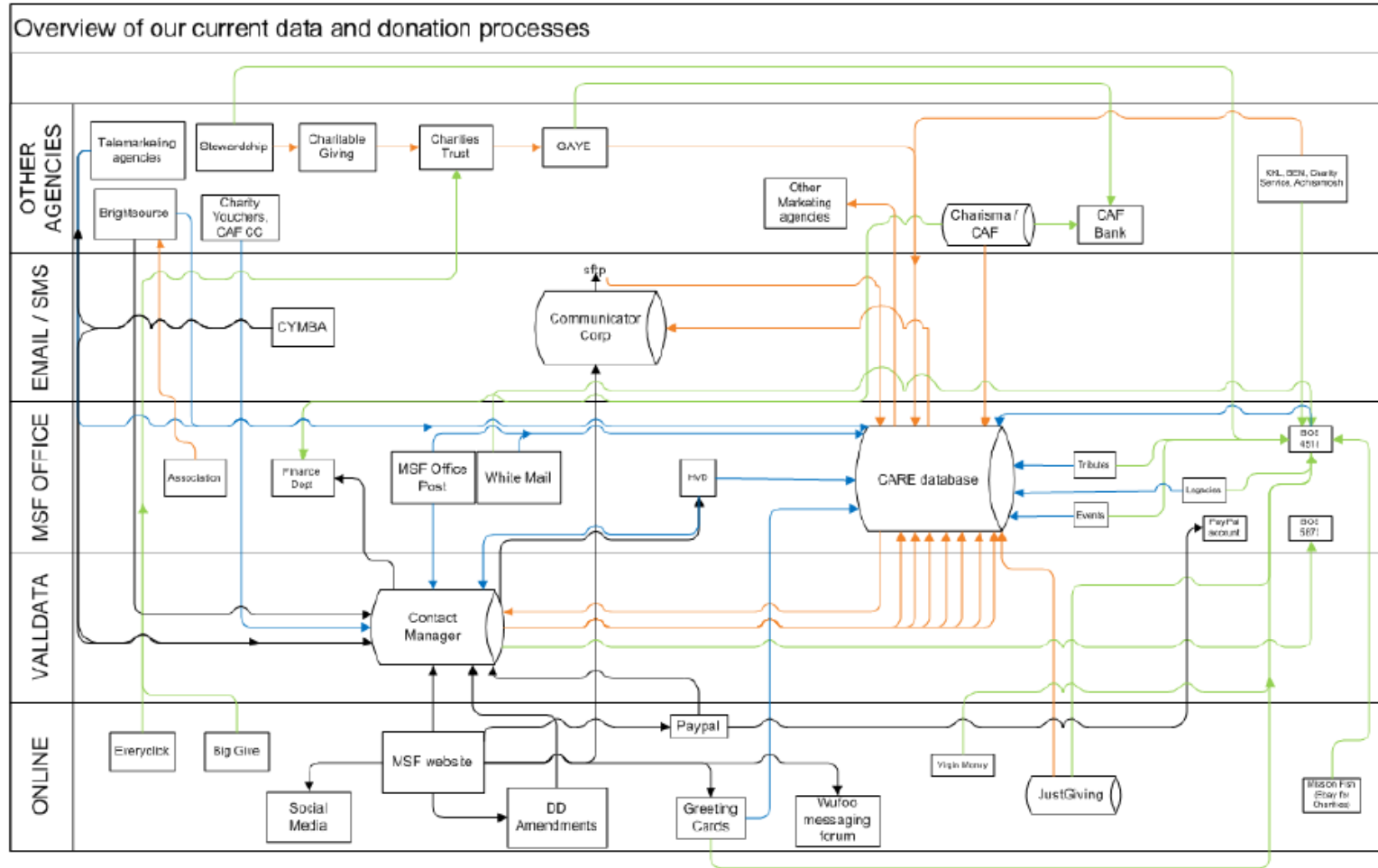


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Issues



ELETRONIC REPORT = ORANGE
MONEY = GREEN
MANUAL = BLUE
ELECTRONIC TRANSFER = BLACK

Complexity

- Multiple interdependencies require management expertise and resources
- The amount of effort required...
- Both ends against the middle
- Outsource to effectively manage (change)

Client input vs. results

- ITT / pitch / brief essential
- Account management is pressure point
- Commitment required from charity to maintain and improve results (part of the “team”)



▶ 🔊 1:42 / 4:58



How to choose the right supplier?

The objective of the general selection is to make the highest probability of choosing the best applicant in the entire group. This is the same as maximizing the expected payoff, with payoff defined to be one for the best applicant and zero otherwise.

Terminology: A *candidate* is defined as an applicant who, when interviewed, is better than all the applicants interviewed previously. *Skip* is used to mean "reject immediately after the interview".

Clearly, since the objective in the problem is to select the single best applicant, only candidates will be considered for acceptance. The "candidate" in this context corresponds to the concept of record in permutation.

Deriving the optimal policy [\[edit\]](#)

The optimal policy for the problem is a **stopping rule**. Under it, the interviewer rejects the first $r - 1$ applicants (let applicant M be the best applicant among these $r - 1$ applicants), and then selects the first subsequent applicant that is better than applicant M . It can be shown that the optimal strategy lies in this class of strategies. For an arbitrary cutoff r , the probability that the best applicant is selected is

$$\begin{aligned} P(r) &= \sum_{i=1}^n P(\text{applicant } i \text{ is selected} \cap \text{applicant } i \text{ is the best}) \\ &= \sum_{i=1}^n P(\text{applicant } i \text{ is selected} | \text{applicant } i \text{ is the best}) \times P(\text{applicant } i \text{ is the best}) \\ &= \left[\sum_{i=1}^{r-1} 0 + \sum_{i=r}^n P\left(\begin{array}{l} \text{the second best of the first } i \text{ applicants} \\ \text{is in the first } r - 1 \text{ applicants} \end{array} \middle| \text{applicant } i \text{ is the best} \right) \right] \times \frac{1}{n} \\ &= \sum_{i=r}^n \frac{r-1}{i-1} \times \frac{1}{n} = \frac{r-1}{n} \sum_{i=r}^n \frac{1}{i-1}. \end{aligned}$$

This sum is obtained by noting that if applicant i is the best applicant, then it is selected if and only if the best applicant among the first $i - 1$ applicants is among the first $r - 1$ applicants that were rejected.

Letting n tend to infinity, writing x as the limit of r/n , using t for i/n and dt for $1/n$, the sum can be approximated by the integral

$$P(x) = x \int_x^1 \frac{1}{t} dt = -x \log(x).$$

Taking the derivative of $P(x)$ with respect to x , setting it to 0, and solving for x , we find that the optimal x is equal to $1/e$. Thus, the optimal cutoff tends to n/e as n increases, and the best applicant is selected with probability $1/e$.

For small values of n , the optimal r can also be obtained by standard **dynamic programming** methods. The optimal thresholds r and probability of selecting the best alternative P for several values of n are shown in the following table.

n	1	2	3	4	5	6	7	8	9
r	1	1	2	2	3	3	3	4	4
P	1.000	0.500	0.500	0.458	0.433	0.428	0.414	0.410	0.406

The probability of selecting the best applicant in the classical secretary problem converges toward $1/e \approx 0.368$ (sequence [A068985](#) in [OEIS](#)).

Alternative solution [\[edit\]](#)

This problem and several modifications can be solved (including the proof of optimality) in a straightforward manner by the **Odds algorithm** (2000), which also has other applications. Modifications for the secretary problem that can be solved by this algorithm include random availabilities of applicants, more general hypotheses for applicants to be of interest to the decision maker, group interviews for applicants, as well as *certain* models for a random number of applicants. None of these

Reason for dissatisfaction with pitch process

"I hate that the pitch process means 24/7. It completely wears everyone out."

"Tight deadlines. All night work. Weekend work."

"There is such poor organization, it's a huge (and expensive) scramble up to the last minute."

"Inability to effectively align resources and difficulty seeing strategic platform inform final recommendations."

"Everyone competing to be the smartest person in the room. No thought leadership. Indecision and changes up to the last second."

"Senior people sweeping in last minute and upending everything."

"Winning creative should be based on research and insights. However, many times it ends up being loosely based on not enough research causing the strategy to end up being lackluster."

"Not enough market/ audience information."



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★★★★☆ Mid-range Bloomsbury

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Rating summary

Location	★★★★☆
Sleep Quality	★★★★☆
Rooms	★★★★☆
Service	★★★★☆
Value	★★★★☆
Cleanliness	★★★★☆

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Making the most of technology for fundraisers

If you work in or with charities and you have an interest in technology and fundraising then this Group is for you

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Welcome to the Institute of Fundraising Technology Group

This group is for anyone working in or with charities who has an interest in fundraising and technology. Our members are fundraisers, database people, web editors and developers, social media enthusiasts and IT support staff, as well as consultants and suppliers to the not-for-profit sector.

[Find out more »](#)

Annual Conference 2015

The Date:	8th May 2015
The Time:	8:45am - 6:00pm
The Location:	America Square Conference Centre, LONDON. EC3N 2LB
The Cost:	IOF Members £70. Non IOF Members £95

Registration is now OPEN and places are limited so please register at <http://www.ioftech.org.uk/events>

Full [speaker programme](#) now available:

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Mike Sherriff
Chief Executive Officer

Voluntary**Action****Islington**

Voluntary Action Islington

- CVS and Volunteer Centre for Islington
- Over the past few years a big reduction in paid staff. More volunteers and associates
- 2009 moved to a new building with 48 desks plus meeting spaces
- Renting desks with a work station

Voluntary **Action** Islington

Our ICT

- Limited ICT expertise in the organisation
- Outsourced support arrangement for over 10 years
- Traditional server- last significant investment in 2009
- Significant costs- work stations and server
- Support contract ended 30/9/2014

Trustee decisions - 4/6/14

- To invest from reserves in a new ICT infrastructure
- To work with adapta to produce a tender for the upgrade and regular support
- To tender for ICT support arrangements

Request for information

- Infrastructure and annual support
- Server, hosted desk –top or cloud-based-suppliers can provide up to 3 options
- Overview of existing infrastructure-hardware, software, staffing
- Selection criteria- cost and functionality, experience in charity sector and similar resource centre environment
- Project timing- Sept 2014.

Potential Suppliers

- Recommendations we had received
- Adapta suggestions
- Companies that contacted us

- Information sent out widely with deadline. Then short listed on the basis of documents received.

Interviews

- 6 potential suppliers
- Presentation
- Proposals for infrastructure and support
- Staffing and experience
- Timetable and plan for implementation

Next Steps

- References
- Service agreement
- Negotiations re cost
- Implementation

What has gone well

- Cloud- ease of working in different locations, not relying on an onsite server
- Long term cost savings
- Clarified responsibilities with regard to organisations hiring desks
- Relationship with Project Lead

What has not gone well

- Timescale – much longer than anticipated- capacity and applications
- Organisations hiring desks could not have similar arrangements
- Monitoring implementation
- Some customer service issues

Discussion and feedback



Review and close

Presentations will be available to
download from the Adapta website from
tomorrow

www.adaptaconsulting.co.uk