

SWOT ANALISYS

MISSION STATEMENT

STRENGTHS

- There are no other NGOs at national level (Italy) that have a similar mission (as concerns the target beneficiaries and the approach);
- In Tibet there are few competitors and, in any case, they do not have the same cultural background and the same experience in the country;
- Absence of other organizations in the area and very limited number of Italian NGOs, as they are mainly concentrated in Africa and in South America;
- The link with Tibetan culture and spirituality makes the mission interesting also for those entities that are not directly involved in the development cooperation. Indeed, a part from the issues directly related to the development cooperation, there are several aspects that may attract a wider public:
 - the artistic and monumental heritage;
 - the cultural heritage (medicine, traditions, philosophical thought, crafts, etc.);
 - the religion (especially the followers);
 - the geographical area and its natural feature.
- The interest in Buddhism can involve also persons that do not practice or believe. This fact could be the driving force towards different audiences;
- The attention given at international level by the Buddhist community to the events affecting the beneficiaries' communities may rise the interests on the mission as well.

Special remarks

- XXXXXX is the only Italian NGO working in this geographic area and it is one of the few in the world. The good cause of the organization may find its constituency at international level (the international network already exists);
- The organization works to have an impact in the region and not just to achieve the results of the projects;
- The links with the community don't depend only on the realization of the projects and the participation of the communities is very active both in the design and the implementation of the projects;
- The awareness and information activities may rise the interest of Western targets that may see XXXXXX as an importance source of knowledge.

Credibility

- 20 years of experience;
- High number of implemented projects;
- Ability to involve many institutional partners;
- Significant institutional awards (EU, etc.).

Feasibility

- The focus on a specific geographic area can be seen, on one side, as a weakness, but on the other, it can represent a strength (we are talking about a population of a few million people).

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WEAKNESSES

- The ongoing conflict between Tibetan community and China poses a serious difficulty to a strong communication about the projects that are being realized;
- The relationship with the local authorities is difficult for the above mentioned reason;
- Difficulty to keep together Tibet and the other areas of operations. In communication activities, it is difficult to identify all the beneficiaries with just one word;
- The area is not covered by European intervention and this fact restricts the access to European public funds;
- The area is less appealing than Africa even because the wide public does not see it as a “priority” region;
- There is a huge cultural distance between the western and the Asiatic population;
- The link with Buddhist religion may reduce the interest of Italian public that is mainly catholic;
- XXXXX is distinctive for both its mission and its strategies, but it is not innovative with regard to the typology of projects it carries out, as they are very similar to many other actions.

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SOCIAL CAPITAL AND NETWORKS

STRENGTHS

- A stable and faithful donors list that amount to 1500 subjects
- There is huge potential as concerns:
 - the number of donors;
 - the social network that can be activated;
 - the contacts with corporates;
 - the contacts coming from social, professional and associative networks;
- Potential audiences have a medium-high income and high capacity to donate;
- The involvement of some key members of the Association and of the community could rise substantially the quality and quantity of the social capital;
- The existing networks of groups and volunteers in Italy and abroad can rise the amount of new contacts;
- The existence of supporter groups and contacts abroad increases the opportunity of receiving contributions by international foundations.

WEAKNESSES

- A large part of social capital is unmapped;
- There is not a huge number of addresses registered in the database;
- The public and the contacts are not quantifiable and evaluable for the absence of data;
- Some categories of donors, such as the foundations, are still poorly represented;
- Few contacts with mass media;
- Lack of a policy or of a clear idea on how to engage corporates apart from the direct contact modality.

COMMUNICATION

STRENGTHS

- The communication and information tools are not excellent and could be improved, but, for the moment, they can be considered as adequate for fundraising activities.
In particular:
- The graphic line is modern and adequate;
- There are materials ready to be used for communication activities;
- Lots of local events have been organised.

WEAKNESSES

- There is the need to renew the communication strategy;
- The activity on the website should be increased. The online traffic is quite low;
- Activity on social Network and on the web is quite low and the design should be improved;
- The presence on the mass-media is still low comparing to the needs;
- There is not a dedicated brochure for major donors, foundations and corporates;
- Lack of an accessible social report (the Social Report / Activity Report). There is not any report for the major donors.

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- Lack of personal communication with major donors;
- XXXXX is not well known among the actors that deal with Tibet and it has never made an effort to increase its visibility;
- The internal communication system is largely ineffective to the objective of exploiting the internal resources for fundraising. There are not structures or means (such as consultations) appointed to internal communication.

FUND RAISING

STRENGTHS

- There is a good fundraising system, even if some markets have never been followed in a systematic way;
- There is a medium high retention rate;
- A Variety of fundraising modalities is used (online campaigns; mailing; 5 * 1000; events);
- The donation's average is very high;

WEAKNESSES

- Low number of free donations;
- Lack of adequate database for the analysis and monitoring of the fundraising activities;
- There is not an activity of direct mailing;
- There are few people in charge of fundraising;
- There is not a specific fundraising modality to be used with major donors.

ORGANIZATION

STRENGTHS

- There is a cohesive, highly motivated and passionate team;
- Strong authority of the President and of the General Secretary;
- The networks may be a large reservoir of social capital.

WEAKNESSES

- There is a gap between the existing human resources and the amount of operational work to be carried out;
- The work carried out appears not adequate to the strategic priorities;
- Lack of volunteering;
- The number of support groups is undersized compared to the NGO needs.

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