



# Global Development Learning Network

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*Linking the world through learning*

## *Module 2: How to Run a DLC*

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## This Session: How to Run a DLC ?

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- Using the GDLN toolkit as a guide
  - Based on my experience as the DDLC Manager/Training Coordinator for 5 years
- And;
- Assuming as Main goals for a DLC:
    - be considered as a leading training institution (country/region);
    - have Significant impact on the Development of the country/region;
    - achieve self-sustainability



# What do we need to run a DLC?

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- Technology (facility/equipment)
- Human Resources (Manager, Training Coordinator, Technician)
- Financial Resources
- Content
- Partners/clients



# Human Resources

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- Although Job titles and number of staff vary from DLC to DLC, some roles and responsibilities are necessary to successfully manage and run a DLC
- Areas of responsibility: management of daily operations, business development, financial management, marketing, training coordination, IT oversight.



## DLC Staff

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- Manager/Director
- Training Coordinator
- Information Technology Specialist
- Administrative Assistant  
(working as a team)



## Manager

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Overall responsibility for administering, managing and operating the DLC so that it becomes successful (self-sustainable) and known as a leading training institution for access to knowledge on and for development



## Manager: Role

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- Provide leadership, strategic direction and training to staff and others
- Maintain a program of relevant DL activities (impact on the development)
- Develop business w/ focus on long term sustainability (generating sufficient revenue and fundraising)
- Cooperate w/ GDLN DLCs in the regions and worldwide (success of the network)



## Manager: Responsibilities/Tasks

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- Developing awareness of training needs and opportunities (Government, academic and training institutions, civil society, development partners)
- Building strategic partnerships (local, national and international)
- Developing a business model (identify markets and clients, define pricing policy, generate sufficient revenue/fundraising)
- Marketing DLC and GDLN (marketing strategies)



## Business Model

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- There is no “one size fits all” solution: develop the business model best suited to your particular business environment and development reality in your country/region
- Identify potential sources of funding (commercial fees, program sponsorship, Direct support to DLC operations)
- Identify potential clients/donors (Government and Donor agencies, international organizations, NGOs private sector)
- Develop a marketing strategy



# Marketing Strategy

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- Objectives:
  - Generating increased awareness of and demand for DLC services
  - Increasing the number of DL activities  
(Positioning the DLC as a unique service, a leading training institution)
- Strategy:
  - Demonstrating the value added of GDLN (how GDLN can enhance their capacity building efforts)
  - Making clients aware of the benefits of center's products and services
  - Developing a pricing policy to support development activities and encourage the use of DLC (prices set on a not-for-profit basis, discount for preferred customers)



## Marketing Strategy

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- Promotion and outreach:
  - Marketing materials (folders, brochures, newsletters, posters, bookmarks, testimonials, web site)
  - Outreach activities (direct mail, email, telephone, personal meetings, presentations in relevant forums, invitations to attend sessions)



## Manager: Responsibilities/Tasks (Cont.)

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- Establishing and managing a transparent and accountable financial management system (managing revenues&costs)
- Measuring performance and reporting
- Preparing a anual business plan
- Participating in GDLN discussions and decision making (regional committes)
- Providing training to staff (TC, IT, facilitator, interpreters)



# Managing Revenues&costs

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## Financial Planning Tools:

- Income Budget (compared with actual costs can help to develop new strategies)
- Expenditure Budget (can help to plan the cash outlays of the center and to develop strategies to minimize costs)
- Variance analysis: compares the actual w/ the budgeted (assesses the performance and develop new strategies)
- Balance sheet



## Managing Revenues&costs

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- Strategies to Increase Revenue:
  - Attract new donors to support operating costs and programs
  - Develop new products to attract different sources of income
  - Increase the number of rentals (new clients)
  - Develop courses that could attract many participants



## Managing Revenues&costs

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- Strategies to Minimize costs:
  - Form strategic alliances to utilize some resources of partners
  - Employ multi-skilled and motivated staff
  - Negotiate costs w/ suppliers
  - Evaluate alternative technologies to minimize expenses (bandwidth costs)
  - Negotiate cost-sharing details w/ partners
  - Develop effective databases to minimize marketing expenses (e-campaigns)



## Training Coordinator: Primary responsibilities

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- Provide learner support and coordination of facilitation of DL activities
- Initiate or participate in the development of content based on local needs and expertise



## Training Coordinator: Responsibilities/Tasks

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### **Learner Support (content recipient):**

- Assessing content offerings (country and market needs)
- Participating in content development (Content provider, Local institutions)
- Coordinating course offerings w/ PP and GDLN services (AMS)
- Supervising the recruitment and registration of participants
- Producing or supervising the production and proper distribution of course materials
- Training local instructor and facilitator (technology, facilitation skills for DL)



## Training Coordinator: Responsibilities/Tasks

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### **Learner Support (cont):**

- Coordinating w/ trainer (before&after the session)
- Introducing participants to the technology (association w/ IT specialist)
- Moderating discussion groups and encouraging interaction (facilitator)
- Managing local evaluation of DL activities
- Assessing new software to DL (ass IT spec.)
- Maintaining databases of activities and participants/local institutions, PPs.



## Training Coordinator: Responsibilities/Tasks

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### **Content Development (content provider):**

- Learning the training/information needs of others (Manager)
- Initiating or participating in the development of content (Project managers, local institutions)
- Liaising w/ GDLN managers to plan the delivery or exchange of DL activities



# Information Technology Specialist

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## **Responsibility:**

- Supporting the DLC technology infrastructure and operation

## **Specific Responsibilities:**

- Operating and monitoring VC equipment during sessions (facilitator and TC)
- Maintaining and supporting a client-server environment
- conducting regular maintenance and troubleshooting on existing office and communication technology equipment (videoconference units, monitors)



# Information Technology Specialist

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## Specific Responsibilities (Cont.):

- Participating in the design, installation, configuration and activation of new technology and communication services at the DLC,
- Maintaining an up-to-date inventory of office equipment and software,
- Providing expert advice and guidance to distance learning clients on hardware and software
- Establishing a credible relationship with local telecom providers and equipment vendors.



# Information Technology Specialist

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## Specific Responsibilities (Cont.):

- assisting with hardware and software procurement and maintenance, evaluating local technology vendors, ensuring adherence to existing standards,
- providing proper physical and virtual security of equipment and data
- establishing regular contact with the other DLC IT staff for the purpose of sharing experiences and best practices,
- assessing new hardware and software from the perspective of application to distance learning (TC)