

ABSTRACT

The purpose of this study is to propose two models that take part of the relevant theoretical aspects respectively of the strategic planning and of the evaluation of the strategic alliances for non governmental organizations - NGOs.

To reach this aim it was fetched a theoretical background in strategic planning models used by enterprises (second sector organizations) and by governmental offices (first sector organizations) like the ones by the authors Djalma de Pinho Rebouças de Oliveira, David J. Hunger and Thomas L. Wheelen, Arnaldo Hax and Nicolas S. Majluf. For a more specific consideration the models of the authors that dedicated themselves to the third sector, where the NGOs are included, like Mike Hudson, Fernando G. Tenório and Takeshy Tachizawa were studied.

The checking up of the fit of the proposed models to the necessity of the NGOs management was accomplished by a qualitative exploratory research that used the study of case as a research strategy. The chosen goal sector was of the NGOs, and the case-organization was the Associação Desportiva para Deficientes - ADD (Disable Sportive Association - DSA).

The study presents the boundaries peculiar of the research and analysis of the unique case, and so it needs reapplication to see if the same procedure is applied to other NGOs.

The results of the research indicates that there is a great resemblance between the strategic planning used by the researched organization and the proposed models. As far as the evaluation of the strategic alliance, the organization still take decisions without a model of formal evaluation, having however, considered the model as of practical utility, showing the intention of using it.

The study allowed to verify that the importance of “beliefs” and “values” and of the founder’s “vision” are fundamental for the organization survival and development.

The study is arranged in the following way:

Chapter 1 – Theme and description of the problem – the arguments that outline the choice of the theme and its justification are presented; it is also explained the general and specific purpose of the work. Chapter 2 - Analysis of literature – it is presented a revision of the literature of the third sector and specifically of the NGOs, strategic planning and strategic alliance. These analysis were conceived into two parts: the first parts presents the most important conceits that are used as background to the strategic planning and alliance evaluation; the second part proposes a model of strategic planning and the evaluation of the strategic alliance for the NGOs. Chapter 3 – Methodological aspects of the study to check up the fitting of the model – it is described the main aspects that guided the field search that had the main goal to check up the ways the ADD (DSA) executes the activity of strategic planning and evaluation of the strategic alliances. The methodology topics, data collection, data analysis and research report are included. Chapter 4 – The case study – the most important aspects of the strategic planning and of the evaluation of the strategic alliances, the data analyses obtained in the field work and the research conclusion are included. Chapter 5 – conclusions, recommendations and limitations – are presented as the most important contribution to the study to better the strategic planning model and of the evaluation of the strategic alliance for the NGOs are also presented.

At last, in references are related the works that were used as background for the study and in appendix the foreword of the research and the schedule used in the interview.