

When working on the project, I tried to find a balance between effectiveness of the instrument and its social feasibility. Too much public participation might make the policymaking process ineffective or even impossible. The final proposal provides public participation in policymaking and still remains effective and feasible.

The implementation of this proposal will make the Government more accountable, citizens more satisfied with the Government's work, adopted programs and laws a lot more effective.

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## Non-governmental Organizations as Catalyst on Policy-making in North Carolina

Kalenova D.

North Carolina's nonprofits are vital for quality of life – for social fabric, culture, and communities.

State and local governments are increasingly turning to nonprofit organizations to help provide better services to citizens. The nonprofit sector is growing, its potential development, and its professionalism is growing in such a way that might make it a valuable ally and partner governments.

While governments and nonprofit organizations share goals in serving the public, they are structurally very different. These differences affect how they perform their daily activities as well as how they do business together.

To strengthen relations between governments and nonprofit organizations, the Institute of Government at the University of North Carolina at Chapel Hill and North Carolina Center for nonprofit organizations in a joint project explored the issues that concern each of the two sectors: governmental and non-governmental [1]. The aim is to assist those officials to better understand how they can work

with nonprofit organizations to use the unique opportunity of non-governmental organizations in the interest of the community.

The nonprofit sector is having a growing positive impact at local, state, and national levels. As of October 2000, North Carolina had 29,337 nonprofit organizations. Of these, 18 128 (62 percent) were a "501 (c) (3)" organization. National non-profit sector is expanding faster than any business or government. Nonprofit sector is also a major employer. In 1996 it employed 15.9 million people (10.2 million employees and full-time equivalents of \$5.7 million volunteers) [1].

The scale and scope of the nonprofit sector means that most citizens are working with or through a non-profit at some time during each week.

As government agencies, nonprofit organizations range in size from large institutions such as Duke University or the Red Cross, to smaller groups like local diners, shelters, literacy programs, and parent-teacher associations. Regardless of their size, all are important to citizens in general and to specific people whom they serve. Non-profits budget is vary in size. Eighty percent of the 501 (c) (3) non-profit organizations have an annual budget of \$ 100.000, and two thirds have an annual budget of \$ 25.000.

What is a nonprofit organization? Nonprofit organization is a private corporation that operates for the benefit of society, but is separate and independent from the government. Nonprofit organizations are so intertwined in the community, which is easy to overlook the impact they have on everyday life.

People regular come into contact churches, nursery schools, art programs, human rights, youth centers, and many groups that are working to improve the quality of life in communities. Many of them are non-profit organizations.

Nonprofit organizations can receive the income, as private enterprises or public institutions, but they must use any funds in excess of their operating expenses to further the public purposes set forth in their charters. Nonprofit organizations can not distribute profits for the personal benefit of individuals.

Boards of directors, who manage most nonprofit organizations are composed of volunteers who oversee the work of nonprofit organizations without compensation.

Nonprofit sector is growing, its potential development, and his professionalism is growing in such a way that might make it a valuable ally and partner governments.

Since the non-profit organization governed by a specific mission, staff and volunteers focus their efforts to ensure the public good associated with this mission. Non-profit can serve the entire community, or it may serve a particular group, such as children, elderly, or victims crime. Nonprofit organization of work could complement existing public services or provide services that the government does not. Governments can choose a contract with nonprofit organizations to provide utility services as a way to meet their public responsibilities.

What does the «501 (c) (3)» mean? The designation «501 (c) (3)» identifies the sections of the Internal Revenue Code (IRC), for one type of nonprofit organization. The IRC defines twenty-one categories of nonprofit organizations. Each category – 501 (c) (1), (2), (3), and so on, contains specific restrictions and regulations with which the organization must comply to maintain their tax-exempt status. The largest and most common category of nonprofit organizations, and the only kind to which contributions are tax-deductible, is a "501 (c) (3)".

Nonprofit organizations that fall under Section "501 (c) (3)" include religious, educational, charitable, scientific and literary organizations, as well as private foundations. For example, this section includes organizations that monitor streams for pollution, provide literacy training, run after-school care, deliver meals to older people who are homebound, and advocate for low-income citizens.

The Government is most likely to contract with a 501 (c) (3) nonprofit organizations. These organizations are regulated closely by the Internal Revenue Service (IRS) and must follow a long list

of IRS regulations, which include demonstrating accountability for using their money for charitable or public purposes. The vast majority of the 501 (c) (3) nonprofit organizations work hard to maintain the public trust, are careful stewards of scarce resources, and monitor their tax-exempt activities carefully.

Why are nonprofits tax exempt? Generally, governments collect taxes to redirect private funds toward public purposes. Thus, for-profit businesses contribute to societal needs by paying taxes. Many companies also make voluntary charitable contributions.

Nonprofit organizations, however, are created to serve the public. To encourage this work, Congress and the state legislature have set up a legal framework that trades tax exemptions for a benefit to the public. Non-profit organizations annually report details on taxes paid, program activities, and other financial and organizational data to the IRS through federal tax return Form 990. The Form 990 filed by each nonprofit is available to the public, on request, as a means of enhancing the accountability and the transparency of nonprofits.

What roles do nonprofits play in a community? Why do they matter?

The public often thinks of nonprofits as serving needy people – and they do. But they do much more than that. They help connect the community to arts and culture, assist in ensuring public safety, help with economic development, and provide mental health and other social services.

The following roles that nonprofits play:

- a) Delivering needed services in their communities – for example, teaching English to new immigrants or serving food to people who are poor
- b) Providing organized opportunities for religious worship – running churches, synagogues, temples, and so forth
- c) Educating the public about issues facing society – organizing community forums, publishing newsletters related to women’s issues, and more
- d) Serving as a testing ground for solutions to community problems – for example, developing a model recycling program
- e) Conducting research – collecting and analyzing quantitative and qualitative data on the effects of welfare-to-work programs
- f) Developing public policy options for government to consider – for example, organizing parents and teachers to recommend educational standards and goals for the public school
- g) Offering avenues for volunteering, from answering phones to delivering client services and serving on boards of directors
- i) Providing a voice for underrepresented citizens, like people with disabilities
- j) Creating structures for citizen participation in a free society, such as community advisory panels.

Who works for nonprofits? How are their staff members compensated?

Many nonprofits do not have paid staff because of the small budgets mentioned earlier. Other nonprofit organizations operate with a very small professional staff and an active group of volunteers. Big organizations may enjoy a large professional staff and an even larger body of volunteers, depending on the nature of the organization’s work. If a nonprofit can use volunteers in an efficient and effective manner that enhances its work, it can multiply the impact of each dollar. Each nonprofit organization, regardless of size, is governed by a volunteer board of directors.

Some nonprofits can deliver the bulk of their programs with volunteers. But larger or multifaceted organizations usually require paid professional staff. It is up to the board of directors to set policies for the nonprofit and determine salary schedules and benefits that are competitive.

Because of limited funds, employees of nonprofits often are paid far less than people with comparable skills and education in government or for-profit businesses. According to a 1997 study by the North Carolina Center for Nonprofits, among the nonprofits included in the study, 31 percent

of the jobs required a college degree, while only 13 percent of the nation's business employees and 21 percent of government workers had college degrees. Yet in North Carolina the average participating nonprofit employee with a college degree earned 35 percent less than the national average for a business employee and 15 percent less than that for a government worker. With increasing demands for accountability, professionalism, and retention of qualified staff, nonprofits are trying to increase staff compensation.

How do nonprofits operate? Where does their funding come from?

Raising funds is an ongoing challenge for most non-profit organizations because they rely on different sources of funding, both private and public. Non-profit organizations receive financial and other support from government, private individuals, corporations and foundations. In addition, they may enter into contracts with various levels of government to deliver specific public services. Governments may stretch public funds when citizens receive services through nonprofit organizations, to mobilize private resources for non-commercial organizations with the U.S. government. For example, the state grants for nonprofits in North Carolina for 2009–2010: the federal budget – \$379 million, the local budget – \$363 million [2].

Some non-profit organizations receive income from fees or sales. If the nonprofit provides services and charges (often below market rates or on a sliding scale), the revenue helps cover the running costs of the organization. This service can demonstrate an effective mix of public dollars and nonprofit resources. For example, a government agency can provide grants for vaccination; nonprofit can arrange for volunteer nurses to administer vaccinations, and then to low-income customer may pay a small fee for the service. This joint effort offers a lower rate than any one organization can provide, while generating revenue to support non-profit operations.

Volunteers are significant resources, saving costs of non-profit organizations, performing the work from administration to the council leadership. For example, volunteers can answer phones, stuff envelopes, customer behavior to interview, advise clients, help build homes, provide medical care, give legal advice, offer tax services, or learning to read.

For contracts with nonprofit, government benefits from these volunteers, as well as in-kind donations are another resource for nonprofit organizations. For example, the stores donate building materials for the nonprofit to build a house or shelter. Other businesses can donate various office items, including computers, copiers, printers and office supplies. All these contributions make a difference by reducing operating costs and allow profit to concentrate their limited funds to provide services. Hence governments, private corporations and individuals all play an important role in promoting non-profit fulfill its mission.

How can government officials ensure that a nonprofit will do what they expect it to do?

If government officials provide funding to a nonprofit and want to ensure that it does what they expect it to do, they should discuss their expectations and agree on outcomes; put both in writing, perhaps using contracts; stay in touch to monitor progress; and request periodic project reports. In effective partnerships, governments do not place unnecessary, burdensome requirements on nonprofits. At the same time, nonprofits do what they have agreed to do with the funding, provide required documentation, and communicate with government partners to solicit, retain, and renew their support.

Nonprofits are accountable to a variety of public and private entities. Like a corporation that is monitored by its shareholders, and like a government that is monitored by its taxpayers, a nonprofit is held accountable by all its stakeholders. These stakeholders include its board of directors, the people whom it serves, the IRS, private and public funders, volunteers, and the community at large.

Internal accountability: people within the organization have duties that hold it accountable. The nonprofit's board of directors (composed of professionals, community leaders, and constituents) oversees the organization's operations and ensures that its actions are in line with its mission. Like

a city council or a board of county commissioners, the nonprofit's board of directors looks at what the organization is doing and how it is using its funding. The directors have a legal, fiduciary duty to ensure that all funds are used in accordance with the organization's primary purpose. The board members bring with them their skills and expertise to ensure that the nonprofit conducts business properly. Also, the board is responsible for strategic planning for the organization's future.

**External accountability:** in addition, nonprofits are held accountable by the foundations or other sources (such as the government) that provide them with funding. These sources often require program reports and audits to ensure that the funds are being used to serve the intended purpose. A nonprofit is held accountable through budgets, program evaluations, annual reports, and external audits by a certified public accountant (CPA). For grants and contracts of more than \$300,000, state and federal governments require an additional, special audit, referred to as a "yellow book" audit. Yellow-book audits are complicated and expensive, and finding a CPA firm that will do them is difficult. For grants and contracts between \$15,000 and \$300,000, North Carolina state government requires a sworn statement specifying how all government funds have been spent [3].

**Accounting standards:** governments and nonprofits frequently differ in how they keep records, make reports, and evaluate performance. Public officials follow detailed accounting practices from the Government Accounting Standards Board (GASB). Nonprofit financial and evaluation practices are subject to accounting standards from the Financial Accounting Standards Board (FASB). Since nonprofit accounting practices are different from those of governments and may be unfamiliar to local government officials, some government officials may think that nonprofits are not keeping track of their money in standard, generally accepted ways, when actually they are complying with a different set of standards.

**Disclosure and IRS requirements:** nonprofits are accountable to the IRS and to state tax authorities. Nonprofits with gross receipts of more than \$25,000 must complete an annual Form 990, which reports financial data and other information.

Nonprofits that file Form 990s must produce copies of the documents on request. The IRS routinely audits nonprofits, as it does private corporations and individuals, on the basis of random selection or referral. Just like corporations, nonprofits also must abide by all federal, state, and local laws and regulations related to Social Security (for example, completing and filing W-2 and W-3 forms) and immigration (for example, completing and filing I-9 forms, which verify employees' citizenship), and they must pay any required payroll taxes. Unlike their counterparts in the business world, nonprofits also must do the following:

- a) Receive and maintain tax-exempt status (by filing IRS Form 1023 and subsequently conducting activities consistent with their exempt status)
- b) Comply with limitations and prohibitions on expenditures or activities
- c) Follow requirements regarding the tax deductibility of contributions

Additionally, any nonprofit that intends to solicit contributions in North Carolina must first obtain a "charitable solicitation license" through the Charitable Solicitation Licensing Section of the North Carolina Department of the Secretary of State. Licenses must be renewed annually.

Besides providing financial support, how can local governments improve their work with nonprofits? Local governments can work more effectively with nonprofits by sharing information about government priorities, funding opportunities, and expectations for reporting and accountability on government grants and contracts. They can streamline their application and reporting processes and coordinate those processes with other local grant makers, such as the United Way, to cut down the duplication of effort by nonprofits. Further, they can encourage their employees to volunteer, give to United Way or other federated campaigns, and conduct drives for goods needed by nonprofits.

To get a firsthand perspective on nonprofit management and governance, elected officials and government employees can serve on nonprofits' boards. At the very least, they can make site visits,

ask to be on mailing lists, and invite nonprofit organization leaders to serve on public boards and to participate in important meetings and discussions.

Local governments also can make in-kind resources available to nonprofits. They can donate used furniture or office equipment, provide office or meeting space, and allow nonprofit organization staff to attend training opportunities offered through county departments.

Local governments and nonprofits independently gather information on their community, and both can learn and benefit from sharing relevant findings with each other. For example, if employees of the court system see an increase in domestic violence cases, they might find it helpful to talk to staff of battered women's shelters or advocacy nonprofits to ask if they are experiencing the same trends, and to explore causes and solutions. Such partnering and communication allow both the nonprofit and the local government to pool human and financial resources for the benefit of the community. Through greater interaction, government and nonprofit leaders see that they share goals and challenges, and that together they can serve the common good.

How do nonprofits help build a sense of community? Nonprofits can help build community in a way that governments or private businesses cannot. Since no person or entity can gain financially from a nonprofit's activities, everyone collaborates for the public purpose that the group is organized to serve. The small size of most nonprofits keeps the staff and volunteers close to the people whom they serve in a way that may be more difficult for a large government agency.

Additionally, volunteers become knowledgeable about the mission and the clients that their nonprofit serves. For example, a volunteer providing support to a hospice patient visits with the patient and may learn not only about the patient's needs but also about the illness, the medical procedures involved, side effects, and medical technologies. This volunteer can use that information to help the patient and the patient's family; he or she also can take home the information to help raise consciousness and educate friends. Those friends may be sparked to contribute in their own way by volunteering, counseling, contributing to health research efforts, or providing financial support for local hospice care. Like a pebble in a pond, volunteerism has a ripple effect, producing outcomes that might be too expensive for the government or a business to support directly.

How do nonprofits help address problems in the community? Governments are generally responsible for the broad goal of serving the public at large. Nonprofits usually serve particular groups of citizens, so they can become specialists in that area and stay close to the needs of their constituents. Local governments can capitalize on that expertise by seeking information from nonprofits for program development or community problem-solving.

Some of the most innovative public policies in this country have developed from programs and research performed by nonprofits. For example, in North Carolina the statewide early childhood program known as Smart Start was modeled on a nonprofit program in Greensboro called Uplift. As advocates for their clients and programs, nonprofit practitioners can offer experience, insight, and alternative solutions to problems that the community faces.

Additionally, local government can contract with nonprofits for services that the government probably cannot deliver as efficiently as nonprofits can.

Local government officials also can look to nonprofit leaders as a source of current research or specialized knowledge.

Governments can take advantage of these special skills or knowledge by having nonprofit organization members sit on local government boards, such as those that deal with social services, mental health, or health. Nonprofits can bring a voice for, or a perspective on, the community that might not otherwise be represented. Small nonprofits also are flexible and can adjust quickly as the needs of the community change.

What is public engagement? Engaging in the public policy process can mean conducting and getting involved in any one or more of a wide range of activities including legislative advocacy,

administrative or regulatory advocacy, judicial advocacy, public interest research, public education efforts, community organizing, voter and candidate education, assessing and disseminating public information, and facilitating and building partnerships, coalitions and negotiations among nonprofits and government.

Lobbying is one specific form of public policy engagement that is often a key strategy for making and changing laws. The other forms of public policy participation mentioned above may ultimately influence legislation but generally serve other parts of the policymaking process.

What is lobbying? Lobbying is a specific, legally defined activity that involves stating your position on specific legislation to legislators and/or asking them to support people's position. Legislation is a bill that has been introduced or a draft bill that may be introduced in any legislative body such as a city council, state legislature or Congress. Lobbying is classified as direct or grassroots. For example, if community foundation called or met with a legislator or legislator's staff person and stated your organization's position on a bill, then that activity would count as direct lobbying. Grassroots lobbying is when NGO urge the public to take action by asking elected officials to support or oppose legislation.

Why lobby? As a leadership organization in area, which have a powerful voice that can be used to influence public policy change and confer benefits on people and causes, which can be greater than those benefits derived from any one grant or program. While lobbying is only one form of public policy activity, it is often a critical step toward changing laws that affect the groups and people they serve.

Community foundations can provide leadership by being involved in public policy. For example, the Minneapolis Foundation funded a lobbying and advocacy campaign to protect Minnesota nonprofits and the people they serve against deep budget cuts. The East Bay Community Foundation in San Francisco served as convener of groups and as a leader in a legislative fight for gun control. The Pittsburgh Foundation conducted research and brokered a collaborative process among nonprofits and county officials to identify and address gaps in service as a result of welfare reform.

a) Founded in 1990, the North Carolina's Center for Nonprofits is a private, "501(c)(3)" nonprofit organization that serves as a statewide network for nonprofit board and staff members, an information center on effective organizational practices, and an advocate for the nonprofit sector as a whole. The Center offers services directly to all sizes and types of "501(c)(3)" nonprofits and works closely with other local, state and national groups that assist nonprofits [4].

Concerned about the increasing challenges they faced, more than 2,000 nonprofit leaders from all 100 counties gave grassroots input to determine the Center's goals. Now 1,500 organizations have joined this coalition of nonprofits working together for a better North Carolina, and they provide continuous input on emerging issues and needs.

Mission: To enrich North Carolina's communities and economy through a strong nonprofit sector and voice.

Strategic goals of the Center:

a) To help Member nonprofits achieve their vital missions by offering them an array of services to increase their knowledge and capacity to be results-oriented, collaborative, adaptive, sustainable, ethical, and in legal compliance.

b) To educate the public on the impact of nonprofits by creating a constant drumbeat of stories.

c) To lead the nonprofit sector and mobilize network on public policy issues that affect all NC nonprofits.

d) To ensure that the Center has the human, financial, and technological capacity to achieve these goals.

Who belongs? Membership is open to all 501(c)(3) nonprofits operating in NC, groups applying for this status, and other grassroots groups working for the community good. The 1,550 Members are

all sizes and types of nonprofits in all 100 counties. Dues are \$70 to \$1,200 based on the nonprofit's budget. Grant-making foundations may become Foundation Sustainers. Businesses, consultants, governments, and individuals may become Sustainers or purchase services.

How do nonprofits benefit? The Center helps Member nonprofits to:

- a) Save money and time so all their resources can go further for more impact in the community
- b) Lead and manage their organizations effectively
- c) Exchange ideas and collaborate for more impact
- d) Unite their voices on policy issues that affect their capacity to achieve their missions.

How does the Center do this? Examples of services include:

a) The Conference and Public Policy Forum for North Carolina's Nonprofit Sector. More than 67,000 community leaders have participated in this and other seminars and forums.

b) Board and Staff Helpline – fast, confidential information on best practices and resources. Almost 100,000 board and staff leaders have used this service.

c) An extensive website with carefully-selected resources – [www.ncnonprofits.org](http://www.ncnonprofits.org). Nonprofits download sample organizational policies and other substantive resources an average of 200 times a day!

d) Advocacy on state and federal policy issues that affect all 501(c)(3) nonprofits in NC; extensive updates for affiliated organizations and individuals; and checklists of laws and regulations that nonprofits must follow.

e) 37 ways to help nonprofits cut operating costs – e.g., conference calls, retirement plans, or fundraising software – plus free consultations with attorneys, CPAs, and marketing and HR professionals. The first 36 nonprofits through program of unemployment insurance has saved a total of \$2.65 million.

f) A checklist and specific benchmarks to be effective and accountable – Principles and Practices for Nonprofit Excellence.

g) Online jobs board to fill vacancies and recruit talent to the nonprofit sector.

i) Common Ground – a quarterly publication with trends and practical tips.

j) A statewide network for professional development, peer exchange, and sharing of solutions.

m) Collaboration with local, state, and national partners interested in helping North Carolina's nonprofits. For example, the Center offers free consultations for specialized expertise in partnership with the N.C. Bar Association, American Marketing Association.

Who is on the Board? Nonprofit, foundation, and business leaders with extensive experience in the nonprofit sector serve on statewide Board of Directors.

How is it funded? Nonprofits invest in themselves by paying modest dues and fees, showing they value the Center's work. This supports a third of the cost to provide the services that nonprofits want and need from the Center at the level of quality they deserve. Community-minded businesses, foundations, and individuals invest annually Sustainers to subsidize the other two-thirds that nonprofits cannot pay.

b) In North Carolina, the nonprofit Center for Community Self-Help and its affiliates finance, Self-Help Credit Union and Self-Help Ventures Fund, comprise one of the leading community development financial institutions of the country (CDFIs) [5]. As leaders in the nonprofit funding since 1980, their mission is to create ownership and economic opportunities for minorities, women, rural residents and low-wealth families. They provided 4.5 billion dollars in funding for more than 50,000 small businesses, nonprofit organizations and homebuyers. SelfHelp has offices in Asheville, Charlotte, Durham, Fayetteville, Greensboro, Greenville, Wilmington and Washington, DC, members of the NC Center for nonprofit organizations to receive a free Self-Help Credit Union membership.

c) Founded in 1998 as a project of the Independent Sector, the Center for Lobbying in the Public Interest (CLPI) is now a national, nonprofit organization that helps nonprofit organizations increase



their effectiveness and impact through advocacy [6]. Civic participation is the essence of democracy, and nonprofit organizations are one of the most effective vehicles for engaging people in the democratic process. CLPI trains nonprofits and promotes increased advocacy within the nonprofit and philanthropy sector in order to create systemic change on the critical issues of day.

The Center for Lobbying in the Public Interest (CLPI) promotes, supports and protects 501(c)(3) nonprofit advocacy and lobbying in order to strengthen participation in democratic society and advance the missions of charitable organizations.

CLPI's goals are to:

a) Promote increased nonprofit advocacy by acting as a catalyst for change within the nonprofit and philanthropy sector.

b) Support increased civic participation by nonprofits and their constituents through education, training and technical assistance.

c) Protect and expand nonprofit advocacy rights to facilitate civic engagement by nonprofits and their constituents.

Community foundations can serve and provide leadership by being involved in public policy.

d) Girls on the Run Triangle

Girls on the Run of the Triangle is a chapter of Girls on the Run International established in 1996 by Molly Barker, a marathon runner and Ironman triathlete [7]. Today, there are over 150 locations across the U.S. and Canada, with several new locations added yearly.

The GOTR-Triangle chapter was founded in 2000 by Mandy Beard, a Durham, NC native. GOTR-Triangle has grown from serving 20 girls in 2001 to 700 girls in 2010.

GOTR uses the power of running and being active to change the way girls see themselves and their futures. It is an innovative health education and wellness program that combines training for a 3.1 mile non-competitive run/walk event with life-changing, leadership skill building lessons that encourage healthy habits and an active life-style in girls ages 8–12 years old.

The girls meet twice weekly for 12 weeks during the spring and fall. The sessions include running workouts and games that teach important life skills such as teamwork, leadership, goal-setting, conflict resolution, and healthy decision making. At the end of the program, all girls participate in a 5K (3.1 mile) run/walk event as a final personal challenge for the season.

The mission is to prepare and educate girls for a lifetime of self-respect and healthy living. The 24-lesson curriculum is aimed at changing a girl's unhealthy perception that how she looks is more important than who she is. The program combines training for a noncompetitive 1- or 3.1-mile running event with uplifting workouts and a community service project.

Founded in 2000 by Mandy Beard, Girls on the Run of the Triangle, Inc., is an Independent Council of Girls on the Run International, which has a network of more than 140 locations across the United States and Canada. GOTR-Triangle currently serves more than 400 girls a year in Wake, Orange and Durham counties.

In 2002, Wendy Webster, a founding board member of GOTR-Triangle and active member of the Junior League of Raleigh, helped create the relationship that exists today between GOTR and the League. GOTR-Triangle has received two Junior League Community Grants of \$4,000 and the 2006 Legacy Award.

Nonprofits in North Carolina form one of the most crucial segments of national life. The success of the nonprofit organizations in North Carolina confirms that the operation of NGOs is not aimed at replacing established private businesses and the state's role in providing economic benefits. Their activities, in contrast, extend the structure of social needs, creating opportunities for additional provision of alternative products to consumers.

From this perspective, non-profit organizations have contributed to increasing competition between different sectors of the economy and the socialization of the economy, which has a positive impact on socio-economic development of society.

Nonprofit organizations in North Carolina use a variety of funding sources, such as: entry and membership fees, voluntary contributions and donations, earmarked revenues from legal entities and individuals, grants from the state budget.

Raising additional resources through non-profit organizations in exchange for commitments to create a predominantly public good provides social support to the individual professional, amateur and public interests groups. In these cases, potential profits are not distributed among the founders (participants) of the nonprofit organization (with the exception of consumer cooperatives) but are used to fund the nonprofit's activities.

Funds from the state budget come to nonprofit organizations for the implementation of individual projects, programs and activities.

The relationship between the state, including local and regional government, and the administration of nonprofit organizations in North Carolina, as in all the states in America, are targeted and systemic. Nonprofits are actively involved in the development and implementation of federal, regional and local socio-economic programs.

In some cases, NGOs and the government have established long-term contractual agreements. There is a national online system for the conclusion of such contracts on a competitive basis. In one recent round of contract bidding, non-profit organizations were included in the execution of almost 600 federal programs.

In general, non-profit organizations of any developed country form a vast and powerful system that can defend their interests at any level.

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## US Strategic Forecasting: Ways and Forms of Its Use in Kazakhstan

**Bakaev A.**

What are strategic planning and forecasting processes? What is the difference between them?

Strategic planning is the process of setting goals and priorities, as well as macroeconomic indicators, of the most important areas of socioeconomic development of countries in the long or medium term development process while at the same time, building basic mechanisms for their implementation.

Strategic forecasting means applying various techniques for possible conditions and trajectories of the dynamics of an object in the future, and projecting difference scenarios [1]. Accordingly, the process of prognosis development is called forecasting. Predictions combine the properties of scientific and theoretical baselines with sufficient specificity of the predictions based on predictive calculations and balances.