

Nonprofit and NGO English Participant Workbook

Practice pages for realistic field-specific meetings, pushback, documentation, and role-play preparation

Audience: nonprofit program managers, NGO staff, grant writers, development officers, monitoring and evaluation teams, field coordinators, volunteer managers, and nonprofit executives

Focus: A nonprofit and NGO English curriculum for donor communication, grants, program evaluation, field operations, safeguarding, community partnerships, volunteer management, and mission-versus-budget tradeoffs.

Designed for advanced ESL learners who already use professional English and need industry-specific terminology, realistic meetings, role-play pressure, careful pushback, and polished workplace outputs.

Teaching stance: this is language and workplace-communication training, not legal, medical, financial, safety, or regulatory advice. Instructors should connect every scenario to the learner's current company policies, local rules, and approved procedures.

How to Use This Workbook

For each module, define the terms, identify the decision pressure, write a careful response, and practice the conversation aloud. Strong answers are specific, calm, evidence-aware, and tied to owner and next step.

Module 1. Mission, Theory of Change, and Program Design

Situation

A donor asks how activities create outcomes.

Stakeholder pressure: Use inspirational stories only.

Constraint: Inputs, activities, outputs, outcomes, assumptions, and evidence need alignment.

Terms to use

- mission
- theory of change
- output
- outcome

Evidence, owner, or policy boundary

Pushback sentence

Draft the theory-of-change explanation

Module 2. Grant Proposals and Donor Restrictions

Situation

A funder offers money for work outside the mission.

Stakeholder pressure: Accept it because funding is scarce.

Constraint: Mission fit, restricted funds, capacity, and reporting obligations need review.

Terms to use

- restricted funding
- deliverable
- grant proposal
- mission fit

Evidence, owner, or policy boundary

Pushback sentence

Draft the grant-fit recommendation

Module 3. Monitoring, Evaluation, and Learning

Situation

A report shows improved participation but unclear outcomes.

Stakeholder pressure: Call the program successful.

Constraint: Indicators, baseline, attribution, qualitative evidence, and limitations matter.

Terms to use

- indicator
- baseline
- attribution

- learning agenda

Evidence, owner, or policy boundary

Pushback sentence

Draft the evaluation caveat paragraph

Module 4. Field Operations and Partner Coordination

Situation

A local partner cannot deliver services on the agreed timeline.

Stakeholder pressure: Pressure the partner publicly.

Constraint: Local constraints, safety, community trust, budget, and contingency planning matter.

Terms to use

- implementing partner
- field visit
- contingency
- community trust

Evidence, owner, or policy boundary

Pushback sentence

Draft the partner recovery plan

Module 5. Safeguarding and Incident Reporting

Situation

A volunteer reports possible misconduct by a staff member.

Stakeholder pressure: Ask the staff member informally.

Constraint: Safeguarding policy, confidentiality, survivor-centered response, and investigation process apply.

Terms to use

- safeguarding
- confidentiality
- survivor-centered
- incident report

Evidence, owner, or policy boundary

Pushback sentence

Draft the safeguarding intake note

Module 6. Volunteer Management and Training

Situation

Volunteers want to perform tasks beyond their training.

Stakeholder pressure: Let them help wherever needed.

Constraint: Role scope, training, supervision, risk, and client dignity matter.

Terms to use

- volunteer role
- training
- supervision
- duty of care

Evidence, owner, or policy boundary

Pushback sentence

Draft the volunteer boundary script

Module 7. Advocacy, Public Messaging, and Neutrality

Situation

A campaign team wants to use a dramatic statistic.

Stakeholder pressure: Use it because it gets attention.

Constraint: Source, context, dignity, legal status, and organizational position need review.

Terms to use

- advocacy
- campaign

- dignity
- source

Evidence, owner, or policy boundary

Pushback sentence

Draft the advocacy message review

Module 8. Board Reporting and Sustainability

Situation

Cash runway is tightening while demand rises.

Stakeholder pressure: Ask the board for emergency funds without options.

Constraint: Scenario planning, reserves, restricted funds, staffing, and mission impact need clarity.

Terms to use

- board governance
- cash runway
- reserve
- scenario

Evidence, owner, or policy boundary

Pushback sentence

Draft the board sustainability update

Capstone Simulation

Lead a cross-functional meeting in nonprofit and ngo. Choose four modules from this workbook, connect the risks, and prepare a five-minute update with decision, evidence, constraint, owner, and next step.
