



HOW TO MAKE A BIG DIFFERENCE ON A SMALL SCALE

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**Making Lifelong Connections 2015
San Antonio Texas
April 23-24, 2015**

Overview

- Overview of International Development Landscape
- Definition and Role of Civil Society Organizations
- Civil Society in International Development
- Funding International Development
- Defining Sustainability and Achieving Sustainability
- Capacity Building Case Study

MCH Competencies

- Developing others through Teaching and Monitoring
- Working with Communities and Systems
- Cultural Competency

International Development Landscape

- International development landscape has changed dramatically over the previous 20 years.
- Number of civil society organizations focusing on issues that range across the health, social, and economic development field has increased exponentially.
- According to the Yearbook of International Organizations, the number of international NGOs was reported to have increased from 6,000 in 1990 → 50,000 in 2006 → 65,000 now.¹
- China alone has over 460,000 officially registered NGOs with 6 million employees.¹

Civil Society Organizations

- Definition, role, and context in which civil society organization exist has evolved in impactful and vibrant ways:

Definitions are changing as sector today includes a variety of organized and unorganized groups. The onset of online platforms continue to challenge our definition.¹

Roles are changing as civil society actors are demonstrating their value as facilitators and innovators as well as service providers and advocates.¹

The **Context** in which organizations exist is ever changing. Political pressure restricting organization, technology, global unrest, and changes in donor priorities pose challenges.¹

Civil Society in International Development

- Civil society organizations today are viewed as an essential part of international development.
- The right to participate individually and collectively (social participation) in the planning and implementation of one's health care was first introduced in the Alma-Ata declaration of 1978.²

Funding International Development

- Sheer volume of funding allocated to global health initiatives has been unprecedented.
- From 1990 to 2007, the amount of monies increased from \$5.6 million to \$21.8 billion.³
- Expansion of resources can be attributed to increases in public funding from the USA, philanthropic donations, and in-kind contributions from corporate donors.³
- The surge in global health financing has also been accompanied by major changes.³



Funding International Development

- Portion of funds channeled through UN agencies (UNAIDS, UNICEF) and development banks has decreased from 1990-2007.³
- Non-governmental organizations and new global health initiatives such as the Global Fund to Fight AIDS, Tuberculosis and Malaria (GF) have gradually become the channel for an increasing share of development assistance.³
- In fact, GF and United States Agency for International Development (USAID) push countries to include civil society representatives in applications and decision making.

What is Sustainability?

- We have heard the: terms sustainable agriculture, sustainable energy, sustainable technology...sustainable development.
- According to Miriam Webster sustainable is defined as:

“of, relating to, or being a method of harvesting or using a resource so that the resource is not depleted or permanently damaged”

What is Sustainability?

- Sustainable development was first defined by the UN in 1987 as...”meeting the needs of the present without compromising the **ability of future generations to meet their own needs**”.⁴
- The push to include civil society in international funding schemes and increase country ownership of initiatives is based on 2 notions:
 - 1) International funding with not last forever
 - 2) The most successful interventions are “owned” by direct beneficiaries

WHAT WE KNOW...

- Civil society is a key actor in achieving international development milestones
- Monies to support various initiatives have increased
- Push to achieve sustainability has increased via direct mandates from major international donors

How can we both work via local grassroots organizations without losing sight of program quality or the inherent limitations new and/or small civil society organizations face in order to achieve sustainability?

Achieving Sustainability

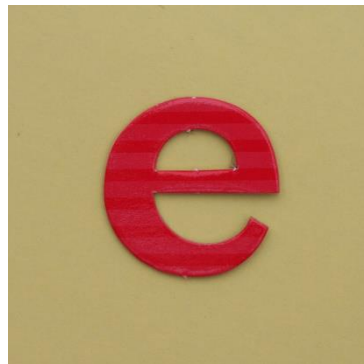
1. Funds without capacity building will fail to reach their full intended potential.
2. Empowering civil society organizations through targeted capacity building will help guarantee sustainability when funding ends.
3. Donors must be willing to invest in capacity building despite additional ‘costs’ (e.g. time, resources, money)



Assess



Monitor



Evaluate

Assess



Monitor

Specific

Measurable

Achievable

Realistic

Time bound

- ❖ Time bound element provides deadlines which help people focus on tasks required to achieve objectives.

Evaluate

- Before setting SMART objectives relevant factors such as resources must be taken into account to ensure that they are **realistic**.
- Avoid setting unachievable or large number of objectives.
- Incorporate periodic evaluations that allow changes to objectives.

Case Study: Organization Overview

	Organization A	Organization B
Years of incorporation	5-10 years	0-5 years
Team size	<5	<5
Location	Rural low to middle income community	Rural low-income community
Budget	<50,000 USD/year	<50,000 USD/year
Target Population	FSW, immigrants, males at risk	FSW, ethnic minorities, males at risk, immigrants

Organization A: Assessment

Aspirations	No clear mission, vision.
Strategy	Overall purpose/objectives but not written.
Organizational Skills	No clear implementation plan, funding and M&E. Questionable program quality and no funding source.
Human Resources	Small team, limited budget does not allow for paid staff
Systems & Infrastructure	No policies and procedures. Previously lost donors.
Organizational Structure	Established a board for legal incorporation but non-functional.
Culture	More radical approach. Nonconformist.

Organization A: Evaluation

- No Capacity Development assistance provided.

OVER THE COURSE OF 1 YEAR...

- Failed to implement all projects in accordance to donor guidelines.
- Faulted on all donor financial management requirements.
- Lost all donor contracts.
- Encountered legal and safety issues.
- Closed down operations.

Organization B: Assessment

Aspirations	Clear mission. No vision
Strategy	Overall purpose/objectives but not written.
Organizational Skills	No clear implementation plan, funding and M&E. Good program but no funding source.
Human Resources	Small team, limited budget, 1 paid staff, 2 non-paid staff
Systems & Infrastructure	No policies and procedures for program and/or financial management.
Organizational Structure	Established a board for legal incorporation but non-functional.
Culture	Religious organization. Must function within beliefs.

Organization B: Monitoring

Strategy/Organizational Skills

- Written agreement with clear program goals and objectives.
- Increase funding by 50% (\$12 - 24\$ per person).
- Cost sharing: free space/light/water
- Program and M&E training

Human Resources

- Cost Sharing: financial manager, program manager, part-time support staff (provided by donor)

Systems & Infrastructure

- Financial Training (group and one-on-one)
- Development and implementation of financial procedures

Evaluation

Strategy/Organizational Skills

- Increased program output: persons reached, complete uptake of services (HIV testing, counseling, support services)
- Few errors in data collection and reporting
- Mystery Client Study: Ranked #2 out of 5 clinics sampled!
 - New objectives developed from findings

Human Resources

- Better flow of work and clear separation of duties

Systems & Infrastructure

- Clean financial audit

Culture

- Increase in service provision (condoms)

6
Months

6 Months

“Do the best you can until you know better. Then when you know better, do better” – Maya Angelou

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