A Journey towards CSO Sustainability & Excellence

Aurelio Camilo B. Naraval, Jr., MD MSc
ICOMP
International Council on Management of Population Programmes (ICOMP)

- Strengthening Leadership and Management Capacity
- Building Good Practices
- Promoting Policy Dialogue
Leadership Development towards Organizational Excellence / Sustainability

To improve access to gender, reproductive health information and services by women, children and men as the project strengthens the organizational sustainability partner NGOs and CBOs.

This presentation reflects:

• Strengthening capacity of leaders among RH, FP.HIV.AIDS organizations
• Close to a 100 NGOs and CBOs in Nepal, Sri Lanka, Bangladesh, Philippines and Indonesia
Compelling Roles of CSOs

• It is no longer enough to do good, CSOs are expected to deliver development results.
• Gaps are widening in terms of unmet needs in SRHR, CSOs role is compelling
• Formidable challenge of resource mobilization as donors are gradually withdrawing.

“There is growing recognition that engagement with civil society organizations (CSOs) is critical to ...development co-operation.”

UNDP
Tree of Life
Inadequate funding
Failure to reach target
Lack of direction

Poor quality of services
Delayed report
Inadequate funding
Lack of direction

Uninvolved Board
Staff Conflict
Misuse of funds

Vision / Mission
Program Effectiveness
Financial Accountability
Security
Leadership & Governance
Empowerment
Organizational Blueprint: Is it program for Excellence or Mediocrity?
What is excellence?

• Surpassing others in good quality
• Of great virtue, of great worth
• To exceed expectation

Chamber 20\textsuperscript{th} Century Dictionary

We are what we repeatedly do. Excellence, then is not an act but a habit.

Aristotle
CSO/CBO Excellence / Sustainability Framework

- Governance
- Leadership and Management
- Empowerment of Members
- CBO Sustainability
- Program Effectiveness
- Financial Accountability and Security

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<td>2. Organizational Culture</td>
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<td>3. Governing Body’s Structure &amp; Representation</td>
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<td>D. Program Effectiveness</td>
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<td>E. Empowerment of the Members</td>
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<td>16. Participation and Empowerment</td>
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Organizational and Leadership Needs Assessment

PROCESS

Enhanced

Assess

Make necessary changes

Develop

Are implemented

Empowerment

Appropriate Program Processes and Contents

Institutional Elements

Capacity Development

Organizational and Leadership Needs Assessment

INTERVENTIONS

Needs

Requires

To be done with

Based on

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NEEDS ASSESSMENT: Organizational challenges on sustainability and leadership capacity development needs.
Average Score of the Six Dimensions on Organizational SUSTAINABILITY Assessment

- Unrelenting Adherence to VMG
- Exemplary Leadership and Management
- Sound Resource Management
- Continuous Learning
- Active Engagement of Stakeholders
- Strong Governance System

Average Score of the Six Dimensions on Organizational SUSTAINABILITY Assessment
Average Score - Strong Governance System

Some died, some went for study etc.

Board size

4
3
2
1
0

Board Decision Making

Not involve in strategic guidance

Board Roles and Responsibilities

Operation & Governance

Board Decision Making

Not involve in strategic guidance

Board Roles and Responsibilities

Operation & Governance

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Average Score on the Six Dimensions on Organizational Excellence

- Unrelenting Adherence to VMG
- Strong Governance System
- Exemplary Leadership and Management
- Continuous Learning
- Active Engagement of Stakeholders
- Sound Resource Management

ICOMP 17
Average Score - Sound Resource Management

Financial Management

Brand Building

Business Development

Sustainability

Resource Mobilization and Utilization

- Inadequate core funds
- Board does not raise funds
- Not diversified
TOP Organizational Challenges of CSOs

• Weak governance/ uninvolved Board
• Poor understanding of vision / mission
• Declining donors / lack of funding
• Low participation of members / staff
• Organizational form / structure
• Capacity of the staff / conflict
• Weak organizational management
• Lack of monitoring and evaluation
• Uneven quality of services
“Blended Approach” in Capacity Building

- Strategic planning
- Technical guidance
- One to one meetings
- On the job reinforcement
- Mentoring / coaching
- Workshops
Leadership Decisions and Actions to Address Organizational Challenges
1. Leadership & Management

• **Strategic planning:**
  - Review of the vision, mission and objectives
  - Develop programmatic and institutional plans

Rahima Workshop
• Changing the mind set of the leaders to adopt “sustainability”
  • Internal discussion on sustainability
  • Programming of long-term financial security
  • Workshops with invited experts
  • Exchange study on best practices
• Developing the Standard Operating Procedures (SOP), Financial Manual
- Strengthen the capacity of the staff on organizational management and M&E
- Generate more funding sources
2. Board Involvement

- Change / re-state vision and mission
- Restructuring of organization
- Approval of standard operating procedures
- Participation in major activities of the organization
- Financial oversight
3. Non-traditional Fund Sources

- Earned income i.e., salon, spa, outbound facility, selling books, women’s products
- Corporate Social Responsibility
- Event Organizing
- Individual Giving
- Fee-based training
Outbound Facility

Event Organizing
Rifka Women’s Clinic / Products

Selling of Books
Is there improvement in the Access to Information and Services?

• Increased universal access to SRHR services due to:
  – more activities – increased donors and non-committed funds
  – improved capacity of staff

• Data from Monitoring & Evaluation improved further the programs
Health kits for the pesantren
Women’s Product and Empowering Survivors
Empowering Women Living with HIV & their Family
Lessons Learned

• Organizational sustainability is a combination of program effectiveness, empowered constituents, and clear organizational vision and directions, leadership, including but not limited to financial security.

• A mix of factors bring about success in the partner-NGOs’ journey towards organizational excellence.
• Success of the program is dependent to the level of involvement of the executive leaders along with qualified and well motivated team.

• Crucial to building up the OS is to engage the Board for it to govern.
• Resource mobilization through NTFS also works in non-profit setting
  – The resource mobilization activities of PNGOs are aligning with the vision, mission and goals.
  – It is a good practice that the resource mobilization makes use of what the organizations do best or known for.
  – Finding the right “fit” between the type of resource mobilization and organizational niche.
  – Having a dedicated team to steer the resource mobilization helps ensuring success of the fund raising.
• For quality RH services’ utilization to remain unhindered and viable for years to come, it is important that institutional systems and elements support the NGOs’ programs and activities.
• Change is a difficult process, but planning on how to set out the change process & having a clear description of its ends makes its easier for the CSOs to embrace it.

• Absence of second-line leaders and high turn-over of staff slowed the progress in achieving OS.
Thank You

THANK YOU