

Localization

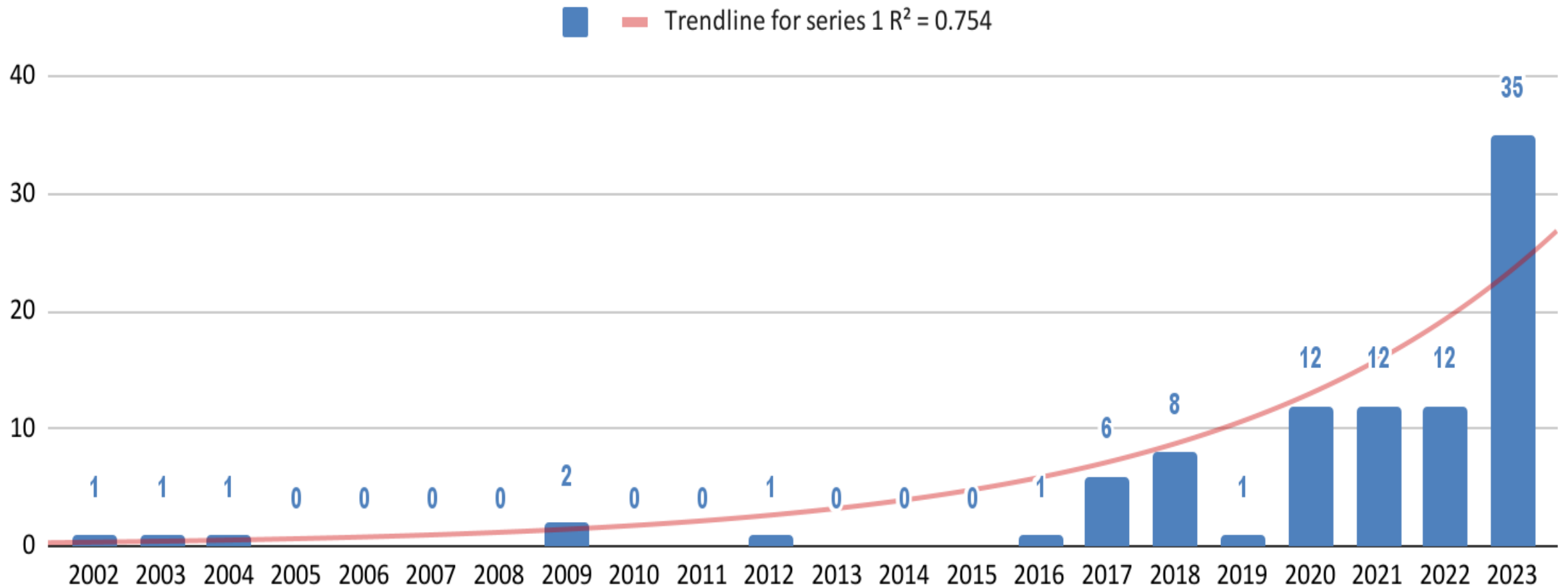
Locally Led Development

Localization & Locally Led Development



- Donors moving to directly fund national partners.
- USAID Target: 70% of projects need to be locally lead.
- Projects stipulate 50% to LNGO for 3 year with 75% for years 4 and 5.
- Looking for technical strength, geographical coverage, organizational capacity and innovation.

Number of LNGOs Directly Supported by USAID in Congo





Well positioned to play a larger role in education

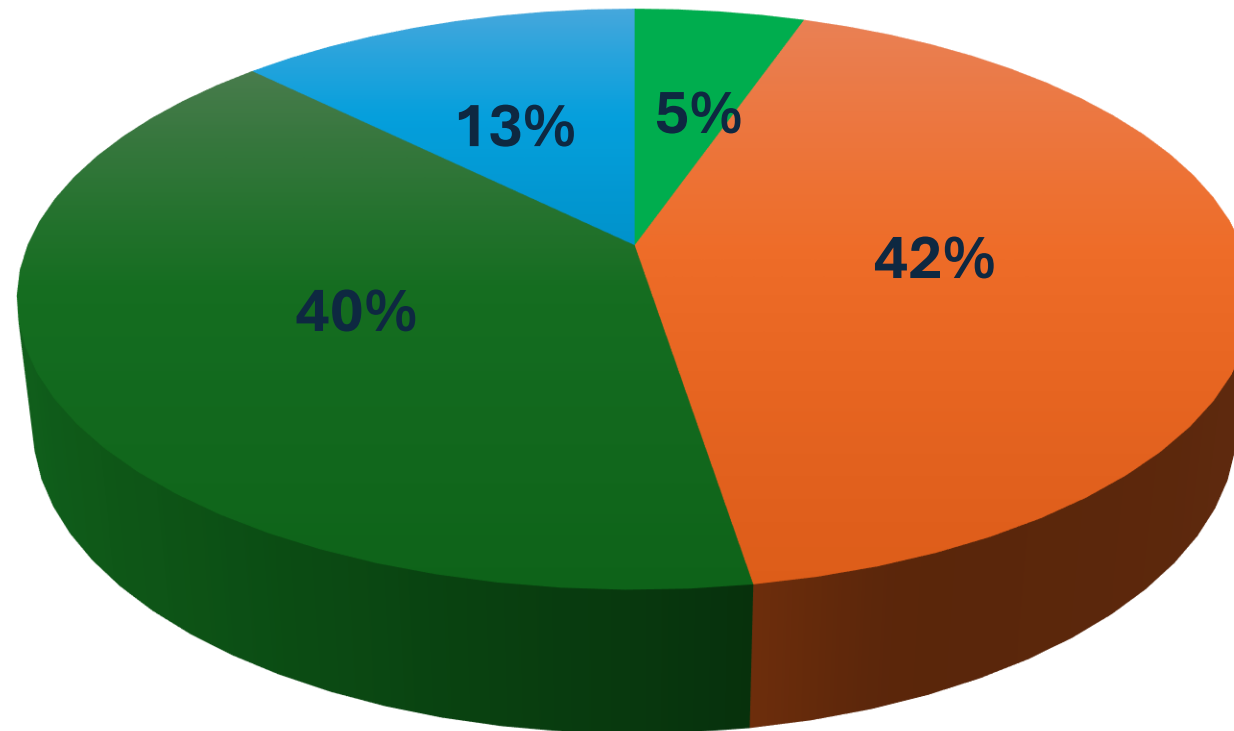
- CPC and CPK have a long history of running schools
- They have a large geographical footprint
- With 70% of schools in Congo run by the church they are a natural consortium partner

Current context in Congo

- Fourth poorest country in the world (62% < \$2.15/day)
- 95% Christian
- 70% of schools are church run
- Government pays only 60% of teacher salaries
- 40% of health care is delivered by churches
- Government only pays 35% of health worker salaries

Source of Funding for Health Care in Kasai

Church funding is less than 1%



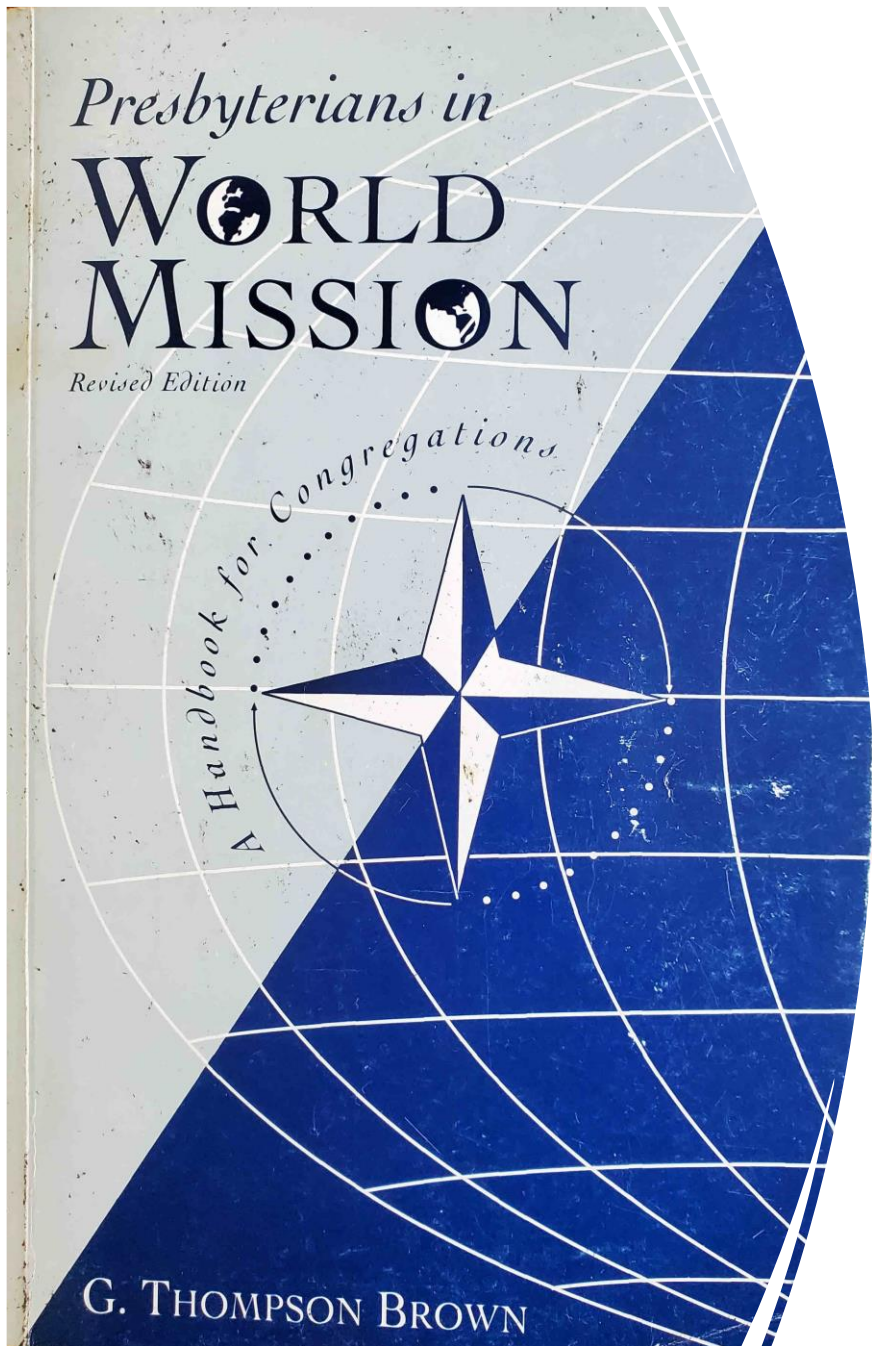
■ Government ■ Population ■ SEMI Project ■ Other Projects

IMA Capacity Strengthening Legacy

SANRU - Democratic Republic of Congo

Over the course of 20+ years, IMA staff mentors were located in the SANRU office. SANRU is now known for its expertise and management capacity in providing integrated health systems strengthening assistance to throughout Congo. Now a direct awardee of USAID, the World Bank and the Global Fund.



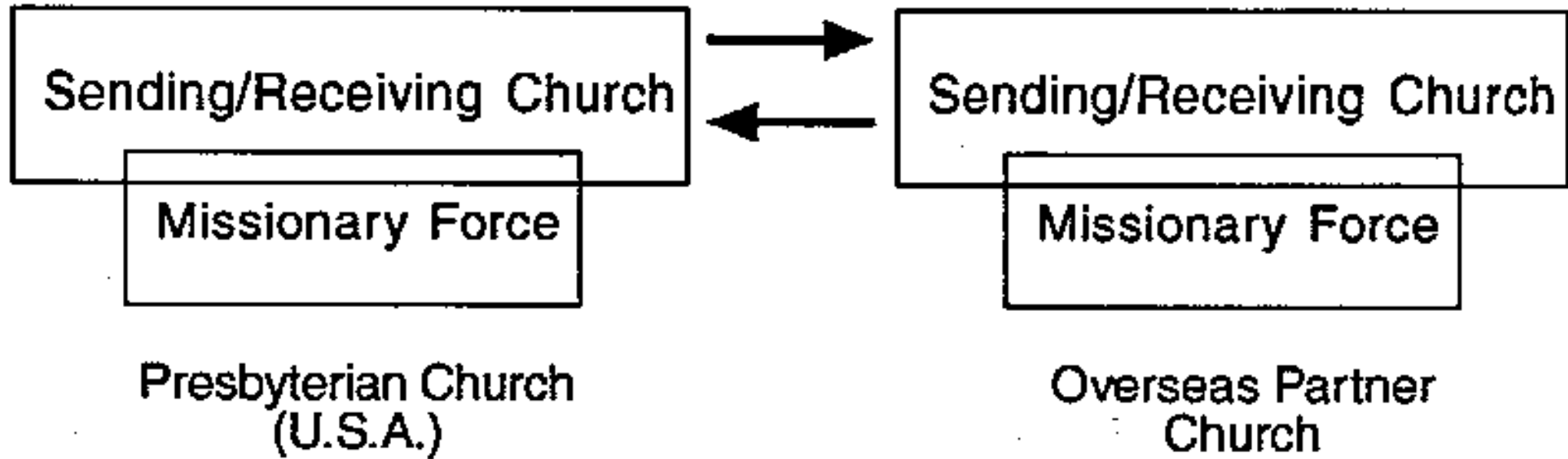


The Framework Within Which We do Mission

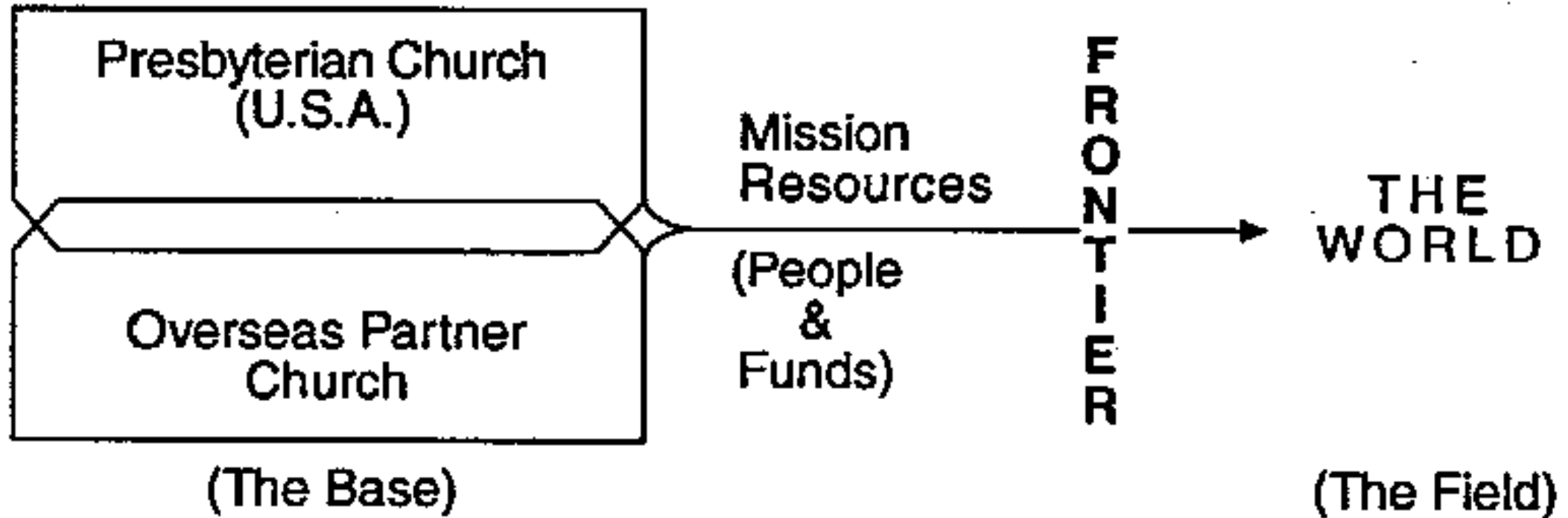
Early Mission Model



Current Mission Model

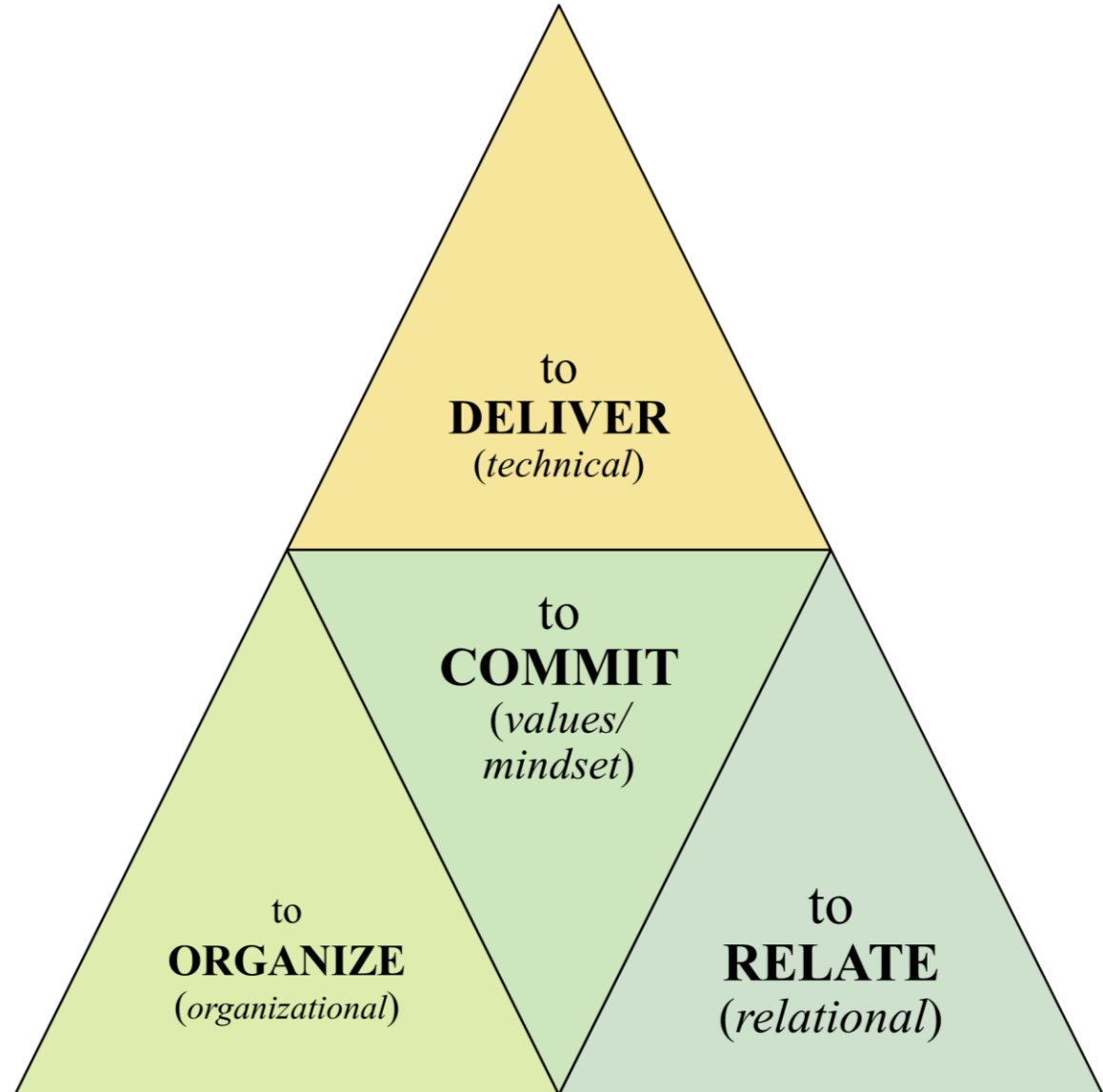


Proposed Mission Model



CORD: Capacities of a Successful Organization

- To **COMMIT** is at the heart.
- To **ORGANIZE**
- To **RELATE** support
- To **DELIVER** most visible



To COMMIT

Drives the success of an organization for long-term viability and sustainability.

- Vision, Purpose and Ownership
- Organizational Culture and Leadership
- Accountability
- Adaptive Management

To ORGANIZE

The processes and structures to organize the work, implement programs, allocate resources and comply with donor requirements.

- Independent Governance
- Strategy and Planning
- Human Resource Development
- Financial & Administrative Management
- Resource Mobilization (procurement)

To RELATE

The ability to form connections with communities, donors and peer organizations.

- Stakeholder Relations
- Peer Networking and Partnership
- Donor Relations
- Government Relations
- Private Sector Relations

To DELIVER

Specific technical knowledge and skills needed to carry out the work and achieve results.

- Program Implementation
- Technical Expertise
- Stakeholder Engagement and Participation
- Design, Monitoring, Evaluation & Learning (DMEL)
- Gender, Equity and Social Inclusion (GESI)
- Program Sustainability

Essentials of a LNNGO

- A dynamic director that has technical competence and can network with donors and government
- A qualified finance director who can develop and work from a budgeted work plan and do accrual accounting
- A monitoring and evaluation specialist that can develop Program Monitoring Plans and log frames
- Technical expertise
- Independent and competent governance



Dr Bernard Ngoy
Technical Director IMA

Dr Albert Kalonji

Technical Director

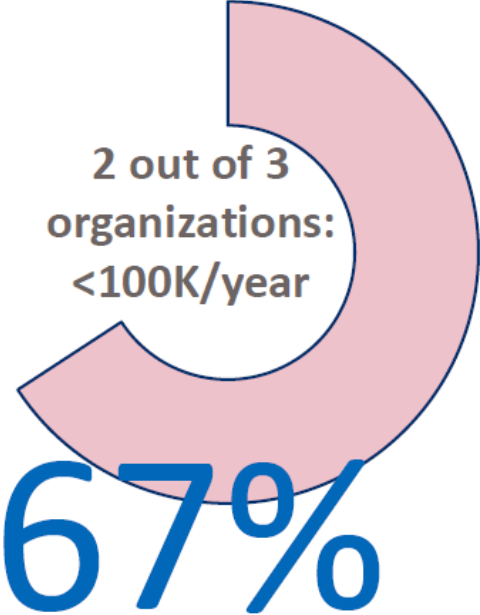
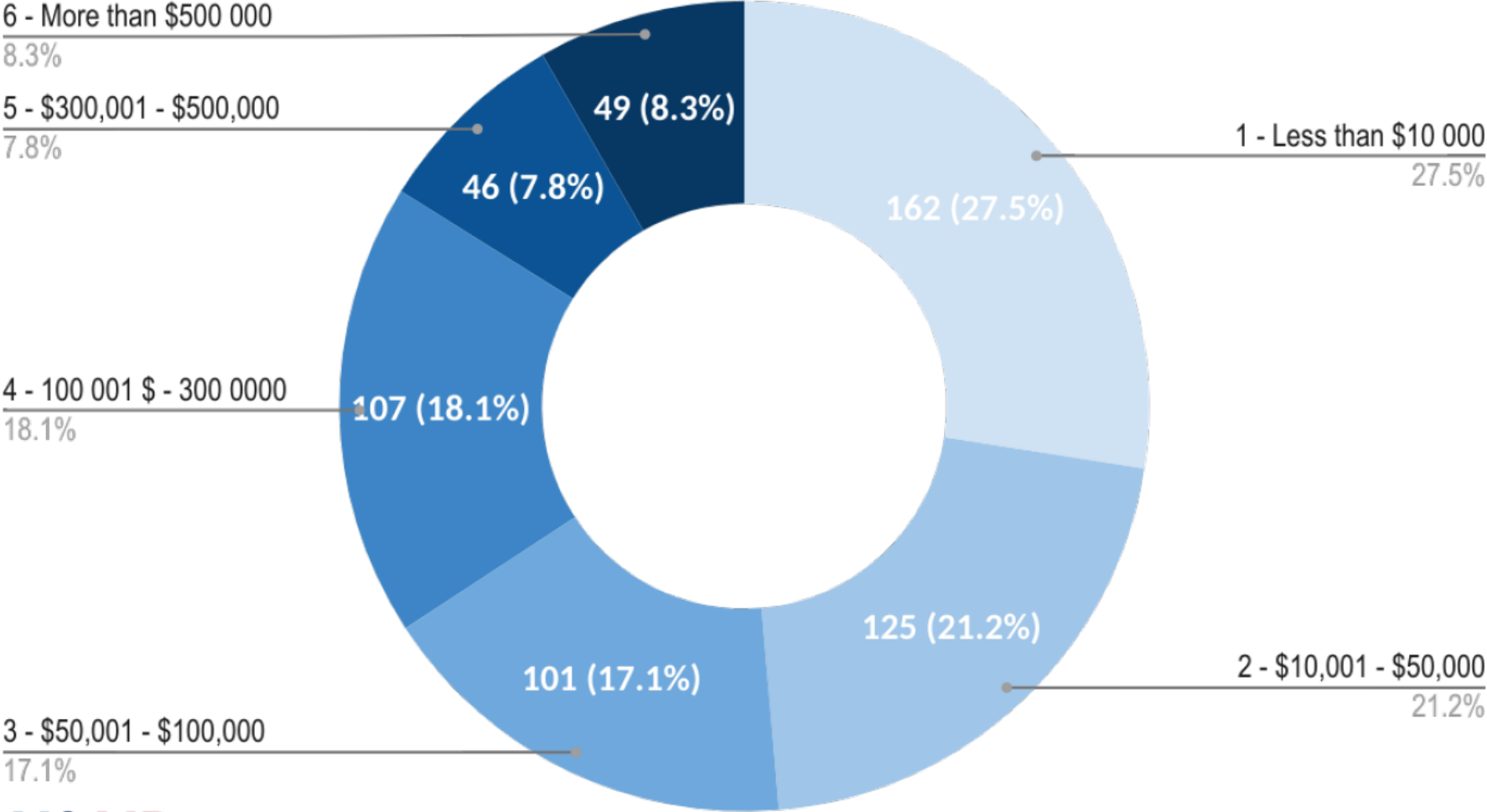
SANRU

-
- Started at Lubondai hospital
 - First in class at KSPH
 - Oversees 18 projects worth \$160m / year



FUNDING - Annual Funding

Annual budget of the organization (in US\$)



Supplying Resources

- Financial resources
- Material resources
- Human resources

Mentoring

- Mutual and ongoing
- Relational, facilitative, and non-evaluative
- Includes peer mentoring

Current Capacity Strengthening Approaches

More Structured Capacity Strengthening Approaches

Coaching

- Site visits
- On-the-Job training
- Internships / apprenticeships

Training

- Trainings / Workshops
- Low-dose High-Frequency training
- E-Learning Apps
- Study Tours

Humentum Courses

- USAID Rules & Regulations: Grants & Cooperative Agreements \$765
- Financial Management for Development Professionals \$405
- USAID Proposal Development From NOFO/RFA/RFP to Proposal Submission \$495
- Monitoring, Evaluation, Accountability and Learning (MEAL) \$405
- Planning for NGO Financial Sustainability \$495
- Project Management for Development Professionals \$405
- Fighting Fraud in NGOs \$495
- USAID Procurement: Grants & Cooperative Agreements \$495
- NGO Budgeting Essentials \$405

Note: A best practice is to have the person trained to do a workshop for the whole team on what they have learned when they get back.

Technical Assistance

- Consultants
- Development of manuals, tools, or policies
- Internal evaluations

Facilitating Connections

- Networking
- Partner brokering
- Social Network development

**Under Utilized
Capacity
Strengthening
Approaches**

Available tools

- Capacity Assessment Tool
- Pre-Award Questionnaire
- Due-Diligence-Assessment
- Essential Guide to Managing Your USAID Award
- Institutional Strengthening Guide Chapter 4 Governance
- Robust and Sustainable Resource Mobilization Training Manual
- Grant Craft – Endowments

Networking that needs to happen

Donors	Organizations
USAID FCDO World Bank UNICEF	Save the Children Cordaid Mission 21 Education Development Center (EDC)

Steps to localization

- Get stakeholder input for what Congo needs
- Find a dynamic leader with vision to be director
- Create a legal entity with an independent board
- Develop policies on: Accounting and Finance, Procurement, Property Management, Human Resources, Code of Conduct & Ethics, and Travel
- Hire essential team
- Use available resources to address needs
- Develop and use comprehensive information system
- Link with existing projects and complementary partners
- Build up team around opportunities and goals

Decisions that need to be made

- Will the NGO represent both CPK and CPC or will they work separately?
- What are the churches technical strength? How can they be developed?
- What innovation is needed in the Congo education system?
- How will churches in the US help support localization?

An NGOs success is
dependent on its reputation