



MONTHLY DEVELOPMENTS MAGAZINE

The Latest in Humanitarian Assistance
and Global Development

Find your next development
or humanitarian job at
MONTHLYDEVELOPMENTS.ORG/JOBS

InterAction

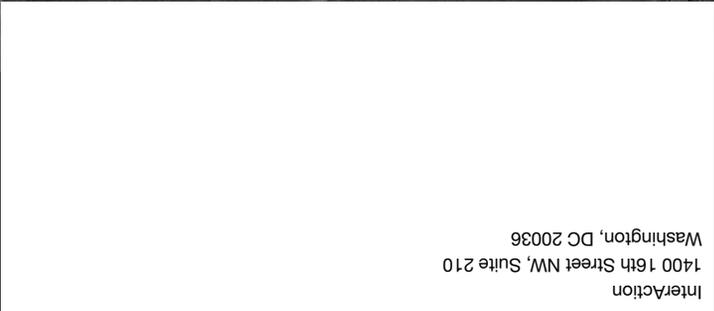
FORUM 2013

What Are the Experts
Saying About the
Issues Affecting
Your Work?

**Annual
Photo
Contest**
See This Year's
Winners



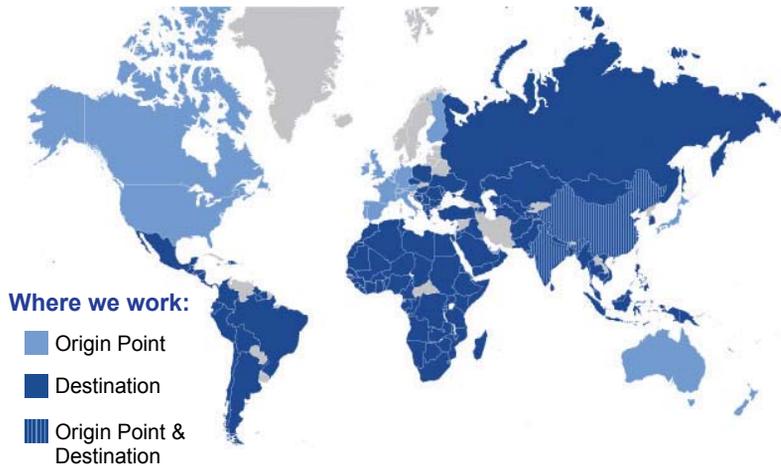
www.monthlydevelopments.org



InterAction
1400 16th Street NW, Suite 210
Washington, DC 20036



We Specialize In Global Freight Forwarding Services



Where we work:

- Origin Point
- Destination
- Origin Point & Destination

Our proven record for on-time, on-budget performance in the most challenging regions is unmatched in the logistics industry.

We have saved our clients tens of millions of dollars by avoiding customs fines, port demurrages and unnecessary transport charges.

Logistically the best
www.Logenix-Intl.com/

Unrivaled operations to and from over 140 countries

Contact **Matt Haemmerle** at 703.256.5313 or email mhaemmerle@logenix.com

NGO Jobs

monthlydevelopments.org/jobs

Unlike other nonprofit and development-related job boards, **MD Career Connections** focuses almost exclusively on jobs in the international NGO community.

Jobs in the field, jobs at HQ!

Search by job **sector**, **level**, **region** and **country**—or post your resume and let the hiring managers come to you!

FREE for
Job Seekers!



www.monthlydevelopments.org/jobs





THIS ISSUE

July 2013

Vol. 31 • No. 7

PLENARIES

- 8 The Great and Growing Divide**
- 10 Setting the World's Goals: Beyond 2015**
- 12 Innovation Drivers**
- 14 A Conversation with Dr. Jim Yong Kim**
- 16 Global Development and U.S. Foreign Policy**

WORKSHOPS

- 18 Events for Member CEOs**
Off-the-record sessions allow executives to openly discuss challenges.
- 21 The Future of Feed the Future?**
Can the initiative muster congressional support to survive in a post-Obama Washington?
- 22 Elephants, Cats and Mice ... Oh My!**
Who are the elephants, cats and mice in the post-2015 process?
- 23 Family Planning**
Understanding the challenges of reproductive choice.
- 24 Corporate-NGO Partnerships**
Market forces and the evolving world business-NGO collaboration.
- 25 Universal Design for Learning**
Making programs widely accessible to a diverse audience, including persons with disabilities.

26 Congress and the Post-2015 Development Agenda

The role of Congress in developing a framework for what comes after the MDGs.

27 The Health Work Force Crisis

Advocacy makes a difference.

28 WASHing for Better Results

This is Development Jeopardy! Including WASH in programming can lead to Daily Doubles for development.

29 Conservation, WASH and Resilience

Examples and tools to mitigate the impact of natural disasters.

30 Resilience

Moving from trendy term to meaningful concept.

31 Monitoring and Evaluation of Advocacy

What are the key challenges in measuring advocacy efforts?

32 Video Storytelling

Videos can be a powerful tool, but good storytelling is a must.

33 Keep it Simple

Expert tips on how to make the best infographics.

34 Influencing a Divided Congress

Navigating uncharted budget waters and sustaining congressional support.

35 Grassroots Campaigning

How to win friends (in Congress) and influence them.

36 Effective Advocacy Strategies

How to influence institutional decision making.

37 How to Own It

Communicating failure honestly while mitigating risk.

38 A Match Made in Heaven?

NGOs and academics collaborating to evaluate programs and improve impact.

39 Standards Development and Compliance

The backbone to international NGO best practices.

40 Local First

Putting national actors at the core of humanitarian response.

41 Participatory Mapping

Technology can be empowering.

42 Funding for NGO Security

What you don't fund can hurt you.

43 Healthy Supply Chains

More than transportation, supply chain is holistic commitment from initial plans to final hands.

44 Setting the Agenda

Can NGOs take the lead in global policy discussions?

45 Advocacy on the Global Stage

Civil society has a role to play at the G8 and G20.

46 Creating Pathways for the Most Excluded

Practical steps for making inclusion a reality.

47 Mining for Mutual Benefit

Leveling the playing field in the extractive industries.

48 Beyond the Great Divide

The New Deal and coordinated peacebuilding and development in fragile states.

49 Inclusive Peacebuilding

2010 court ruling hinders peace workers' ability to build conditions for lasting peace.

50 Feedback Matters

Using feedback mechanisms to improve relief and development programs.

51 Harnessing the Power of E-Learning

A look at how technology assisted learning is reshaping the way NGOs learn and train.

52 The Open Data Movement

Will U.S. NGOs and contractors join?

53 CEO Succession and Transition

Why it pays to be prepared for CEO transitions.

54 Mainstreaming Youth

Getting smart about engaging youth in agriculture, environment and media.

55 Citizen Feedback

Social accountability mechanisms that produce development results.

56 Improving U.S. Government Evaluation

A conversation with the MCC, State Department and USAID.

57 Convergence, Intersections and Alliances

NGOs and harnessing the power of public-private partnerships.

EXTRAS

- 4 Reflections from the President**
- 5 Thanks to Sponsors and Exhibitors**
- 6 InterAction 11th Annual Photo Contest Winners**
- 7 Forum 2013 Award Winners**
- 58 Candida**

Engaging, Learning and Building

THANKS TO the engagement of a multitude of dynamic speakers, sponsors, exhibitors and attendees, the InterAction Forum has grown to become the premier gathering for the U.S. international nonprofit sector (U.S. NGOs) and our partners. As InterAction members work to create sustainable change in every country around the world, we continue to forge strategic partnerships with government, the private sector and civil society. In designing the Forum, InterAction’s goal is to provide a platform for the most critical and timely strategic discussions among all these actors.

The 2013 Forum took place in the midst of a difficult time for U.S. NGOs, with the ongoing crisis in Syria and a difficult budget and global engagement environment in the United States. But as the challenges facing our community grow larger, so too do the opportunities to partner and innovate to achieve greater impact. U.S. NGOs and our partners are carrying out development work with an unprecedented focus on finding ways to work better together, to increase rigor and results, and be more effective and responsive to local realities. The conversations at the Forum reflected both how challenging and exciting these times are for all development, humanitarian, environmental and human rights actors.

The 29th InterAction Forum was our largest to date, drawing over 1,000 attendees and nearly 400 organizations, with one of the days selling out before the event began. As always, the event was a productive and high-energy gathering, and an important opportunity for nonprofit professionals and their partners to step back from their day-to-day work to make new connections and hear and share new ideas.

This year’s speakers included World Bank Group President **Dr. Jim Yong Kim**, Congressman **Gerald E. Connolly (D-VA)**, Senior News Analyst **Cokie Roberts**, UN High Commissioner for Refugees **António Guterres**, UPS International President **Daniel J. Brutto**, Foundation Center President **Brad Smith**, USAID Deputy Administrator **Donald Steinberg**, Special Assistant to the President and Senior Director of the National Security Council **Gayle Smith**, and a wide range



of other leaders from the NGO, corporate, government and multilateral sectors. High-level plenary sessions covered topics such as how to address vulnerability in the most difficult humanitarian situations, innovation in relief and development, the

post-2015 global development and sustainability goals, and the future of U.S. foreign assistance.

This year’s Forum featured workshop tracks focused on the private sector, transparency and results, linking relief and development, communications, and advocacy. There were sessions designed for InterAction member CEOs with a focus on networking, organizational effectiveness, and the issues and challenges that CEOs have identified as most critical. And, for the first time ever, we had a track for young professionals, which received massive interest and engagement from young and established professionals alike who gathered to discuss how to develop the next generation of leaders in the nonprofit world. InterAction looks forward to continuing to support this conversation.

I am always somewhat taken aback by the breadth and depth of impressive work showcased at the Forum. Between the four high-level plenaries, the gala, the over 50 workshops, special awards, and the host of side meetings and conversations, the event demonstrates the size and strength of our community. I hope the summaries of workshops and plenary sessions in this issue will serve as a useful reflection on the challenges and opportunities confronting NGOs and our partners.

Next year’s Forum will be June 11–13 in downtown Washington, D.C., at the Walter E. Washington Convention Center. We look forward to another outstanding exchange of ideas and hope you will be able to join us. 

Sam Worthington
President and CEO
InterAction

Managing Editor/Creative Director
Chad Brobst

Associate Editor
Zoe Plaugher

Copy Editor
Kathy Ward

Proofreader
Margaret Christoph

Advertising
Scott Oser

Monthly Developments Magazine
is published by:

InterAction
1400 16th Street, NW, Suite 210
Washington, DC 20036
Tel: 202.667.8227
publications@interaction.org

ISSN 1043-8157

Monthly Developments Magazine (MD) is published 11 times a year by InterAction, the largest alliance of U.S.-based international development and humanitarian nongovernmental organizations. With more than 190 members operating in every developing country, InterAction works to overcome poverty, exclusion and suffering by advancing social justice and basic dignity for all.

MD welcomes submissions of articles, opinions and announcements by its readers. Article submission does not guarantee acceptance for publication. MD reserves the right to reject submissions for any reason. It is at the discretion of the editorial team as to which articles are published in individual issues.

All article content is the sole responsibility of the author(s) and is not necessarily reflective of the views of InterAction or Monthly Developments Magazine.

Articles may be reprinted with prior permission and attribution. Letters to the editor are encouraged.

InterAction members receive MD as part of their dues. Individual subscriptions cost \$40 a year (\$80 outside the U.S.) Sample issues are \$6, including postage. Additional discounts are available for bulk orders. Allow 4-6 weeks for delivery. Advertising rates available at www.monthlydevelopments.org.

Thank You ...

Sponsors

InterAction would like to extend a heartfelt thanks to the following sponsors for their investment in this year's Forum:

- Bill & Melinda Gates Foundation
- UPS
- Plan International USA
- Aga Khan Foundation U.S.A.
- Buddhist Tzu Chi Foundation
- Devex
- Esri
- FedEx
- International Relief and Development
- Millennium Challenge Corporation

- Pan American Development Foundation
- Rockefeller & Co., Non-profit Investment Services
- Turning Technologies
- United Methodist Committee on Relief

InterAction is pleased to recognize these sponsors as leaders, not only for their financial support, but also for their active engagement in Forum workshops and plenary sessions. Their generosity allowed us to elevate the visibility of our sector through the Forum and provide a stimulating networking venue for our members and partners supported with the

latest technology.

We would also like to thank all those sponsors who contributed to InterAction's scholarship fund. Through the fund, Global South staff members from three InterAction member organizations and seven young professionals with career interests in international development were able to attend the Forum.

Exhibitors

We also wish to extend our gratitude to all Forum exhibitors for their continued support of our community. They are valued partners who provide expertise, cutting-edge innovations and a broad variety of resources. We thank them for their commitment to excellence and

their welcoming and energetic engagement with our attendees.

The exhibit hall is a buzzing hub during the Forum and provides numerous opportunities for exhibitors to share information about their programs and services, network with peers and discuss issues critically important to our community.

Artisans

Our thanks also go to the artisan vendors for providing their unique fair trade crafts that support artisans and their families throughout the developing world.

Purchasing their products helps ensure that the artisans producing the crafts earn a fair wage, as well as self-respect and empowerment. 

The **Charles Bronfman Prize** celebrates the vision and endeavors of innovative humanitarians whose inspiring work benefits the world. We are committed to recognizing young, dynamic individuals whose Jewish values inform their work and inspire future generations.

The Prize is pleased to announce our 2013 recipient, **Eric Rosenthal**, founder and executive director of **Disability Rights International (DRI)**, a pioneering human rights advocacy organization fighting the discrimination and abuse of people with disabilities in custodial institutions worldwide. Witnessing children locked away in orphanages, psychiatric facilities, and nursing homes deeply affected Eric, so DRI recently launched the **Worldwide Campaign to End the Institutionalization of Children**, which advocates that children live with families rather than segregated from society.

Eric exemplifies what can be accomplished when leadership and compassion come together. We salute his tireless work to lift the lives of an overlooked, stigmatized, and excluded population and his belief that every person has a fundamental right to human dignity.

PROVIDING INSPIRATION TO THE NEXT GENERATIONS



Eric Rosenthal

Founder + Executive Director

Disability Rights International

www.DisabilityRightsIntl.org

Jewish Values. Global Impact.

www.TheCharlesBronfmanPrize.com

Editorial Advisory Board

Andrew Natsios

Executive Professor,
George H.W. Bush School of
Government and Public Service,
Texas A&M University

Laurie Garrett

Senior Fellow for Global Health,
Council on Foreign Relations

Lawrence Haddad

Director of the Institute of
Development Studies,
University of Sussex

Moisés Naim

Senior Associate,
International Economics
Program,
Carnegie Endowment for
International Peace

Neal Keny-Guyer

CEO, Mercy Corps and
InterAction Board Chair

Peter Singer

Ira W. DeCamp Professor of
Bioethics, University Center for
Human Values,
Princeton University

Peter Walker

Director of the Feinstein
International Center and
Irwin H. Rosenberg Professor of
Nutrition and Human Security,
Tufts University

Comprised of renowned thought leaders in the humanitarian relief and international development communities, *Monthly Developments Magazine's* editorial advisory board contributes valuable expertise and strategic guidance that shape the publication's content. The perspective of the NGO community is provided by InterAction's current board chair.



GRAND PRIZE WINNER:
Aftermath
by Ismail Ferdous

InterAction 11th Annual Photo Contest Winner: **Ismail Ferdous**



Ismail Ferdous lives in Bangladesh and thinks of himself as a storyteller who tells the tales of people's lives through his lens.

Ferdous is a graduate of East West University and has won more than 15 national and international awards, including the 2012 Award of Excellence from the Alexia Foundation. He was also featured as the Young Portfolio Photographer (KMOPA, Japan) in 2011 and 2012. In addition, he has won the 2011 WHO-World Aids Award, the 2011 National Save-Water Award (AU) and the 2012 People and Planet Award. He has also been selected as one of the top artists in South Asia by the World Bank.

His work has been exhibited at the Power House Museum, KELOWNA Art Gallery, II Concurso Internacional de Fotografía Sant Just Desvern in Barcelona, POST Emaho Exhibiton in

Singapore, Kiyosato Museum of Photographic Art in Japan, the People & Planet exhibition in Victoria, Australia, the Humanizing Development Global Photography Campaign exhibition in New York, London, Bangkok and Johannesburg and the Drik Gallery and Shilpakola Gallery in Bangladesh. His work has been published in magazines such as *The New Yorker*, the UK's *Professional Photographer Magazine* and *EMAHO*.

Currently he is a photo correspondent in Bangladesh for Palavra-Press, Vienna.



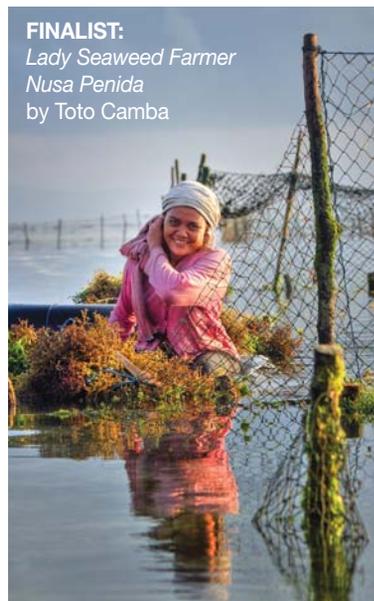
FINALIST:
The Goat Effect
by Jake Lyell

Many thanks to all contestants for entering InterAction’s 2013 photo contest! As always, it was a difficult decision to choose just six images from the hundreds we received. And once again we were encouraged by the number of notable submissions from local photographers in developing countries.

Please join us in congratulating the following individuals as this year’s winners!



FINALIST:
*Refugee’s Sorrow:
Bound Body & Soul #2*
by Jennifer Lam



FINALIST:
*Lady Seaweed Farmer
Nusa Penida*
by Toto Camba



FINALIST:
The Little Piper
by Riccardo Lelli



FINALIST:
Democracy
by Najibullah Musafar

Forum 2013 Award Winners

Julia Vadala Taft
Outstanding
Leadership Award
Jo Luck



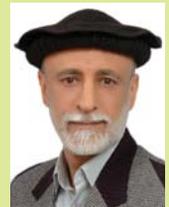
Humanitarian
Award
Samer Al Laham



Congressional
Leadership Award
**Congressman
Gerald E. “Gerry”
Connolly**



Security Advisory
Group’s Distinguished
Achievement Award
Arbab Qadir



Disability
Inclusion Award
**Habitat for Humanity
International**



Award for Excellence in
International Reporting
Christopher Dawson





The Great and Growing Divide

► UN refugee head and expert panel discuss response to growing humanitarian challenges.

By **Will Merrow**, Special Assistant to the President and CEO, InterAction

THE INTERNATIONAL community's response capacity is not growing in proportion to the severity of humanitarian crises, UN High Commissioner for Refugees **António Guterres** said in a candid opening to the 2013 InterAction Forum.

In an interview with InterAction president and CEO **Sam Worthington**, Guterres laid out a stark assessment of the challenges facing NGOs and their partners in responding to conflict and disaster in the coming years. "Humanitarian actors are going to find the next two or three decades very challenging," Guterres predicted, arguing that while our collective response capacity is improving, we are likely not fully prepared for what is to come.

Guterres warned that threats like climate change and food insecurity are becoming

more severe and are increasingly influencing each other, while the financial resources to address them are not growing in parallel. "We will be called to do more with less," he told the audience. He stressed the importance of investing in civil society to create independent and strong NGOs at the national and regional levels, noting the positive fact that governments are no longer the only significant actors in responding to humanitarian crises.

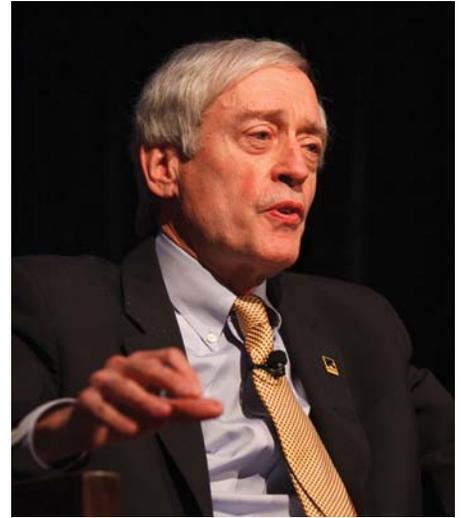
When asked what should replace the Millennium Development Goals, Guterres cautioned against trying to have a perfect document that addresses every major issue but fails to be effective at producing action. "I must confess I am a little worried," he admitted, arguing that while the MDGs had flaws, the document also had focus, which is necessary to mobilize international actors.

The panel following Guterres consisted of three experts on the subject of addressing human vulnerability in challenging humanitarian contexts: **Nancy Lindborg**, USAID assistant administrator for the Bureau of Democracy, Conflict, and Humanitarian Assistance; **George Rupp**, CEO and president of the International Rescue Committee; and **Nyaradzayi Gumbonzvanda**, general secretary of the World YWCA.

Lindborg began the discussion by emphasizing the need to cut across stovepipes and realize the interconnectedness of issues like democracy and conflict. This integrated thinking is necessary to create resilience and ensure lasting impact, she argued, citing the fact that the impact of one in three aid dollars is set back due to shocks and crises.

Gumbonzvanda, who grew up in Zimbabwe, emphasized the agency of individuals. People are claiming rights and asserting leadership every day, she argued, and innovating in order to get by in extremely difficult circumstances. "Resilience is not about absorbing pain forever," she noted, "but about innovating to prevent and innovating to come out of the crisis."

As the head of a U.S. NGO, Rupp agreed with Guterres that it is critical to build the capacity of local civil society, not just per-



petuate the NGO presence, noting that 98% of the International Rescue Committee’s staff around the world are host country nationals. Simultaneously, he said, NGOs and others need to be able to respond to

crises quickly. Fielding a question from the audience about how to work in situations where states’ national sovereignty claims limit the ability of humanitarian actors to act, he argued that it is necessary to be dis-

creet in that work. Ultimately, he stressed, working closely with local communities is an essential part of creating resilience in these environments and other complex humanitarian situations. MD

Brandeis University
The Heller School
 FOR SOCIAL POLICY AND MANAGEMENT

M.A. in Sustainable International Development

Graduate Programs in Sustainable International Development

Over 150 students in residence from 65 countries forming one of the largest programs of its kind in the world.

Alumni are employed by many U.N. agencies, bilateral and multilateral aid organizations, and NGOs throughout the world.

**THE END OF
 POVERTY
 ...ONE DEGREE
 AT A TIME**

<http://heller.brandeis.edu>
HellerAdmissions@Brandeis.edu
 Phone: 781-736-3820

Knowledge Advancing Social Justice



Setting the World's Goals: Beyond 2015

► Development thinkers debate what framework should replace the MDGs.

By **Will Merrow**, Special Assistant to the President and CEO, InterAction

INTERACTION Executive Vice President **Lindsay Coates** moderated a timely conversation among senior development experts about what should replace the Millennium Development Goals (MDGs) after their expiration in 2015.

Coates observed that interest in the issue has grown dramatically since the 2012 Forum, noting that the High-level Panel on the Post-2015 Development Agenda, charged with advising the UN secretary-general on what should replace the MDGs, had received over 350 recommendations of individual sectors that should be included in the new goals.

The panelists included **Lysa John**, head of outreach for the High-level Panel; **Carolyn Miles**, president and CEO of Save the Children; **Jean-Michel Severino**, CEO of Investisseurs & Partenaires and member of the High-level Panel; and

Donald Steinberg, deputy administrator at USAID.

John called the worldwide discussion around what should replace the MDGs a historic conversation, with over 400,000 people participating in the global consultations led by the UN. The process, she observed, is “not so much a global conversation as much as a global catharsis.”

Severino began by explaining the importance of moving beyond the aid-centric framework of the MDGs, taking advantage of new ways to fund development such as private sector engagement and impact investing. Simultaneously, he stressed the importance of not losing the focus on addressing poverty and human suffering.

Steinberg agreed, acknowledging that the U.S. government’s \$30 billion development assistance budget is just one of many financial flows that have develop-

ment impacts. For this reason, he argued, partnerships must be a critical component of future global development efforts. Steinberg argued that the world’s goals should be ambitious and achievable, citing President Obama’s call for the world to eradicate extreme poverty in the next two decades.

The panelists also debated how inequality should be included in the post-2015 framework. Miles argued that inequality is hugely important for children, and that a focus on getting to zero would necessitate a focus on reaching the poorest and most vulnerable populations. Severino noted that while it

Steinberg called the post-2015 goals an opportunity to remind people of the need for development assistance and build U.S. support.

will be difficult to maintain an inequality focus when the framework is eventually debated by governments, inequality is “one of the single most important issues” because it threatens to undermine economic growth.

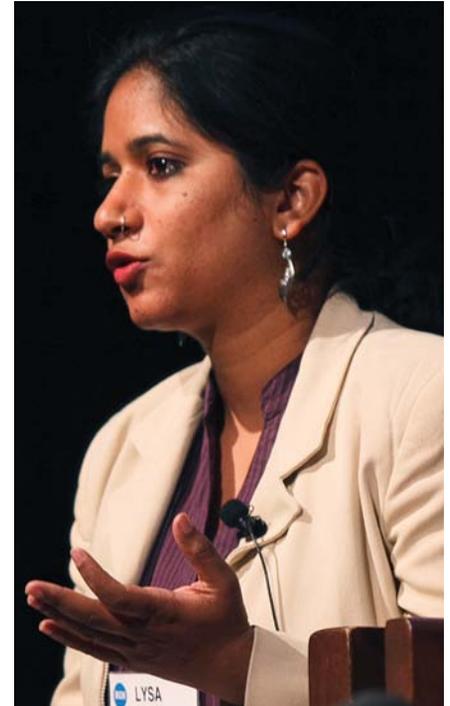
The speakers all expressed support for the concept of universality (the idea that the goals should be universal and address pov-



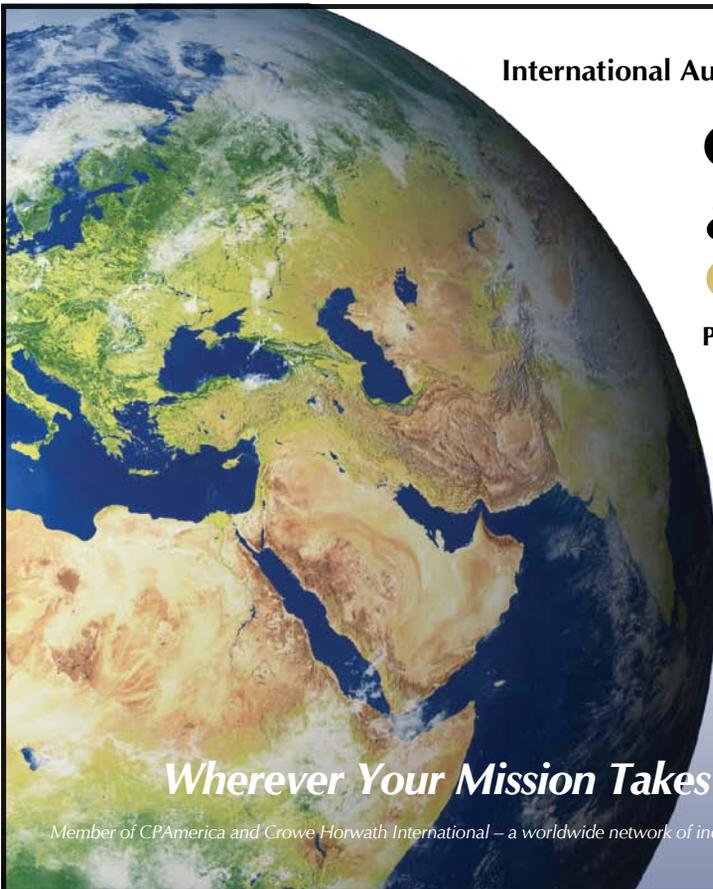
observed that whether or not universality is included in the final framework, countries should be more invested in global prosperity than ever before as the world becomes increasingly interdependent.

In the audience question and answer session, World YWCA General Secretary **Nyaradzayi Gumbonzvanda** lamented that the narrative in international development continues to treat African countries as poor even while Africa is not a poor continent, arguing that a greater focus on values and principles like inequality would broaden the conversation beyond Africa.

In closing, Steinberg called the post-2015 goals an opportunity to remind people of the need for development assistance and build U.S. support for international development efforts. Miles agreed that the marketing of the new goals will be critical as buy-in from people around the world will be essential to the goals' success. ^{MD}



erty and suffering in all countries whether in the Global South or North), but acknowledged the political difficulty of including the concept in the final framework. Miles held that while it is an important concept, universality should be left out of the framework for fear that if it is included governments will reject the framework. John



International Audit, Tax and Outsourced Accounting Services

GELMAN, ROSENBERG & FREEDMAN

CERTIFIED PUBLIC ACCOUNTANTS



Phone: (301) 951-9090 • Website: www.grfcpa.com

Longtime Supporters of InterAction and the NGO Community

Robert Albrecht, CPA

ralsbrecht@grfcpa.com

Amy Boland, CPA

aboland@grfcpa.com

Wherever Your Mission Takes You – We Will Be There ...

Member of CPAmerica and Crowe Horwath International – a worldwide network of independent CPA firms dedicated to the integrity of the profession.





Innovation Drivers

► **Private sector partnerships can harness innovations beyond technology.**

By **Luisa Cordoba**, Manager, InterAction Business Council

ONCE UPON A TIME, the non-profit sector largely saw corporations as a source of grant money. Then came the phase in which relief and development groups also partnered with for-profits to secure and scale up the use of technology for innovation. While these partnerships are still important, a new and more expansive world of collaboration is coming to the fore: partnerships that foster a broad culture of innovation and creativity, reaching beyond what technological advances alone can produce.

A Forum plenary tackled this issue, discussing the cost and value of innovation, practical ideas to make partnerships harness innovation, and cases when innovation for innovation's sake might *not* support economic, development or humanitarian objectives. The panelists included **Daniel J. Brutto**, former president of UPS International; **Scott McCallum**, president and CEO of Aidma-

trix Foundation; **Mirza Jahani**, CEO of Aga Khan Foundation U.S.A.; **Lisa Nitze**, managing director of Mission Measurement; and **Greg Wangerin**, president and CEO of the United States Association for UNHCR (the UN refugee agency). **Kathy Spahn**, president and CEO of Helen Keller International, moderated the session.

Brutto began by focusing on partnerships to improve logistics and supply chain management—UPS' and his core expertise. He acknowledged technology can play a key role in transforming efficiency in supply chain management and global scalability, as it did at UPS. But in highly competitive environments, Brutto believes technology can only provide a temporary edge. Innovation will only truly take hold for nonprofits when they collaborate collectively to seek efficiencies in supply chain management. With UPS, a number of for-profits have already reaped the benefits of such efforts. For example, competing

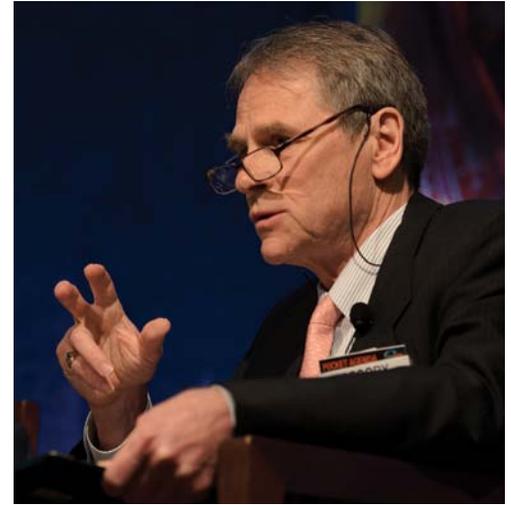
multinationals within an industry—such as technology, retail and healthcare—share technology platforms. The corporations' brands remain visible and distinct for the consumers, while behind the scenes ample collaboration and savings accrue along their global logistics chains. The U.S. government has also worked with UPS to improve efficiency in programs like PEP-FAR (the President's Emergency Plan for AIDS Relief), an effort that has produced annual savings for the government of about \$100 million.

McCallum picked up on this theme. The Aidmatrix Foundation was developed to apply the tools and principles of private sector supply chain management and technology to the humanitarian arena. The humanitarian community, McCallum explained, understands the need for streamlined supply chains. For Aidmatrix and its corporate, government and nonprofit partners, innovation takes place when partners' core competencies and advantages are mutually leveraged. Can a nonprofit afford not innovating? What environment would support creativity and risk?

Nitze explained that to create an enabling environment, actors must have a truthful, deep understanding of each other's agendas and definitions of success.

Unlike social enterprises—purposely created for constant innovation—traditional nonprofits may be too rigid for creativity to surge. Capital must be available, but some innovations’ risk profiles thwart investment. Nonprofits must budget for innovation and allow creative failure to be an active part of their business model.

Public-private partnerships can create space for innovation in countries and regions where collaborating to solve shared problems has not been the norm. Jahani was intent in finding innovative development financing processes for Afghanistan. Working with USAID, the Aga Khan Foundation created a global development alliance that established the first investment fund in Afghanistan for social development projects. The foundation’s data and experience indicated it could not achieve sustainability of its programs in fragile states unless there were mechanisms to provide



ongoing multisectoral support, including, very importantly, from the private sector

Wangerin reminded participants that necessity drives innovation and nonprofits have to proactively pursue and grab hold of opportunities to work better with the

private sector. His organization’s partnerships and innovations with UPS, IKEA and Skype, for example, reflect the understanding that corporate social responsibility and private sector partnerships that create shared value are here to stay. 

**Sometimes it takes
a strong woman to
pull a child out of poverty.**



Plan International USA and CEDPA have joined forces to help strengthen communities in more than 50 developing countries across Asia, Africa and Latin America. With its focus on women, CEDPA brings vast experience in building the capacity of female leaders and improving educational opportunities for girls. By acquiring CEDPA, Plan is now a stronger organization with the expertise and programming to promise a better future for every member of the community.



planusa.org

Plan Promising Futures,
Community by Community



A Conversation with Dr. Jim Yong Kim

► **Sam Worthington and the World Bank Group President discuss how the Bank and civil society can make a poverty-free world a reality.**

By **Kim Ouillette**, Executive Office Intern, InterAction

IN ONE OF THE final sessions of the Forum, World Bank Group President **Dr. Jim Yong Kim** sat down with InterAction’s **Sam Worthington** to discuss the changing role of the bank in the fight against poverty. Kim, who has called for a world free of poverty, has brought an ambitious vision backed up by achievable goals.

“The movement has to start in rooms like this,” Kim told a packed audience, noting that civil society has played a central role in most major movements. He highlighted the activism that spurred the global fight against HIV/AIDS, and asserted that the same type of momentum and perseverance will be needed to make progress on issues like global warming and inequality. To fuel action, problems need to be made personal and civil society has the ability to make that happen.

“I hold out great hope that civil soci-

ety will rally around issues like poverty, issues like shared prosperity ... I say that knowing that I may very well be a target for civil society later, to which I would just say, ‘Bring it on,’” Kim said. “You need to force organizations like the World Bank to respond to you,” he stated, recalling how as a recent college graduate he traveled to Washington for a protest against the institution he now leads.

Acknowledging that the obstacles to ending poverty are immense, Kim argued that, in his experience, the key is to set ambitious targets and work backwards by taking attainable steps. He stressed the importance of measuring change, asserting that numbers introduce a sense of urgency and pressure people to take action. That is why he has made the collection of comprehensive data on global poverty a main priority. He hopes this data will serve as a “necessary

discomfort” that will compel progress.

But Kim noted that progress also depends upon resources, which are a challenge in the current budget environment. He pointed out that the international community did not spend enough time thinking about how to finance the Millennium Development Goals, and with the post-2015 agenda, diverse financing is a must. While official development assistance is important, private sector investment and domestic resources also have valuable roles to play.

Kim also emphasized the necessity of partnership across multiple sectors. No single actor has the ability to address an issue as complex as poverty, and so finding creative ways to collaborate is key. He called on organizations to think strategically and systematically, so that the solutions the NGO community works toward are not isolated efforts, but part of large-scale shifts.

The Bank can play an important role in making these shifts happen, he argued, especially as a source of information and expertise in a wide array of sectors. Kim noted that the focus and vision of the World Bank have changed considerably in the last couple of decades and—contrary to some stereotypes—the people working at the Bank are passionate and optimistic about fighting poverty. “Development is fundamentally an optimistic enterprise,” Kim asserted, “because people need to have a shared sense that change is possible.” 

SUPPORTING AID PROJECTS THE WORLD OVER



SUPPORTING RELIEF, AID & DEVELOPMENT PROJECTS WORLDWIDE

GFS is a subsidiary of RMA Group, and the authorized global distributor of Ford Motor Company products to the Aid and Development market worldwide. In close partnership with Ford and its dealers around the world, GFS provides critical vehicle sales and after-sales support in developing countries and post-conflict markets to government agencies, aid missions, and NGOs.

A trusted partner on the ground that can provide:

- A single-source of supplies for all your vehicle needs
- Workshop fitted parts and accessories to vehicles as required
- Specialized vehicle conversions such as ambulances, mobile clinics, workshops, and more
- Total Fleet and Life-Cycle Management
- Tailor-made logistics to meet your requirements
- Up to 5 years / 100,000 km warranty*
- Complete parts and warranty support in more than 70 countries
- Consolidated financing and leasing programs

*Terms & Conditions Apply



Contact us today for more information or quotation

Email : sales@globalfleetsales.net | www.globalfleetsales.net





Global Development and U.S. Foreign Policy

► Reforming foreign aid: a national imperative.

By **Jeremy Kadden**, Senior Legislative Manager, InterAction

THE YEAR WAS 1961. John F. Kennedy's presidency was still in its infancy. The Soviets had just sent the first human into space. The United States was recovering from the failed Bay of Pigs invasion. And it was also the last time Congress passed a significant overhaul of U.S. foreign assistance programs, through the Foreign Assistance Act of 1961.

The law separated U.S. military aid from nonmilitary aid, and created a new agency, USAID, to administer nonmilitary economic development and assistance programs. This new agency was also tasked with unifying the already existing U.S. aid programs, which had previously been housed in dozens of entities throughout the government.

While it was a valuable law in its time, much has changed since 1961—and the Foreign Assistance Act has not. For the last 50 years, Congress has tweaked it, added

to it and unfortunately recreated much of the confusion the original bill had tried to eliminate. Despite this, Congress has not embarked on a full-scale reconsideration of our foreign assistance programs that would fundamentally reshape the way we engage with the world, and particularly with the world's poorest.

According to Rep. **Gerry Connolly** (D-VA), speaking at the closing plenary session of the Forum, it now contains a dizzying array of over 300 objectives, goals and priorities so confusing and internally contradictory that USAID could hardly understand—let alone implement—them all. We must “regroup and redefine what development assistance means for the United States, and reestablish our parameters as a leader in partnership with other countries,” he told the audience.

Joined on stage by moderator **Cokie Roberts** of National Public Radio and

Carol Lancaster, dean of the Georgetown School of Foreign Service, Connolly made the case that the U.S. needs to refocus on just seven or eight areas where there is consensus for the U.S. to engage in foreign aid. To that end, he has introduced the Global Partnerships Act, originally introduced in the last Congress by former Rep. Howard Berman (D-CA), which would do exactly what Congress has failed to do for five decades: overhaul and replace the outdated Foreign Assistance Act of 1961.

Why is this effort so crucial? Because the “barnacles” that have grown on the legislation, as Connolly put it, make it harder and harder for USAID and its partners to focus on the real work they should be doing: lifting people out of poverty and creating more partners overseas for the U.S. to engage with economically and diplomatically.

While the conversation focused a great deal on overall foreign assistance reform, Roberts also asked the panelists to address a more immediate reform issue: that of food aid, as proposed in President Obama's fiscal year 2014 budget. Lancaster said that the proposal is sensible on policy, but expressed her concern that the real problem is political. If the U.S. plans to rely less on shipping U.S. food overseas, what will

The “barnacles” that have grown on the legislation, as Connolly put it, make it harder and harder for USAID and its partners to focus on the real work they should be doing.

happen to the agricultural lobby’s support for foreign aid? Will one group of foreign aid’s strongest political allies simply turn their backs? Connolly agreed: “We can ill afford to be peeling off support” for foreign aid.

All of which makes it more important than ever to demonstrate the value of foreign aid to American self-interest. There are so many success stories, Roberts said, but Congress has “no idea.”

We need a compendium of these stories, Connolly agreed. First, there is economic benefit from aid: “Look at South Korea,” he said, referring to one of the U.S.’s top trading partners, but once a recipient of U.S. foreign aid.

Lancaster suggested we particularly need more stories from people who have benefited from our aid, such as stories of individual women who have done great things. People also need to be inspired and moved to support foreign aid, she argued. “People understand PEPFAR [because it] gets your heart,” she said, referring to the President’s Emergency Plan for AIDS Relief.

Leaving politics aside, though, everyone on the stage agreed that foreign assistance is smart policy. “We need to think of it as an investment,” Connolly argued, saying it is in our self-interest to raise people’s standard of living and make democracy possible in more parts of the world. 



Brandeis University
The Heller School
 FOR SOCIAL POLICY AND MANAGEMENT

M.S. in International Health Policy and Management

Graduate Programs in Sustainable International Development

Knowledge Advancing Social Justice

<http://heller.brandeis.edu>
HellerAdmissions@Brandeis.edu
 Phone: 781-736-3820

Events for Member CEOs

► **Off-the-record sessions allow executives to openly discuss challenges.**

By **Kim Ouillette**, Executive Office Intern, InterAction

SMALL GROUP sessions for member CEOs featured engaging, off-the-record discussions with leaders from the private, public and nonprofit sectors.

The Obama administration's legacy

Gayle Smith, special assistant to the president and senior director of the National Security Council, discussed the Obama administration's foreign assistance accomplishments and priorities for the second term. She noted the administration's already emerging food security legacy, the new focus on power and trade in Africa, and the continued investment in global health. Smith said that the administration is also making its mark by modernizing the way U.S. development assistance operates across the board, noting the increasing reliance on data and hard evidence in the government's



development programming, and the utility of transparency and data in selling development assistance to a skeptical public. In addition, she highlighted USAID's increased presence in interagency decision-making.

Turning to the role of NGOs, Smith noted the private funds they raise and highlighted the importance of NGOs' organizing as a community in a way that NGOs can speak with a unified voice and have a seat at the table.

The starvation cycle

NGOs face considerable donor pressure to keep overhead costs at a minimum. **Jeri Eckhart-Queenan**, a partner at The Bridgespan Group, presented the findings of *Stop Starving Scale: Unlocking the Potential of Global NGOs*, a recent report on how NGOs can overcome a key obstacle to achieving scale. She explained that lack of overhead support often causes programs to become fragmented and prevents organizations from investing in their own internal systems. For example, most international NGOs underinvest in information technology compared to their for-profit counterparts. According to the report, the growth of NGOs into global entities has been "a pattern of fragmented growth that feeds the programmatic branches and starves the operational core." (A longer article on this issue appears in the June edition of *Monthly Developments*.)

Future leadership needs

Elizabeth Binder and **Jari Tuomala** of The Bridgespan Group led a discussion on ways to identify and cultivate leadership within NGOs. Starting with the premise



that most nonprofits fail to fully understand and plan for their future leadership needs, they outlined a series of steps organizations can take to remedy this. These included identifying what will be required for an organization to succeed in the future, and identifying the qualities its future leaders will need to succeed.

CEOs were asked to identify skill gaps that they face and discussed the ways they attempt to fill those gaps within their organizations. In small group discussions, they reflected on future strategic and business model shifts and the implications for their leadership teams.

InterAction's executive office

CEOs engaged in a candid discussion with InterAction's leadership on topics of their choice. **Sam Worthington**, president and CEO, and **Lindsay Coates**, executive vice president, fielded questions about InterAction's relationship with its members and its broader role in the development sector, beginning with a discussion of whether CEOs would recommend membership in InterAction to another organization (they would).

Much of the conversation centered on the changing role of NGOs in the global community and the importance of alternative types of partnerships and collaboration. Member CEOs agreed that InterAction provides an important platform to engage with new actors in the development



The logistics of a helping hand. UPS knows the communities we serve like the back of our hand. We know the people, the landmarks and the history. It's where our customers, suppliers and employees call home, and when disaster strikes, we take it personally and are among the first to lend support. Drawing on our global transportation network and logistical expertise, UPS donates in-kind services to our humanitarian relief partners worldwide — delivering medical supplies, water, and other necessities to affected areas. We also provide grants to help them extend their reach and strengthen their relief efforts. Perhaps most important, UPSers are there to help people start anew, much like Adam Pelletier, a package supervisor in Brunswick, GA. It's the right thing to do, and it's a commitment that's as much a part of UPS as our brown trucks. Humanitarian relief: at the heart of UPS. community.ups.com



WE ♥ LOGISTICS®



arena. They also discussed how it can best communicate opportunities for engaging in its working groups and other activities. CEOs also shared ideas on working together and take action as a united community. Worthington encouraged CEOs to continue to give frequent feedback to shape InterAction's identity and push the boundaries of what is possible.

Members meeting

The annual members meeting provided an update on InterAction's work and financial health. Sam Worthington emphasized the important role InterAction plays as a convener of ideas and innovations within the community, stressing the need for NGOs to raise their collective voice to maintain a seat at the decision-making table. InsideNGO's **Alison Smith** then shared highlights from the finance committee, reporting that the audit was clean and InterAction was in a sound financial position.

New members were elected to InterAction's board, including new board chair **Neal Keny-Guyer** from Mercy Corps, vice chair **Carolyn Miles** from Save the Children, and treasurer **John Arthur Nunes** from Lutheran World Relief.

Gallup WorldView

Jon Clifton, a partner at Gallup, discussed the results and methodology of WorldView, the organization's worldwide public opinion polling that asks people a simple but important question: how are you doing? Its study samples populations in nearly every country with some very interesting results. For instance, in some Middle Eastern countries, responses indicating people were experiencing positive



emotions less frequently corresponded with rising political tensions preceding a revolution. On average, countries in Latin America had higher rates of "emotionality" than other countries.

Polling people worldwide entails a number of methodological challenges: for example, how to reach populations in conflict-affected areas, or how to accurately poll women in areas with severe restrictions on women's rights.

NGO and corporate collaboration

Corporate leaders shared their thoughts and experiences on effective partnerships for development. Panelists included **Jack Muhs**, senior vice president of U.S. international planning, engineering and global trade services, FedEx Express; **James Bernard**, global director, strategic partnerships, Microsoft Education; **James C. Borel**, executive vice president, DuPont; and **Katherine Pickus**, divisional vice president, global citizenship and policy, Abbott. **Jane Nelson**, senior fellow and director of the Corporate Social Responsibility Initiative at the Harvard Kennedy School of Government, moderated the session.

Panelists highlighted ways they integrate programs with development impact into their business models. Key to this approach are partnerships with the NGO sector that move beyond the grants-based model to an approach where corporations harness their core business capabilities and supply chains to create positive social and environmental impact. They identified reaching low-income consumers and producers as a challenge where partnerships with NGOs are instrumental, and cited the growing pressure to be more accountable and transparent in measuring the impact of these partnerships.

Open data and transparency

"It's just good business," panelists agreed, referring to the value of using data and being transparent. **David Bonbright**, chief executive of Keystone, **Brad Smith**, president of the Foundation Center, and **Tessie San Martin**, president and CEO of Plan International USA, sat down with InterAction member CEOs for a frank conversation about the recent data and transparency wave and its implications for U.S. NGOs. The panelists noted the increasing pressure on development actors to publish data on their programs through the International Aid Transparency Initiative (IATI), with Plan USA and Pact already taking the initiative to publish to IATI. Participants identified a growing focus on transparency from the U.S. government, foundations and other donors as well.

While acknowledging the cost and concerns about privacy, all three agreed that making data available was firmly in the interest of NGOs, arguing that it can improve communications with donors and the public as well as collaboration with partners. In addition, an often-unrecognized benefit is that having more data available can help NGOs be more strategic and effective internally—if there are systems in place to make use of the data once it is available. One participant added that in addition to being in NGOs' self interest, greater transparency is simply the right thing to do for an organization founded on principles of citizen empowerment. 

The Future of Feed the Future?

► Can the initiative muster congressional support to survive in a post-Obama Washington?

By **Katie Lee**, Advocacy & Policy Coordinator for International Development, InterAction

WHAT IS THE future of Feed the Future? The Obama administration initiative has received wide support from many key stakeholders, including civil society. But why does Oxfam America Vice President for Policy and Campaigns **Paul O'Brien** feel like he's "advocating for an arranged marriage"? As he explained at the Forum workshop on the initiative, agricultural development programs are a tough sell on Capitol Hill, even if so much of what Feed the Future is doing (in terms of producing promising initial results and incorporating country ownership and aid reform principles) is exciting for those of us working in international development.



On a more positive note, the near-term prospects look bright. **Paul Weisenfeld**, assistant to the administrator in USAID's Bureau for Food Security, affirmed President Obama's commitment to Feed the Future and outlined some of the impressive impacts the initiative has already had, including 7 million farmers having adopted improved management practices and technologies and 12 million children reached through nutrition programs. He also highlighted contributions from InterAction and its members in advancing the successes of Feed the Future.

On the other hand, NGOs still need to make programmatic progress. **Phil Thomas**, former assistant director for

international affairs at the U.S. Government Accountability Office, emphasized that Feed the Future's whole of government approach is working, although the initiative still needs to better integrate public private partnerships, emergency programming, and other cross-cutting development strategies, including the administration's Global Climate Change Initiative.

As moderator **Charles Hanrahan**, senior specialist in agricultural policy at the Congressional Research Service, solicited audience questions, one participant raised the issues of policy dialogue and governance and noted that producing a better enabling environment for civil society in host countries is essential to the future of effective and sustainable agricultural development.

Discussion also returned to the question of how to bolster Hill appreciation of the critical importance of food security and the Feed the Future initiative in particular. Thomas suggested looking to the President's Emergency Plan for AIDS Relief (PEPFAR) as a model for success in building the support the initiative would need to survive beyond the end of the Obama administration. As Thomas said, "Hunger seems simple: we should be able to feed everyone." The panel concluded that ensuring that Feed the Future endures is critical. Success on that front might go a long way towards realizing that simple statement. 



World Learning

Education | Development | Exchange

SIT Graduate Institute
Master of Arts in
**Sustainable
Development**
International Policy
and Management

in Washington DC



One-Year Program
for Development Professionals

- **Two Terms Coursework** •
Washington, DC
- **One-Term Practicum** •
in the Field of International Development

**Learn from the Leaders in
International Development**



Learn more at
www.sit.edu/grad-DC

Elephants, Cats and Mice ... Oh My!

► Who are the elephants, cats and mice in the post-2015 process?

By **Erin Jeffery**, Advocacy and International Development Coordinator, and **Danielle Heiberg**, Senior Program Associate, InterAction

ACCORDING TO **Lola Dare**, CEO of the Nigeria-based NGO CHES-TRAD (the Centre for Health Sciences Training, Research and Development), there are elephants, cats and mice involved in the discussion of what should follow the 2015 deadline for meeting the Millennium Development Goals (MDGs).

The elephants are the individual agendas of donor and recipient countries. It is not clear what each nation's agenda is or how to address it, so until a more holistic or shared vision emerges, Dare fears the elephants in the room will continue to be ignored.

She also explained in this Forum session that three types of cats are involved: grumpy cats, angry cats and frustrated cats. The grumpy cats are the global partners, such as the Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund); the President's Emergency Plan for

AIDS Relief (PEPFAR); and the United Nations. The angry cats are national agencies and ministries, and the frustrated cats are local governments. Dare explained that unrealistic and unmet past goals have led to donor fatigue at all levels, hence the varying levels of cranky cats.

Lastly, she identified local communities in the Global South as the mice in this discussion. Dare urged leaders in the post-2015 process to listen to "whispers" from these communities when identifying post-2015 priorities, instead of allowing global priorities to overshadow local priorities. She encouraged the NGO community to unite in amplifying the "silent whispers" of the Global South.

So how did we get to this game of elephants, cats and mice?

Jonathan Quick, president and CEO of Management Sciences for Health, noted

that in 2000, prior to the MDGs, there was no PEPFAR, no Global Fund, no Global Alliance for Vaccines and Immunizations, no President's Malaria Initiative, no Women Deliver and no Clinton Foundation. The prioritization of ending global poverty through the MDG lens led to a very active and productive decade, complete with epidemiological and technological advances in the fight against tuberculosis, malaria and HIV. While there is general consensus that the MDGs have led to real progress over the last 13 years, Quick noted we are still far from ending poverty.

Finding the balance between national priorities and global needs in the health arena should be an important part of the post-2015 discussion, according to **Nora O'Connell**, associate vice president for public policy and advocacy at Save the Children. New frameworks should take a holistic approach that will not jeopardize the health gains already made.

With less than 1,000 days left to achieve the MDGs, the post-2015 discussion is off and running, with several meetings having taken place around the world in the past few months. **Michael J. Beard**, the United Nations Foundation's advocacy executive director, outlined the next steps in the process and how the global health community can engage in the ongoing dialogue in an effort to shape the role of global health priorities within the new framework.

As the world looks to prioritize the next steps in ending poverty, O'Connell emphasized that the global health community needs to come together to ensure that health priorities are integrated throughout the broader framework that considers reducing inequalities, providing greater transparency and accountability, defining qualitative successes and taking into account the overall health and well-being of individuals. At the same time, the global health community must ensure that the "silent whispers" of the Global South and its priorities for the post-2015 framework, are not lost in this elephant, cat and mouse game. **MD**





Family Planning

► Understanding the challenges of reproductive choice.

By **Heather Freitag**, Strategic Communications Coordinator, International Center for Research on Women

ANOTHER DEAD END. As an 18-year-old student, I am hopeful about my future. My dream is to attend college, move to the city and become a teacher. I think I can do it, but I know my dream will end if I become pregnant. I see my friends struggle to raise their children. I see how people treat them. This can't be me, but how do I avoid it?

I thought the clinic nurse would help, but she shamed me, "You shouldn't be having sex, you aren't married." The community elders are too scared to talk about it. "You know what happened to Susan, she took pills and now she can't have kids!" End of discussion. My boyfriend is not willing to continue using condoms. He says, "It doesn't feel as good." I am exactly where I started, only more frustrated. Finally, a community health worker is willing to have a real discussion about my options.

Unfortunately, she has limited supplies and I am left with few choices.

In a panel at the Forum, I played the role of Marie, a hypothetical young woman trying to navigate the very real reproductive health challenges that face millions of women and girls. The workshop panelists (**Brad Kerner** of Save the Children, **Nithya Mani** of Marie Stopes International and **Sandra Krause** of the Women's Refugee Commission) played the roles of resource people providing guidance on reproductive choices. As in the real world, the advice given was not always accurate or helpful. To open the workshop, **Jennifer McCleary-Sills**, senior social and behavioral scientist at the International Center for Research on Women (ICRW), noted that 222 million women in developing countries would like to wait to get pregnant or avoid pregnancy all together,

but are not using family planning. After acting as "Marie," I understand how this is possible.

McCleary-Sills outlined three levels of demand for reproductive control, as discussed in ICRW's report *Women's Demand for Reproductive Control*: the desire to limit or space births; the desire to use a modern method of family planning; and the ability to effectively do so.

As Marie, I could articulate my demand at the first and second levels, but struggled at the third. The role play made it glaringly obvious that as you rise above the obstacles of one level, there are often more waiting at the next: poor information, political and social constraints, and inadequate resources among them. Because it was a workshop, I kept seeking help despite the roadblocks. But in real life these barriers might have been enough to convince me to just take my chances; that is the case for those 222 million women around the world who are not currently using family planning.

The panel addressed other issues as well. Kerner stressed that barriers also exist for men, with the discussion touching on specific challenges such as culture, power dynamics and emotional needs. Mani emphasized the need for providing access to a range of contraceptive options in combination with counseling on choosing the right method; and Krause highlighted the extra challenges facing female refugees, as family planning for women and adolescent girls is often overlooked in humanitarian situations.

In all of these cases, when women and adolescent girls must successfully traverse an obstacle course in order to address their sexual and reproductive health needs, they often do not achieve their goal. Each barrier can block them from seeking reproductive choice. To ensure these basic rights are readily available and easily accessible for everyone, programs need to consider and address the gamut of barriers that exist for women and men alike. But first, we need to fully understand what these challenges are. This interactive workshop engaged participants to do just that. 

Corporate-NGO Partnerships

► **Market forces and the evolving world business-NGO collaboration.**

By **Bonnie Leko-Shapiro**, Intern, Strategic Impact Team, InterAction



CORPORATIONS are increasingly “thinking beyond the check,” according to **Shane O’Connor**, program advisor with FedEx’s Global Citizenship program and it was a central theme in a Forum session featuring O’Connor and other leaders in the field of public-private partnerships. **Gerald McSwiggan**, director of issue networks for Business Civic Leadership Center, described this phenomenon as corporate social responsibility (CSR) 3.0, or creating shared value—the latest phase in the evolving collaboration between corporations and NGOs. “It is about creating shared value and integrating CSR with products (such as green products), and less about philanthropy.”

Andrea Durkin, senior director of global government affairs and policy at Abbott Laboratories agreed: “There will always be a need for traditional donations of critical health care products, for example in the case of disaster relief—but these comprise a small percentage of our partnership portfolio.” Instead, Abbott is “moving toward catalytic philanthropy.”

Rather than simply providing a grant to a partner NGO to lead a project, Abbott now engages its own specialists to help scale up projects, improve sustainability and promote local economic development. Durkin suggested that in any corporate-NGO partnership, “the company can help the NGO think more like a business, but the corporation should also take the opportunity to learn how to think more like an NGO when it comes to understanding the needs of the communities in which we operate.”

David McGinty, director for public-private partnerships at World Vision, described the evolving role of NGOs including product/service codevelopment, market insights, producer/consumer access, brokering, incubating and advocacy. NGOs should have a vision for the role of the private sector in development. Durkin explained: “NGOs need to see opportunity in corporations saying, ‘This is not our market.’ Let businesses be businesses: often, companies don’t have a true understanding of the societal context in which they operate.” NGOs can help corporations identify

real needs and understand how solutions tie into a business’s long-term interests.

The panel agreed NGOs must have a strong sense of—and ability to communicate—their values, outputs and outcomes, and how these align with the corporation’s work. “Collaboration [with the private sector] is an emerging approach and NGOs must use the right language,” noted McGinty. O’Connor offered three points to consider:

- know the business of the business you submit your grant proposal to and know its core competencies;
- develop relationships with business leaders; and
- understand their philanthropic objectives, what they are looking for in terms of outputs and outcomes.

“Providing the number of water purification units you distribute is an output that may not mean as much as providing the outcome of the percentage increase in school attendance resulting from fewer waterborne illnesses,” O’Connor added.

On the other side, businesses can benefit from having dedicated CSR staff who effectively communicate their corporate culture to NGOs.

By engaging the private sector at the local level, Durkin sees corporations delving even deeper into CSR 3.0 and pulling others in their supply chain along by improving quality and standards in local sourcing. When asked about cobranding as corporations move away from just cutting checks, O’Connor explained that FedEx happily cobrands with the Red Cross because “it communicates to our team members and the public that we care about communities.” McGinty cautioned, “NGOs must be very aware of what cobranding says about you and your values.”

As corporate-NGO partnerships continue to evolve, Durkin said that ultimately, “Everyone, especially corporations, need to clearly understand the needs on the ground.” As McGinty said in closing, “Real sustainable development requires us to come together.” 



Universal Design for Learning

► Making programs widely accessible to a diverse audience, including persons with disabilities.

By **Indre Biskis**, Senior Program Manager, World Learning

MANY PEOPLE AROUND the world face barriers that prevent them from obtaining an education. However, Universal Design for Learning (UDL) provides a framework for making education accessible to a more diverse audience and for improving overall education outcomes. At this Forum workshop, experts and practitioners discussed the major concepts behind UDL and how it can be applied in and outside the classroom. Participants from approximately 30 private sector, academic and nongovernmental organizations attended the workshop, which offered Communication Access Realtime Translation and American Sign Language interpretation.

Moderator **Charlotte McClain-Nhlapo**, coordinator of disability and inclusive development at USAID, began by explaining that the basic concept of universal design is to create goods and services that work for all people. It has commonly been applied in fields such as architecture and urban planning, but is quickly spreading to other areas such as education, where the goal is to make education accessible to all types of learners.

Leah Bitat, director of World Learning's Algeria program, discussed the three main principles of a UDL curriculum framework, which should provide: (1) *multiple means of representation* to give learners various ways of acquiring knowledge; (2) *multiple means of expression* to allow learners alternative ways of demonstrating

what they know; and (3) *multiple means of engagement* to tap into learners' interests, challenge them appropriately, and motivate them to learn. She also shared some of the ways World Learning has successfully incorporated UDL into Algerian classrooms through teacher training, inclusive volunteer projects, progress monitoring tools, and the use of simple, low-cost technology to accommodate persons with disabilities—such as LCD projectors to enlarge text and images for those with visual impairments.

Implementing UDL in the classroom helps meet the educational needs of those most excluded. **Aubrey Webson**, director of Perkins International, said that to accomplish this, curricula must be flexible enough to respond to the needs of a wide range of children with a range of learning styles. He added that the burden of being adaptable enough to remove barriers must be on the curriculum and not on the child. This will help *all* children become expert learners who are engaged and motivated to continue their education.

Andrea Shettle, manager of the Global Disability Rights Library of the U.S. International Council on Disabilities, introduced the e-Granary Digital Library as an example of using technology to improve accessibility to knowledge and information. It is often difficult for people with disabilities in developing countries to access information, especially without an Internet connection. The library was designed to be an “Internet in a box,” providing access to 2.7 million documents without requiring an Internet connection. It also includes a free collection of accessibility software option systems (such as text to speech software) and materials that can support teachers' education in policymaking and creating an inclusive learning environment. Shettle said 60 organizations in 12 countries already have the library, and the tool allows users



to take charge of their own education and do research they would otherwise be unable to.

Another important point raised was the need to allow people to represent themselves—a subject directly tackled by the documentary *Wretches and Jabberers*, which tells the story of two men with autism who travel the world to transform ideas about disability and intelligence. The Forum included a screening of the film and a postscreening discussion with the film's Academy Award-winning director **Gerardine Wurzburg**. 

Congress and the Post-2015 Development Agenda

► The role of Congress in developing a framework for what comes after the MDGs.

By **Kellie Peake**, Program Associate, InterAction



WHILE WORK IS still underway to achieve the Millennium Development Goals by the 2015 deadline, the framework to replace these goals is already beginning to form. The broad global dialogue on the post-2015 agenda will culminate in internationally agreed-upon goals that will undoubtedly shape U.S. foreign assistance programming. As this framework is developing, how does the U.S. NGO community engage Congress to support and understand the new goals? **Diana Ohlbaum**, a senior professional staff member on the House Foreign Affairs Committee, outlined the challenges facing NGOs and provided guidance on effective and strategic advocacy.

The discussion between Ohlbaum and **Mike Beard**, the United Nations Foundation's advocacy executive director and co-chair of InterAction's Post-2015 Task Force,

was candid and informative. **Susan Hill**, president and CEO of the International Housing Coalition, moderated the session.

Ohlbaum spoke about the difficulty of harnessing support for development issues in Congress. Members who do support development assistance face a difficult environment in which the broader budget battles and calls for curtailed spending confront every effort. Moreover, some members express reluctance about the global post-2015 negotiations, citing their concerns about U.S. sovereignty with regard to international treaties and UN operations

But Ohlbaum also encouraged people to not give up hope. Instead she discussed three strategies:

- Avoid Congress completely. In this approach, anticipating a negative response from Congress, advocates simply do not spend any time trying

to obtain congressional support.

- Help supportive members of Congress prepare to respond to a negative backlash. This strategy would involve sitting down with key members to give them a basic understanding of the post-2015 agenda. This would help build what Ohlbaum called a “reservoir of goodwill and knowledge” so that when the inevitable attack occurs, support is already in place.
- Use the post-2015 process to unite the development community in a shared, large-scale campaign. The campaign could appeal to members of Congress on both religious and moral grounds, and could potentially extend beyond advocacy in Congress. But it would not be an easy course of action, since the campaign would need to be emotionally charged and present a united front from the grassroots level.

Beard said the third option may indeed be feasible. He noted that while surveys have found that a majority of U.S. respondents answer in the negative when asked the general question of whether they support the MDGs, more people do support the MDGs when each goal is fully explained to them.

Ohlbaum and Beard both stressed that in any interactions with members and staffers on the Hill, advocates must bear in mind that these individuals are focused on problem-solving. Educating on issues purely for the sake of educating may not be helpful. Members and staffers want to know what they can concretely do to address an issue, and particularly if there is a bill or a vote coming up on the issue.

The post-2015 framework, whatever it may be, has strong implications for U.S. foreign assistance programming. It is up to NGOs to solicit the necessary support from Congress, because, as Beard explained, “if the U.S. government, DFID [the U.K. development agency], all development agencies are working together in the same frame, it makes all development assistance more effective.” ^{MD}

The Health Work Force Crisis

► Advocacy makes a difference.

By **Laura Hoemeke**, Director of Communications and Advocacy, IntraHealth International

THE WORLD NEEDS another 4 million health workers, including 1 million on the frontlines in developing countries, to deliver the essential health services that save lives and allow countries to develop and prosper. An estimated 1 billion people lack access to essential health services because of the health worker shortage. The global health and development communities understand that the world cannot meet the Millennium Development Goals—nor achieve universal health coverage—without more trained and equipped frontline health workers.

This session, moderated by **Mandy Folsie**, director of the Frontline Health Workers Coalition (FHWC), helped participants make sense of the alphabet soup of advocacy for the health work force. Participants actively discussed the roles of the World Health Organization's Global Health Workforce Alliance (GHWA), the global civil society network called the Health Workforce Advocacy Initiative (HWAI), the U.S.-based FHWC, USAID and other partners in ensuring that health workers—especially those on the frontlines of care—get the attention and resources they merit.

“Who are the celebrities in today's world?” asked panelist **Lisa Meadowcroft**, executive director of AMREF USA. Instead of only considering stars from movies or television as celebrities, she said, “they should be those who make the world a better place.” Meadowcroft explained that an initiative called the REAL Awards, spearheaded by Save the Children and the FHWC, attempts to develop greater respect and appreciation of the lifesaving care provided by these real heroes. She then discussed the distribution of health workers, and the fact that because of shortages and poor distribution, health workers on the job are completely overworked.

Panelist **Smita Baruah**, director of global health policy and advocacy at Save the Children, discussed the importance of helping Congress to better understand the global health work force crisis. She talked about the challenge of measuring the impact of each additional health worker, calling it a barrier to engaging decision makers. Baruah noted the importance of having both numbers demonstrating results and the impact of health workers, as well as stories that appeal to the “human interest” side.

Estelle Quain, team leader for health systems strengthening in USAID's Office of HIV/AIDS, discussed the importance of advocacy campaigns such as the first-ever World Health Worker Week, held in April 2013, in drawing global attention to the cause.

“Think about the AIDS movement, which started in some ways with the annual World AIDS Day,” she said. “We are where we are in the fight against HIV/AIDS because of the activists.” Quain said this work force crisis needs the same kind of activism, especially regarding those on the frontlines of care. She also reminded participants that we have to view health workers as a truly global health workforce and coordinate efforts across stakeholders at all levels.

“Launching the Frontline Health Workers Coalition is one of the best things that we have ever done,” said Baruah, “to effectively demonstrate the link between frontline workers and broader global health challenges.” The coalition is an alliance of U.S.-based organizations working to urge greater and more strategic U.S. investment in frontline health workers in the developing world as a cost-effective way to save lives and foster a healthier, safer and more prosperous world.

Folsie noted USAID's recent creation of an Office of Health Systems with a strong focus on the health work force and with the support for health systems strengthening from the State Department's Office of Global Health Diplomacy. Calling it “a very good time to be advocating for the global health workforce,” she concluded that combined advocacy work at the global, donor, national and local levels will have the greatest impact on solving the health workforce crisis. ^{MD}



Your Helping Hand in Healthcare

We are your advocates for quality, affordable medicines and supplies.

We build our ground strategies to extend the reach of your organization. Let our development expertise address your program needs.



Learn how we can further your efforts at:

WWW.GLOBALPHARMA.US
REACH@GLOBALPHARMA.US
 (616) 644-2306



WASHing for Better Results

► **This is Development Jeopardy!** Including WASH in programming can lead to Daily Doubles for development.

By **Jennifer Platt**, WASH Sustainability Director, WASH Advocates

OK JEOPARDY CONTESTANTS, let's get started! *Answer: Using this practice, you can reduce pneumonia-related infections—a leading killer of children under 5—by 50%.*

Question: What is hand washing with soap?

Access to safe water, sanitation and hygiene (WASH) is a critical component of most development initiatives. Incorporating WASH into development programs not only increases cost-effectiveness, but also overall long-term impact. Indeed, every dollar invested in WASH leads to \$4 in increased economic productivity and decreased health care costs: a Daily Double if there ever was one!

Using categories such as “Making the Grade,” “Mommies and Babies” and “Those Pesky Forgotten Diseases,” Forum attendees played a WASH integration Jeopardy game to learn how WASH improves outcomes in sectors such as education, nutrition, and maternal and child health.

The Jeopardy game illustrated the connections between participants' sectors and WASH. For example, education implementers may not consider that kids miss class to collect water, or that girls avoid school when they are menstruating when sanitation facilities are lacking. Health personnel may not even have access to sinks or latrines to practice safe hygiene.



John Coonrod, executive vice president of The Hunger Project (THP) shared his organization's approach to WASH/nutrition integration. He emphasized that, in THP's experience, WASH supports nutrition by building a community's capacity to own and manage all WASH components in a holistic and self-reliant way, from small-scale irrigation and drinking water maintenance to sanitation and hygiene education.

Although adding another program component can sound intimidating, WASH programming doesn't have to be complicated or expensive. As **Renuka Bery**, senior program manager at FHI360, noted, implementing organizations can incorporate small doable actions into their current programming. Hand washing with soap is easy and one of the most cost-effective ways to improve health.

Kate Tulenko, senior director of health systems innovation at IntraHealth International, reminded the audience that “every health worker is a WASH worker.” While noting that all health workers must use good hygiene practices to protect themselves and their clients from hand-transmitted infections, every health worker can also deliver hygiene messages. For example, pharmacists can discuss the importance of hand washing to avoid contaminating pills. Other workers such as midwives, nutritionists and community health workers can also educate through their daily interactions.

Once participants grasped that they can all be WASH workers, the discussion turned to how to increase WASH programming in their work. One option is to form a partnership with an organization that has WASH expertise. Another is to start with basic WASH additions: for example, incorporate hand washing with soap into education, prenatal or HIV/AIDS projects. Another way is to provide household water treatment through water filters (remembering to address education and maintenance to ensure sustainability).

Providing safe water, sanitation and hygiene has the potential to prevent at least 9.1% of the global disease burden and 6.3% of all deaths. Incorporating WASH interventions into all development programs provides a sure way to leverage health gains. ^{MID}

Conservation, WASH and Resilience

► Examples and tools to mitigate the impact of natural disasters.

By **Elynn Walter**, WASH in Schools Director, WASH Advocates



WATER, SANITATION, poverty, environmental sustainability and development are intrinsically linked to complex problems like natural disasters. Organizations that focus on disaster risk reduction, conservation and WASH (water, sanitation and hygiene) have a vested interest in sustainable projects and policies that increase community resilience to those natural disasters. Coordination, communication and integration at the community level increases access to WASH, conservation and the sustainable management of freshwater resources. When combined, they can reduce vulnerability and mitigate the impact of natural disasters.

Christian Holmes, the global water coordinator at USAID, opened the session with an introduction of WASH integration and resilience. He provided examples of USAID programs in Ethiopia, Indonesia, Madagascar and Mali that increased community resilience through conservation and WASH. **Marc Cohen**, senior researcher for humanitarian policy for Oxfam, led the interactive case study portion of the session, which was followed by the final presentation from **Anita Van Breda**, director of disaster reduction and

response for the World Wildlife Fund. She tied the session together by providing real world examples based on the information generated during the scenario activity. She also discussed ways to apply the concepts in the field.

Resilience is an important focus for each of the speaker's organizations. USAID defines resilience as "the ability of people, households, communities, and systems to mitigate, adapt to and recover from shocks and stresses in a manner that reduces chronic vulnerability and facilitates inclusive growth." RANON'ALA (Rural Access to New Opportunities for Health and Water Resource Management) in Madagascar was one of several examples of a USAID-funded program provided by Holmes to highlight integrated conservation and WASH work. Reaching the most vulnerable and hard to reach Malagasy populations with WASH and conservation services provided an opportunity to create more resilient communities and mitigate the impact of the cyclones and flooding that are common in those areas.

The *Green Recovery and Reconstruction: Training Toolkit for Humanitarian Aid* (often referred to as the GRRT) was a core component of the session. A scenario

adapted from its WASH module provided a fictitious flood in the northern province of Tropic. Participants worked in small groups to explore different approaches to the scenario. Half of the groups discussed how to deal with the disaster in its immediate aftermath taking into consideration watershed management, water supply options, wastewater systems, solid waste management options, environmental impact of the various options and community involvement. The other half looked at strengthening community resilience to reduce the impact of future flooding on public health and infrastructure, addressing policies and implementation techniques.

Groups with the first mandate agreed community assessments are important and working in time blocks would facilitate the transition from the short-term response to long-term response. One group proposed the following plan: week one for assessment and triage; weeks two through four for repairing systems; and months two through four (or longer) for reintegration and disaster risk reduction planning with a focus on sustainability.

The groups that focused on mitigating the impacts of future disasters mentioned the importance of community mapping, mapping success and public private-partnerships as a means to strengthen resilience to future flooding. Only briefly mentioned was the role of governments. Collaborating with governments at the local and national levels for policy changes can provide one aspect of the support communities need to become more resilient. Thinking of policies and government engagement after the fact is a missed opportunity to strengthen their capacity to help their own people deal with these natural disasters.

Tools such as the GRRT exist to strengthen community resilience. Implementing organizations have the responsibility to share these types of tools with the communities they serve as well as their WASH and conservation best practices to ensure communities are equipped and empowered to withstand future disasters. 🗣️



Resilience

► Moving from trendy term to meaningful concept.

By **Julien Schopp**,
Director of Humanitarian Practice, InterAction

IN THE PAST TWO YEARS, in humanitarian and development circles alike, the concept of resilience, has become ubiquitous and is brandied around as the likely solution to most—if not all—of the aid sector shortcomings. As noted by panelist **Simon Levine**, research fellow in the Humanitarian Policy Group of the Overseas Development Institute, “It’s impossible to get three humanitarians in a room without resilience coming up in the first five minutes.” This Forum workshop tried to make sense of the resilience concept and its related agenda.

Levine kicked off the discussion with a constructive yet critical review of resilience in the humanitarian sector. On the positive side, looking at what makes a population resilient to disasters or other shocks is the right thing to do; it can also help the NGO community become more proactive and less reactive. Resilience, if nothing else, has brought new momentum to humanitarian assistance and development activities, and has revived a desire to plan together better.

However, Levine also questioned some of the tenets of the resilience agenda, especially as it relates to power dynamics and the root causes of vulnerability: “We need to stop making it all about technical solutions. Humanitarians working on resilience spend too much time building frameworks, which oversimplify issues, overgeneralize and ignore what’s important.” He said pushing the resilience agenda so squarely at the feet of the humanitarian community is problematic because doing so is, to some extent, an expression of a failure of development. He effectively urged development actors to take on the resilience agenda while letting

humanitarians respond to growing humanitarian needs worldwide.

Anne Mitaru, regional advisor for Save the Children in Nairobi, then took the podium to present a unique perspective on resilience, beginning with the experience of the East African regional body IGAD (the Intergovernmental Authority on Development). IGAD has made the concept its own to attempt to effect real change in the Horn of Africa following the 2010 drought. One result is the Global Alliance for Action for Drought Resilience and Growth. Founded in 2012 as a partnership bringing together IGAD, African partners, donor governments, the World Bank and UN agencies, the alliance has taken ownership of the issue and provides opportunities for countries in the region to exercise leadership and become mutually accountable on progress. NGOs and civil society also play paramount roles in the effort. Mitaru gave the example of Save the Children’s role in ensuring the needs of children are taken into account within the wider resilience discussion.

Finally, **Jon Kurtz**, director for research and learning at Mercy Corps, presented his organization’s efforts to strengthen the available knowledge on resilience and how to measure it. Mercy Corps does this using a very pragmatic approach, recognizing that each situation is unique and that patterns are often evident only in retrospect. Sound analysis and rigorous challenging of programmatic assumptions are necessary to establish reliable evidence concerning good resilience practices. In that sense, more empirical studies need to be conducted at the household level to better understand what factors consistently contribute to resilience, to various types of shocks, and in what contexts.

Overall, the panel expressed measured optimism about the resilience agenda, while cautioning against overselling the concept as a cure for all the ills of the sector. If it is a new prism to help us reorient some of our programs, then it should be taken seriously and pragmatic research should assist us in advancing the learning. Otherwise, if overused and overhyped, the resilience concept will lose all its meaning and vanish like so many decade-long, all-encompassing new ideas. 🗣️

Monitoring and Evaluation of Advocacy

► What are the key challenges in measuring advocacy efforts?

By **Melissa Kaplan**, Advocacy Manager for Aid Reform and Effectiveness, and **Jeremy Kadden**, Senior Legislative Manager, InterAction

IN A RAPIDLY changing policy world, how can organizations know if their advocacy is reaching their target audience and having an impact? How can they measure whether their theory of change is working?

Nine organizations, mostly InterAction members and led by Oxfam America, joined together to evaluate how they conduct monitoring, evaluation and learning (MEL) in their advocacy work. Panelists included **David Ray** from CARE USA, **Laurie Moskowitz** from ONE, **Asma Lateef** from Bread for the World, **Juliette Majot**, independent consultant, and moderator **Gabrielle Watson** of Oxfam America.

Watson noted that by 2012, Oxfam had developed what it felt was a good system for evaluating its advocacy. It then pulled together a group of organizations—ActionAid International, Amnesty International, Bread for the World, CARE USA, Greenpeace International, ONE and the Sierra Club—to conduct a study to assess how organizations evaluate their own advocacy efforts.

Their research found that advocacy professionals increasingly want to measure how successful their work is. They want to formally set out objectives for their advocacy work and measure their results against those objectives. How successful were we in achieving the goals we set out to achieve? Did we influence the policy-makers we set out to reach? Did they adopt our policies or at least adjust their policies based on our recommendations?

Those questions can be very tricky to

answer. The measurements are often inherently subjective. One advocate may report that a congressman has finally become engaged and helpful, while another may find the same politician to be only paying lip service to the issue without really engaging. Attribution is also challenging. When a policy does change, who is responsible for that change? When Congress agreed to higher-than-expected funding levels for global health and humanitarian aid in fiscal year 2013, was it the result of advocacy by organizations like InterAction and its members? Or was it due to some unrelated source?

Moskowitz also noted that there is a constant struggle between outcomes that are measurable—for example, number of “likes” on a Facebook page—and those that are less tangible, such as the outcome of an op-ed or phone calls to a congressional office.

Regardless of the pitfalls, advocacy professionals want the answers and are increasingly engaging in MEL, while asking for senior management’s support for more of it. In the Oxfam study, when advocates were asked if it was important to have monitoring objectives and track progress against them, most agreed or strongly agreed. Majot noted that this level of support was surprisingly robust.

However, support from senior management has sometimes been slow in coming. As Ray said: “What surprised me was the lack of senior management support for evaluation. If senior management isn’t engaged, I question whether you believe evaluation is really part of your model.” ^{MD}

What would
a **20%**
saving
on your
travel budget
mean to you?

~~\$20,000~~ **\$15,000**
~~\$10,000~~ **\$35,000?**
\$100,000?
\$1 million?



KEY TRAVEL

www.keytravel.com

Contact us to find out...

646-218-2100

tellmemoreUSA@keytravel.com

Over 30 years of serving
the travel needs of the
global non-profit community

Video Storytelling

► Videos can be a powerful tool, but good storytelling is a must.

By **Erin Stock**, Online Coordinator, InterAction

INTERNET USERS are pressing play: some 89 million people in the U.S. watch online videos on any given day. But it doesn't mean they stick around for the credits, or even the climax.

Good storytelling that draws emotion out of viewers is the key to engaging them, said **Catherine Orr** and **Elena Rue**, cofounders of StoryMineMedia and speakers at InterAction's Forum. That is how organizations in the business of social change can grab and keep the attention of online video viewers, 44% of whom click off after 60 seconds, Orr said.

Eliciting emotion from viewers is not easy, particularly for organizations whose work does not have a direct impact on the audience. To foster this connection, Orr and Rue advised identifying universal



themes—such as family or the idea of a safe home—to personalize the story.

“When coming up with a story concept, you should assume that your audience is constantly asking the question, ‘Why should I care?’ That’s what they’re thinking before they click off and go check their Facebook page,” Orr said. “You need to give them something to hold on to, and the universal themes are where that comes in.”

They also said to avoid the temptation to fit every mission, goal and activity of an organization into a single video. The story becomes diluted.

Orr and Rue, who both teach at the Center for Documentary Studies at Duke University, said organizations should follow these steps in developing a story concept:

- Establish context: What are the broad goals of your organization?
- Identify purpose: What is the specific purpose of this video? To create a call to action? To raise awareness of your organization or a specific program?
- Look for universal themes: How will you build a bridge between your story and your audience?
- Brainstorm storylines: What hypothetical stories could illustrate your message?

- Choose characters: Use your networks to create a list of actual people positively affected by the work of your organization.

Be selective in choosing character, Orr said, and find people who are approachable and authentic. Just as important is finding people whose current lives provide potential “visual moments.” Both Orr and Rue emphasized video makers must avoid the *bullhorn approach*, which reeks of self-promotion. Audiences also respond better to *the rule of 2+2*, where an answer is not spelled out.

“Your audience is smart,” Rue said. “They don’t want you to just give them the answer. They want to work it out on their own.”

Incorporating these components into an organization’s videos can be challenging when staff in the field—and closest to the programmatic work of NGOs—don’t have video skills. But Orr said there is no need to teach staff to be filmmakers. Raw footage that comes across as raw can be very effective, but it requires good editing.

Having a distribution strategy for a video is equally important. The Mary Reynolds Babcock Foundation created a story bank of online videos about the work of their grantees and made them highly shareable, said **Lora Smith**, a communications officer for the foundation. A regional National Public Radio station and national groups used of the digital press kits created through Pitch Engine, complete with video clips of different sizes, audio clips for radio stations and “tweetable” facts, said Smith.

In measuring the success of a video, the Babcock Foundation evaluates Google Analytics and talks to program officers to see if the videos influenced funding. Orr said just moving 10 people with a video may be your evaluation standpoint.

“You really want to think of video as a tool for drawing emotion out of your audience,” she said. “Video stories can—and what they *should* do is—introduce your audience to the people that you impact that they don’t have access to.” 



Keep it Simple

► Expert tips on how to make the best infographics.

By **Sue Fleming**, Senior Director, Communications, InterAction

WHAT MAKES A GOOD infographic and how can you avoid the pitfalls of a bad chart, map or diagram? “Keep it simple” was the clear message from **Alicia Parlapiano**, graphics editor from The New York Times, who was a presenter at an interactive workshop on infographics at this year’s Forum.

What is important is that the statistics or other information you are trying to share tell a gripping, memorable story. Try not to get pulled in different, complicated directions. “Make the content of your story dictate the choices you make,” said Parlapiano.

The big plus of using good infographics is that they can bring more readers to your website and if engaging enough, keep people there for longer. The really good ones might even compel someone to act or donate.

Commonsense tips from experts at the workshop include having an in-house style guide with a list of agreed fonts and colors. Don’t forget a headline and make sure that the information you are publishing is accurate and well-sourced. Also, really think about the kind of infographic you want to use. Sometimes, for example, it makes no sense to put a pile of information on a map when a table or bar chart would do the trick. In other cases, an animated graphic might keep people’s attention longer.

“The rule is, that the instant you look at an infographic, it should be understandable,” said **Gary Seidman**, president and founder of SwitchYard Media, a multimedia storytelling company based in Seattle. Three actions need to happen, he said: hook the reader, inform them and ultimately get them engaged in what you are doing.

Juan Velasco of National Geographic shared a plethora of mapping tools from basic locator maps to complicated heat maps and a “dot” map the magazine has used to show global population density. The greater the number of dots, the more populated an area. Mapmaking has evolved to the extent that data sets can be easily combined to underscore trends or patterns that might otherwise be difficult to explain. In a phrase, maps have become “smarter,” he said.

Once you have created your fabulous infographic, don’t forget to use traditional communications tools to market your product. Make it easy to share by providing social media buttons and an “embed” code. Also, said Seidman, seek to get your content in front of so-called influencers. Top-tier news organizations are unlikely to pick up and use content produced by advocacy organizations but they may be more tempted by reliable sources who amplify your work.

So why use an infographic anyway? A big plus is that it can



convey a lot of sometimes dense information without bogging down a casual reader with long, technical text. Graphics can act as shorthand to tell a story. For example, if you see a deer on a yellow road sign, you instantly know what that means. It conveys a message quickly and effectively, said Seidman.

At the end of the workshop, the room broke up into small groups and critiqued different infographics, using guidance provided by the experts.

With only standing room available, it was obvious that infographics are a hot new communications tool, which many non-profits are taking advantage of. ^{MD}

surveybe...

advanced survey software

Collecting survey data from the field is a challenging task. Surveybe brings questionnaire design, interviewing, data entry, validation and export together in one place.

unlimited data from \$1200 p.a

www.surveybe.com



Influencing a Divided Congress

► Navigating uncharted budget waters and sustaining congressional support.

By **Caitlin Carr**, Policy and Advocacy Associate, InterAction

THIS YEAR, for the first time since the formal budget process was established in 1921, the House and Senate approved their initial budget blueprints before the president had even submitted his request. In recent years, working outside the regular budget process has become the norm as long-established budgeting deadlines are routinely ignored and budget years begin to overlap each other, creating confusion and misunderstanding. At this workshop, panelists from the Obama administration and Congress helped navigate this year's uncharted territory and provided guidance for influencing Congress and the administration.

Larry Nowels, moderator, consultant and longtime specialist in foreign affairs at the Congressional Research Service, moderated the conversation and highlighted the stark differences between the president's budget and the House and Senate versions. The president allocated \$48.2 billion as the base budget for the International Affairs Budget (also known as the 150 account), while the House only allocated \$38.7 billion and the Senate \$45.6

billion. These amounts act as blueprints for lawmakers as they move forward in the appropriations process.

Rob Goldberg, director of the Office of U.S. Foreign Assistance Resources at the State Department, outlined the view from Foggy Bottom. Sequestration began on March 1, but the effects are still largely yet to be seen. Simultaneously, the administration is working on the just released fiscal year (FY) 2014 budget as well as drafting the FY2015 budget. Goldberg noted that in this tight budget climate, the administration's request for foreign assistance funding was 6% lower than FY2012, reflecting a balance of needs and priorities in an austere environment.

Steve Marchese, minority clerk of the House Appropriations Subcommittee on State and Foreign Operations, warned that the large discrepancies between base funding levels could cause severe cuts to foreign assistance accounts. Constituents and supporters of foreign assistance have an important role to play influencing members of Congress to support this funding. Marchese urged the audience to

explain to congressional staff why foreign assistance works and how it benefits their district—especially to offices that are not always supportive of foreign assistance. While it is easier to meet with allies, he urged the audience to meet with the less supportive offices, too.

Andrew King, deputy chief of staff for Sen. Lindsey Graham (R-SC), elaborated on Marchese's suggestions to tailor arguments for foreign assistance. He cited Sen. Graham's own experience overseas as a member of the U.S. Air Force as one of the reasons Graham supports foreign assistance. In South Carolina, King "sells" foreign assistance using national security and faith-based arguments. Most members of Congress intellectually understand the importance of foreign assistance funding but need help seeing it as politically valuable.

During the Q&A session, audience members delved deeper into how they and their organizations can influence Congress, focusing particularly on results. Members of Congress routinely ask their staff if foreign assistance programs actually work. Panelists agreed that the more evidence-based results the U.S. government and our community can provide, the easier it will be for lawmakers to justify their support. But the evidence can be hard to come by. Goldberg said that in recent years, the administration has launched a renewed focus on evaluation and results, which is starting to become more mainstream.

When asked how our community can provide more support, King emphasized the importance of thanking members of Congress who vote in favor of foreign assistance. Many times, it may seem natural to focus on the negatives and changing people's opinions, but we must not forget to thank our supporters at every turn. Despite the difficult budget climate ahead, relief and development organizations can influence Congress by tailoring arguments to individual offices and using evidence as much as possible to show the effectiveness of foreign assistance. 

Grassroots Campaigning

► How to win friends (in Congress) and influence them.

By **Jeremy Kadden**,
Senior Legislative Manager, InterAction

WHO HAS THE GREATEST impact on members of Congress? High-paid lobbyists? Wealthy donors? Corporate interests? No, no and no.

According to the Congressional Management Foundation, the answer is: you. Average citizens, reaching out to their member of Congress have far more impact on Congress than just about anyone. When they email, call, meet with, fax, tweet or even (gasp!) send snail mail to their representatives in Congress, they make a huge difference in how lawmakers view and vote on issues.

While members of Congress thirst for knowledge about what their constituents want (after all, how else can they get reelected?) members of the public seem completely unaware of their hidden, untapped power. They don't realize how much impact they can have by simply picking up the phone or sending an email to Capitol Hill.

The panelists at the Forum workshop on grassroots campaigning (**Sam Daley-Harris** of the Center for Citizen Empowerment and Transformation, **Mark Lotwis** of InterAction, **Laurie Moskowitz** of the ONE Campaign and **Bob Zachritz** of World Vision) all reiterated this central point: average citizens, when focused, motivated and inspired, can have tremendous impact on the legislative process.

How? It is all about the personal touch, Lotwis said. While it is great for “clicktivists” to send off form letters and emails to policymakers, it is far better to write your own individualized letter or email, with a personal story or idea included. Or, better yet, ask for a meeting with your representative in Congress and his or her staff. This doesn't even have to mean flying to Washington. Start with the district staff in or near your hometown. They are always happy to meet with constituents and find out what they are thinking.

Once you are in the office, Moskowitz said you need start by being nice. While you may think your member of Congress is dangerously wrong or even harmful on a particular issue, leave those attitudes at the door and start with a smile. Be confident and assertive, but don't be “aggressive” or “crazy” or you'll turn off the very people you're trying to court.

Daley-Harris agreed. For him, citizen activists should take “being nice” to the next level and establish a long-term relationship with their representatives in Congress. Think of it as an arranged marriage that starts off with a blind date but then grows deeper



and more profound over time. You might not have chosen (or voted for) your representative, but neither of you is likely to be leaving any time soon, so you are stuck with them and they are stuck with you. Get to know each other better, schedule follow-up meetings, send an email to check in every so often and remind them that you (along with dozens of your friends and colleagues) remain interested and engaged.

And, no matter what, Zachritz said, try to stay positive. Some legislators may agree with you already, but they may also believe that most other Americans disagree. It is the activist's job to remind them that their position is supported by a quiet majority of thousands, if not millions of like-minded citizens who want to support lawmakers who do the right thing. One World Vision activist, flying back from a conference in Washington, happened to be seated next to Sen. Chuck Grassley (R-IA) on the plane and was able to strike up a conversation. He asked why she'd been visiting Washington and when she told him, she was ultimately able to get him to cosponsor the bill she had been advocating for on her trip.

You never know when a chance encounter like that might lead to big changes, which is why it is essential that InterAction members continue to engage in grassroots activism. To paraphrase the anthropologist Margaret Meade, “Never doubt that a small group of thoughtful, committed citizens can change Congress; indeed, it's the only thing that ever has.” ^{MD}



Effective Advocacy Strategies

► How to influence institutional decision making.

By **Joseph McGrann**, Administrative Associate, InterAction

WE HAD TO MOVE very quickly.” The speaker’s sober pronouncement underscored the urgency of the situation: it was the spring of 2008, and a congressional action endangered the funding for a major development account. The groups fighting to defend the funding had only a few weeks to organize and carry out their campaign against the drastic cuts. So explained, **John Ruthrauff**, InterAction’s director of international advocacy, to participants in the Forum session on the essential elements of an effective advocacy campaign. He used this real-life example to present his 10-step methodology, used by civil society groups the world over.

The first steps in any advocacy campaign are choosing an issue and defining a goal. According to Ruthrauff, selectivity is important: “When you pick the issue, it’s not just the most important one [you should select], it’s the one you can have an impact on.” In the aforementioned case, the issue was an impending \$525 million cut to the Millennium Challenge Account (MCA), with the goal being to remove this rescission from the final appropriations bill.

Once the issue and goal are defined, the next step is to perform a power analysis of

the key decision makers who can affect the desired outcome of the campaign—in this case, members of the relevant congressional committees.

To sway these decision makers, the campaigners in 2008 drew on InterAction’s MCA Working Group, a collection of over 30 NGOs and allies working together to advocate on MCA-related issues. The group had been meeting for several years, sharing information, strategizing and meeting with congressional staff. Ruthrauff used their efforts to demonstrate another key element of effective advocacy campaigns: groups must work to increase their power and influence, often through strategic alliances and by developing relationships with key actors.

Before moving forward, the working group had to set specific objectives for its campaign. Based on the power analysis and an assessment of their own capabilities, the group decided to focus on obtaining support from members of the relevant Senate and House committees. They also backed the efforts of Rep. Nita Lowey (D-NY), who as chair of the House Appropriations Subcommittee on State, Foreign Operations, and Related Programs was key to blocking proposed cuts.

Their power increased and their objectives set, the advocates then went to work carrying out advocacy actions. The organizations engaged Congress and the administration through letters, emails, phone calls and in-person meetings. They also issued press releases and sent Senate committee chairs a letter in which 14 senators signed on to the group’s message.

Their campaign was a success. The bill passed by the House of Representatives reduced the proposed Senate cut from \$525 million to \$58 million—a reduction that was accepted by the conference committee and ultimately became law.

The last component in the MCA campaign was one that is essential to every campaign: evaluation. Although they were not completely successful in preventing cuts to the MCA, the campaigners were able to minimize the damage by reducing the proposed rescission by almost 90%. The advocates utilized a well-organized group of allies, but they did not make use of grassroots networks. Had time not been such an obstacle, the campaigners could also have commissioned research, mobilized constituents in congressional districts and conducted more proactive media outreach. Every advocacy campaign has room for improvement, which is why evaluation is essential throughout the process. The actions of the MCA advocates offer a number of valuable lessons in how to implement an effective advocacy campaign. 

Elements of an effective advocacy campaign

- Selecting an issue
- Defining the goal
- Power analysis of key decision makers
- Increasing power and influence
- Developing individual relationships
- Building strategic alliances
- Selecting objectives
- Designing and carrying out advocacy actions
- Research and publications
- Evaluation

How to Own It

► Communicating failure honestly while mitigating risk.

By **Margaret Christoph**,
Communications Coordinator, InterAction

TRANSPARENCY.” “Openness.” These are some of the new buzzwords in NGO communications, but they risk making an enormous impact on an organization and its programs. How do you honestly explain less than stellar results without affecting your reputation and bottom line? **Andrew Quinn**, director of the New Voices Fellowship at the Aspen Institute, moderated a Forum workshop on the topic with **Gregory Adams**, director of aid effectiveness for Oxfam America; **Lars Anderson**, director of public affairs for the Federal Emergency Management Agency (FEMA); and **Nasserie Carew**, managing director for public affairs at the Millennium Challenge Corporation.

Quinn outlined one of the risks by referencing his past career as a journalist, explaining, “We loved it when you guys fail, because it gives us good stories.” He and the panelists explained why they believe sharing failures are important despite that risk—or even because of it. When a crisis happens, it inevitably goes public. Anderson emphasized the need for an organization to own up to whatever happened: “If you don’t create the scenario, others are going to do it for you, and oftentimes the scenarios that get created are worse than what actually is happening.” If you let someone else start the narrative, you have no control over where it goes. Adams agreed, adding, “We’re in development and humanitarian response; failure is part of the landscape here.”

None of the panelists could emphasize enough the importance of cultivating relationships with both journalists and your colleagues *before* a crisis strikes. The journalists will be more likely to trust the information they get from you; they also may be willing to speak off the record and let you help guide their story. The program staff will be more likely to trust you with all the information and potential crisis points up front. This allows you to decide what needs to be in the story, letting your organization guide the narrative instead of an outsider. And sometimes, once you do have all of the information, what originally looked like a crisis will turn out not to actually be one.

The panelists cited three primary reasons to publicly share less

successful or even unsuccessful programs: transparency, accountability and education, all of which can impact an organization’s credibility. Anderson explained that credibility takes a fast and lasting hit if an organization tries to sweep its problems under the rug. Adams reminded participants that accountability is not just for donors and the public, it is also (and most importantly) to the communities a program serves. One opportunity you have when a reporter calls you about a failed program is to help them understand the bigger picture. “Education, education, education, especially when it’s crisis response or a disaster,” Carew emphasized.

The panel closed by discussing negative press, and when and how to react to it. While the panel agreed that if you think you have good additional information to add to the story you should respond, Adams cautioned that nonprofits might respond to a little more negative press than some other organizations, since fewer stories get written about nonprofits. All of the panelists agreed, however, that even if you decide not to publicly respond, you can always call the journalist. If you discuss his or her piece calmly and offer more facts to clarify the story, you begin to build a relationship with that reporter as a reliable source, which will make them more likely to come to you first for the *next* story and ask you to help guide the narrative. ^{MD}

“If you don’t create the scenario, others are going to do it for you, and oftentimes the scenarios that get created are worse than what actually is happening.”



A Collaborative Community for NGO Staff

InsideNGO is a collaborative community that shares practical approaches faced by finance, HR, contracts & grants, IT, legal, cross-operational, program and other staff.

We are a professional association that assists the staff of international development and relief organizations improve their capacity to deal with the specific operational challenges involved in working internationally.

InsideNGO helps you:

- connect with peers
- stay current with sector trends
- gain practical tools & resources
- grow your knowledge and leadership skills

Membership is organizational, benefiting all staff.

To learn more, go to – www.INSideNGO.org
Email us at – info@INSideNGO.org

A Match Made in Heaven?

► **NGOs and academics collaborating to evaluate programs and improve impact.**

By **Amanda Sim**, Research and Evaluation Coordinator, International Rescue Committee



NGOs AND OTHER practitioner groups are often required to evaluate the programs they implement. As part of this process, donors are increasingly requesting evidence of the impact of the programs they fund; and terms like “value-for-money” and “cost effectiveness” characterize much of their communications.

NGOs are not only responding to this need to demonstrate when and where their programs work, but are also beginning to contribute to the wider body of knowledge by developing more rigorous and systematic ways of evaluating their programs.

Enter the marriage of academics and practitioners.

A Forum session explored this field using an actual, seven-year evaluation partnership between the International Rescue Committee (IRC) and a team from Columbia University. **Peter Walker**, an academic with many years of evaluation experience, guided **Peter van der**

Windt, a Ph.D. candidate at Columbia University, and **Sheree Bennett**, the research and evaluation advisor for governance programs at the IRC, in a discussion about their experience. Van der Windt and his colleagues worked together with the IRC to design and carry out the evaluation of *Tuungane*, a community-driven reconstruction program, implemented by the IRC in the eastern region of the Democratic Republic of the Congo (DRC).

Several factors helped the IRC and the Columbia University team up to establish and maintain a solid, productive partnership: designing the evaluation while the program was being conceptualized and developed; having a detailed written agreement with clear roles and responsibilities; maintaining consistent and open communication; and remaining flexible and resourceful in order to address problems quickly and efficiently. There were also numerous challenges including: staff turnover for the IRC; delays in purchasing equipment for data collection and difficulty in maintaining the equipment; the high travel costs for data collectors who visited 1,200 villages; and changes in the program activities and timeline. Many of the challenges were unavoidable and required close collaboration, timely communication, negotiation and sometimes compromise.

Bennett and van der Windt gave practical examples of difficulties ranging from the time and cost of purchasing and shipping personal handheld devices for data collection to the DRC, to data collectors having to use fuel from their bikes

to charge the batteries on their handheld devices, to names of villages being recorded differently by the program and the evaluation teams. Other challenges included IRC’s security protocol restricting movement of researchers on the ground, and IRC staff viewing the evaluation as punitive and externally imposed.

Walker also discussed his own experience and of some of the ways in which academic partnerships can come about, for example, through commissioned research, partnered research and contracts. He also conducted an informal survey of the workshop participants, which gave attendees a better sense of the range of perspectives, experience and challenges around NGO-academic partnerships represented in the room.

Participants also participated in small group discussions where they had the chance to share their experiences, frustrations and advice. As a final exercise, groups were asked to provide their advice to academics and practitioners. Suggestions included:

- Develop long-term rather than project-specific partnerships;
- Train academics on cultural contexts;
- Develop research questions with practical implications;
- Consistently engage local universities, governments and staff in evaluation discussions; and
- Ensure academics understand practitioner language and vice versa. ^{MD}





Standards Development and Compliance

► **The backbone to international NGO best practices.**

By **Taina Alexander**, Program Manager, InterAction

AS HUMANITARIAN AND development professionals, we operate around the world in complicated, dynamic and often dangerous situations. Developing and following best practices ensures ethical and effective programs and contributes to results. “We want to make the difference in the world, but to do that we have to have a high level of standards,” explained **Barbara Wallace**, vice president of membership and standards at InterAction, at a Forum session on this important issue.

Public and donor confidence in NGOs and the efficacy of their programs is critical to NGO success. InterAction members have long recognized this and the importance of standards in ensuring a trustworthy investment. People ultimately want to support an organization that is accountable, tested and proven.

It was member demand that led to the creation of InterAction’s PVO Standards, which are continually reviewed, strengthened and developed. These standards are the basis of a mandatory biennial process known as the Self-Certification-Plus (SCP). Last conducted in 2012, the SCP process appraises members’ compliance in areas of governance and administration, program effectiveness and organizational commitment.

The process involves completing a compliance assessment

form and annotating documentation that demonstrates compliance with the standards. InterAction members not completing the self-certification process are suspended from membership. Additionally, a member not in compliance with any component of the standards and that does not create a plan to address it may also be suspended.

The 2012 SCP process saw a decrease in the number of members that were in compliance in all sections. This occurred because of modifications we made to the compliance questions to define each individual component more accurately. This adjustment also added more rigor to the process. “When we tightened up the wording, it became more clear what the standard was and how to measure it better,” explained Wallace. Shifts in compliance levels from one cycle to another are normal as organizations grow and their work changes.

InterAction member CEOs noted that the 2012 SCP process helped them take stock of current policies, highlight areas where improvement was needed, and examine organization-wide policies and systems. One member said the research required to formulate SCP responses highlighted other areas that the organization needed to address—including updating current policies and procedures that meet standards compliance, but need to be modernized or made more efficient.

Nancy Boswell, of the American University Washington College of Law and former president & CEO of Transparency International USA, discussed challenges NGOs face in meeting standards—specifically highlighting the difficulties of operating in environments where corruption is a concern. Eighty-eight percent of workshop participants reported operating in corrupt environments where demands for bribes are prevalent. Bribery under any circumstances violates InterAction PVO Standards and international anticorruption laws in most countries. Boswell said corruptive behavior puts one’s personal and organizational reputation at risk, threatens future funding and effects the reputation of the entire sector.

Transnational bribery is barred by international anticorruption conventions. Yet 63% of workshop participants said they have been asked for side payments or anything of value in exchange for services, permits or other purposes—an indication that corruption is widespread and must be addressed by strong internal controls. “You also need to know your partners and vet them before you decide to work with them,” Boswell added. Adhering to standards helps deal with corruption and conflicts of interest, while financial controls serve as protection against lawsuits and bad press, and help ensure effective partnerships. But 95% of participants reported that technical capacity and/or resource limitations restrict their ability to enforce standards.

While adherence to these standards in practice may be difficult, Boswell encouraged sticking with the process, noting that “InterAction standards maintain good controls,” and members can share both challenges and solutions to maintaining best practices. 



Local First

► Putting national actors at the core of humanitarian response.

By **Shannon Scribner**, Humanitarian Policy Manager, Oxfam America

THE FORUM workshop *Putting National Actors at the Core of Humanitarian Response* explored how vast humanitarian crises from Haiti to Pakistan have overwhelmed the international system's ability to respond. Despite years of reform, United Nations agencies, donors and humanitarian organizations still struggle to cope. At the same time, humanitarian action is needed now more than ever with the growing number of vulnerable people, the rise in recurrent disasters, climate change and the failure to put most fragile states on the path to development.

Mike Delaney, Oxfam America's director of humanitarian response, served as the moderator for the workshop and started off by saying that the current humanitarian system is broken. The international approach to delivering humanitarian assistance is too top down and has resulted in little lasting improvement in the lives of the people we aim to assist. While mega-disasters are likely to continue to require external assistance, international actors should increasingly be measured by how well they complement and strengthen the capacity of local actors to respond to emergencies.

Three panelists presented examples of local efforts and leadership demonstrated by national governments, regional organizations and local NGOs.

National governments

Jeremy Harkey, an independent consultant, presented a standout example of national government leadership. During the 2004 Indian Ocean tsunami disaster, the Indonesian government's capacity to respond was weak. So, following the disaster, the government took major steps to invest in preventing, preparing for and responding to future disasters. With a push from civil society, the government enacted a disaster management law that led to a national development organization to prevent and respond to disasters. Today, the agency has its own funding, focuses on the needs of local communities and has been instrumental in strengthening the government's capacity to prepare for and respond to crises.

Regional efforts

Noel Barillas, director of development and cooperation at the Central American Coordination Center for the Prevention

of Natural Disasters, explained how following several major disasters in Central America, six countries came together to create a coordinated regional policy for disaster management. The regional policy has helped identify risks, analyze vulnerability and prepare for and respond to emergencies in the region. This has helped build mutual support in the region and strengthen capacity at the local level.

Local organizations

Anne-Marie Schryer-Roy, regional communications and advocacy manager for African Development Solutions (Adeso), discussed the difference between treating a local NGO as an implementing partner contracted for service delivery and strengthening that organization's overall capacity. An important factor in the growth and success of Adeso, an organization that began in Somalia and now also works in Kenya and South Sudan, is that funding from donors enabled Adeso to invest in itself. That allowed it to improve its financial and administrative policies and practices so it could handle larger grants and extend the reach of its programs. It allowed Adeso to further develop its capacity to respond to emergencies and not be reliant on external funding.

During the open discussion, an attendee from civil society in El Salvador said that even when resources are in place, it is important to consider who gets to make decisions and at what stage of the process. "For us," he said, "it's very important that civil society take part in designing policies [in humanitarian response] from the start." Another attendee echoed this point saying, "All too often the decision-making doesn't include communities." As the workshop concluded, the questions remained: if civil society, religious groups, private organizations, families, friends and neighbors are the frontline of humanitarian action, why aren't they being consulted more about how to prepare for and respond to emergencies? And why aren't we all doing more to strengthen *their* capacity to respond to crises in the first place? 

Participatory Mapping

► **Technology can be empowering.**

By **Jade Lamb**, Senior Results and Measurement Specialist, Pact

INFORMATION COMMUNICATION technology for development (ICT4D) is a hot topic among development practitioners, especially with a plethora of new technologies coming onto the market every day. But however innovative the technology, it must be integrated with the best practices of participation and community empowerment in order to lead to a truly sustainable, demand-driven project. Without the element of community participation, integrating technology into projects—particularly mapping, which often requires special skills—can be a top-down process, where the community is used for data collection purposes rather than empowered.

During the Forum, a panel of development practitioners presented their work in building community-driven mapping projects in which beneficiaries were enabled to use ICT to map their own communities. **Amy Noureil**, geographic information specialist at USAID, moderated the discussion, framing the panel in terms of the ethics of participatory mapping.

As a panelist, I presented Pact's REDD+ project in Cambodia, where mapping is an integral part of the project's participatory monitoring and verification system. The project trains community members to monitor community forests in order to reduce illegal deforestation and promote reforestation. In return, the community will eventually receive cash for the carbon credits this protection earns. A traditional community map is made at the beginning of the project so that the community forest groups can determine which locations will be best for the protected community forest; key landmarks are indicated on the map such as shrines, landmarks, habitats or illegal logging sites. Through the life of the project, community monitors update the maps with activities they observe in the forests using GPS devices. These maps are compared to satellite maps during community workshops, where community members discuss how their activities have promoted reforestation or have been undermined by outside activities such as road building. The maps also provide evidence of the community's role in protecting the forests for carbon credit awards.

Erica Hagen, from the GroundTruth Initiative, spoke about using OpenStreetMap (OSM) as a platform for youth-led crowdsourcing of maps in Kibera, Kenya, and other locations. Through OSM, the youth participating in the project created a portal called *Voice of Kibera* where people were also able to post videos, reports and other information that could be linked to specific locations. During the

2013 elections, people filed reports of violence, celebration and other activities. GroundTruth Initiative's approach is to transfer to local participants the skills needed to make, sustain and grow these maps, including by training youth in platforms like OSM and Ushahidi (another open mapping platform), and in how to customize them for their own purposes. While this skill transfer process takes much longer than using an existing expert, it will also have the most effective impact. Although mapping can be used for specific purposes such as election monitoring, it is also an end in itself. Mapping is an empowering activity that allows a community to take pride in itself.

Lastly, **Linda Raftree** of Plan discussed the ethics of participatory mapping. While the name suggests that participatory mapping is inherently centered on communities and community demand, without careful attention to its purpose and process, participatory mapping is in danger of becoming a meaningless buzzword. Is participatory mapping about showcasing technology, or is it about the *real* needs of the community? Do communities see the need for mapping, or is it an exercise that wastes their time? Does mapping always lead to action? Is participatory mapping just a tool for NGOs to extract data? These key questions framed an audience discussion that addressed organizational policies on the ethics of mapping, protecting informants who contribute to maps of illegal activities, and transferring technological skills to community members. **MD**



www.paxton.com

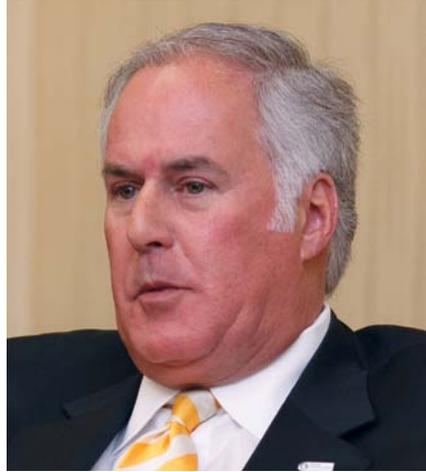
Ocean and Air Freight Forwarding Services
In Support of the Relief and Development Community

1947

65 YEARS



-Turning the World of Logistics Upside Down-



Funding for NGO Security

► What you don't fund can hurt you.

By **Basile Pissalidis**, Security Director, InterAction

A POORLY FUNDED security program in an NGO compromises more than staff security. It puts programs and projects at undue risk. The focus of any good NGO security strategy and security officer is to enable programming by developing safe access. This poorly understood and unappreciated axiom holds true in all operating environments, not just in Syria or along the Afghanistan/Pakistan border. Encouragingly, this year's Forum workshop by InterAction's Security Advisory Group was attended not only by security professionals, but also by program, operations and policy staff members, indicating perhaps that there is a growing awareness of security's enabling principle. The panel included senior executives and directors as well as security experts: the security director for USAID's Office of U.S. Foreign Disaster Assistance, **Shawn Bardwell**; ChildFund International Vice President for Business Development **Gregory Kearns**; European Interagency Security Forum (EISF) Executive Director **Lisa Reilly**; and

Global Communities CEO **David Weiss**.

All agreed that the potential consequences of inadequately funded security put staff in undue risk. But the discussion revolved around how the lack of appropriate attention and resources paid to security can have a negative impact on programming and operations, and sometimes a devastating impact on an organization. Kearns explained how an organization with a high number of security incidents—or even a single serious incident—can shut down a country program entirely. It can also damage that organization's reputation and make it difficult to recruit staff. Donors are particularly sensitive to this risk as it translates into program disruption and possible program closure.

Acknowledging that a high number of security incidents within a particular organization is one of the factors examined during the proposal review process, Bardwell expressed frustration at the quality of submitted security plans. Too many agencies are not basing their security plans on a risk assessment. This is particularly

evident as there is often a lack of consistency in submitted security plans for the same region and even the same program. "Recognizing your exposure to all threats and knowing how to properly adjust your operations is the key to successful program implementation," he added.

Reilly went on to elaborate on the importance of justifying security costs to donors by providing evidence for them in proposals, such as security risk assessments and security plans. Later discussions with Bardwell and the audience further supported this position, as donors are more likely to support evidence-based security measures. EISF has recently published a paper called *The Cost of Security Risk Management for NGOs*, and many of the points discussed during the workshop were taken from that paper. One of the most common resistances to charging for security in an organization is the misrepresented fact that money spent on security is an indirect, or non-program, cost. According to the paper, this need not be the case. The salary of a global security advisor, for example, is generally regarded as overhead. Those types of salaries can, nonetheless, be quantified and divided by the organization's country programs and added to their programmatic costs. This method of quantifying and dividing overhead security costs can be applied to other security related expenses as well. What is seminal is for an organization to organize itself and coherently decide what security costs can and should be charged to programs, while assuring that those costs are always justified through a security risk assessment and country-specific security plan.

Weiss emphasized focusing on an organization's most valuable asset: its people. An organization is as good as its people, and protecting that core resource is the perspective through which he views security. Protecting this fundamental asset is why the Global Communities security director now reports directly to the CEO. This change in organizational hierarchy has sent a clear message that security is not an afterthought, but a priority. 

Healthy Supply Chains

► More than transportation, supply chain is holistic commitment from initial plans to final hands.

By **David Andrews**, Director of International Shipping, Operation Blessing International



THE EXAMINATION OF supply chain as a complete, inter-linked system of beginning-to-end components attracts the interest of both the nonprofit and commercial sectors, including suppliers, transportation and logistics providers, and NGOs. Although many of us—because of the nature of our businesses or the scope of our jobs—tend to focus on one area of the supply chain, understanding the big picture and our relationship to the whole informs and improves what we do, ensuring greater overall success.

After an overview of the process stages, participants in this Forum workshop divided into several groups to solve one of three hypothetical scenarios: offers of surplus inventory by donors; requests from the field to fulfill product needs or deficits; and strategies for delivering goods during times of disaster.

The first scenario involved an offer from a pharmaceutical donor, consisting largely of chronic medications with fair to average shelf life. Figuring out an appropriate course of action required identifying a partner that could appropriately manage the donation. It also involved questioning the impact of an influx of chronic medications on the local market, as well as asking about access to similar medicines in the same category. These are crucial questions to determine if the donation would violate the “do no harm” test. This is especially important in the management of chronic conditions where continuity and availability of equivalent prescription drugs is so important.

The second group was tasked with responding appropriately to a major disaster: in this case, a serious earthquake and accompanying tsunami in the Pacific “Ring of Fire.” The fact that more questions than answers came out of this brainstorming session was entirely appropriate since disaster response takes much

coordination and requires a keen understanding of real needs, available infrastructure and organizations already operating on the ground. Recognizing that reaching out to work together is often preferable to maximizing efficiency in the midst of chaos, the group focused on three essentials that need to be identified in these situations: the proper partner, the organizing entity or command, and warehouse space.

The third group responded to a request from the field for medical equipment. This involved addressing many questions to determine whether the best course of action was to procure equipment locally, repair what was on hand, or procure and ship internationally. Many issues specific to the handling and sourcing of used medical equipment—as well as the fielding and support of unsustainable medical devices—are important considerations in determining the best course of action and usually outweigh the challenges of logistics.

The workshop allowed participants to learn from each other about solutions and inside tips, as well as to share suggestions that brought fresh perspectives to all attending. Participants learned how others have approached similar issues in the past and walked away with new tricks of the trade and fresh perspectives on improving our roles within the broader supply chain. 



MEBS INTERNATIONAL
Trusted Solutions in Challenging Environments

MEBS SUPPORT SERVICES

- Housing Solutions
- Camp Construction and Management
- Office and Warehouse Leasing
- Fleet Management
- Staffing Solutions
- Sponsorships and Visa Assistance
- Procurement
- Travel

MEBS GLOBAL REACH

- Freight Forwarding
- Inventory Control and Warehouse Receiving
- Cargo Tracking
- Project Cargo
- Worldwide Storage
- Crating/Special Handling
- Last Mile Distribution

Providing integrated, fully licensed and regulated support solutions enabling rapid mobilization in conflict, post-conflict environments and emerging markets.

www.mebs-intl.com

USA | UAE | Kuwait | Qatar | Bahrain | Afghanistan | Myanmar | India | Pakistan | Djibouti | Kenya | South Sudan



Setting the Agenda

► Can NGOs take the lead in global policy discussions?

By **Caroline Nichols**, Senior Manager, Humanitarian Policy, InterAction



POLICY DEVELOPMENT is 95% political, 5% policy according to **Paul O'Brien**, vice president for policy and campaigns at Oxfam America. “To get politicians behind an issue you need power. You have to say that you are part of something bigger,” he explained. Being part of something bigger is what we as NGOs like to think of as our *raison d’être*. But does the NGO voice really exist? If we have the opportunity to sit at the table and lead global policy discussions, do we? And if we do, what do we want and need to talk about? These are some of the questions attendees discussed during this workshop.

The humanitarian relationship with politics has always been fraught with tension. O'Brien noted, “The inconvenient truth about humanitarianism is that it came about from an uncomfortable engagement with politics.” For **Jeremy Konyndyk**, director for policy and advocacy at Mercy Corps, politics tends to oversimplify the idea, the purpose and the possibilities of international humanitarian aid.

If politics oversimplifies or muddies public perception of humanitarian aid, then we as NGOs need to make a greater effort to build evidence to support the NGO community’s advocacy efforts, according to panelist **Ciarán Donnelly**, director of strategic analysis and management for the International Rescue Committee. “There must also be incentives for

NGOs to establish solid evidence based on ground realities,” he explained. He said that when he speaks to senior colleagues at headquarters and in the field about doing more on the policy side: “The first response is: ‘We’re not Oxfam.’ The second is: ‘What happens if we don’t engage?’” O'Brien agreed that NGOs need to explore the rewards and incentives for engaging deeper into humanitarian policy, adding that we need to be better storytellers about the issues that matter to us and why they matter.

As Donnelly pointed out, there are things that we are not talking about. He feels instrumentalism and resilience are big ones, and putting those issues on the table is “a struggle worth enduring.” For O'Brien, resilience and getting ahead of the next crisis are among a number of critical but “profoundly unsexy” issues we need to address as a community.

One of the top issues for Konyndyk is working with host governments that do not buy into humanitarian principles. Another is the humanitarian reform process, which

he believes is often boiled down to a shifting of boxes. He argues that a much deeper approach is needed, that the Transformative Agenda—the renewed push to improve the effectiveness of humanitarian response through a strengthening of the humanitarian architecture—reflects the failure of the humanitarian reform process. The way the architecture evolved, the challenges it was meant to address are no longer the main issues in the field.

So are we trying to strengthen a system that doesn't really respond to our needs? O'Brien believes that deeper engagement is limited by the fact that “we are not so sophisticated in talking about incentives and good followship,” referring to the need for good followers as well as leaders.

Donnelly questioned whether NGOs are able to effectively engage with power brokers if we cannot be honest with ourselves internally. Konyndyk concurred, asking if NGOs really stand up and deliver when the opportunity presents itself.

So where does this leave us? How do NGOs join together for a stronger voice? What is the role of NGO alliances? How do we choose who we need to influence and around what issues? Workshop participants and panelists raised more questions than could possibly be discussed in 90 minutes, but the discussion has started. Help us continue it and together we will shape the agenda. 





Advocacy on the Global Stage

► **Civil society has a role to play at the G8 and G20.**

By **David Lenett**, Intern, International Advocacy, InterAction

WHAT SORT OF SEAT does civil society have at the global governance table? And how can it use its seat to advocate effectively for development and humanitarian causes? The coordinators of the InterAction G8/G20 Advocacy Alliance raised these questions at an interactive Forum workshop that featured a senior Obama administration official and NGO representatives from the U.K. and Russia (this year's G8 and G20 hosts, respectively) who discussed how NGOs can influence the agendas of the summits and what other roles they can play in the process.

One topic addressed was how groups can capitalize on the media spotlight put on host countries, bringing public pressure to bear on leaders to support their issues. **Ben Jackson**, chief executive of Bond (a membership body of U.K.-based development NGOs), spoke of the opportunity that the U.K. G8 presidency brings to the British NGO community. Operating through the Enough Food for Everyone IF campaign, Bond and the other campaign members plan to host a hunger summit just before the G8 summit to demand action on malnutrition and childhood stunting. **Dmitri Medlev**, Russia country director for Oxfam International, said President Putin plans to use the G20 summit to address themes that are also relevant to domestic policies in Russia such as employment and food security.

Both NGO speakers were optimistic about the long-term trend toward increasing civil society engagement with governments and greater incorporation of civil society recommendations into official processes. Jackson said that Prime Minister Cameron's ambitious and targeted agenda for 2013, which includes tax evasion and avoidance, reflects the growing indirect power of NGOs to put issues on the map and demonstrate public support for action. Medlev said he was very encouraged by the Russian government's endorsement of the Civil 20 as an official outreach group, and its creation of the Dialogues web-based open consultation platform. The fact that Russia chose to upgrade civil society representation at the G20 bodes well both for the G20 and for Russia. However,

the speakers also emphasized that much advocacy remains to be done, and that accomplishments remain contingent on constant, persistent pressure from the NGO community.

Speaking off the record, the senior Obama administration official echoed this cautious optimism. She urged civil society to engage early and often throughout the processes to keep the pressure on governments. She agreed with Medlev that technology can be a powerful tool for improving the inclusivity of the process, with the Dialogues webpage serving as an example of the ways in which it can be used by nongovernmental actors to participate in the proceedings. The official also acknowledged some additional roles that civil society is well fit to play, such as using their extensive networks to monitor implementation of G8/G20 commitments. By holding member states accountable, NGOs can put pressure on them to honor their commitments, and help more compliant states to push their underperforming counterparts in the right direction.

All three speakers agreed that as the space for civil society grows at the G8 and G20, it falls on civil society groups to seize the space and use it to leverage action. Although their enthusiasm was tempered slightly by the realities of budget austerity in many nations, all emphasized their continued support for the constructive role that civil society plays in global governance. As Jackson put it, "There are some exciting possibilities." ^{MD}



Building a Better Response:
Strengthening Capacity to
Engage with the International
Humanitarian Architecture



The Building a Better Response (BBR) project aims to enhance the capacity of humanitarian actors to engage with the humanitarian system to improve coordination in emergency response.



The BBR project offers training tools for NGOs:

- certificate-based e-learning
- training workshops
- ready-to-present training materials

internationalmedicalcorps.org/bbr





Creating Pathways for the Most Excluded

► Practical steps for making inclusion a reality.

By **Jaya Sarkar**, Vice President, Programs, Trickle Up

THE MOST EXCLUDED and vulnerable populations—such as people with disabilities in rural areas—are often invisible to us. Deliberate targeting of assistance to those living in extreme poverty should be a conscious course of action at all levels. Workshop participants considered key questions, including how to overcome exclusion, the role of markets, savings and social protection.

As a panelist, I addressed the exclusion issue, noting national poverty maps are a good starting point. But they are not enough. For example, the data must be filtered to support operations including partnership with local governments. At the micro level, participatory poverty mapping can overcome cultural barriers and power dynamics.

People living in extreme poverty need diverse income sources, but their experience as buyers and sellers in markets is very different. “The very poor are almost always involved in market systems, but they are not in the most productive, stable or remunerative parts of those systems,” suggested **Anna Garloch** of ACDI/VOCA. They have far more limited access to assets, social and commercial networks, services (such as safety net programs, health and education) and markets to use and expand their assets. They may buy and sell from different

people, use different negotiating skills and confront social restrictions on their activities. These realities must be incorporated into program design and implementation.

Savings are a critical part of helping the extreme poor improve their economic security. Savings help protect gains, mitigate vulnerability to economic shocks and improve the person’s ability to take advantage of opportunities. The extreme poor understand the value of saving. “The very poorest save, and even pay to save,” explained **Alexia Latortue**, deputy CEO of the Consultative Group to Assist the Poor. In fact, saving is one of the five key building blocks in programs to help people graduate from the ranks of the extreme poor. The other elements are targeting (understanding the segments of populations living in extreme poverty and selecting the lower strata for program interventions), consumption support, asset transfer and ongoing skills development.

The choice of programming approach is equally important. As **Tim Mahoney** of USAID stressed, “A social protection approach enables pathways out of poverty.” He highlighted the key components of social protection in this area: protect, prevent and promote. Use government social assistance to protect the very poor-

est and most vulnerable (pensioners and people with severe disabilities) through government social assistance. Secondly, NGOs and the markets can help proactively safeguard the extreme poor from disruptions to their livelihoods, keeping in mind that even small disruptions can cause serious shocks to those on the edge of survival. Finally, NGOs and governments can use push strategies to facilitate efforts by individuals working to transition themselves out of extreme poverty. These entities can also use pull strategies to provide incentives for participation in economic opportunities. ^{MD}

How can you be more inclusive?

- **Understand poverty.** Which groups are overrepresented and why? What are root constraints to opportunities? What are the strengths and capabilities of people living in poverty?
- Understand the **unique economic, social, and behavioral barriers** people living in poverty face.
- **Define a pathway** and ensure clear metrics and knowledge management systems mark your progress.
- Consider **poverty segmentation** as a lens to analyze and review program design and impact.
- **Disaggregate data** by poverty levels (using complex or basic proxy methods, like farm size) to understand how activities are or are not reaching segments of the poor.
- **Consider coaching** to address behavioral and capacity issues.
- Transparently weigh the costs and **organizational implications** of working with a poorer target population and define your organizational commitment.
- Break down **external and internal silos** of practice and research, finding synergy to improve efficiency, coordination and sustainability.
- Provide **sensitivity training** for staff and partners; the most vulnerable (such as people with disabilities) often experience discrimination.

Mining for Mutual Benefit

► Leveling the playing field in the extractive industries.

By **Deborah Glassman**, Senior Associate, Business-Community Synergies

HOW CAN THE RELATIONSHIPS between large extractive industries—oil, gas, mining—and the communities in which they work be made more mutually beneficial? Over the last nine years, Business-Community Synergies (BCS) has conducted a variety of assessments of company-community engagement with these industries in 19 countries to understand the perceptions, needs, demands and expectations of large-scale operations. BCS CEO **A. Rani Parker** conducted more than 1,000 interviews over the past nine years. Analyzing the data she found that despite greater quantities of data, more analysis and improved capacity to build strong relationships, communities and corporations appeared to be at loggerheads in three key areas: transparency and accountability; local expectations of employment and economic development; and unequal negotiation capacity.

The workshop panel brought together different perspectives on the issue of unequal negotiation capacity: those of a large extractive corporation, an NGO and the World Bank.

Amar Inamdar of the World Bank pointed to the need to capture the promise of development. He acknowledged the accompanying risks and the need to establish greater trust between companies and communities. Establishing a social contract with a community involves addressing many areas: land tenure, compensation, good faith negotiations, benefits compensation package and prior informed consent. He also cited obstacles such as asymmetrical power and information relationships, investors' impatience, the monetization of nonmonetary relationships with land, and a tendency for companies to favor one-off transactions. His proposals include creating a strong regulatory environment, independent funds and the



time to build negotiating capacity in communities, community access to independent legal advice or mediation, and impact benefit agreements with built-in evolution around grievance mechanisms.

Felix Ngosa of Catholic Relief Services Zambia works with poor, rural, underresourced communities who do not look upon the presence of a mine in their community as positive. When large firms build physical and psychological barriers, it is difficult for communities to meet with company representatives. A lack of accessible, effective grievance mechanisms also thwarts engagement. Communities see extractive companies as indifferent to their desires. Ngosa also raised the issue of unelected traditional leadership, which does not represent *all* voices and groups within a community yet is singled out by companies as the community representative. He also pointed out that the term *community* masks the dynamism within, particularly when mines open and attract job seekers.

Former anthropologist **Chris Anderson** works for Rio Tinto and sees the private sector as an engine for development in a shifting paradigm. Companies no longer work exclusively with central governments to acquire mining rights and permits while ignoring communities. Rather, they begin by seeking a community's free, prior and informed consent.

At Rio Tinto, the new focus is to build partnerships, establish a knowledge base, develop a productive mechanism for talking and listening, and create a corporate social responsibility forum to deal with social biases such as excluding women. He indicated that Rio Tinto will invest what it takes to establish a trusting relationship with local communities.

Panelists stressed the need for companies to see NGOs as potential partners. The many NGO members in attendance were enthusiastic about playing roles ranging from data collection (for needs assessments, for example) to building capacity for civic leadership, defining needs around impact benefit agreements, being a neutral, third-party in negotiations and building negotiating skills.

The discussion raised many questions, including the roles that NGOs can play.

Questions were also raised about the responsibilities of companies to address unforeseen events and long-term consequences of their operations, the costs for closing mines and recovering the land. Another set of questions explored the lines between community and state interests. As Parker prepares her research for publication, BCS plans to organize further discussions to define viable actions to level the playing field. **MD**

Beyond the Great Divide

► The New Deal and coordinated peacebuilding and development in fragile states.

By **Melanie Greenberg**, President and CEO, Alliance for Peacebuilding

RELECTING ON the successes and failures of the New Deal for Engagement in Fragile States one year after its inception, **Neil Levine**, director of the Office of Conflict Management and Mitigation at USAID, and **Henk-Jan Brinkman**, chief of policy, planning and application at the UN Peacebuilding Support Office, painted a vivid picture of how peacebuilding and development can work together to strengthen conflict affected and fragile states.

Levine began with an overview of the New Deal, and explained why it is such an innovative—and in some ways radical—program. It is a collaboration between a consortium of self-proclaimed fragile states called the g7+, donor nations that are part of the International Network on Conflict and Fragility, and civil society at both the local and international level—all operating under the umbrella of the International Dialogue on Peacebuilding and Statebuilding (IDPS), based at the Organisation for Economic Co-operation and Development. Levine explained the underlying principle of the New Deal is to work simultaneously on development and on peacebuilding, since conflict (“development in reverse”) has impeded the progress of so many of the fragile states involved in the program. Also critically, she noted, the New Deal requires that civil society play an active and participatory role in all elements of its work, thus encouraging the kind of legitimate governance set forth in its peacebuilding and state building goals.

The New Deal has made tremendous progress:

- Eight pilot states have signed on to the New Deal, with Somalia joining most recently.
- Most pilot states have conducted fra-



gility assessments, as mandated by the New Deal. Not all assessments were as participatory as would be desirable, but they show effort to map the key drivers of conflict and fragility in each country.

- All pilot states now have donor nations working with them.
- The process for choosing the indicators of success is well underway.

- Civil society at the international and local levels is playing an active, constructive role.

Despite these successes, the New Deal is at a fragile point. It is not clear it will be a priority in pilot states that already have well-established development programs and compacts with donors. Civil society participation is uneven, with problems of capacity and access. In some pilot countries, the political atmosphere is tense or in transition, making New Deal progress difficult. Despite these potential obstacles, Levine sees a bright future for New Deal implementation in many pilot states.

Brinkman, who chairs the IDPS indicators working group, explained how the group developed a list of the 30 indicators that will be used in all pilot states (with each state being able to choose up to 200 indicators that to be used in its case). This is not only a very difficult technical task (measuring fragility is extremely complex), it is also highly political. For example, some countries were uneasy about the use of perceptual data (data collected through opinion surveys and interviews), arguing that the data can be unreliable and politically sensitive, especially with new governments.

A lively discussion with the audience focused on the role of civil society and challenges it faces in fragile states with little social cohesion or traditions of strong citizen engagement. The audience also asked insightful questions on political will, the inevitability of setbacks, and how to develop new measurements of fragility and resilience.

The question of how to combine peacebuilding and state building in fragile conflict zones around the world is one of the most fascinating and difficult in the development field. The New Deal is an innovative, ambitious and yet vulnerable program for deep change in fragile states. The panel highlighted the need for more creative and collaborative action to ensure its success—and better lives for the 1.5 billion people living in conflict-affected fragile regions. 



Inclusive Peacebuilding

► 2010 court ruling hinders peace workers' ability to build conditions for lasting peace.

By **Kari Fuglesten**, Legislative Coordinator for Humanitarian Affairs, InterAction

PARTICIPANTS IN the Forum's inclusive peacebuilding workshop learned that *peacebuilding*, a term that describes activities designed to address the root causes of violence to resolve or prevent the start of conflict, is itself under attack.

Melanie Greenberg, the president and CEO of the Alliance for Peacebuilding, discussed the chilling impact of the 2010 U.S. Supreme Court decision, *Holder v. Humanitarian Law Project*, on NGOs that engage in peacebuilding. The court dealt a major blow to peacebuilding efforts when it ruled that the federal government may prohibit organizations from providing "material support" in the form of training in peacebuilding skills to groups designated as terrorist organizations without violating the free speech clause of the First Amendment, even where such support is nonviolent. "We were shocked to find out after the ruling that much of the work peacebuilders do could be considered illegal," said Greenberg.

Greenberg said that for peacebuilding to be effective, humanitarian organizations must be allowed to engage in conflict areas. "Peacebuilding is more than just



making peace with our friends," she said. "We must make peace with our enemies too." Moreover, peacebuilding is not just getting diplomats together to sign peace agreements. Peacebuilding requires a more inclusive process that engages all parties to the conflict and allows them to express their views. By doing so, peacebuilders create space for the parties to find a solution to the conflict other than taking up arms.

Panelist **David Cole**, a Georgetown University law professor and the attorney who argued on behalf of the plaintiffs in *Holder v. Humanitarian Law Project*, laid out the case's implications. He said that

organizations are prohibited from coordinating with or providing expert advice or assistance to foreign terrorist organizations, even when such action is intended to prevent human suffering. Practically, this means that there is no longer legal clarity about whether or not peacebuilders may negotiate with all parties to the conflict, even if the purpose is to better safeguard the well-being of civilian populations and seek alternatives to violence. While no one has been arrested for peacebuilding activities since the decision, this is cold comfort for the NGO community. Those who violate the statute face a penalty of up to 15 years in prison and a felony on their record.

Moderator **Alissa Wilson**, the public education and advocacy coordinator for Africa at the American Friends Service Committee, asked the panelists what, if anything, can be done to challenge this ruling. In response, Cole said, "it is not out of the question that this case could be overruled, but it takes time." He added, "The real action is not with the courts, but with the executive branch or Congress."

InterAction and its members, working together with the Charity & Security Network, have drafted legislation that would, among other things, change U.S. law to protect NGOs from legal liability when they engage with entities designated as foreign terrorist organizations in order to gain access to civilians, prevent or alleviate suffering and reduce the frequency and severity of violent conflict.

Panelist **Kay Guinane**, director of the Charity & Security Network, has been a leader in coordinating advocacy work to ensure that U.S. law does not inhibit efforts to prevent and alleviate human suffering. Asked what can be done to persuade the State Department that current U.S. government policy is making it harder for peacebuilders to reduce conflict and achieve a more stable, peaceful world, Guinane said, "We need to present them with success stories. Blogs, events and webcasts can get those stories out there. We need to be able to explain to Hill staff and the State Department what is actually happening in these communities." MD



Feedback Matters

► Using feedback mechanisms to improve relief and development programs.

By **Yvonne Makunde**, Humanitarian Accountability Coordinator, Catholic Relief Services Zimbabwe

“**A**S CHANGE-MAKERS, we should not try to design a better world. We should make better feedback loops.”

This quote from **Owen Barder**, European director at the Center for Global Development, describes the growing realization among practitioners that development and relief initiatives never go exactly as planned. Getting ongoing feedback from communities can help practitioners make common sense changes that result in better outcomes over time.

As a workshop panelist, I discussed ways community feedback mechanisms have driven livelihood program design to ensure that actual community needs are captured and hopefully met in Catholic Relief Services (CRS) programs. Mechanisms like help desks and complaint boxes create a platform for communities to voice opinions and provide useful information for program implementers to ensure that community perceptions influence program implementation strategies, thereby contributing toward overall program success. Apart from increasing program efficiency, CRS has used feedback mechanisms to improve staff performance, promote program ownership among communities and identify potential threats to programs. However,

if not handled properly, such systems can create anxiety among program staff, who sometimes fear negative feedback will put a program at risk. They also worry they will not be able to address problems that surface through such feedback mechanisms. With a clear accountability framework, specific funding for such mechanisms and management support, CRS has overcome these anxieties. Ultimately, communities are more satisfied with programs when their contributions are actively sought.

John Hecklinger from GlobalGiving talked about how technology-aided feedback can help communities, NGOs and funders participating in an online marketplace better allocate their resources and achieve better outcomes. Modeled on online feedback mechanisms like Yelp! and TripAdvisor, GlobalGiving created a feedback pilot program in East Africa to explore whether such mechanisms could have evaluative merit. GlobalGiving found community members were very willing to talk about their experiences with organizations driving social change in their communities, but also found it was very difficult to provide easy-to-use tools that implementing organizations could use to learn from large volumes of feedback.

GlobalGiving is now experimenting with different methods and tools to capture community feedback and to make it useful for NGOs, communities and funders working together to create better solutions.

Hana Crowe from Save the Children spoke about her work with the Emergency Capacity Building Project (ECB), a collaborative effort among leading relief organizations to improve the speed, quality and effectiveness of their work. Crowe described how these organizations have established a standing team of 30 individuals from the six participating agencies (CARE, CRS, MercyCorps, Oxfam, Save the Children and World Vision). Team members have deployed to Bangladesh, Bolivia, Indonesia, Kenya, Nepal and Niger to deliver in-country trainings on accountability mechanisms, impact measurement and joint assessment. Agency coordination is important—especially in relief situations—so jointly capturing community feedback could have huge benefits, as could feedback mechanisms between and among relief agencies. The ECB approach is to build technical capabilities of program implementation staff, operating within the seven member agencies. To support this, the ECB standing team offers support to agencies on a variety of accountability and impact measurement tools, including how to manage feedback from communities and how to make this feedback a part of the overall program implementation strategy.

There is still much to learn about the effectiveness of feedback mechanisms among humanitarian and development agencies that are experimenting with different methods and tools. These mechanisms are helping to give greater voice to community perspectives and concerns. But the ultimate test of their effectiveness will be how agencies respond to and use this feedback to improve their programs and their relationships with communities. Feedback loops are giving community members more voice. But ultimately communities want more: they want real choice about the assistance that is meant to support them, and how this assistance is ultimately given to them. 



Harnessing the Power of E-Learning

► A look at how technology assisted learning is reshaping the way NGOs learn and train.

By **George Devendorf**, Director, DisasterReady.org,
Cornerstone OnDemand Foundation

“HOW MANY of you have ever used Skype?” asked **Eric Berg**, executive director of LINGOs (Learning in NGOs). “And how many of you have ever learned something during a Skype conversation? Good! We’ve now established that everyone in the room is an e-learning practitioner.” Having demonstrated that virtually all of us are consumers of technology assisted learning, the panel of experts in this Forum workshop embarked on a wide-ranging discussion of how e-learning and blended learning approaches are already changing the way relief and development work is done.

As a member of the session panel, I explained that we know on-the-job mentoring and workshop-based learning are still the dominant approaches to training in the aid world. But due to the growing complexity of humanitarian action, these two approaches alone are no longer sufficient. With the sector’s increasing emphasis on standards, partnership models and

the ability to rapidly scale up operations, complementary forms of staff training that are easily accessible and affordable are more essential than ever before. And it is at that nexus of expanded reach and improved cost effectiveness where e-learning is showing its real value.

Jarret Cassaniti of the K4Health Project went on to explain how blended learning, an approach that combines learning media and learning environments, can help to reinforce and accelerate mastery and application to the job. “With USAID’s support, the *Blended Learning Guide* we’ve developed can help agencies enhance other learning activities to better achieve what we’re all after: the effective application of new knowledge in the workplace.”

The session’s moderator, **Marie McNamee**, director of HR, legal and IT programs at InsideNGO, encouraged the panelists to discuss the advantages offered by technology assisted learning, including e-learning and blended learning approaches. Among

other benefits, the panel highlighted the following:

- Increased knowledge acquisition. Online learning can deliver equal or better knowledge acquisition than can face-to-face learning approaches.
- Proven results. LINGOs, for example, has supported online learning for over eight years, with over 75 international NGOs and over 100,000 courses completed by national staff in the developing world.
- Dramatically reduced costs. This is especially true in comparison to classroom-based professional development.
- Expanded reach. By eliminating the need for travel, a much wider universe of learners can be reached.
- Greater participation by female staff. This is particularly the case for those less able to travel because of family obligations.
- Collaboration with accreditation and certification programs. This can provide learners with greater value and professional recognition.

The group also explored how agencies can best access and use state of the art online learning resources. As McNamee observed, “There’s never been a better time to start integrating online learning into what we do. Not only is there more and more available, but so much of what’s now becoming available is free.” By way of example, McNamee pointed out that initiatives supported by all three of the panelists—Last Mile Learning (LINGOs), DisasterReady.org (Cornerstone OnDemand Foundation), and the Global Health eLearning Center (USAID’s K4Health Project)—are open to all without cost.

The panelists agreed that all professional development programs in the relief and development sectors will employ aspects of online learning in the future. “If you came to this session to hear a debate about e-learning or strengths versus weakness of e-learning, you’ve come to the wrong place,” said Berg. “E-learning is inevitably part of our future.” 



The Open Data Movement

► Will U.S. NGOs and contractors join?

By **Laia Griño**, Manager for Transparency, Accountability and Results, InterAction

SEVERAL U.S. NGOs have published or are considering publishing to the International Aid Transparency Initiative (IATI), largely motivated by a feeling that they need to “walk the walk.” Though IATI originally focused on improving transparency among official aid donors, because of the initiative’s success, attention is turning to other actors, including NGOs.

The decision to publish

Marc Cassidy, governance director at Pact, explained that “IATI’s principles mesh with Pact’s principles,” and that Pact’s philosophy dictates that it be transparent. Furthermore, he noted local civil society and local governments are becoming more sophisticated, and increasingly demand to know what is being done with aid.

Similarly, **Linda Raftree**, senior advisor for innovation, transparency and strategic change at Plan International USA, said Plan’s decision to publish made sense given its work encouraging communities to hold governments accountable. She said the commitment makes a statement that Plan thinks aid transparency is important.

John Hecklinger, chief program officer at GlobalGiving and the session’s moderator, also described his group’s decision

to publish as being in line with its values, one of which is “always open.” GlobalGiving published to IATI about one year ago.

Challenges

Publishing to IATI has its challenges. **Andrew Palmer**, senior engagement and advocacy advisor at Development Initiatives, acknowledged, “upfront, it is a lot to do,” particularly since, in many organizations, staff take on the task of publishing to IATI on top of their regular duties. Raftree noted Plan is concerned about the time and resources it will need to spend on training, and said it is tracking the level of effort associated with publishing to IATI so it can do a cost/benefit analysis.

Designed to encourage greater donor transparency, IATI is more difficult to apply to NGOs. Data needed for IATI may be housed in different databases, making the task more complex, and organizations must be careful not to publish any information that would put staff or partners in harm’s way. (IATI permits such exemptions.) Cassidy also noted challenges related to organizational culture. “Policy change ... is a complex process and it takes time,” he said. “Everyone understands what open data means differently.” Palmer noted there are resources to assist those that decide to publish, and Glo-

About IATI

Launched in September 2008, IATI is a multistakeholder initiative to make information about aid spending easier to access, use and understand. By establishing a common, open standard for publishing information, IATI makes it possible to compare data from different donors and organizations. As of May 2013, 144 organizations had published data to IATI, including more than 100 NGOs (many of which are required to do so by the U.K. Department for International Development).

balGiving’s Hecklinger said things get easier after the initial publishing is done.

Using the information

All of the panelists emphasized that making aid information public through IATI is just the first step. Palmer said the goal is to achieve “transparency for people, rather than of organizations,” and noted that “infomediaries” (organizations that turn raw data into graphics, radio announcements and the like) will be needed so “people can use [this information] in their daily lives.” Raftree echoed this, saying she sees data “as a way of generating dialogue” with citizens or local officials, for example, and that organizations should explore how *communication for development* approaches can be used to promote this engagement.

Organizations may also find internal benefits from publishing. “As much as this is about transparency and accountability, I’m hoping that it can also be about performance management,” said Hecklinger. He hopes someone will take GlobalGiving’s IATI data and “show us something new about what we’re doing.” 

Note: Since this workshop, Pact has published to IATI. Pact’s data is available at <http://pactworld.org/opendata>. To learn more on this topic, visit www.aidtransparency.net or contact Laia Griño at lgrino@interaction.org.

CEO Succession and Transition

► Why it pays to be prepared for CEO transitions.

By **Tosca Bruno-van Vijfeijken**, Co-Director, Transnational NGO Initiative, and **Karen Schuler**, Executive Vice President – Search, TransitionGuides

MANY CORPORATIONS pursue talent management in a systemized manner from the beginning of people's careers. The same is true for the military." **Charlie MacCormack**, former CEO of Save the Children U.S., advanced this observation at the Forum's workshop on CEO succession and transition. Panelists **Luis Guardia** (chief operating officer, ONE) and **Lindsay Coates** (executive vice president, InterAction) joined the robust discussion around the very specific and real challenges NGOs face in managing leadership succession and transition. Whether planned or unplanned, CEO departure is inevitable. NGOs that have already engaged in succession planning and talent management are better positioned to thrive throughout the transition.

Unlike large corporations or the military, most NGOs do not have a large labor pool to draw upon and find it hard to dedicate time and energy to systematic talent management: the creation of *pipelines* of new leaders, and the thorough preparation for leadership succession and transition. MacCormack noted, "If you want to do good leadership development, a CEO has to nurture five potential candidates for [his/her] succession. You don't want to be just at the mercy of search firms." However, talented and ambitious mid- to senior staff remove themselves from the NGOs talent pipeline: they may leave prematurely due to highly limited internal opportunities for upward mobility or to pursue opportunities in private industry.

Talent loss from field placement and lower salaries are also critical issues for NGO leadership development. For talented staff with families, a field placement that has no accompanying opportunities for the spouse may lead to staff departure from the NGO. Frequent moves have a toll on the family, and NGO salaries are often insufficient to pay for children's education, care of elderly parents and other family responsibilities. Will NGOs continue to lose promising staff to the foundation world, the UN and corporations, effectively depleting the leadership pool?

Another challenge in NGO leadership succession and transition is executive movement from the private sector. A sizable proportion of CEOs coming from the private sector *fail* as NGO CEOs for a variety of reasons. The NGO funding environment is vastly



different; NGOs typically lack the R&D or marketing budgets that the private sector executive is accustomed to accessing. The internal NGO culture and decision-making approach typically emphasizes consultative decision-making styles rather than agile, top-down styles that are more customary in the private sector. Development processes typically require significantly longer timeframes for measurable impact than corporate timeframes. Sys-

temic change takes years and is often measured in microscopic steps. CEOs from the corporate sector may make inappropriate assumptions about the pace and feasibility of social change.

The challenges impacting CEO succession and transition may be exacerbated by CEOs who resist the transition discussion. This critical planning conversation can be awkward, messy and difficult, particularly when the CEO and board are at odds. Or the work of the NGO feels so demanding that the conversation remains stuck in the *save for future action* pile. In the meantime, senior staff may feel powerless to impact talent management and leadership succession and the NGO risks the fallout from an unplanned, challenging transition.

CEO leadership transition is a reality. For the long-term health of the NGO sector, leadership development must be a deliberate focus for every organization. Perhaps once the conversation is embraced by CEOs and boards as a best practice, talent management and succession planning can be the norm across the NGO field and NGOs will collectively benefit from an aggregate, thriving talent pool. 

Mainstreaming Youth

► Getting smart about engaging youth in agriculture, environment and media.

By **Amy Bernath**, Program Officer, IREX



HALF OF THE world's 7 billion people are under the age of 30 and in many developing countries youth make up more than half of the population. This reality suggests that strategically engaging youth should be a top goal of development programs across all sectors.

Clare Ignatowski, senior advisor on youth and workforce development at USAID, moderated a panel of experts in agriculture, environment and media to examine best practices, opportunities and challenges for mainstreaming youth.

Understanding mainstreaming is the first challenge. What is the difference between mainstreaming youth in a technical sector program and implementing a youth development program? The goal of a youth development program is typically to improve the skills, material situation, or societal position of youth in a commu-

nity. The goal of mainstreaming youth is to think strategically about how youth engagement can bring about a desired development outcome in the targeted technical sector.

The first step to understanding and defining mainstreaming for a sector is to identify the mechanisms through which youth create change and play a role. Panelist **Gwendolyn Andersen**, senior manager for renewable energy at IRG/Engility, explained that training youth as installers and technicians for solar panels will get them involved and interested in achieving the goal of increasing overall renewable energy usage. At the same time, they learn a technical skill and access new employment opportunities.

Mainstreaming begins at design. Effectively engaging youth in agriculture, environment or media involves thinking about youth at the project design stage. This means learning what youth think about farming, the ways they use energy, or the forms of media consumption they prefer. Recent years have seen increased efforts to conduct gender assessments at the project design stage in order to better



understand how a project can be shaped to actively engage both men and women. Similarly, conducting a life stage assessment during the project design phase could help improve understanding of how a project can be constructed to involve people at different stages of life, including youth.

Drusilla Menaker, senior media development advisor at IREX, observed that while people of all ages value freedom of expression, those exposed to free expression in their youth are especially reluctant to give it up later. By thinking about youth in the design stage, media sector experts can plan youth engagement activities that will contribute to a project's ultimate goal of building a constituency supporting press freedom.

Mainstreaming youth means thinking about adults too. Adults must see youth as an asset. When government, business and NGO leaders view youth as a problem, they are unlikely to ask how youth can improve crop yields, promote knowledge sharing in the community, or increase energy efficiency in their schools.

Elizabeth Markovic, senior program officer for workforce and youth development at Winrock International, explained the importance of this concept for agriculture. She noted that while youth often do agricultural work in their communities, adult leaders do not *ask* youth about agricultural policy. Mainstreaming youth in agriculture may mean bringing together adult leaders and youth to talk about key agricultural challenges in the community. 





Citizen Feedback

► **Social accountability mechanisms that produce development results.**

By **Jeff Hall**, Director, Local Advocacy, World Vision, and **Keith McLean**, Lead Social Development Specialist, World Bank Institute

AT THE FORUM, Dr. Jim Yong Kim, president of the World Bank Group, called upon civil society to play a fundamental role in driving change and ending poverty.

This theme was also reflected in the session on social accountability, hosted by the World Bank, Georgetown University and World Vision. What better way to catalyze change than by equipping citizens themselves to effectively engage governments for better performance?

The World Bank, together with development partners, has taken unprecedented steps to equip citizens and civil society along these lines. The Bank's new *Global Partnership for Social Accountability* (GPSA) facility provides direct support to civil society organizations (CSOs) seeking country-level governance reforms and improved service delivery. Building on the World Bank's direct engagement with public sector actors, one of the GPSA's unique features is that it helps governments and CSOs come together to address fundamental governance problems. The fund makes long-term grants of up to \$1 million available to CSOs for social accountability projects, and, as the first grantees' projects get underway, it will also contribute to generating and sharing knowledge about what

works to achieve results.

Social accountability is more than just voting. It also includes other forms of civic engagement designed to improve the responsiveness of government, especially with respect to service delivery. Ordinarily, social accountability encourages citizens to take the *short route* to accountability by equipping citizens to engage directly with government and service providers. This engagement is facilitated by simple tools like social audits, community score cards, citizen report cards and participatory budgeting.

The Bank's emphasis on social accountability reflects growing literature demonstrating its effectiveness. For example, Professor **Andrew Zeitlin** of Georgetown University described the results of a recent randomized control trial in 100 Ugandan schools in which World Vision served as an implementing partner. This study examined the impact of a participatory community score card on education outcomes. This score card invites school management committees to rate the performance of their schools against criteria that they themselves generate.

Zeitlin's research concluded that after just one year, schools in which communities applied a participatory community

score card benefited from:

- An increase in test scores by .19 standard deviations—enough to boost the average student from the 50th to the 58th percentile;
- A 8-10% increase in pupil attendance; and
- A 13% decrease in teacher absenteeism.

Importantly, the Ugandan government has also called for the use of this participatory community score card as a matter of policy in all universal primary education schools. The intervention costs only \$1.50 per student per year.

But what do the energy of the Bank and the evidence of academic partners mean for NGOs? World Vision presented briefly on its work to scale its social accountability model called "Citizen Voice and Action." World Vision has now scaled the model to 227 programs in 34 countries. When operating at full speed, each program serves roughly 25,000-50,000 people. The model combines:

- A civic education component;
- A social audit—whereby citizens measure school/clinic performance against government policy standards;
- A participatory community score card—like the one tested in Zeitlin's research); and
- An interface meeting—which serves as a town hall forum to discuss the results of the monitoring exercises and formulate an action plan.

Program evaluations tend to show effectiveness that resonates with research studies like Zeitlin's. This effectiveness, combined with the energy and leadership provided by institutions like the World Bank, has encouraged World Vision to scale the model to the remainder of its 1,600 development programs around the world.

Participants expressed hope that the leadership and convening power of the Bank, combined with the technical contribution of the academic community and the operational strength of NGOs, can indeed contribute to the sort of movements envisioned by Kim. 

Improving U.S. Government Evaluation

► A conversation with the MCC, State Department and USAID.

By **Laia Griño**, Manager for Transparency, Accountability and Results, InterAction

DONORS AROUND the world are increasingly focused on results, or, more precisely, the ability to accurately and rigorously measure what their funding is accomplishing. At this Forum session, three U.S. government agencies detailed their approaches to evaluation and their efforts to improve.

Millennium Challenge Corporation

As **Berta Heybey**, senior director for monitoring and evaluation at the Millennium Challenge Corporation (MCC), noted, focusing on results has been one of the MCC's core principles since its inception. The agency requires that every project in a Compact undergo a comprehensive, independent evaluation—either a performance evaluation or an impact evaluation (defined by the use of a counterfactual). In deciding between a performance and an impact evaluation, the MCC considers the costs (in terms of actual costs, the feasibility of an impact evaluation and possible resistance to evaluation) against the potential benefits (addressing an evidence gap, the potential for learning and stakeholder demand for evaluation). As of September 2012, nearly 40% of the MCC's portfolio was covered by impact evaluations,



and about 35% by performance evaluations. For the remainder, the type of evaluation was to be determined, or there is no evaluation.

Heybey also shared some lessons for the future:

- the fundamental importance of clarifying the program logic (what are we evaluating);
- the need to integrate evaluation into the program early to ensure effective collaboration between stakeholders;
- prioritizing and recognizing what is feasible given time and resource constraints;
- having a clearly defined decision-making process in place, so it is clear who will decide what and when; and
- thinking about how the results of the evaluation will be used, and what must be done to ensure use happens.

State Department

The State Department instituted its first-ever evaluation policy in March 2012. It applies not only to development programs managed by the State Department, but also to its management and diplomatic efforts. It requires that all large programs, projects and activities be evaluated at least once in their lifetime or every five years, whichever is less. Currently, the State Department has 45 ongoing evaluations and more than 100 planned for this year. **Peter Davis**, acting coordinator of the Office of Planning and Performance Management at the State Department, said the department faces considerable challenges in implementing the policy, not least because of the scale and variety of its work, which covers everything from arms control to oceans and environment to diplomacy to



health and education. Evaluating diplomacy is especially difficult, Davis noted, as no one has attempted to do this before.

USAID

USAID launched its evaluation policy in January 2011. For USAID, the task is to rebuild its evaluation capacity by, for example, issuing guidance, building staff's knowledge about evaluation, providing technical assistance and changing attitudes towards evaluation. According to **Cindy Clapp-Wincek**, director of USAID's Office of Learning, Evaluation & Research (LER), more than 900 USAID staff and partners have been trained so far. Evaluation and performance management, which was more recently added as one of LER's responsibilities, is viewed as a key part of USAID's program cycle. Reflecting this, USAID guidance on developing country development cooperation strategies and project design include sections on monitoring and evaluation. With few exceptions, all evaluations are to be made public; Clapp-Wincek said the few waivers issued have been to protect the safety of USAID partners.

Unlike the MCC, where monitoring and evaluation was emphasized from the beginning, both USAID and the State Department are investing significant efforts in building staff capacity and a culture that values evaluation. "[You] need to put the evaluations closer to the people you want to use them," said Clapp-Wincek, referring to the agency's field staff. By encouraging staff to participate in the evaluation process, rather than simply giving them evaluation reports to read, she hopes to turn staff into *evaluation consumers*. ^{MD}



Convergence, Intersections and Alliances

► NGOs and harnessing the power of public-private partnerships.

By **Caroline Moh**, Special Assistant, Pan American Development Foundation

HOW DO NGOs secure positive, effective results from unlikely partners with differing goals?

An experience in which the Pan American Development Foundation (PADF) was involved beginning in 2009 is a case in point. The Telefónica Foundation was searching for a partner it could trust to allocate money with the goal of addressing human trafficking issues in Mexico, especially among youth and children. Meanwhile, MTV wanted to bring to Latin America a highly successful anti-human-trafficking campaign previously launched in Asia. PADF saw an opportunity to support its State Department-funded project on human trafficking. The result was a robust public-private partnership (PPP) that included Mexican federal and municipal authorities, corporate entities and local civil society organizations, with PADF as its nexus. The PPP ultimately supported a media campaign that reached 3.5 million people, and the production of a

documentary for youth that was screened across Mexico in partnership with Fundación Cinépolis. In a sign of the strength of the partnership, the PPP is committed to continuing to address this topic together even though original project (the media campaign and documentary) have been completed.

The Forum workshop used this example to launch a broad-ranging discussion about constructing and maintaining PPPs. The panel, moderated by **Paul Fisher**, PADF director of corporate partnerships and development, and featuring representatives from members of the Mexico alliance, presented a primer on leveraging different sectors and creating alliances.

Mario Cader-Frech, vice president for public affairs and corporate responsibility at Viacom International Media Networks the Americas, noted that PPPs have become increasingly important in the corporate sector. He also explained that NGOs can most effectively argue for pri-

ivate sector entities to join them by explaining “how big [a project] becomes working together, when you have a holistic vision.”

Mónica Torres of the Telefónica Foundation agreed, adding that “when approaching big problems, we as a company realize that we cannot tackle them ourselves. We need to work in partnership with other institutions to be most effective.” **María Antonia González del Castillo**, a former representative of the government of Mexico, echoed the same sentiment from a public perspective, calling PPPs a fundamental aspect of effective program design whose “results are made stronger when accomplished through an alliance, with greater reach.”

Responding to a question about how to initiate relations with potential partners, Fisher said that NGOs should be willing to commit substantial time and resources to establishing connections with private sector entities, understanding both how they work and the issues they strive to address. These relationships allow for strong partnerships founded on a basis of common interest. Cader-Frech added that it is crucial that NGOs seeking private sector involvement present a clear road map and details about requested commitment, but also remain flexible about program design.

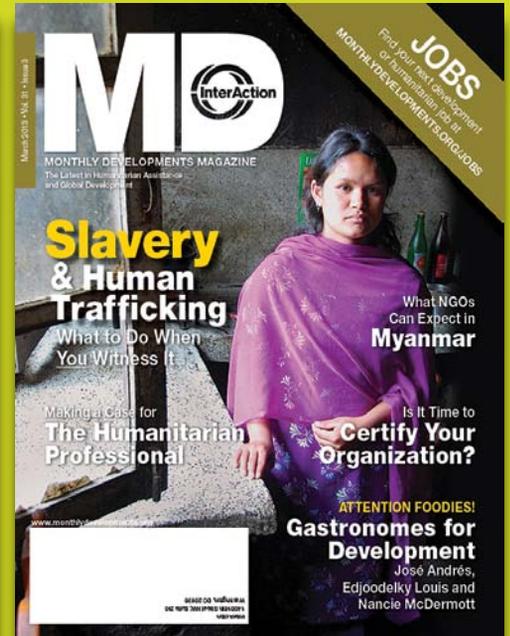
The panelists agreed that the NGO that brings together the partnership has the most responsibility for the partnerships’ operation and monitoring. This includes overseeing an alliance structure that articulates objectives and actions, and outlines the results and projected impact of a project. In doing so, the primary NGO is responsible for building trust and facilitating relationships between parties that have differing timelines and priorities. Therefore, the NGO in question must not only be able to understand the different “languages” spoken by private and public sector entities, but also be able to clearly and consistently translate them to all stakeholders.

Ultimately, Fisher said, creating a successful PPP is at its core a simple process: “Show others that what you want to do is what they want to do, and execute it.” 

2013 Forum Candids



Don't miss an issue



Subscribe online

Monthly Developments Magazine provides in-depth news and commentary on global trends that affect relief, refugee and development work. It features the latest information on the work of NGOs around the world and keeps readers up-to-date on legislative action in Congress that could impact U.S. foreign assistance. MD also examines new resources, professional growth opportunities, upcoming events and best practices.

www.monthlydevelopments.org/subscribe





Committed to helping those who are committed to helping each other.

At Ford, we believe that helping others is the right way to do business. So we are committed to helping supply vehicles to those who spend their time and energy in relief efforts around the world. Together we can get what we need to those in need.

fordglobalfleet.com



Go Further