

TECHNICAL ASSISTANCE COMPLETION REPORT

Division: **NGOC**

TA No. and Name TA 5873-REG: Capacity Building Support to Nongovernment Organizations for Financial Resource Mobilization and Management			Division: REG Amount Approved: \$300,000	
			Revised Amount:	
Executing Agency: Asian Development Bank		Source of Funding: Japan Special Fund	TA Amount Undisbursed \$5,794.42	TA Amount Utilized \$294,205.58
Date			Closing Date	
Approval 3 Dec 1999	Signing N/A	Fielding of Consultants 1 Apr 2000	Original 31 March 2001	Actual 31 January 2003

Description

ADB's strategic planning approaches identify institutional strengthening and capacity building as an operational objective. ADB's *Guidelines on the Bank's Capacity Building Services to DMCs* describes capacity building as a central part of the Bank's operations and cites the importance of providing capacity building specifically for organizations such as nongovernment organizations (NGOs). The framework for expanded and strengthened cooperation between ADB and NGOs outlined in ADB's 1998 NGO policy document cites capacity building for NGOs as a significant modality for strengthening the impact and effectiveness of NGOs in development processes as well as a development initiative in itself. A major challenge in building the capacity of NGOs is financial sustainability, and so the TA was designed to address this issue through surveys and case studies in seven selected countries in Asia. The TA was a project of the Asia Pacific Philanthropy Consortium (APPC) with support from ADB, The Asia Foundation, The Nippon Foundation and the US Agency for International Development.

Objectives and Scope

The TA's objective was to provide support for NGOs in seven developing member countries (DMCs) – Bangladesh, India, Indonesia, Nepal, Pakistan, Philippines, and Thailand -- to research and document practices and strategies in financial resource mobilization and make this publicly available as a key resource. The TA also aimed to develop training courses, employing other TA outputs, and make these courses available to NGOs and NGO trainers for institutional strengthening and capacity building.

The TA was undertaken in two phases. Phase 1 comprised information gathering and primary research across the region and on a country-specific basis. This component developed baseline data and information needed for Phase 2 work, which included the development of country-specific training courses for financial resource mobilization and financial management. Three workshops – inception, mid-term, and final -- were held to scope the work/assess progress, present results, and plan future activities.

Evaluation of Inputs

The TA followed on from an initial project concept by the APPC to investigate fundraising in the Philippines and elsewhere. ADB was requested to join in further developing this concept and working with The Asia Foundation to prepare a framework and methodologies for the TA activities that built on this concept, as well as provide TA financing. The Asia Foundation, acting in its fiduciary capacity on behalf of APPC, entered into an agreement with Venture for Fundraising for the latter to manage, provide guidance, and ensure satisfactory completion of the project. The decision to recruit a (not-for-profit) consulting firm to serve as TA manager in support of APPC was appropriate and ensured that the TA had sufficient human resources to achieve TA objectives.

Research teams, comprising mainly civil society organizations from each of the six participating countries, were recruited to undertake the research and initial report writing. The research groups had a well grounded understanding of NGOs and financial sustainability issues in their respective countries. Funding was provided for the teams to do case studies as well as surveys on giving in India, Indonesia, and Thailand. In Bangladesh, Nepal, and Pakistan, the focus was on the development of case studies and country-specific training materials. The research teams were allowed to select their own case studies, which undoubtedly led to some bias in selection and did not allow for strong representativeness. The case studies were nevertheless useful in that they still demonstrated how financial sustainability may be accomplished, and the possible bias was considered when drawing overall conclusions for the respective countries and the region. The delay in completing the TA was due primarily to the need to provide more time to the research teams to complete their field work and prepare their reports.

In summary, the consulting and financial resource inputs were found to be adequate and consistent with the provisions in the TOR, but the time required for the teams to complete their work was underestimated.

Evaluation of Outputs

Report production included (i) country reports for each of the seven countries that detailed the context of resource mobilization in each country as well as the key findings emanating from over 100 case studies; (ii) a regional report that provided an overview and summary of the TA findings, the results of the comparative survey on giving, and the case studies; and (iii) a project brochure that summarized project outputs and served to attract readers to the main study volumes. A total of 1,000 copies of each country study (except the Philippines, which was published separately), 1,000 copies of the regional volume, and 5,000 brochures were published, for a total of 12,000 copies. A dissemination plan for the documents was prepared. This included launches in the respective participating countries as well as a major launch in Hong Kong. ADB distributed about half of the publications through Resident Missions and Headquarters. The country teams, The Asia Foundation, and APPC distributed the remaining copies. As an indication of the high demand and reader satisfaction in the publications, APPC has subsequently put all of the volumes onto a single CD-ROM for further distribution.

The reports have been well received throughout the region, largely because they present information and analyses that has largely been lacking in Asia. While the diversity among the participating countries made commonalities somewhat difficult to identify, the research did find that philanthropic giving takes place in all cultures across Asia. There is a uniformly high rate of giving by individuals to religious organizations, and the main reason for giving is the "feeling of compassion". Individuals (relatives, friends, beggars) are the principal recipients of giving. NGOs in many cases do not receive large amounts of giving. Workplace giving, although seldom used, is an effective fund raising method that deserves greater use by NGOs.

The other major TA output was training modules. Specifically, this included a financial module for NGO executives that provides them a framework and process that would enable them to better manage the financial performance of their organization. A test run of the course was given to 13 NGO managers in Manila at the end of 2001, and was highly rated by the participants. The second module involved training on resource mobilization. As part of their TA deliverables, the country teams from Bangladesh, Nepal, and Pakistan developed training modules in local resource mobilization in their respective countries. These were developed in the vernacular language accompanied by English language summaries. The training courses have been delivered at various venues, though ADB itself has not been involved in further training delivery.

Overall Assessment and Rating

Successful

Major Lessons Learned

NGO financial sustainability is a very topical issue of immense interest to NGOs and to those who, like ADB, support capacity building for NGOs. This TA demonstrated that a group of civil society organizations can productively be brought together to undertake research and analysis of issues relevant to NGOs in Asia and attract a large readership. The recruitment of Venture for Fundraising as a TA manager was probably critical in ensuring that the TA progressed smoothly and that the envisaged products were achieved.

Recommendations and Follow-Up Actions

ADB has made considerable effort to see that the publications were widely distributed in its member countries, and follow up activities, such as ADB support for NGO-private sector cooperation, have been undertaken. However, nothing has been done to follow up on delivery of the training modules to NGOs. These modules have been highly rated by participants. NGOC should explore opportunities for delivering the modules to NGOs in DMCs.

A brainstorming session held during the Final Workshop identified a range of possible follow up activities. Research and training were among the most dominant. ADB should take these into account when proposing future NGO capacity building support.

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