

# NGO Development Initiative Concept Paper

## REACH Program

September 2004

### **Background**

NGOs have been assigned a key role by the Ministry of Health in the delivery of the Basic Package of Health Services, especially in the rural areas. Due to years of conflict and isolation, the lack of health services in rural areas, and need for NGO's to rapidly expand coverage of the BPHS, the organizational capacity of the NGO's to respond to the urgent needs of the Afghan people has been stressed. Some NGO's are young organizations just now establishing themselves in the health sector, but even experienced NGO's are feeling the stresses of rapid growth. These factors indicate the need for a program focused on development of NGO Capacity.

The REACH program already provides capacity building and technical assistance services to its grantee partners whether it is direct or via provision of tools or opportunities to improve the services. Negotiations on grant agreements, establishing and training on HMIS, joint baseline survey and design of various training curriculums can be considered as a direct assistance. FFSDP, feedback on field monitoring visits, round table discussions and development of PHCC's can be considered as tools and opportunities for improving the services.

The NGO development initiative does not replace these activities. It will rather consolidate and streamline these activities focusing primarily on helping NGOs to build systems for delivering of quality services. This more focused approach will allow all REACH programs to deliver capacity building services in a cohesive and integrated manner.

### **Goal and Objectives**

The overall goal of the NGO Development Initiative is that:

*“NGOs have sufficient technical, managerial and leadership capacity to deliver and expand quality services efficiently and effectively”.*

The following objectives will be pursued to achieve the stated goal:

1. *NGOs have better understanding of :*
  - *Capacities and strengths*
  - *Opportunities for improvement and expansion*
  - *Needs analyses*
  - *Roles and responsibilities of NGO, and organizational sustainability*
2. *Systems developed to help achieve goals*
3. *REACH resources are mobilized and coordinated to achieve goal statement*

## **Technical approaches**

The following describes key technical approaches that will be employed to implement the NGO development initiative:

1. Inventory of information and documents on grantee NGOs. An inventory of all documents and information on grantee NGOs including roundtable discussion notes, face-to-face meeting notes, results of the Baseline Household Survey and FFSDP assessments will be conducted to define the achievements and help identify needs, gaps and weaknesses of grantee partners. This process will also help to identify best practices and strengths among grantee partners for future replication and expansion.
2. Direct Technical Assistance will continue through various REACH programs offering specific technical inputs required for implementation of quality program in accordance with adopted workplans. A calendar of events will be prepared to consolidate direct technical assistance efforts to avoid duplication and provide appropriate utilization of resources available.
3. Systems development. Creative approaches have been proposed by grantee partners for implementation of REACH program strategies in different provinces. Assistance will be provided to grantee partners to design and practice operational systems that effectively support program activities, provide foundation for organizational growth and form leadership capacities. These new systems will be developed where the same needs identified in multiple NGOs.
4. Identification of other resources useful to achieve goals. All possibilities will be reviewed to provide adequate support to the grantee partners. Interviews with all REACH programs will be held to identify various views; round-table discussions and face-to-face meetings with NGOs will be conducted; results of the Baseline Household Survey and FFSDP assessments will be reviewed. Resources outside of REACH will be utilized as well. The special studies database of REACH and Resource Center materials will be reviewed, relevant resources available in- and outside of the country will be assessed.

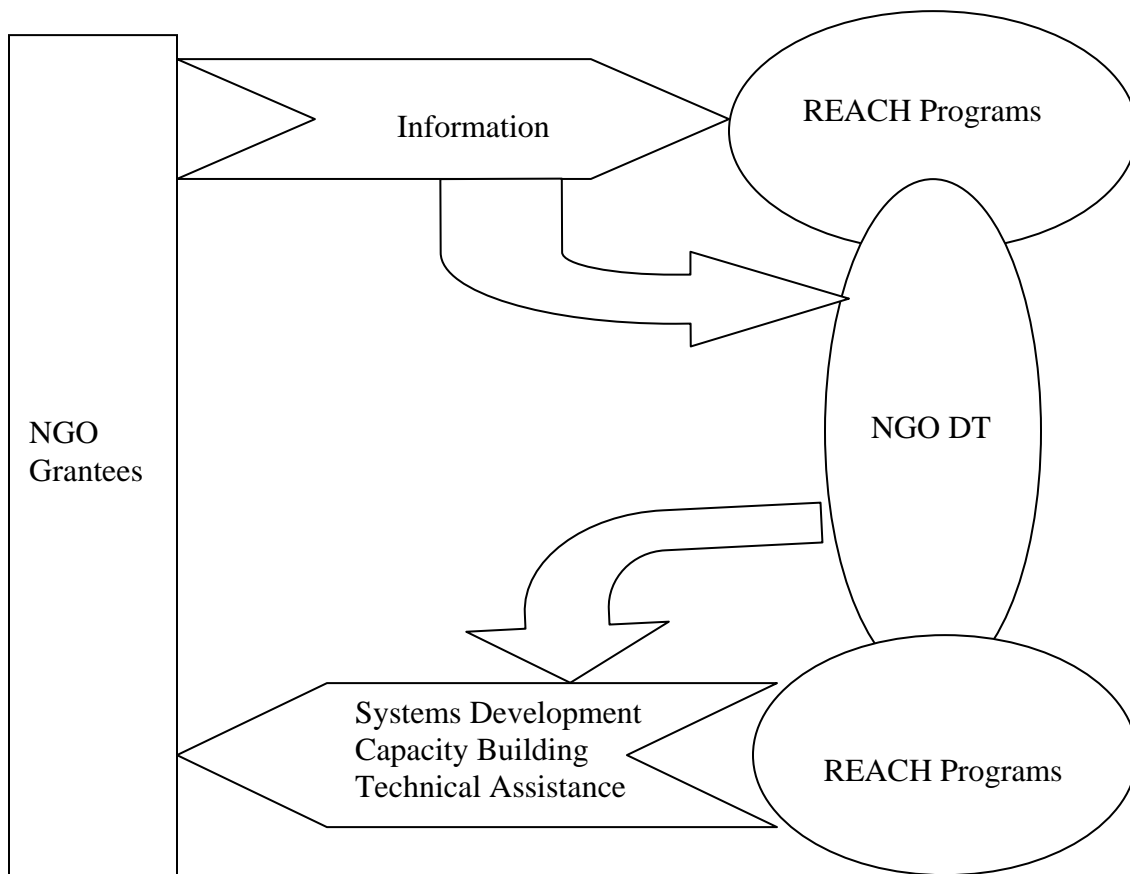
## **Major functions and responsibilities**

The NGO Development Initiative is a cross-cutting activity and will utilize resources and the structure of all programs of REACH in a coordinated strategy. The NGO Development Team (NGO DT) will consist of appointed staff member(s) from each program and will be guided by the Technical Director of REACH Program. Dr. Javanshir is the team leader of the NGO DT. While the DT will serve to coordinate NGO development activities it does not act on its own but through programs of REACH. The NGO DT will be established as an action oriented mechanism to achieve

results, linking programs to provide uniform action. It requires collective input to produce cumulative action. Thus every REACH staff member having contacts with grantee partners should assume responsibility for NGO development initiative implementation. The NGO DT will not form new policies or programs but will seek opportunities existing both within REACH programs and outside.

The NGO DT will meet weekly and participation at the meetings is mandatory for team members. The minutes of the meetings will be kept and circulated to keep all REACH team members and partners informed. The NGO DT activities will be reported to the programs of REACH on a monthly basis at the General Technical meetings.

The following chart displays the flow of information and capacity building action between grantee partners and programs of REACH:



The table below demonstrates major functions under the NGO Development Initiative and distribution of these functions among REACH staff:

	<b>Assessment</b>	<b>Design of intervention</b>	<b>Carry out an intervention</b>	<b>Technical assistance</b>
<i>Grants Officers</i>	During their contacts with NGO grantees, while visiting or through review of the documents as well with direct inquiry they will identify strengths and weaknesses of the grantees. If information relevant to their program, GO will report to AQS Manager. Otherwise DT member of AQS will be informed to pass info to the relevant program.	GOs will participate in designing an intervention which will be formed by the program as whole. It might be designing workshop curriculum, organizing cross visits for best practices exchange etc.	GOs can be staff that carry out specific Capacity Building intervention as well will be responsible to follow up with results.	In the area relevant to their program once approved by Program Manager.
<i>Junior GOs</i>	Same as GOs	Same as GOs	Will Assist GOs to carry out type of intervention designed and will be responsible to follow up	Can be requested to assist GOs but will not be delivering direct TA
<i>Field Office Advisors</i>	FOAs will collect information from field offices and through meetings with NGOs. If information relevant to PSS program, FOAs will report to PSS Manager. Otherwise DT member of PSS will be informed to pass info to the relevant program.	FOAs will be involved into design of the intervention however it will be a product of team work within their program.	FOAs can carry out or supervise implementation of specific intervention and be responsible for follow up	In the area of their technical expertise once content of TA approved by Pr. Manager
<i>PHA</i>	Will be directly responsible to identify weak and strong points of NGO partners at the field level coordinating with PHOs and PHMIS Officers	Will provide their comments for design of the intervention	Depend on a magnitude of an intervention might carry out an intervention and will be requested to follow up	In the area of their technical expertise, otherwise will be responsible for facilitating TA at the field level.
<i>Provincial Health Officer</i>	Will identify strengths and weaknesses of NGO grantees in the area of BPHS implementation, coordination and management and will report findings to PHAs	Will provide specific comments to PHA for further discussion with program staff and NGO DT	Might be requested to carry out an intervention designed or facilitate it.	In the area of their technical expertise once the content approved by Pr. Manager and in close coordination with PHA.
<i>Provincial HMIS Officer</i>	Will be identify strengths and weaknesses of NGO grantees in implementation and maintenance of HMIS	Will provide comments to PHAs for further discussion with Program staff and NGO DT	Might be requested to carry out an intervention designed or facilitate it.	In the area of their technical expertise once the content approved by Pr. Manager and in close coordination with PHA and HMIS.
<i>Pr. Mngrs.</i>	At the organization managers level. Supervise all the program activities in their respective programs	Supervise the relevant program activities for the intervention	Depend on a magnitude but will be responsible to supervise the process	In the area of technical expertise
<i>Technical experts</i>	Will not be directly involved into assessment however they are welcome to provide suggestions and observations to NGO DT.	Upon request and in the area of their technical expertise	In the area of their technical expertise	In the area of their technical expertise.

DT members of every department will be responsible to inform DT on these activities to keep track of them, coordinate and modify the plan