

TIME Initiative: Landscape Analysis



Your global partner for social good.



TIM Transforming INGO Models for Equity

Catalyst organizations



Focus of the landscape analysis



Regional focus: sub-Saharan Africa

- West and Central Africa
- Eastern Africa
- Southern Africa

History of INGOs' role in the SRHR environment

- What is the history of SRHR INGOs intervention in sub-Saharan Africa?

Power dynamics between INGOs and locally led NGOs

- What is the nature of the relationship / partnership between INGOs and locally-led NGOs?
- How are partnerships developed?
- What should an equitable relationship between INGOs and locally led NGOs look like, ideally?

Barriers and opportunities

- What is working, what is not working, and how can it be improved for sustainable results in SRHR programming?

What we did

Literature review

- International Conference Population and Development including pre and post events
- The first SRHR programs in sub-Saharan Africa
- The power dynamics between SRHR domestic and international NGOs in sub-Saharan Africa.
- Relevant conversations on power shifts at the local, regional, and international level
 - Decolonisation
 - Beyond decolonisation
 - Aid domestication

Stakeholders Mapping

- Database of over 150 organizations working in SRHR in Africa

Key Informant Interviews (KII)

- 8 KIIs with both INGOs and Locally Led NGOs

In-depth interviews (IDI)

- 4 IDIs with CBOs, regional organisations, and networks

Deep dive online survey

- Online survey (English and French) targeting locally led NGO and networks based sub-Sahara Africa (85 total responses)

What we found...

INGO mode of operation



Due to increased donor interest in locally led NGOs, some International NGOs transform into locally led NGOs to maintain their access to funding, while maintaining their affiliation to the parent INGO. It is unclear what the impact this rising trend has on power dynamics and increasing the autonomy of local NGOs.



INGO (operational/governance) models are often determined by the requirements of their donors/funders.

What the data says

"They came with a pre-established program. And it is on the basis of this programme, which falls within the framework of the national objectives, that we have applied and made proposals in relation to the programme to achieve objectives" - NNGO

"The local organisations, we collaborate with them to do, most of the time, the community-based programmes like community education, approaching influential people and sensitization activities. What we do is (that) we provide them funding." - INGO

- **Grant making:** INGOs receive funding from a donor and/or foundation to provide sub-grants to local organisation. These sub-grants are often offered through calls for application and a very traditional funding model.
- **Technical support:** Some INGOs only provide technical support to local NGOs. These are often in the form of financial system development or/and general organisational development, such as the development of strategic plan documents and organisational policies.

"There is truly a synergy of actions in everything we do. And XXX supports on all aspects of the project in fact, the major stages of implementation. They support us technically." - NNGO

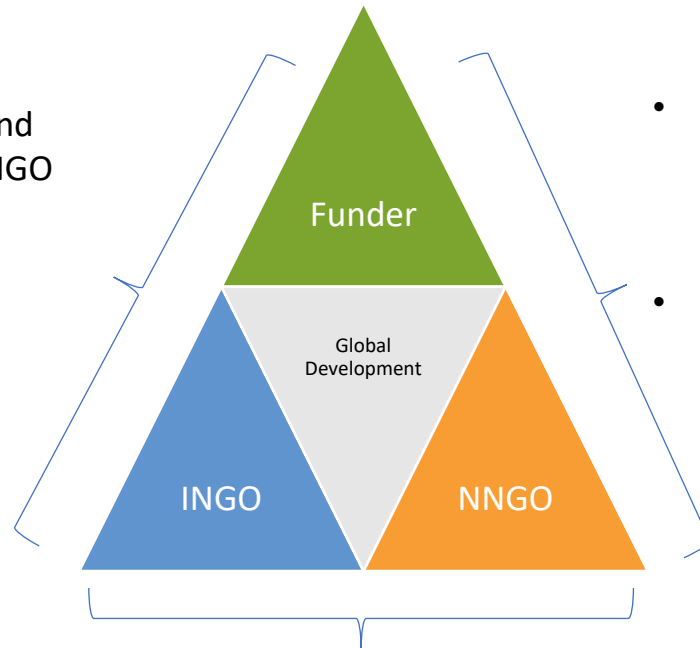
- **Consultation:** Often exploitative, these consultations are mostly to extract information from local NGOs to develop programmes that can be fundable. Most times, the engagement between the local and International NGO ends here.

"...that actually feels like exploitation...and you're not compensated for your time as well." - NNGO

Trend: INGOs are transforming into local NGOs, while maintaining fiscal affiliation with the parent body.

Partnerships and power

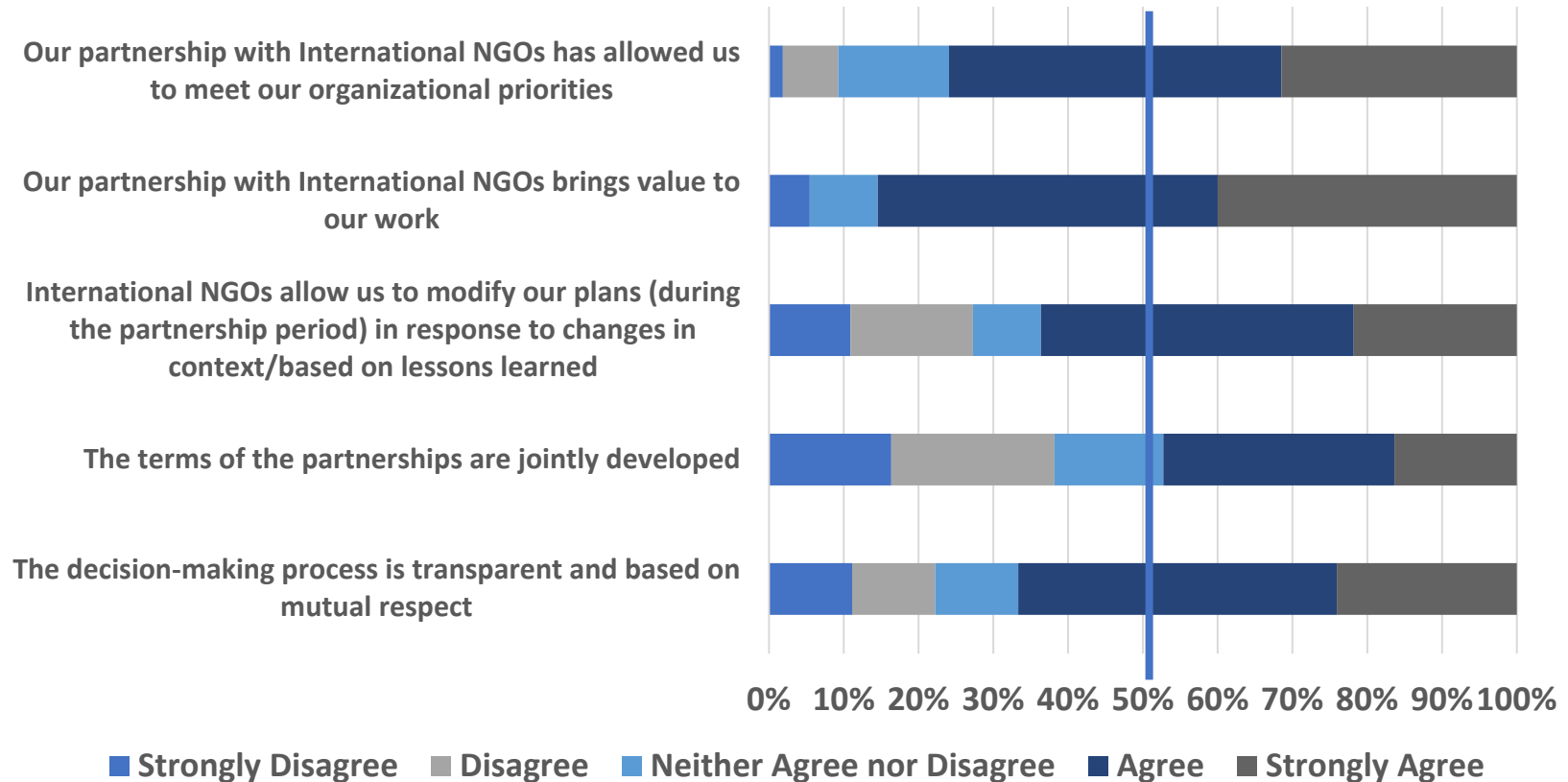
- Funder requirements and constraints influence INGO partnerships, risk tolerances, and more.



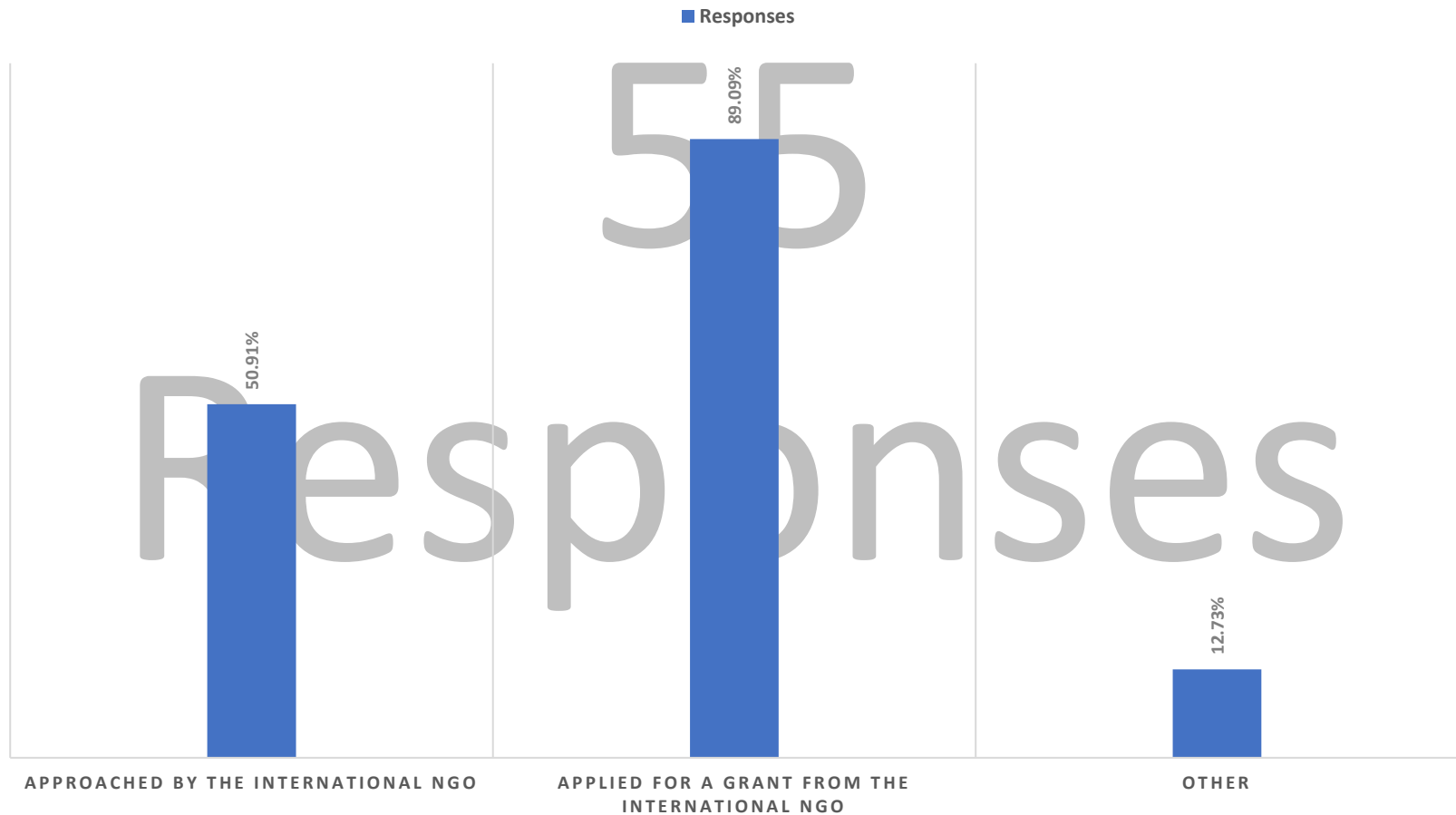
- NNGOs have the capacity to identify programmatic priorities, but don't have the power to shape programming
- There is not enough direct funding to local organizations

- NNGOs find value and appreciation for partnerships with INGOs
- NNGOs accept partnerships terms that are not jointly developed
- INGOs have the power to influence – to increase the visibility of the local org and to advocate for increased direct funding.

What the data says



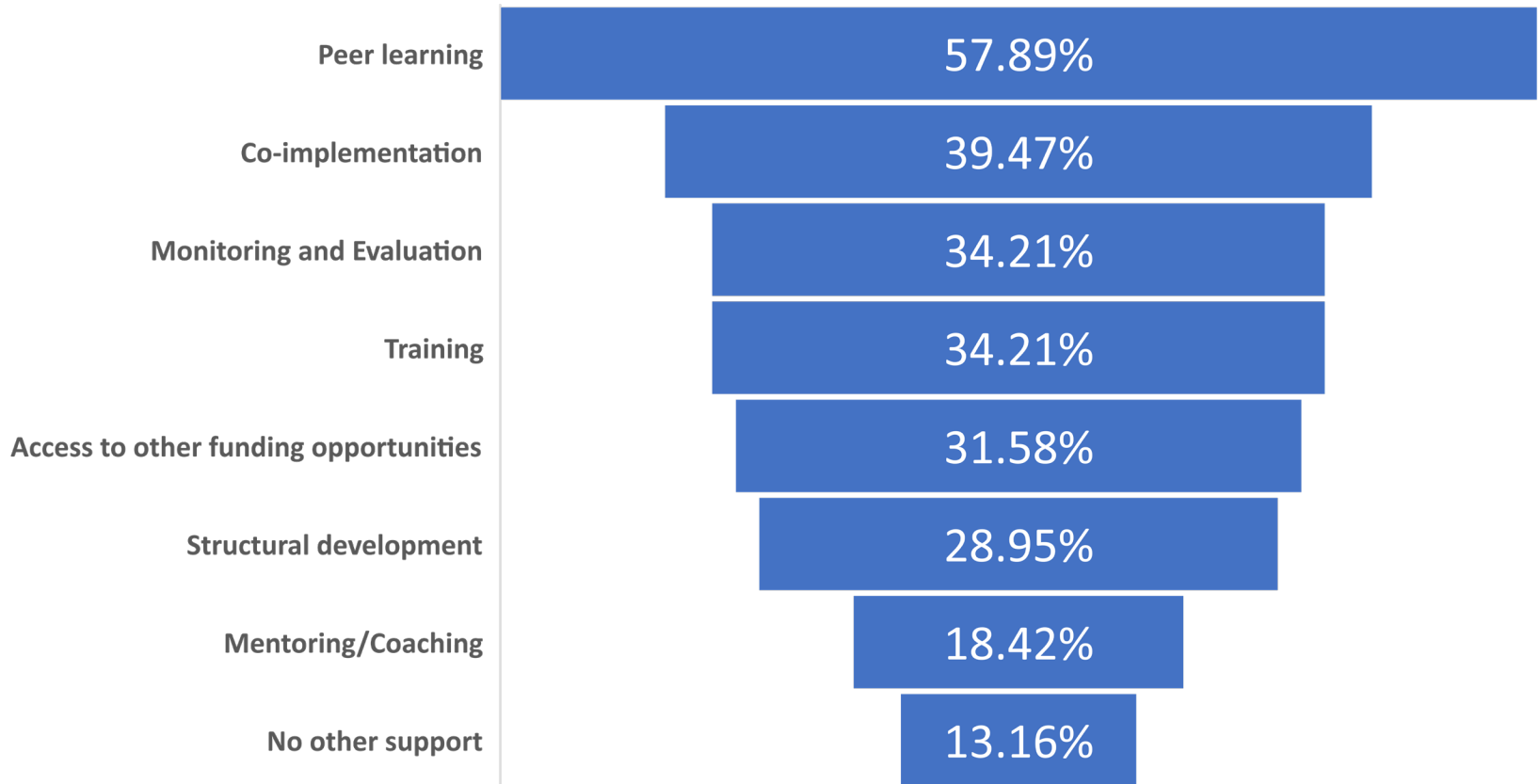
How partnerships are initiated



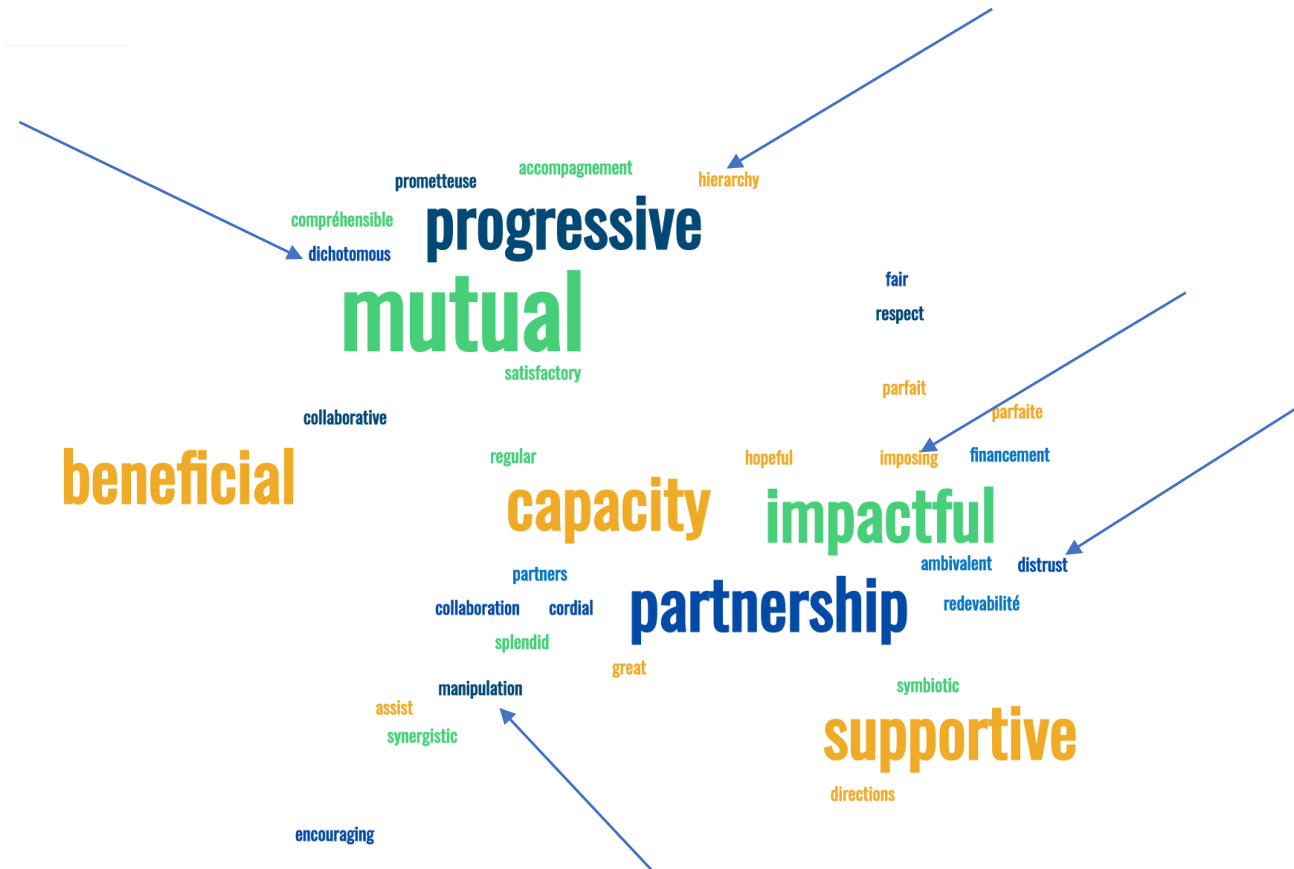
Support received through partnerships with International NGOs



Other kinds of support received



Words to describe partnerships



Concerns about partnerships



- **Donor requirements** from INGOs are often determine the relationship between INGOs and local NGOs.

"Some of the constraints of this partnership are that the funding is coming from XXXX, and they have a lot of rules about what official documentation can look like on the project." - INGO

"They get the requirements from the donors who firstly set up their competitiveness of the whole process and then as an INGO they just have to abide to what different donors are saying and just do it that way." - NNGO

- **Tokenism** often plays out in partnerships where local NGOs feel being used to achieve the objective of the INGO.

*"I think for me it feels very cosmetic and forced"
- NNGO*

"We seem to be people who seek a lot of help, we're helpless sometimes we are working with them that we just had to be controlled but we just used as a vessel used by this international NGO." - NNGO

Concerns about partnerships contd...

"Well, the relationship is not balanced at all. It is unbalanced because it is they who bring, it is they who often have the power of decision, it is they who tell us: "I want this thing in such a way" and we make proposals." - NNGO

Power imbalance is a feature expressed in most partnerships between INGOs and local NGOs. It is often exhibited in decision making concerning programming development.

"It is one thing to have a physical presence in other words, have an office building, have legal registration, in that context or say an African context, and that's fine. But it's another thing that the presence of that organisation, or that branch or (country office) has real power and influence in the way that organisation operates." – Think tank member

Power dynamics (Funding and programming decisions)

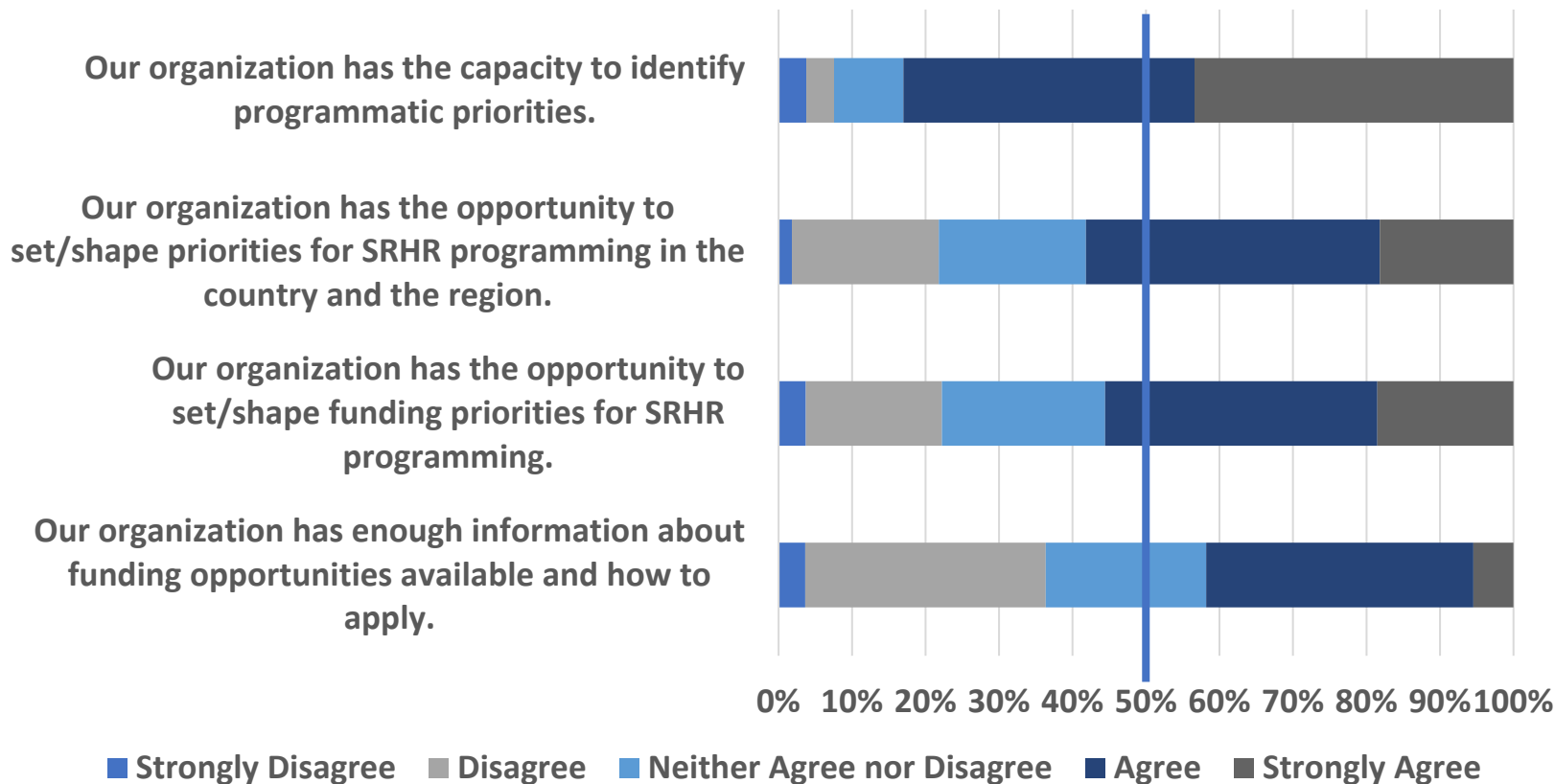


Although locally led NGOs have the capacity to identify program opportunities and priorities, they have little power in determining/shaping program and funding priorities.

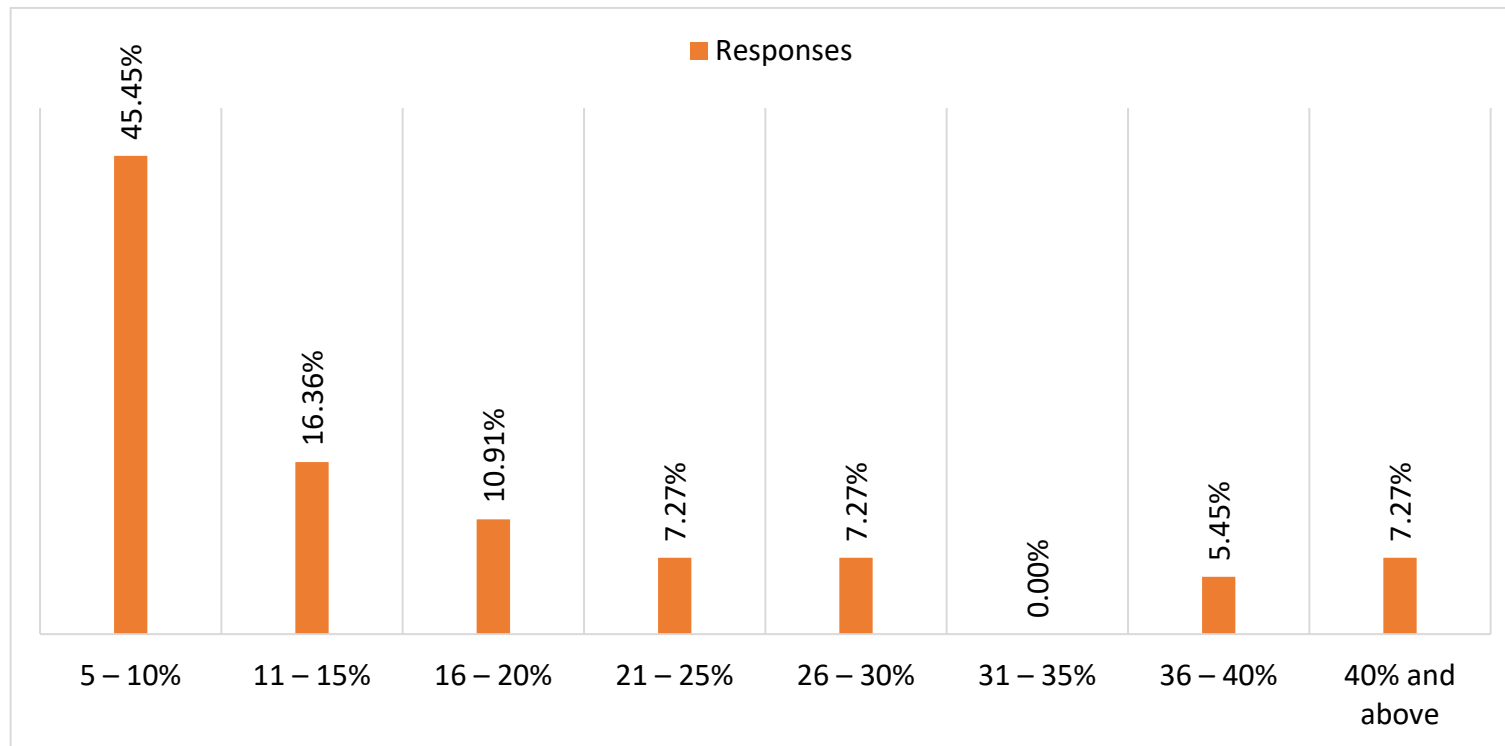


Locally-led Youth organisations and small community-based organisations have poor access to direct funding due to presumed lack of capacity, especially financial management.

What the data says



Overhead costs covered in a typical partnership



Access to funding

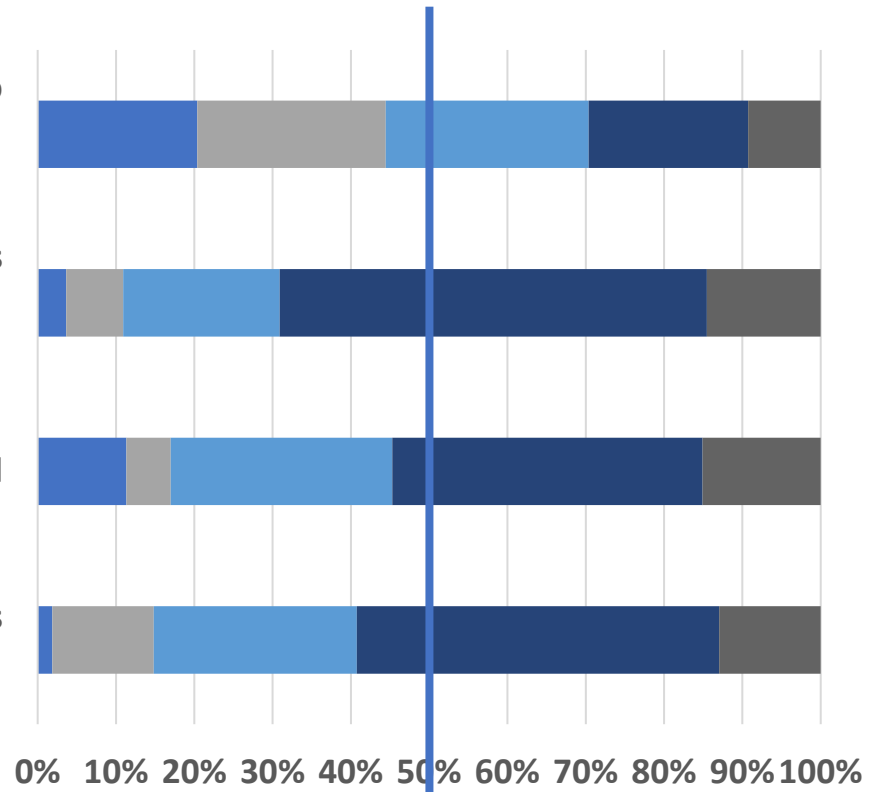


In general, there is sufficient direct funding to locally led and regional organizations in our region.

Our partnership with International NGOs has influenced donor interest in locally led and regional organizations.

International NGOs have effectively advocated for increased funding for locally led and regional organizations.

Our partnership with International NGOs allowed us to access additional funds.



■ Strongly Disagree ■ Disagree ■ Neither Agree nor Disagree ■ Agree ■ Strongly Agree

Institutional Capacity Building

Thanks to our partnership with International NGOs, our organization has received increased visibility to donors.

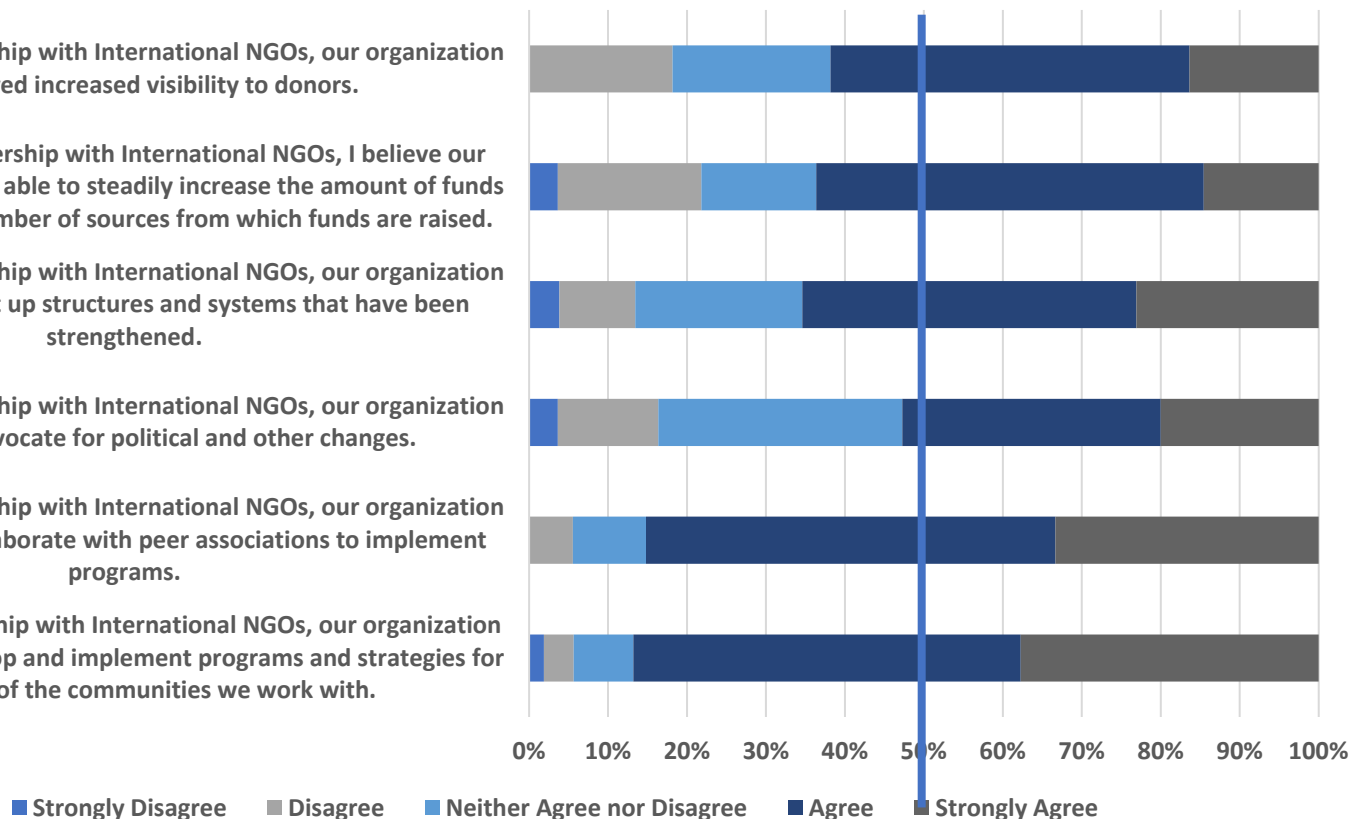
Thanks to our partnership with International NGOs, I believe our organization has been able to steadily increase the amount of funds raised and/or the number of sources from which funds are raised.

Thanks to our partnership with International NGOs, our organization has been able to set up structures and systems that have been strengthened.

Thanks to our partnership with International NGOs, our organization was able to advocate for political and other changes.

Thanks to our partnership with International NGOs, our organization has been able to collaborate with peer associations to implement programs.

Thanks to our partnership with International NGOs, our organization has been able to develop and implement programs and strategies for the benefit of the communities we work with.



Concerns in funding and programming

"The expectation that they would be able to write academically in English is unfair...our academic environment rewards writing over data collection, it is not going to be the case that my colleague who was in charge of data collection is the first author and that is a function of this unfair system that we are existing in." - INGO

- **Linguistic injustice** is a great concern expressed by respondent. INGOs in the Global North set their linguistic standard that determine which local NGO has access to funding.

*"Most of the time, I do feel like it's always a competition and who can put on a good essay...So, it makes you feel like now we're coming out of issue specific that is affecting my community, but to **** can I write a good article that is able to sway international donors seated somewhere to be able to give me the grants." NNGO*

Barriers

Lack of trust

"There is lack of trust."

Barriers to equitable partnerships

- Traditional funding barriers
- Unhealthy Competition
- Ignoring local knowledge
- Poor capacity
- System conflict
- Power imbalances and supremacy

“Usually, the person who brings the funds, often sets the agenda.”

« Une hiérarchisation non équitable; la rigidité dans le système de rapportage; l'insuffisance de communication sur les règles et conditions réciproques. »

« Complexe de supériorité, Manque de confiance aux organisations locales, Manque de structuration des organisations locales, Faible gouvernance au niveau des organisations locales, Complexité des procédures pour l'obtention des subventions. »

What is an equitable relationship?

Trust and respected relationship

"They should also be based on trust that the locally led organization can deliver."

What an equitable partnership should look like

- Actively engaged
- Collaborative
- Community-led and centered
- Long term relationship
- Transparency
- Defined roles and responsibilities
- Power sharing and Decision making
- Equal access to funding

L'écoute doit être prioritaire, aucun n'impose. La transparence. Informé les deux parties sur les fausses informations les concernant. Aller à sources pour vérifier les rumeurs.

Le partenariat devrait être inclusif et prendre en compte les réalités des communautés bénéficiaires des programmes.

INGOs working with locally led NGOs to shape funding priorities, develop projects, mentor, monitor and report on the project. A relationship where each partner has a voice and decision making is shared.

Opportunities

Redefining partnership

« Rendre inclusives et souples les procédures d'une part et permettre aux ONG nationales d'avoir leurs mots à dire dans le choix des thématiques programmatiques. »

Opportunities to enable equitable partnerships

- Increased access to funding
- Creating spaces
- Capacity strengthening
- Power sharing and Decision making
- Operational changes

Consistent communication between INGO and local NGO to understand their priorities before making funding decisions

« XXX doesn't bring in expatriates or foreigners to open office or to start programmes in a given country. »

« Une meilleure prise en charge des ressources humaines et un plan de renforcement de capacités suite au diagnostic organisationnel. Appuis techniques. Renforcer le système organisationnel. »

"If we can be given all the resources for the year, it allows us to plan better and work non-stop."

Conclusion: The Foundational Elements of Strategic Operating Models



Institutional Architecture

The system and structure of the work.

People and Culture

Who does the work and how we work together.

Funding and Financial Systems

How the work is funded.

Risk and Compliance

Accountability for the work that is being done.

Opportunities for equitable changes



STRUCTURE
(INSTITUTIONAL
ARCHITECTURE, PEOPLE)



PARTNERSHIPS



FUNDING

Recommendations (Some examples on next steps)



Research into donors and funders' grant making models and rationale.

Further study trust and partnerships, and the impact of current INGO operational and governance models.

INGOs and locally led NGOs should operationalize systems that check on unequal power dynamics and collectively proffer solutions.

Locally led NGOs should reinforce lobbying and advocacy for domestic financing to ensure organizational sustainability and reduce financial dependence on INGOs.

INGO programming should include capacity strengthening objectives to ensure sustainable organizational development of locally led NGOs.

Institutionalize budget transparency across stakeholders i.e., INGOs, NNGOs, and funders.

Question and Answer

Discussion on the conclusions and recommendations.

Break-out sessions

Announcement

Thanks for your
participation