

NGOs and Capacity Building for Health Sector Reform

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Contents:

- 1. Characteristics of Health Sector Reform**
- 2. Characteristics of NGOs in the health field in ECSA**
- 3. What NGO capacities need to be strengthened to allow them to take advantage of Health Sector Reform?**
 - 3.1. Ability to present an NGO perspective and common position to Government**
 - 3.2. Ability to interpret micro-level experience in terms of macro-level policy advocacy**
 - 3.3. Ability to rethink Mission and scale up**
 - 3.4. Ability to mobilize local resources**
 - 3.5. Ability to manage increasingly complex systems**
- 4. NGO Capacity Building**
 - 4.1. What is NGO Capacity Building?**
 - 4.2. Building whose capacity?**
 - 4.3. The present situation of NGOs**
 - 4.4. The new approach to capacity building**
 - 4.5. The components of Organisational Effectiveness (1)**
 - 4.6. The components of Organisational Effectiveness (2)**
 - 4.7. The stages in Organisational Effectiveness**
 - 4.8. Planning to build capacity (1)**
 - 4.9. Planning to build capacity (2)**
 - 4.10. Deciding on priorities in planning for capacity building**
 - 4.11. The Capacity Building process**
 - 4.12. Who does Capacity Building?**
 - 4.13. Custom made – or off-the shelf?**

Characteristics of HSR

- 1. Increased Decentralization**
 - *rethinking centralized control of health provisions*
- 2. Increased Community Involvement**
 - *rethinking government control of health provisions*
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- 3. Increased involvement of non-govt resources (communities, NGOs, private sector)**
 - *rethinking dependence on the State*
- 4. Increased targetting of health provisions to communities actual problems**
 - *rethinking top down assumptions of communities problems*
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- 5. Increased strategies for sustainability**
 - *rethinking dependence on government/ foreign donor support of the health sector*
- 6. Poor explanations of HSR from Centre to Districts**
 - *implementation of HSR still a top-down imposition*
 - *little inviting of views of other stakeholders by Government.*

Characteristics of NGOs in Health in ECSA

- 1. Large mission hospital element**
 - *curative services, dependent on international funding*
- 2. Important community based PHC experiences**
 - *often at micro-level, sometimes linked to mission hospitals*
- 3. Heavy dependence on foreign funding**
- 4. Growth of NGOs involved with HIV/AIDS**
- 5. Saddled with problems of Government retreat from previous health provision responsibilities**
 - *new responsibilities*
 - *requirement for growth to cope with vacuums left behind*
- 6. Lack of intra-sector networking and NGO coordination**
- 7. Lack of for a for dialogue with government**
- 8. Strong on service delivery, weak on advocacy for macro-level policy change**
- 9. Not pro-active as regards HSR – waiting for Government instructions**

What NGO Capacities need to be developed/strengthened to allow them to take advantage of HSR?

- 1. Ability to present an NGO perspective and common positions**
- 2. Ability to interpret micro-level experience in terms of macro-level policy advocacy**
- 3. Ability to re-think mission and scale up**
- 4. Ability to mobilize local resources**
- 5. Ability to manage increasingly complex systems**

Ability to present an NGO Perspective and Common Position

- 1. networking and coalition building**
- 2. common categories, definitions,
methodologies, drugs, practices**
- 3. pro-active demands to government for
involvement in HSR**
- 4. demands to government for consultation**
- 5. insistence on the validity of NGO field
experience**

Ability to interpret micro-level experience in terms of macro-level policy advocacy

- 1. research and documentation skills**
- 2. acquiring skills in understanding how policy is formulated**
- 3. learning advocacy skills**
- 4. learning to deal with the media**
- 5. forming strategic alliances**
- 6. skills in documenting “ground truths” and presenting them effectively**
- 7. learning to involve your stakeholders as advocates**

Ability to re-think Missions and scale up

- 1. learning strategic planning**
- 2. learning to scan the external and internal environments**
- 3. learning to do participatory planning using the skills of all stakeholders**
- 4. learning operational management skills to re-tool structures and systems**
- 5. doing training needs assessments and implementing long term training plans (technical & managerial)**

Ability to mobilize local resources

1. Raise funds from:

- **Government**
- **Private sector**
- **Specialised sectors of the public**
- **The general public**

2. Create funds from:

- **own enterprises**
- **partnerships with business**
- **investments**
- **credit and savings schemes**

3. Encourage philanthropic practices and re-direct them to health

Ability to manage increasingly complex systems

- 1. Assess your organisations capacities**
- 2. Diagnose its strengths and weaknesses**
- 3. Make a capacity building plan to address its weaknesses**
- 4. Access the resources which will help you build capacity**

The Components of a Healthy NGO (1)

- **Governance**
- **Management Practices**
- **Human Resources**
- **Financial Resources**
- **Service Delivery**
- **External Relations**
- **Sustainability**

Stages in the Development of an NGO's Capacity

- 1. NASCENT:** The NGO is in the earliest stage of development: All the components measured by OCAT are in rudimentary form or non-existent
- 2. EMERGING:** The NGO is developing some capacity. Structures for Governance, management practices, human resources, financial resources and service delivery are in place and functioning
- 3. EXPANDING:** The NGO has a track record of achievement: its work is recognized by its constituency, the government, the private business sector, and other NGOs active in the same sector
- 4. MATURE:** The NGO is fully functioning and sustainable, with a diversified resource base and partnership relationships with national and international networks.