



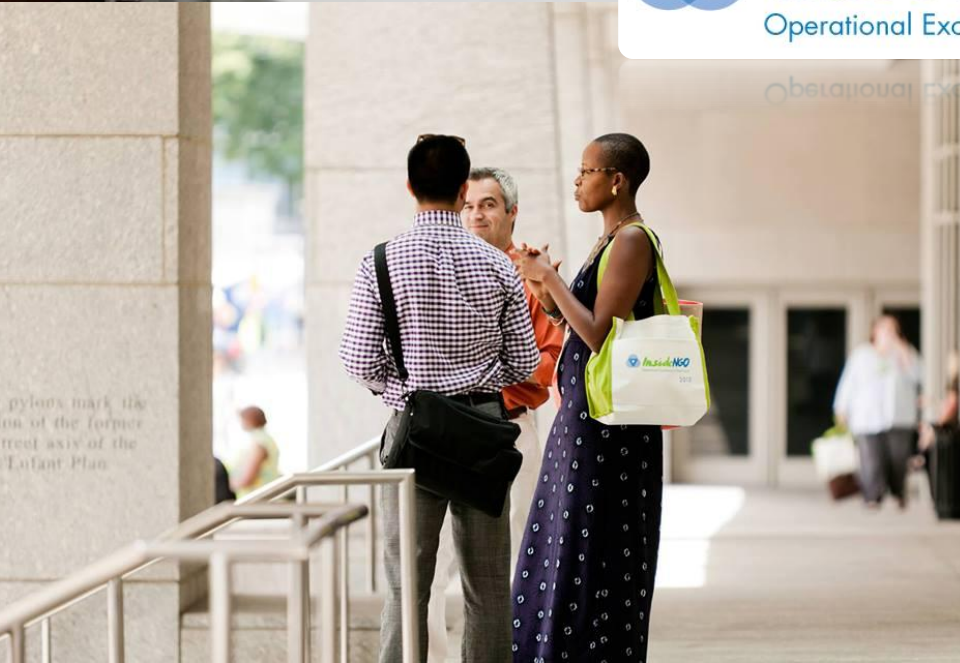
Summary Overview of InsideNGO

International Financial Governance Working Group

Confidential

October 6, 2015





Today's Discussion

- Introduction To InsideNGO
- Meeting Emerging Local Needs
- Overview of USAID Efforts

Introduction To InsideNGO

InsideNGO Vision

A global NGO community where operational excellence and professional expertise come together to change the world.

Our Mission

To strengthen the operational and management capacity of organizations in the global NGO community through collaboration, professional development, and advocacy.

Our Work

Our name is based on our premise that for more than thirty-five years, inside every international relief and development NGO there are core professionals who provide the structure and expertise to support the reach, impact and sustainability of their organizations.

InsideNGO works with its members to highlight the growing importance of Operations professionals and excellence in the range of operations functions, essential for the success of International NGOs.

We conduct sector-specific training, benchmarking, and work on sector-specific advocacy efforts. Over 6,600 participants benefit annually from 100+ workshops, our Annual Conference, webinars, online collaboration and over 30 peer roundtables.

InsideNGO is a forum that links its members' voices with their global colleagues to speak with influence when commenting on regulatory issues, working with government and non-government donors and highlighting the important role of operations.

InsideNGO Membership Assets

- More than 350 organizational members staffed and active in countries worldwide (for complete list, [see here](#))
- Wide range of domain expertise (including global health, conservation, relief, economic development, democracy, etc.)
- Organizational types from across the sector (international NGOs, Foundations, Universities, contracting partners, national NGOs)
- Diverse needs and skills from smaller organizations (< \$5 million) to scale organizations (>\$500 million+)
- Many leading organizations (PATH, World Wildlife, Catholic Relief Services, Oxfam, CARE, Save The Children, World Vision, etc.)



InsideNGO Believes in the 'Craft' and Monday Mornings.

In our more thirty-five years working together as a global community, we have come to believe there is a special *craft* in being a compliance, financial, HR or IT professional in an international NGO. While your role centers around your special expertise, it quickly expands across and outside your organization as your skills, insight and influence create new opportunities and seek to address new problems. This requires both knowledge and *craft*.

InsideNGO workshops reflect this view. With seasoned practitioners and in-depth instruction, expertise meets reality in our workshops. We believe that knowledge of regulations, practices and methodologies is not enough to be successful in these faster paced and more complex global environments. How and where - *and when* - you apply your knowledge can make all the difference. It requires judgment. Our workshops are designed to emphasize knowledge applied in real-world situations for your ongoing success.

Our workshops are only the beginning of applying new knowledge. In many ways, InsideNGO's workshops really begin the *Monday after* you return to your office and start to put into practice your newfound knowledge and skills. And as you start on that Monday morning, and all the *Mondays* to follow, you draw upon the *craft* of InsideNGO's large and growing global network of fellow practitioner professionals, just a call, or click or email away.

InsideNGO Advocacy Agenda – Adding Our Voice As The Sector More Summary Comprehensively Addresses Funding For Scale and Impact

Recent Activities

- Convened three Semi-annual Summits on moving beyond traditional overhead measures, towards **full flexible funding for scale and results**:
 - ***Summit I: Summit to End The Overhead Myth***: NYC 2014 with funders, international NGOs, thought leaders and evaluators
 - ***Summit II: A New Dialogue on Funding To Support Scale and Results***: Washington, DC 2014 with funders, international NGOs and thought leaders
 - ***Summit III: Unravelling the Overhead Myth, Examining Solutions in Play***: Washington, DC 2015 with funders, international NGOs, thought leaders and evaluators
- Fielded and finalized ***InsideNGO Indirect Cost and True Cost of Operations Survey*** to better understand international NGO cost structures and emerging sector needs
- Developed a separate ***CEO Summit Working Group*** with large international and domestic nonprofits

Real issues. Real discussions. Real solutions.

Faster changes, more complex challenges, new untested opportunities. More and more, personal success requires international NGOs leaders to share issues, test ideas and collaborate with peers to best lead their organizations. InsideNGO offers unique quarterly COO, CFO, and CSO forums of *Leaders Speaking with Leaders* about the agendas we all share. CEOs, General Counsel and CIOs also have specialty convenings to meet, share and learn.

Recent InsideNGO topics and thought pieces include:

- ***INGO of the Future***
- ***Strategy, Risk and Change: The New Adaptable Agenda***
- ***Changing Role of the COO***
- ***Changing Role of the CFO***
- ***Real Consequences of the Short-Funding Problem***

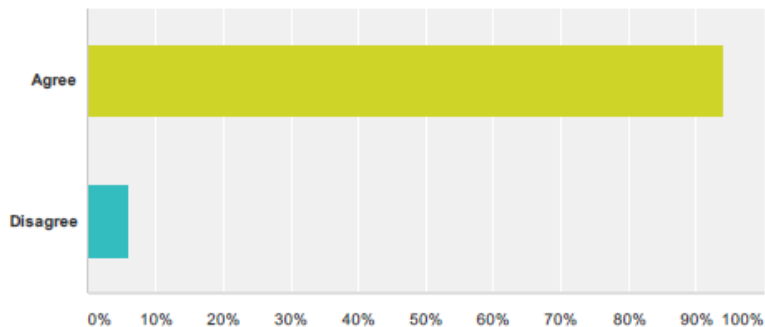
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InsideNGO Approach: Respond To Longer-Term Localization Trends...

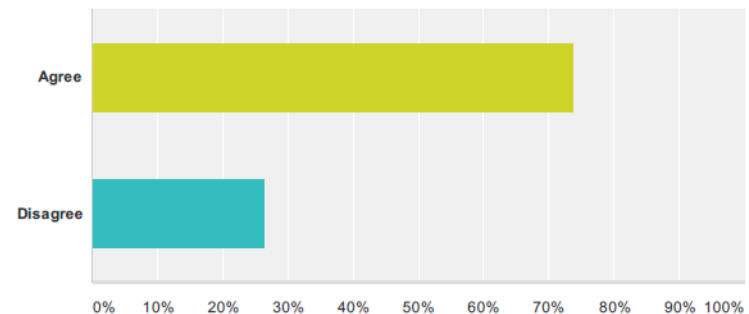
Recipients

Do you agree or disagree that there is a trend of donors shifting more funds to local organizations?



Donors

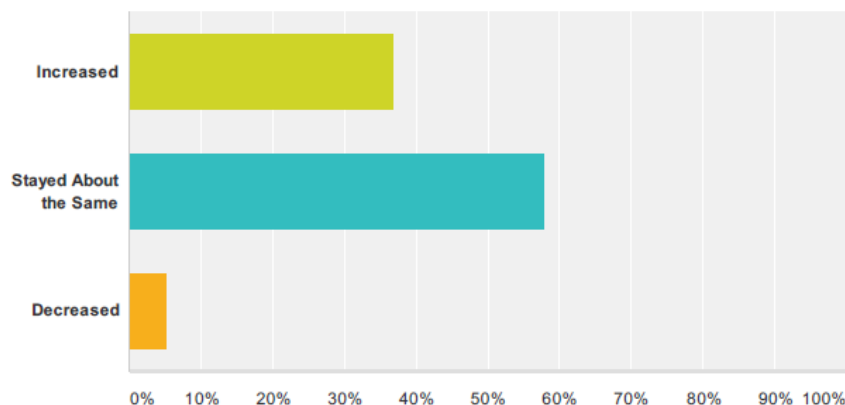
Do you agree or disagree that there is a trend of donors shifting more funds to local organizations?



Source: *Going Local: The Challenges of Aid Localization and the Promise of New Approaches*, Global Finance Strategies, 2014

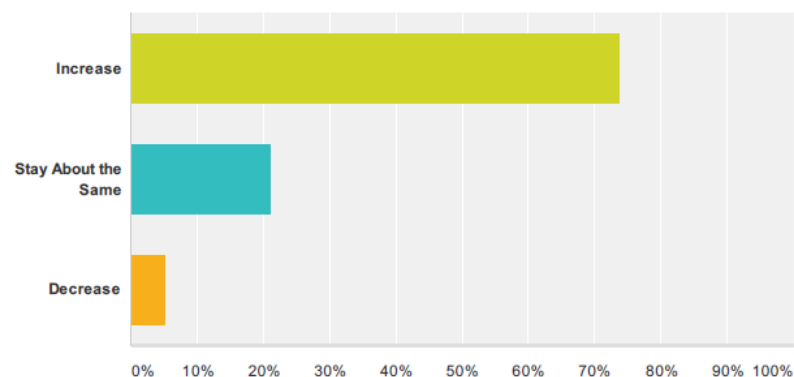
. . . Notwithstanding Likely Near-Term Fluctuations

Thinking about your own organization, over the past 2 years, has the percentage of your total development aid given to local, in-country organizations:



Creating needs not only for service delivery capacity but also demonstration of qualification for funding

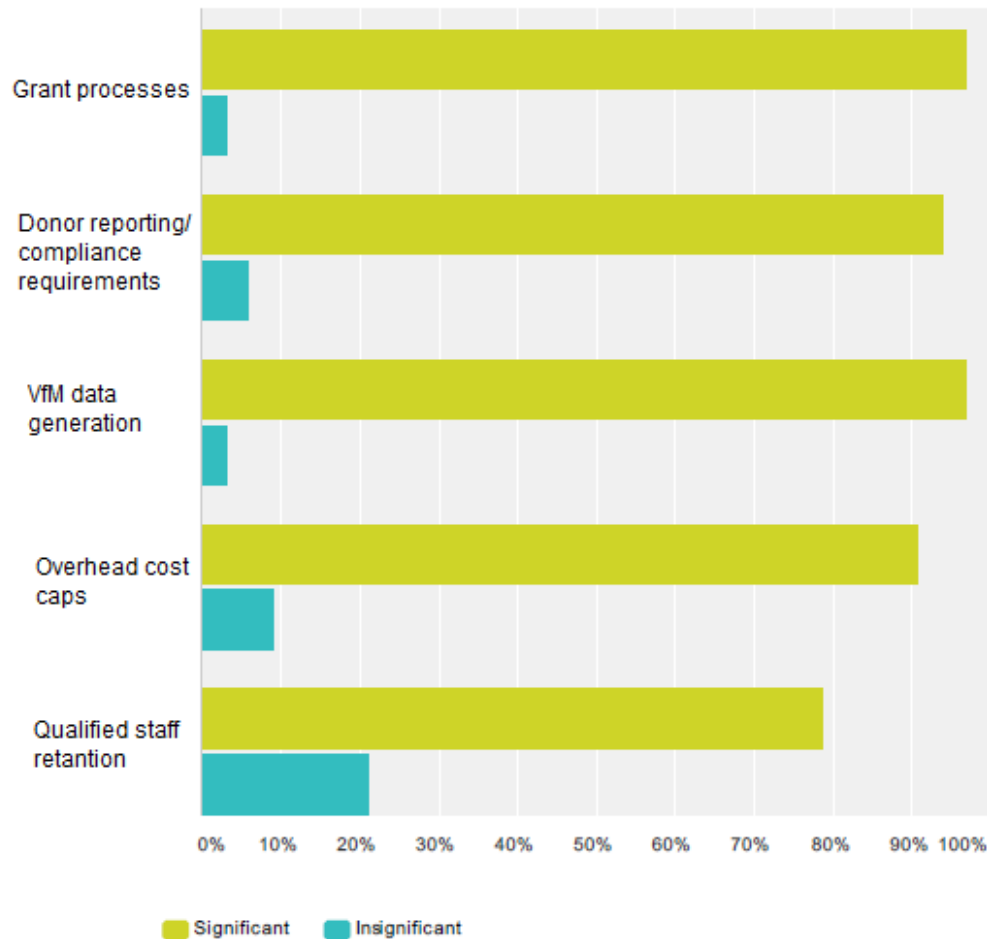
Again thinking about your organization, over the next 2 years, do you expect that the percentage of your total development aid to local, in-country organizations will:



Source: *Going Local: The Challenges of Aid Localization and the Promise of New Approaches*, Global Finance Strategies, 2014

Local National NGOs (LNNs): Catching Up To Aid Requirements

Please indicate the significance of each challenge to your organization:



Key Issue

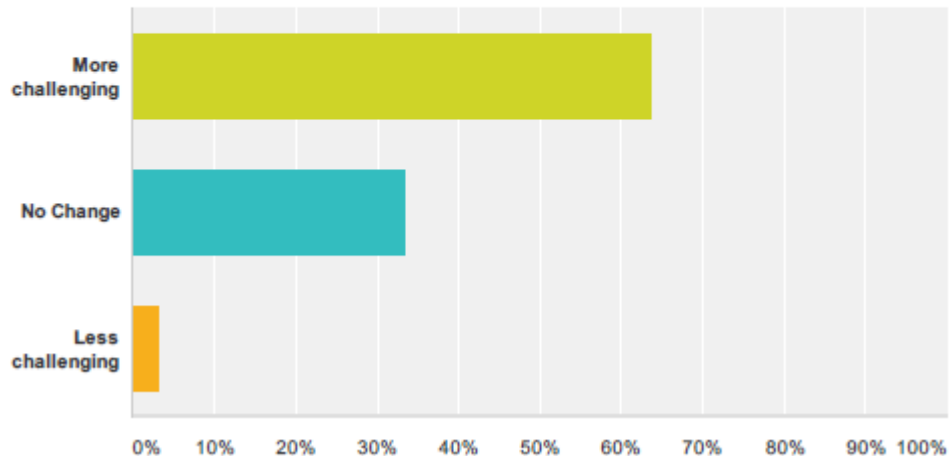
- How can support best address these challenges in funding readiness and staff retention?

Note: Survey of recipients. 60% also indicated that lack of technology to support the NGO sector is a significant challenge.

Source: *Going Local: The Challenges of Aid Localization and the Promise of New Approaches*, Global Finance Strategies, 2014

LNNs: Multi-Donor Complexity and Compliance Challenges Growing

How has the experience of meeting complex and varied donor requirements (e.g. reporting, compliance) changed for your organization over the past year?



Key Issue

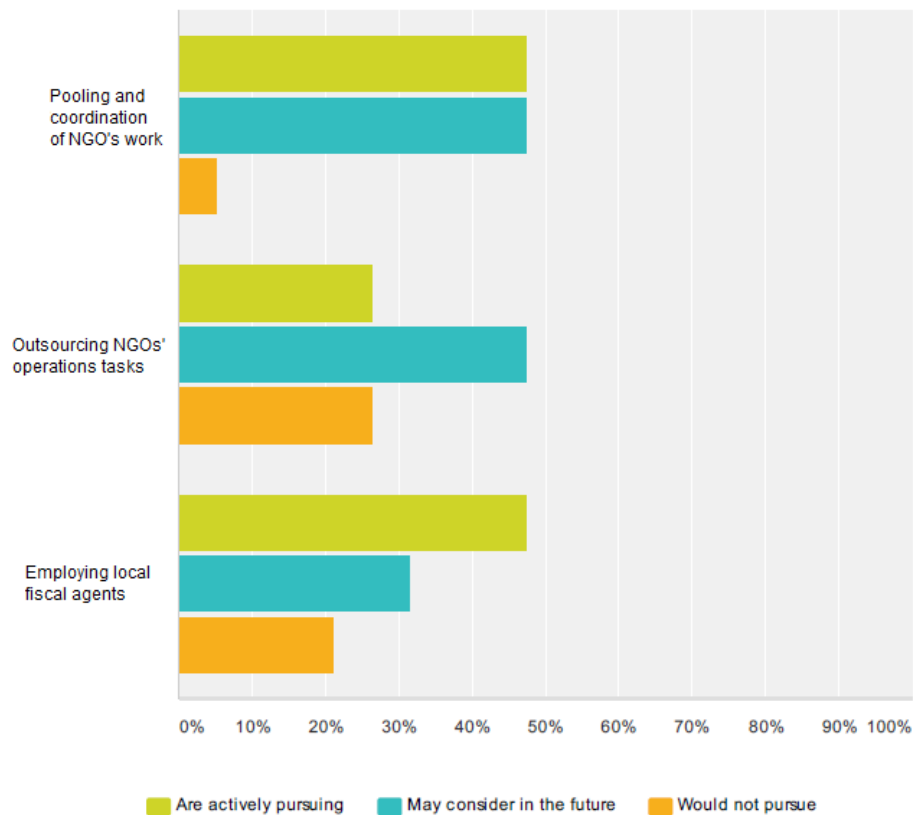
- *How can multi-donor support best be delivered to meet this growing need?*

Note: Survey of recipients.

Source: *Going Local: The Challenges of Aid Localization and the Promise of New Approaches*, Global Finance Strategies, 2014

Donors: Considering New Models To Support Local Grantees

Please state to what degree your organization would consider employing the following methods to support in-country grantees:



Key Issue

- How can partners work with donors and INGO members to provide the 'infrastructure' to support local grantees?

Source: *Going Local: The Challenges of Aid Localization and the Promise of New Approaches*, Global Finance Strategies, 2014

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InsideNGO Wide Range of Experience with USAID

Summary

USG Regulatory Consultation

- Regular meetings with USG staff (e.g., USAID, State Department) regarding regulations, streamlining, issue resolution, etc.

Training USAID Staff and Implementing Partners

- *USAID/Kiev* on grants and cooperative agreements (one engagement and one pending)
- *USAID/Indonesia* on grants and cooperative agreements (three engagements) for USAID staff and implementing partners
- Presentations at internal USAID Agreement Officer training: *The Recipients' Perspective on Doing Business with USAID*

InsideNGO Training for Members

- USG including DOS and CDC

Participation At InsideNGO Annual Conferences

- DOS representatives (e.g., Jeff Johnson, Georgia Hubert) and other DOS staff have spoken at InsideNGO Annual Conferences
- USAID Directors of OAA, IGs, General Counsels and others have spoken at InsideNGO Annual Conferences



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FROM THE AMERICAN PEOPLE

USAID Forward Principles



1. Deliver **results** on a meaningful scale through a strengthened USAID
2. Promote sustainable development through high-impact **partnerships** and local solutions
3. Identify and scale up **innovative**, breakthrough solutions to intractable development challenges



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Big idea



Achieving and sustaining any development outcome depends on the contributions of multiple and interconnected actors.



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Starting point

Busan

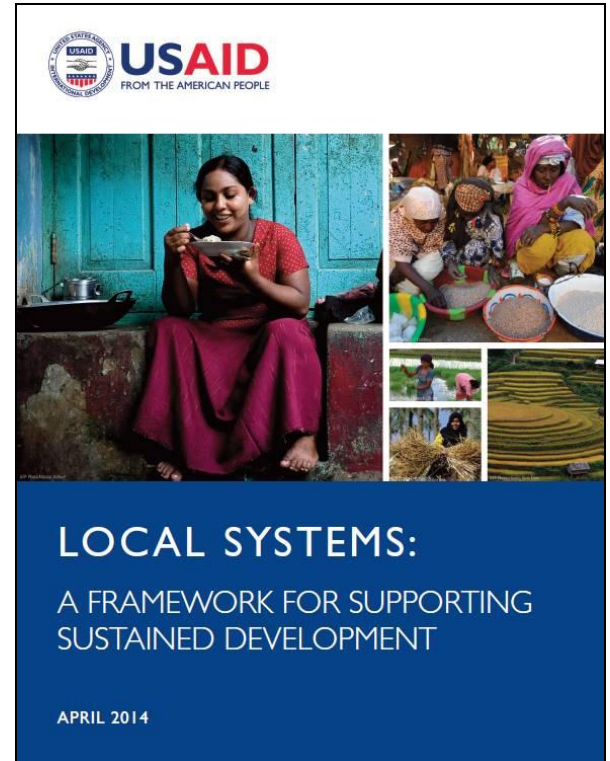


- **Sustainability**
- Inclusive Country Systems
- Mutual Accountability

USAID Forward



- **Sustainability**
- IPR/Localized Aid
- Program Cycle



Systems Thinking

- **Sustainability**
- Co-production
- Emergence



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[W]here sustainability is the ultimate objective, USAID is committed to employing all of our development resources to strengthen and use local systems.





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Work more systemically

Ten Principles for Engaging Local Systems

1. Recognize there is always a system
2. Engage local systems everywhere
3. Capitalize on our convening authority
4. Tap into local knowledge
5. Map local systems
6. Design holistically
7. Ensure accountability
8. Embed flexibility
9. Embrace facilitation
10. Monitor and evaluate for sustainability



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(Better) align incentives

Results

Focus on
project
output and
outcomes

Broaden the results we seek

- Include systems characteristics
- Expect contribution rather than attribution

Measure for
sustain-
ability

Risk

Eliminate
fiduciary risk

Recalibrate risk

- Recognize risk as threats to achieving sustainability
- Include all risks
- Rebalance risk and risk mitigation

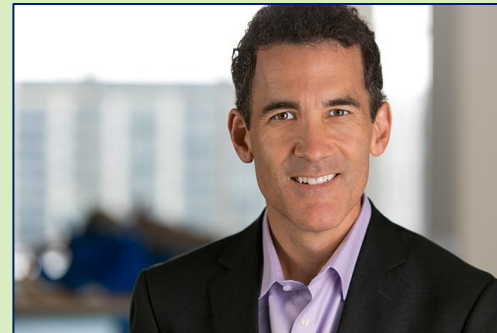
Invest to
maximize
sustain-
ability

InsideNGO Key Contacts

We would be pleased to further discuss InsideNGO and its range of services and to explore potential opportunities for collaboration.



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