

The Indonesian Experience

Building on the Philippines experience, ICOMP currently assists eight NGOs in Indonesia whose interests vary from HIV/AIDS, drug addiction and gender to violence against women. Activities of these partners include a mix of competency mapping, development of business plans, stakeholder analysis, financial management systems improvement, board governance and leadership development to mention a few. Like NGOs in the Philippines, Indonesian NGOs are beginning to realize the importance of looking at sustainability beyond the financial realm. Partners are optimistic that they will reap the benefits they deserve as they traverse the road to sustainability.



Three streams of strategies of the Indonesia initiative.

Technical Assistance and Support

Provide support to partners in improving their sustainability through participatory assessment, developing, implementing, monitoring and evaluating of strategies. Enhance partners capacity through coaching, study tour and resource sharing.

Development of Local Capacity Builder

Develop four young professionals (YP) to be the capacity builders on RH NGO sustainability in Indonesia. Some of the activities include attachment of the YP to partner organizations, orientation on RH context and provision of trainings and immersion.

Building Knowledge Base

Build knowledge through comparative research focusing on program effectiveness and enduring impact for urban poor and migrant women workers in Indonesia and the Philippines; project documentation and dissemination of action research; and sharing of experiences among peers.



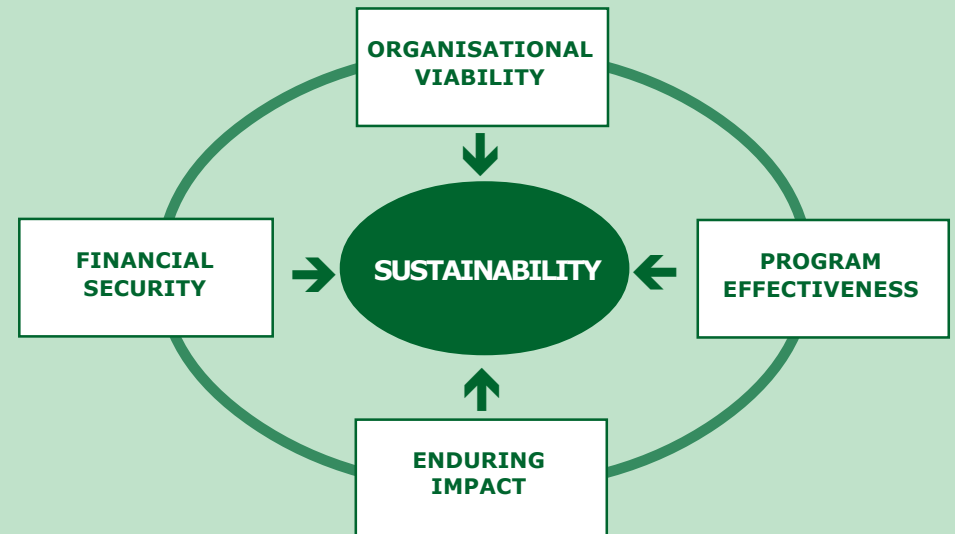
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SUSTAINABILITY OF NGOS

Sustainability is perhaps one of the toughest concerns NGOs face in the 21st century. With the demise of even financially stable NGOs, the traditional view of sustainability being equated with having adequate resources is greatly challenged. What makes an organization sustainable then?

While it is indeed critical to NGOs' survival, financial resources alone could not make an NGO sustainable. ICOMP's projects in the Philippines and Indonesia demonstrate that an NGO's sustainability is affected by four interrelated factors: **organisational viability, financial security, program effectiveness and enduring impact.** For instance if an organization's governance is weak (organizational viability), sooner it will affect its credibility that stakeholders like donors will not fund it (financial viability), resulting of reduction in interventions (program effectiveness) which eventually have adverse effects on long term benefits for the community (enduring impact). The interplay of these factors is the focus of the NGO Sustainability Framework which have benefited many NGOs.

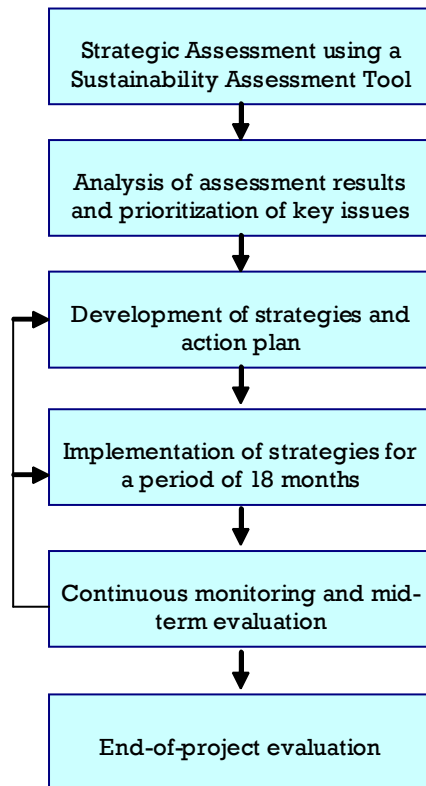
NGO Sustainability Framework





Applying the Framework

Since 2000, ICOMP has applied the NGO Sustainability Framework and has assisted about 35 NGOs in the Philippines and Indonesia achieve certain levels of sustainability. The diagram below shows the sequence of processes in applying the framework.



Examples of Sustainability Strategies that Work

- Enhancing the roles of the board especially on resource mobilization
- Engagement in mission-related business like fee-based training
- Conscious promotion of programs and services to stakeholders and donor
- Development of second line of leaders through mentoring and coaching
- Transfer of skills to communities
- Redefinition and enhancement of core competencies

Sustainability Stories from the Philippines

With support from the Ford Foundation Philippines, ICOMP implemented a 24-month project to assist 25 reproductive health (RH) NGOs enhance their sustainability. Below are just two examples.

Zone One Tondo

Set up in 1970, Zone One Tondo is an urban poor organization looking after the concerns of informal settlers in Metro Manila. For many years, the organization relied solely on one donor. While its programs proved effective, it suffered from inadequate organizational systems and lack of professionalism.

In 2003, that situation changed. ZOTO took bold steps in order survive. For the first time in years, it conducted strategic planning and developed a sustainability plan which was carefully implemented with the help of ICOMP. In about a year, the organization metamorphosed! Its board is as active as ever and systems are working effectively. Now, it has a micro credit institution, socialized clinics, community pharmacy and daycare centers which do not only provide quality services but also generate revenues.

Remedios AIDS Foundation

Remedios AIDS Foundation is one of the pioneering HIV/AIDS NGOs in the Philippines. With limited resources for HIV/AIDS programs in the country, Remedios has been working hard to generate alternative sources of revenues. Earnings from its laboratory and clinics were not adequate. Yet, it has unexplored asset—expertise in offering training. In partnership with ICOMP, a business plan for its training program was developed. Ford Foundation provided a seed fund for the organization to offer fee-based training in Asia-Pacific.

Now on its fourth run, the training program has attracted participants from Asia, Australia, Armenia and Africa. The program is now self-sustaining and has contributed in helping Remedios set up its core fund.