

# BUILDING EFFECTIVE NGOs: EVOLUTION OF A VISION

Chiku Malunga

Capacity Development Consultancies  
(CADECO)

January 6, 2005

P.O Box 1884, Blantyre, Malawi

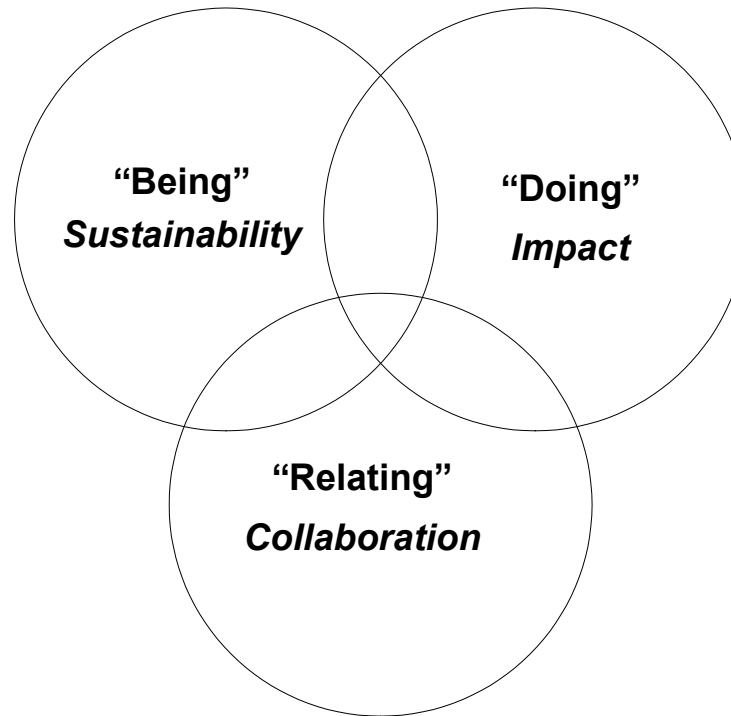
Tel: 265 1 633 660/ 265 1 683 795

e-mail: [zoe@clcom.net](mailto:zoe@clcom.net)

website: [www.cadeco.mw](http://www.cadeco.mw)

# 1. CADECO's Vision of an Ideal NGO

## Task Environment Factors:



**Political**  
**Economical**  
**Socio-Cultural**  
**Technological**

# 1. CADECO's Vision of an Ideal NGO

- Impact – what lasting changes is the NGO making in the lives of the people it is serving?
- Sustainability – How can the NGO ensure that it can perpetuate itself for as long as the people it serves need it?
- Collaboration – How can the NGO enhance value adding relationships with other NGOs, corporate sector, government, faith-based organizations, etc. and minimize value-reducing relationships?
- Task environment: How well is the NGO responding to changes in its task environment?

## 2. Evolution of the Vision

KEY LESSON FROM RESEARCH AND  
COMMUNITY DEVELOPMENT WORK:

MANY DEVELOPMENT EFFORTS ARE 'MORE  
PROJECT RATHER THAN ORGANIZATION  
CONSCIOUS'

# 2.1 Organization Development

## Practitioner in an international NGO

- Evolution of scope of work in response to internal and external factors
- Look beyond NGOs and encourage cross-learning among organizations of different types
- NGO leaders must understand critical success factors of their type of NGOs
- Involve locals in leadership positions from the beginning - locals understand their situation better
- Avoid unfair compensation systems between local and expatriate staff
- Think through succession and transition to local leadership and ownership
- Avoid contradictory policies e.g. on organizational sustainability
- Need for contextualised models and frameworks

## **2.3 CADECO – a local organizational capacity building service provider**

- We have a market oriented, clear and focused mission statement.
- We ensure that people taking management positions are also OD practitioners or at least they understand what the practice is.
- We have a unified remuneration system that recognizes only one's qualifications and experience irrespective of where the individual comes from.
- The founders are already questioning themselves on their evolving roles as CADECO grows and develops so that they should not stand in the way of the organization's development.

## **2.2 CADECO – a local organizational capacity building service provider**

### **CADECO encourages cross-learning by:**

- Encouraging NGOs to diversify their boards by including government & private sector representatives
- Strengthening district executive committees in which heads of organizations (NGOs, CBOs, government and private sector) meet regularly to discuss district development issues and implement joint projects
- Involving private sector and government representatives to make input into individual NGO interventions such as strategic plans, annual reviews and organizational assessments
- Joint learning programs deliberately involving participants from the different sectors

## 2.4 CADECO – a local organizational capacity building service provider

- Using our African cultural heritage as a tool for organizational change through the use of African proverbs.

*When spider webs unite, they can tie up a lion*

*A monkey who tried to get three mangoes from three different branches in a tree at the same time fell on its back*



# 3. Conclusion

A good NGO in today's world is the one that is:

- Financially and organizationally sustainable
- Making impact in its chosen area of work
- Gaining from the synergy of effective collaboration and;
- Responding appropriately to changes in its task environment