

NGOs

Service providers or radical
dissenters?

What is an NGO?

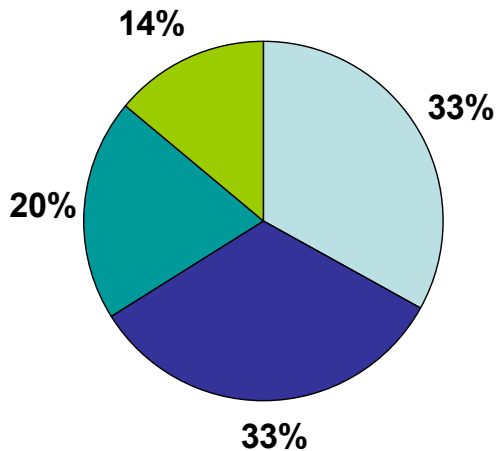
- NGOs are a radical, value driven, change the world, alternative.

Threats to NGOs today

1. Independence of action & thought
2. Veracity
3. Going global
4. Death by group think

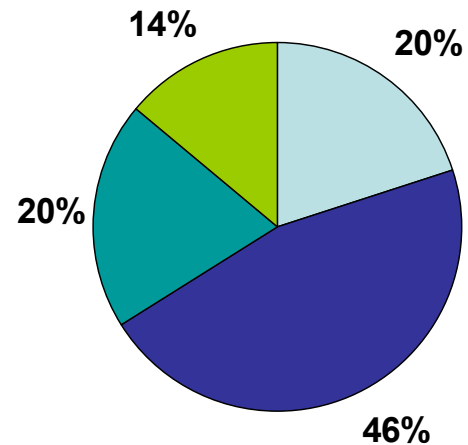
International Funding in Emergencies

Direct Funding



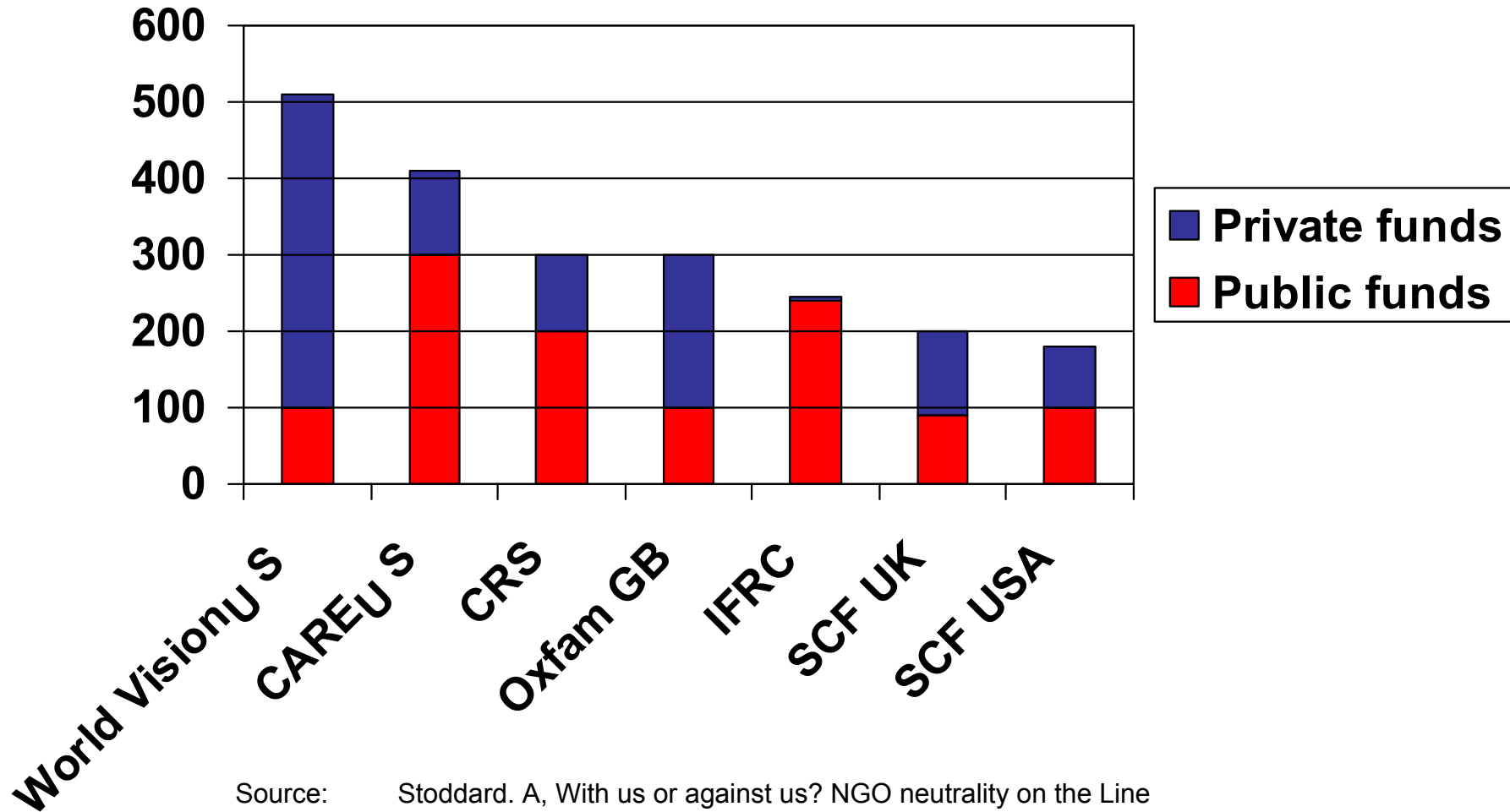
UN NGOs Red Cross Direct

UN funds passed on to NGOs



UN NGOs Red Cross Direct

Who's funds?



Source: Stoddard, A, With us or against us? NGO neutrality on the Line Humanitarian Exchange #25 December 2003

Accountability flip-side

1970s

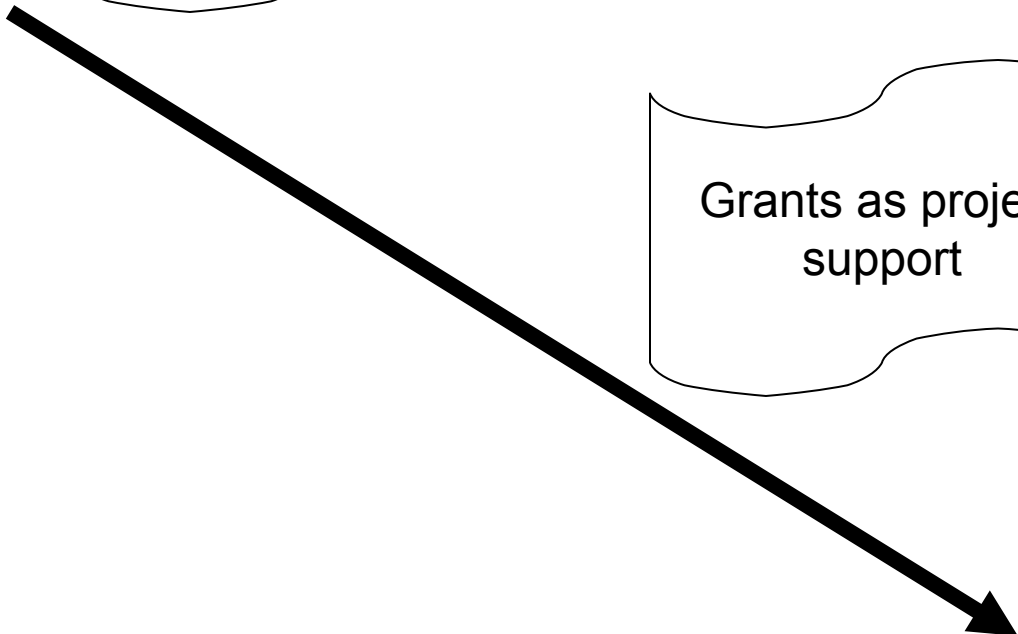
Grants as gifts

1980s

Grants as project
support

2000s

Grants as contracts



Critical question

- Can NGOs create financial independence?

Independence of thought

- Are you with us, or against us?

How do they view us?

- Dehumanizing urban poverty
- Mediocrity – lack of heroism
- Numbers not spirituality
- Prosperity & cynicism not God & faith



Occidentalism

Source: Occidentalism: The West in the Eyes of Its Enemies : Buruma. I, Margalit. A. 2004

How do we view them?

- Failed state
- Terrorist hotbed
- Basket case

Critical question

- Can NGOs think independently?
- Can they demonstrate this independence?

Do NGOs authority?



Does we have authority?

1. Values (Do you practice them?)
2. Legitimacy (By what right?)
3. Skills (Are you competent?)
4. Veracity (Can you prove it?)

Legitimacy

- As the people
- With the people
- About the people

Accountable to whom?

- Primary clients
- Client community
- The employer
- The profession
- The general public
- Finance providers

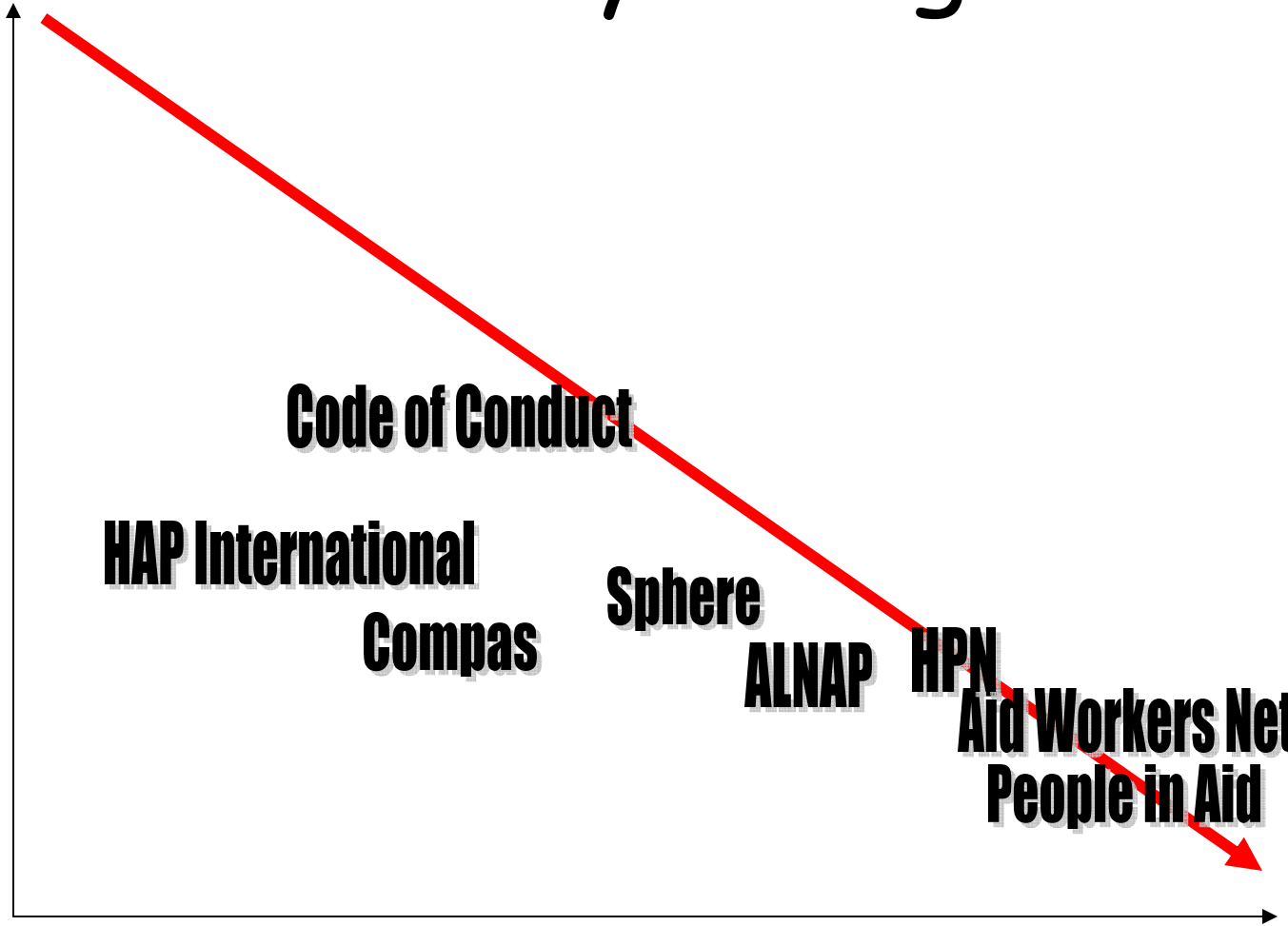
Accountability & Legitimacy

Legitimacy
as the people

With the people

about the people

about ourselves



Victims, Victims representatives, Donor states, popular supporters, internal staff

Accountability

Skills

- Professionalism
- Training
- Adaptation

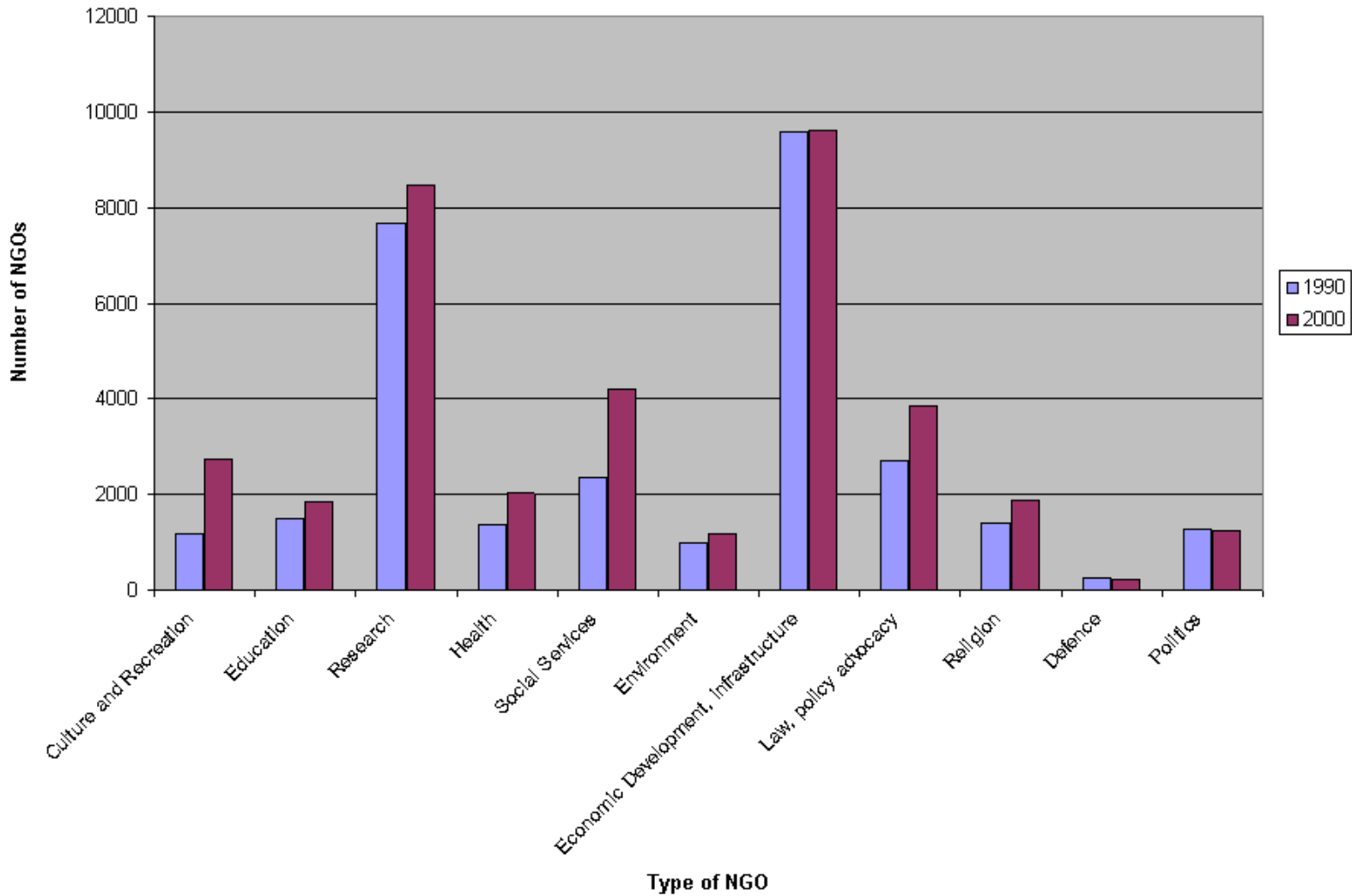
Veracity

- Soap-box,
- Black-box or
- Pandora's-box

Critical question

- Are we building a practice on authority?

Going Global?



Organization	# members	# countries of operation
CARE	10	70
Oxfam	11	117
SCF	32	121
World Vision	65	92
Caritas Internationalis	162	200
Red Cross / Crescent	181	183

Source: M. Lindenberg and C. Bryant, *Going Global: Transforming Relief and Development NGOs* (Bloomfield,CT: Kumarian, 2000).

Creating Federations

- Dual Persona
- Subsidiarity
- Relationships, not rules
- Power

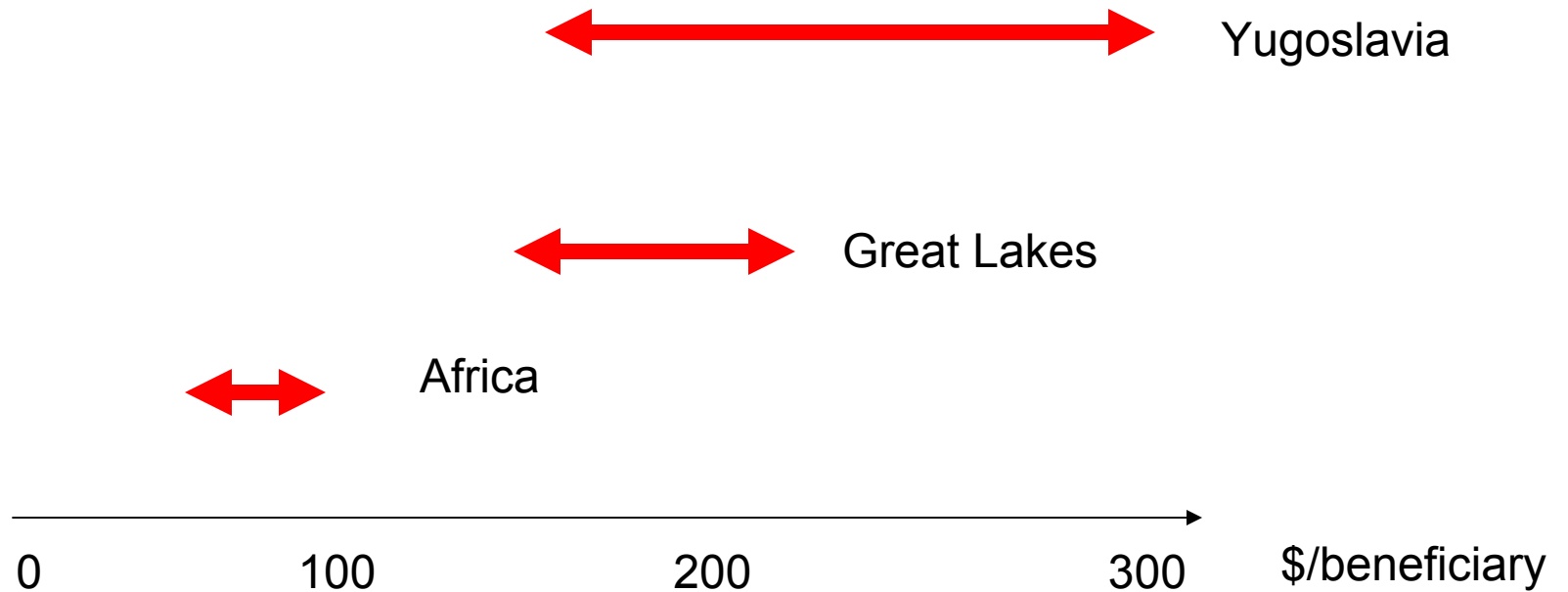
Critical question

- Organizational inertia or poised for ambiguity?
- Can we build global institutions which are locally driven?

Death by group think

Threat to impartiality

Who gets the \$?



Do NGOs today

1. Act & think independently?
2. Practice authority?
3. Blossom or ossify?
4. Challenge the pack?