constituency-communities. The question that needs to be addressed is "who will enhance the capacities of the capacity builder?"

5.   Size. The needs for capacity building may be different for small, medium-sized and larger SNGOs. For example, small organizations may have greater need for personality and leadership development inputs as compared to larger NGOs who would be more interested in strategic planning, networking and advocacy. Capacity building interventions must consider size of the target SNGOs and also, their age and constituencies. A wide range of experiences and practices exist among NGOs in Asia. An intra- and inter-regional exchange on capacity building should be facilitated.

6.   Nature of NGO work. At the same time, the capacity building needs of NGOs vary depending on their type of work. For example, the needs of a research provider are different from a support organization or activist group. The needs of NGOs in transitional and liberal economies are likewise different. This will require different capacity building approaches for NGOs operating in different socio-political-economic systems.

III.   SURVEY FINDINGS

A.   Characteristics of Respondent-SNGOs:

1.   Number of Years in Existence.

The second largest group of SNGO respondents (38%) have been in existence for 11-20 years; they represent NGOs that were established in the 1980s, the decade that is generally considered as the era when NGOs first gained prominence in mainstream society *(see Table 1).*

Table 1. Years in Existence

Number of Years	% of Total
1-10 years	41%
11-20 years	38%
21-30 years	5%
31-40 years	8%
41 years & up	8%
	100%

On the other hand, the largest group of SNGO respondents (41%) has been in existence for not more than ten years. This indicates the continuing growth of the Asian NGO movement in the decade of the 1990s.

Some 16% of NGO-respondents have been in existence for more than 30 years; these represent the pioneer NGOs who were established in the first and second development decades.

2.   Areas of Operation.

More than 60% of the NGOs operate at the village and district levels. This indicates that NGOs have maintained their essential character as locally based organizations that are involved with marginalized communities in defined geographic areas *(see Table 2)*.

Table 2. Areas of Operation

Area	% of Total
Village	64%
District	60%
National	72%
Regional	48%
Note: Most of the respondent NGOs are involved in more than one category.	

At the same time, however, more than 70% of the NGOs are also involved at the national level. This indicates: (a) the continuing trend for some NGOs to attain a size that allows them to operate at the national level; (b) the growing role of NGOs in advocacy and policy formulation.

3.   Staffing.

A full third of the NGO respondents have more than 20 full-time staff *(see Table 3).* This indicates that a significant percentage of the Asian NGO respondents may be considered as medium-scale to large NGOs.

Table 3. No. of Full-Time Staff

No. of Staff	% of Total
1-5 staff	15%
6-10 staff	23%
11-15 staff	18%
16-20 Staff	5%
21 & up	38%

This conclusion is further reinforced by the fact that 31% of the NGO-respondents have at least 16 part-time staff.

As expected, the most common skills among NGO staff are Development Management Services (41%) and Extension and Community-based Strategies (41%).

Surprisingly, only 18% of respondents cited the presence of staff skills in training. This may represent a priority area for capacity building of Asian NGOs.

4.   Priority Social Sectors.

Women emerged as the top priority sector with 77% of respondents involved in work among women. This may be a reflection of both NGO and donor work in gender awareness over the last two decades. It could also be indicative of the growing interest in microfinance skills (which were mentioned in the Asian NGO consultations) since work with women (particularly in urban areas) have tended to include, among others, the provision of microfinance services.

Table 4. Priority Social Sectors

Social Sector	% of Total
Women	77%
NGOs	77%
Farmers	69%
Children	54%
Indigenous Peoples	49%
Multi-Sectoral	41%
Youth/Students	41%
Fisherfolk	36%
Academe	33%
Urban Poor	31%
Informal Sector	28%
Business	23%
Elderly	21%
Trade Unions/Labor	21%
Churches/Religious	18%
Persons w/ disability	18%

The continuing priority given by NGOs to work with farmers (69% of respondents) reflects the continuing reality of poverty as being a predominantly rural phenomenon.

Two other important priority social sectors are children and indigenous peoples. The emphasis on children may reflect the growing concern for the condition of street children, which has worsened over the years because of the hyper-urbanization of Asian cities.

The growing interest in indigenous peoples may be related to the increasing priority received in recent years by environmental issues, particularly the reforestation of upland areas and the protection of watershed areas, the ancestral domains of indigenous peoples.

5.   Main Programs and Services.

As expected, the two most important programs of SNGOs continue to be education (95% of respondents) and community organizing (77%). Gender awareness (72%), possibly for reasons enumerated earlier, has emerged as the third most important program.

Table 5. Main Programs of SNGOs

Program	% of Total
Education	95%
Community Organizing	77%
Gender Awareness	72%
Advocacy	72%
Networking	69%
Sustainable Agriculture	67%
Environment	59%
Cooperative Development	56%
Research	56%
NGO-PO Relations	56%
Health	51%
Tenurial Rights	26%
Legal Services	21%

It is interesting to note that sustainable agriculture (67%) has emerged as the sixth most important program of Asian NGOs. This may represent a priority capacity building area in terms of sharing of experiences among SNGOs and the provision of technical expertise.

Networking and advocacy represent the fifth most important area of activity. This merely underscores the growing role of Asian NGOs in policy advocacy.

B. <u>Funding for SNGOs</u>:

1. <u>Types of Funds Obtained</u>.

The following table clearly shows the continuing dependence of NGOs on grant funding and co-financing *(see Table 6)*.

Table 6. Types of Funds for SNGOs

Type of Funds	% of Total
Grants	85%
Internal Generation	56%
Co-Financing	46%
Contracts	44%
Donations	28%
Endowments	18%
Others	8%

At the same time, the increasing trend towards internal funds generation (56% of respondents) reflects the efforts of Asian NGOs to deal with the reality of dwindling support from traditional donors, both from first world government and NGO/public sources.

The increasing proportion of contracts as a funding source for Asian NGOs also reflects the shift in ODA donor policies away from grants to competitive contracts. This conclusion is similar to the findings of the IFCB survey of NNGOs that "contracting is becoming a more common aid funding modality … (and that) it is likely that contracting will become an even more important mechanism in the future." *(INTRAC, Survey of Northern NGO Approaches to Capacity-Building. International Forum on Capacity Building, April 1998)*

At the same time, the low ranking of donations indicates the continuing weakness of NGOs to generate financial support from the citizens of their home countries.

Finally, very few NGOs have been able to establish endowment funds, the only viable mechanism for long-term financial sustainability.

2.   Sources of Financial Assistance.

Northern NGOs are still the most important source of funds for Southern NGOs *(see Table 7)*.

Table 7. Funds Sources for SNGOs

Intermediary Group	% of Total
Northern NGOs	49%
National Government	41%
Southern NGOs	36%
Business	26%
Local Government	28%
Academe	23%
Consulting Firms	15%

This finding supports the INTRAC contention that the "core business" of NNGOs lie in the provision of effective developmental funding.

As stated by James Taylor of CDRA, *"the perceived threat (to NNGOs) seems to be leading away from the core purpose of the donor organization (funding). No one seems to be asking – what is it in the way we fund that adds value to the transfer of money from the North to the South and which no government could address? … Donors can best impact on the capacity of their recipient organizations, not by being all things to all recipients, but by taking seriously their core responsibility of providing funds developmentally.* (as quoted in INTRAC, Survey of Northern NGO Approaches to Capacity-Building. International Forum on Capacity Building, April 1998)

Almost half of the NGO-respondents are receiving funds from their respective national governments, an indication of the growing collaboration between NGOs and national governments. Given this trend, it becomes more urgent for the existing tensions in government-NGO relations to be resolved.

As pointed out by a recent ADB study,

"As increased resources flow through NGOs, governments … are increasingly concerned about the accountability and transparency of NGOs… (At the same time), NGOs are frequently critical of government development priorities and take an advocacy role on behalf of the 'victims of development.' They see moves by government to introduce new regulations and financial controls as attempts to control them... Government thus feels itself faced with two conflicting approaches: opening up opportunities for NGOs while increasing its own watchdog role. While government welcomes the NGO role in social development, it is worried that NGO advocacy on issues of human rights and environmental protection in resource development projects will cause difficulties. These two distinct roles of NGOs demand a mature understanding and relationship. (A Study of NGOs: Regional Overview Report, Asian Development Bank. April 1999)

The survey indicates that two important emerging sources of funds for NGOs are the business sector and local governments. The emergence of these two funding sources augurs well for local-level development efforts. It is likely that the bulk of funds from business groups are provided for corporate responsibility projects to benefit communities that are adjacent to the operations of the corporations. Similarly, LGU funds granted to NGOs are likely to be directed at communities within the jurisdiction of the concerned local government unit.

C.   Technical Assistance for SNGOs:

According to the survey, the most common sources of technical assistance for NGOs are the national government, southern NGOs and the academe *(see Table 8).*

Table 8. Sources of Technical Assistance (TA)

Source of Technical Assistance	% of Total	Adequacy of TA
National Government	44%	47%
Southern NGOs	41%	50%
Academe	38%	57%
Northern NGOs	38%	27%
Local Government	38%	53%
Business	31%	50%
Consulting Firms	26%	60%

The ranking of national government as a primary source of technical assistance for SNGOs is surprising, given the past tensions in the relations between the two. The increasing prominence of government is likely to be a parallel development to its emergence as a major donor of Asian NGOs.

On the negative side, survey results showed that more than half (53%) of the NGOs receiving technical assistance from government rated the assistance as inadequate. It is possible, however, that the source of dissatisfaction may not be the quality of the technical assistance itself but rather the traditional tensions between NGOs and

governments. At any rate, it may be appropriate to investigate this issue further because of the increasing importance of the government as a source of technical assistance for Asian NGOs.

The second most important source of technical assistance for NGOs is their peers in the SNGO community itself. This reflects the increased networking among SNGOs and the willingness of SNGOs to learn from each other. The high level of satisfaction given by SNGOs to learning from their peers (50% of respondents rated the TA as adequate) indicates that this is an acceptable source of capacity building. This finding is consistent with the aspirations of Asian NGOs for a south-directed, south-articulated agenda for capacity building.

The academe (38%) is a logical source of technical assistance for SNGOs, given the traditional good relations between the two groups. It is also important to note that more than half (53%) of the SNGOs receiving technical assistance from the academe rated the assistance as adequate.

Similarly, Northern NGOs are also a logical source of technical assistance because of the traditional funding and solidarity relationships between the two entities. Unfortunately, more than seventy percent (73%) of the SNGOs receiving technical assistance from NNGOs rated the assistance as inadequate. This negative rating should be validated by further studies that should also identify remedial measures.

Only 26% of NGO respondents receive technical assistance from consulting firms, the lowest among all TA sources. However, 60% of those who do receive technical assistance rated the assistance as adequate, the highest level of satisfaction expressed for all TA sources. This high level of satisfaction should lead to the identification of measures to increase collaboration of consulting firms and Asian NGOs.

D.　　Ongoing Capacity-Building Programs:

The survey indicated that community development and leadership constitute the majority of ongoing capacity-building programs being undertaken by the Asian NGO respondents, followed by networking, financial management and policy research *(see Table 9).*

Table 9. Ongoing Capacity-Building Programs

Program	% of Total
Community Development	73%
Leadership	71%
Networking	68%
Financial Management	68%
Policy Research and Advocacy	64%
Information Management	50%
Others	39%

Specific activities in these programs are provided below.

1. Community Development. Examples of Asian NGO work in community
    development include:
    - Health programs in partnership between a diocese and the government
    - Peace and reconciliation campaigns
    - Water supply and sanitation project for low income communities
    - Food and agriculture development for resettled indigenous people
    - Improvement of community living standards in villages
    - Transmigrant community resettlement projects
    - Community-based appropriate waste-water treatment and small-scale industry
      project
    - Community environmental project
    - Small island (Camiguin) sustainable development program
    - Establishment of credit cooperatives for poor women
    - Establishment of Village Development Committees in 200 focal villages,
      training and implementation of community-based self-help projects to   meet
      basic needs
    - Tripartite (Government-NGO-PO) agrarian reform program
    - Governance and Local Democracy program
    - Sustainable Integrated Area Development (SIAD) program
    - Non-formal education and skills training for rural women
    - Training programs for consumer protection and advocacy
    - Participatory research, training and development programs
    - Establishment of farmers' and fisherfolk groups for the promotion of
      sustainable agriculture and sustainable rural development
    - Non-formal education and livelihood program
    - Mobilization of volunteers for community development
    - Regenerative agriculture, forestry, water supply and sanitation
    - Democracy and human rights advocacy
    - Nutrition education, home gardening and disaster preparedness programs
    - Formation of fisherfolk organizations in sea, brackishwater and inland fishing
      areas
    - Community health development
    - Strengthening of community organizations through credit schemes
    - Organization of women for poverty-focused lending
    - Health, education and family planning
    - Agriculture credit
    - Tree planting, vegetable, cultivation, fisheries
    - Non-formal primary education
    - Adolescent program

2. <u>Leadership Development</u>. Ongoing training covers a wide variety of topics and are provided for a highly diverse audience, including:
   - Leadership training for women
   - Leadership training for participation in local government
   - Team building
   - Training of diocesan priests and staff
   - Human resource development program for prisoners
   - Action research for women in development
   - Modularization of community-based technologies
   - Development training program for local development managers
   - Gender consciousness raising
   - Organization of Village Development Committees (VDCs)
   - Bio-diversity conservation and development training Center project
   - Strengthening of consumers' associations
   - Training of provincial, district and division level officials and politicians in participatory development methods
   - Training of development workers of state organizations in participatory methods
   - Training course for board members of farmers and fisherfolk groups
   - Workshops for sharing of experiences between farmer and fisherfolk groups
   - Follow-up support to leaders of Panchayats (local self governance institutions) and NGOs focused on women
   - Capacity-building of Southern NGOs to engage with international institutions
   - Leadership workshops for youth groups and NGO representatives
   - Capacity-building program for widows of fishermen
   - Leadership and management development program for fisheries cooperatives

3. <u>Networking</u>. Asian NGO networking efforts are focused on a wide range of issues and involve many diverse partners. Following are a few examples.
   - Networking to promote sustainable agriculture and environmental issues
   - Building of regional networks
   - Establishing linkages between the Church and Asian and European agencies
   - Participation in the Conference Against Poverty (CAP)
   - Participation in the CIVICUS 3rd World Assembly
   - Participation in the network of ICCO partner-organizations in Vietnam
   - Participation in the network of social development organizations engaged in training in Vietnam
   - Strengthening a National NGO network with more than 100 NGO members
   - Coordination of seminars with government and non-government entities
   - Strengthening the network of organic agriculture NGOs at the national (Indonesia), regional and international levels
   - Collaboration among NGOs for the sharing of information and conduct of training programs and workshops

- Networking to strengthen NGOs and POs in Sustainable Natural Management and Sustainable Agriculture through research, workshops on policy advocacy and media development
- Networking with government (Bangladesh) agencies on gender, environment, child rights, land and human rights
- Networking among NGOs working with fisherfolk
- Building linkages through a newsletter published in three languages
- Training programs and workshops
- Neworking through an Urban Land Reform Task Force to address issues of the urban poor
- Networking through an NGO Coalition to monitor the implementation of the rights of the child in preparation of an NGO supplementary report

4. <u>Financial Management</u>. Financial management activities are equally diverse as shown below.
- Implementation of savings, revolving fund and micro-enterprise schemes, particularly through women's groups
- Financial training and establishment of systems for financial management, including accounting and record keeping for rural micro-finance programs
- Training on the preparation of business feasibility studies (West Java cooperatives)
- Provision of capital services for business development in Bogor and Bekasi urban communities
- Provision of standard investment strategies
- Provision of accounting and auditing services to ensure that cash registers are properly maintained, joint accounts are maintained with connected vouchers and accounts are audited by chartered accountants
- Establishment of cooperatives to manage micro-finance schemes
- Local resource mobilization
- Capacity building of Panchayati Raj Institutions, savings and credit groups and village development communities
- Establishment of Entrepreneurship Development Centers

5. <u>Policy Research and Advocacy</u>. Advocacy activities include research, documentation and actual mobilization. Some examples are given below.
- Participation in advocacy campaigns on the impacts of multilateral financial institutions
- Documentation of sustainable agriculture (SA)
- Advocacy on peace and reconciliation
- Institutional development of communities to establish a buffer zone-forest at the Gunung Palung National Park
- Conduct of a survey on the Impact of irrigation development on Women and their households
- Monitoring of the World Bank-funded Poverty and Village Infrastructure Project in West Java

- Study on the Provision of Land for Housing and Human Settlement Development in the Jakarta Metropolitan Area
- Study on the Impact of the Project on Water Supply and Sanitation for Low Income Communities in East Nusa Tenggara
- Technical Assistance for the Strengthening of Community Self-Help Groups and Their Coordinating Bodies in the Jakarta Region
- Documentation of the Community Empowerment Project in Kalurahan Kamal Muara
- Documentation of the Area Development Project in Ambeno (East Timor)
- Documentation of the East Timor Income Generating Project
- Formulation of community standards for the Living Improvement Project in Langkat Village
- Study on climate change
- Documentation of Exemplary Practices on Environment and Sustainable Development in Asia
- Documentation support and advocacy work for health-related legislation
- Advocacy on support services for women
- Research about cotton, wheat and other crops
- Research on market fluctuations of agricultural produce in rural areas
- Citizen-state relations
- Environmental health and safety
- Policy researches on Indonesian agriculture policy and advocacy for farmer's rights
- Evaluations on the participation of primary stakeholders in bilateral and multilateral programs
- Advocacy work on the WTO
- Conduct of researches on drug prevention
- Drafting of national policies on tobacco, alcohol and other drugs
- Researches on mangrove conservation, aquaculture and fisherfolk rights
- Lobby for the amendment of the 1995 law on migrant workers and overseas Filipinos.

6. <u>Information Management</u>. Information management activities involve both the establishment and maintenance of databases as well as the conduct of forums and workshops. Specific activities are listed below.
   - Acting as a clearing house between international organizations, donors and agencies and grass-root local NGOs, for disseminating information and sharing experiences, ideas and views
   - Organization of workshops, forums, seminars and convention and publication of books, informative literature, periodicals, case studies and monographs
   - Database development
   - Information dissemination, especially with regard to market prices
   - Conduct of Participatory Rural Appraisal (PRA) and Community Information and Planning System (CIPS)
   - Establishment of a Website

- Data base on local self-governance institutions, including NGOs and community-based institutions in the state
- Publication of newsletters at the state and regional (within the state) levels
- Maintenance of n a library and resource center to facilitate the integration drug prevention activities into the programs of different organizations
- Technology dissemination on rural aquaculture

7. Others:
- Capacity-building of local staff to reduce expatriate dependence
- Strategic and operational planning
- Maintenance of Balay Website on housing issues
- Policy Advocacy Training Seminar

E. **Training Courses Offered:**

The majority of NGO respondents are currently conducting training courses on a very broad range of development concerns. The training courses are listed below on a per country basis.

1. Malaysia
- Training for consultancy careers in development services
- Community or group management for development
- Organizational development, management and capacity building

2. India
- Health workers training
- Cooperatives
- Micro-enterprise/micro-finance
- Project monitoring and evaluation
- Participatory planning, monitoring and evaluation
- Organizational development
- Micro-planning
- Leadership development

3. Philippines
- Operational planning (Training of Trainers)
- Development management course
- Planning, monitoring and evaluation
- Social Enterprise and Entrepreneurship Development (SEED)
- Community Empowerment Seminar
- Sustainable agriculture
- Health
- Livelihood programs
- Policy advocacy Training Seminar
- Seminar on Catholic Social Teaching

4. <u>Cambodia</u>
   - Training for NGO workers in community animation
   - Technical training on the use of pedal-powered irrigation pumps
   - Training in poverty lending (methodologies, building staff capacity, installation of financial systems)
   - Self-esteem and self-awareness training for disabled persons
   - Training in library management for primary schools
   - Organization of workshops on environment and natural resources management for university students, NGOs and government staff
   - Health education (HIV/AIDS, primary health care, reproductive health, proper water use and hygiene/sanitation)
   - Management training for NGO staff (general management, human resource management, introduction to basic financial management and proposal development

5. <u>Indonesia</u>
   - Community-based training for development managers and facilitators
   - Community-based micro enterprise training for development facilitators
   - Training on strategic planning for top level managers
   - Training on self-financing strategies for NGO leaders
   - Training on establishing linkages between banks and self-help groups for NGO supervisors
   - Rice barn management training
   - Saving and credit union training
   - Sustainable agriculture technical training, including compost-making, organic/natural pesticide, rice breeding and plant genetic conservation
   - Leadership training
   - Planning and strategic management
   - Financial management

6. <u>Vietnam</u>
   - Introduction to development
   - Participatory Rural Appraisal
   - Proposal writing and project formulation
   - Accounting for social development organizations

7. <u>Pakistan</u>
   - Training for the conduct of household surveys
   - Participatory Research Approaches
   - Safe use of pesticides for growers and farmers health
   - Basic health education for rural women and their children
   - Poultry, goat and heifer dispersal schemes
   - Micro credit and financial management training
   - Training on planning, monitoring and evaluation

8. Sri Lanka
   - Ornamental and herbal plant growing, including orchids, mushrooms and anthurium
   - Dress making
   - Dehydration of vegetables and fruits and preparation of fruit juices
   - Bamboo craft
   - Soil conservation, biodiversity and watershed management
   - Irrigation
   - Community forestry and women's participation
   - Livestock development
   - Home garden development and nutrition
   - Organic farming
   - Gender sensitization in project planning and implementation
   - Urban environmental problems
   - Consumer protection
   - Participatory Rural Appraisal
   - Participatory Monitoring and Evaluation
   - Project development and the use of the logical framework analysis (LFA)
   - Leadership and time management
   - Drug prevention for students
   - Good Governance and Participation, including community leadership and management
   - Micro-business development and sustainable livelihood
   - Health education, water and sanitation, water-borne diseases
   - Empowerment of women in facing the challenges in society

9. Bangladesh
   - Gender and savings and credit programs
   - Organization and development
   - Bio-intensive gardening, fish culture, tailoring etc.
   - Adult literacy
   - Accounting and record keeping
   - Disaster preparedness and management
   - Social awareness raising
   - Leadership training
   - Group formation and management
   - Gender awareness
   - Family law and human rights
   - Health education
   - Management of income-generating activities (IGAs)
   - Nursery development
   - Poultry management

F.   Priorities in Capacity Building:

1.   Capacity-Building Priorities Per Country:

The IFCB questionnaire contained a list of fifteen capacity-building areas. The NGO respondents ranked these according to their individual priorities. Following is their rating on a per country basis *(see Table 10).*

Table 10. Individual Country Rankings of Capacity Building Priorities

	Bangladesh	Cambodia	Malaysia	India	Indonesia	Pakistan	Philippines	Sri Lanka	Vietnam
Local Resource Mobilization	10	3	9	9	12	11	8	14	8
Cross Sectoral Collaboration	15	1	12	14	11	10	10	13	12
Networking	14	2	11	13	13	14	12	10	11
Monitoring & Evaluation	12	11	7	11	15	3	6	3	10
Microfinance	6	15	15	10	9	6	15	15	13
Fund Raising	1	12	8	1	6	12	4	4	7
Policy Research & Advocacy	5	6	13	5	7	2	11	11	14
Staff Development	3	9	10	9	2	7	3	7	2
Organizational Renewal	5	7	4	3	14	13	13	6	3
Leadership Development	11	5	14	6	5	1	7	5	1
Planning & Strategic Mgt.	4	13	1	2	1	8	1	2	4
Program Design & Implement.	7	4	2	4	4	4	2	1	5
Info Access	2	8	3	7	10	9	9	12	15
Gender Awareness	8	14	5	12	3	5	14	8	6
Financial Management	9	10	6	15	8	15	5	9	9

The wide divergence of opinions among NGO respondents on the priorities for capacity building indicates the differing contexts and stages of development of the NGO-respondents. However, there are also some interesting similarities. For Bangladesh and India NGOs, the top priority is fund raising, while for Pakistan and Vietnam, it is leadership training. In the case of Sri Lanka, the top priority is program design and implementation, while for Cambodia, it is cross-sectoral collaboration. For Malaysian, Indonesian and Philippine NGOs, the top priority is planning and strategic management.

2.   Overall Capacity Building Priorities:

The individual rankings were consolidated to determine the respondents' capacity building priorities on an overall basis. The results are shown in the following table *(see Table 11)*.

Table 11. SNGO Capacity-Building Priorities

Ranking	Priority Area
I	Planning and Strategic Management
II	Program Design & Implementation
III	Staff Development
IV	Fund Raising
V	Gender Awareness
VI	Leadership Development
VII	Organizational Development and Renewal
VIII	Information Access and Storage
IX	Monitoring & Evaluation
X	Financial Management
XI	Local Resource Mobilization
XII	Policy Research, Analysis & Advocacy
XIII	Microfinance
XIV	Networking
XV	Cross Sectoral Mobilization

Of the top five capacity-building priorities of Asian NGOs, the first, second, fourth priorities are strategic organizational considerations. This may indicate the ongoing effort of Southern NGOs to define their strategic roles within the context of civil society. The third priority is recognition of the urgent need to build up staff capacity in order to achieve NGO mission and objectives. The fifth priority – gender awareness - is both a reflection of the success of feminist advocates to mainstream gender in development and an indication of the difficulties and challenges that still lie ahead.

The above have some similarity to the top five capacity-building priorities that were identified by the Asian NGO consultations in 1997, namely: (a) which are leadership development, (b) organizational development and renewal, (c) policy research, analysis and advocacy, (d) project/programme design and implementation and (e) strategic planning and management *(listing in alphabetical order)*.

There are also similarities between the above and the priorities for SNGO capacity-building listed by Northern NGOs that were identified by the earlier IFCB survey of Northern NGOs, which included: Organization Development and Renewal (64%), Program Design and Implementation (61%), Leadership Development (58%), Planning and Strategic Management (58%) and Staff Development (48%).

The above indicates that, despite differences in individual rankings, there are many similarities among Northern and Southern NGOs on the appropriate priorities for capacity building. These similarities can serve as the basis for a future consensus among Northern and Southern NGOs on the collective priorities to be pursued .

G.   Expectations in Joining IFCB:

All of the NGO respondents expressed interest in joining the IFCB.

In terms of their expectations, 29% of the respondents expressed the desire to make a contribution to the network while 27% wished to join IFCB for networking purposes. A similar 27% of respondents expressed a desire to learn from other members of the network, while 17% expressed interest in human resource development

The respondents also expressed their readiness to share resources at the national and international levels with other IFCB members. These resources are listed below on a per country basis.

Table 12. Resources to be Shared by SNGO Respondents	
Country	**Resources to Share**
Malaysia	• Training in organizational capacity building and community planning for development
Philippines	• Community organizing and adult education • Gender and cooperative development • Human resource development • Linkages and information • Training programs, resource manuals, professional services
Indonesia	• Sharing of field experiences • Collaboration on common advocacy issues
Cambodia	• Experience in microfinance, credit and savings promotion • Experience in NGO institutional • Development consultancies in community-based development approaches
Vietnam	• Research reports, training methods and lessons learned in models for poverty reduction
Pakistan	• Provision of secretariat support for networking among NGO and community-based organizations • Exchange of information and experiences and financial assistance

Table 12. Resources to be Shared by SNGO Respondents (cont'd)	
Country	Resources to Share
Sri Lanka	• Time and experience • Training facilities and services of specialists • Project design and implementation • Experience in capacity building with local groups • Volunteer mobilization • Training center facilities and resource personnel • Information dissemination • Documentation and translation services
Bangladesh	• Technical expertise • Information dissemination • Case materials • Networking with national NGOs for sharing the experiences and exchanges of newsletters, reports and knowledge gathered from international fora
India	• Human resources expertise

IV.   CONCLUSIONS AND RECOMMENDATIONS

1.   The findings of the survey emphasize the context-specific nature of capacity-building and the reality that each organization functions in a local context, The ability of an organization to function effectively in that context provides clues about its capacity building requirements and challenges.

For example, Bangladesh and India NGOs consider fund-raising to be their number one capacity-building priority while in the case of Sri Lankan NGOs, it is program design and implementation. For Pakistan and Vietnamese NGOs, the top priority is leadership training, while for Cambodia, it is cross-sectoral collaboration.

Interestingly, the top priority of NGOs in the three ASEAN neighbor-countries of Malaysian, Indonesia and Philippines is planning and strategic management.

Despite these differences in priorities, however, Asian NGOs share a common aspiration in capacity building: this aspiration involves their common struggle to renew and redefine their identities and roles in the rapidly changing situations of their respective countries.

2.   Ninety-five percent of NGO-respondents are involved in education, making this sector the single most important program, followed by community organizing (77%) and gender awareness (72%).