

Challenges Defined:

*Matching Capacity with Need*

*Matching Investor Returns  
with Long-Term Success*

# Morgan-Caterpillar Group

# Elements of success

- Defining measures of “success” or outcomes and involving the recipients in that process
- Mismatch in how the funder views success and how the community views success – the idea that a project changes and molds as time goes on
- Recognizing the role of the government in the long-term sustainability of projects
- As academics, we have a role in documenting the truths that occur within a project that other participants (i.e. funders) may not value, so that we can provide that knowledge.

# Heritage Room

# Elements of success

- **Overall: Local institutional capacity and communication**
- **Success predicated on long-term commitment**
  - Need a local entity (e.g., staff, NGO, etc).
- **Transparency of how funds are being used**
  - Need to minimize overhead and assure that overhead is being used to support the project
- **Funder Involvement**
  - Local NGOs need to have a direct relationship with funders
  - Funding timeline specific to problem (5 years, flexible multi-year grant)
- **Local entity needs to have program plan (i.e., business model that includes capacity building)**
  - Vision needs to include funding and transfer of knowledge plans that are flexible
  - Training (by university works well)
  - Retainment
  - Transfer of knowledge
  - Diversification: funding sources, topics, staff skillset

# Sims Room

# Elements of success

- Establish a methodology for capacity building with measurable standards that ensure the quality/expertise of intervening actors' to provide accountability to receivers/community members.
- Establishing an appropriate (meaningful components) and achievable definition of success for donors/funding agencies.
- Institutionalize the process of NGO startup including organizational behavior, management, and setting goals for financial viability (and articulate that goal up front to donors/agencies).
- Goal-driven projects that enable a consistent decision-making process focused on outcomes for communities.
- Plan for/enable randomized controlled trials from the beginning, but only pursue after determining the intervention works.