# Brokering Development Assistance in East Africa: A Policy Analysis

**Prepared for the Global Livingston Institute**

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# Outline

- Areas for Improvement

- Policy Goals and Impact Categories

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- Policy Alternatives
  - Status Quo
  - Interactive Database
  - GLI Collaboration Center
  - Documentation and Evaluation

- Goals and Alternative Matrix

- Recommended Policy: Interactive Database
  - Cost-Benefit Analysis

# Areas for Improvement

*We assume that the GLI will adopt these "best practices" in conjunction with any policy option, including the status quo.*

- *Organizational transparency*
    - Publication of reports and program information
    - Will assist potential participants and donors

- *Program evaluation*
    - Increases program quality, requires transparency
    - Documentation of programs can reveal strengths and weaknesses

- *Diversified funding*
    - High financial exposure, no dependable source of funding
    - Apply for grants, create sustainable funding where possible

# Policy Goals and Impact Categories

| Policy Goal | Impact Category |
| --- | --- |
| Efficient application of resources to meet basic needs of target communities | Same |
| Increased cooperation and coordination among local stakeholders | Sustained communication with target communities |
| | Establish MOUs to formalize working relationships and implement joint projects |
| | Sustained communication within the NGO community and public service providers |
| Feasible implementation of initiatives | Maintenance of adequate funding |
| | Deployment of mission-appropriate administrators and program participants |

# Scoring Rubric

**Scoring**

- *(Relative to status quo*

**1**

- Policy offers **no** imp

**2**

- Policy offers **marginal** improvements

**3**

- Policy offers **functiona**... ent s

**4**

- Policy offers **significan**... ent s

**5**

- Policy offers **excellent**... s

**Weights**

- All *policy goals* ... (33%

- All *impact categories* ... wit hin

# Status Quo

*Continuation of the GLI's existing programs with no new policies*

- Efficient application of resources
    - GLI does not provide services to local communities

- Increased cooperation among local stakeholders
    - Beginnings relationships with target communities
    - GLI seeking partners but no joint projects yet implemented
    - Ties to handful of NGO partners but not wider NGO community

- Feasible implementation of initiatives
    - No secure long-term sources of funding
    - Volunteers staff programs to functional degree

*Overall assessment of status quo:*
*Room for improvement*

# Policy Option: Interactive Database

*An online database to identify the mutual needs and interests of volunteers and partner agencies.*

- Efficient application of resources
    - Possibility of facilitate projects collaboration, but uncertainty of    successful exploitation

- Increased cooperation among local stakeholders
    - Target community may have limited internet access
    - A collaboration platform
    - NGOs can search and find similar projects

- Feasible implementation of initiatives
    - Unclear on generating revenue
    - Different kinds of resources match well

*Overall assessment of interactive database:*
                    ***Functional improvements***

# Policy Option: GLI Collaboration Center

*Expansion of planned GLI retreat center to a networking and innovation space for community members, NGO leaders, students and academics*

- Efficient application of resources
    - Fosters local, well-researched development initiatives



- Increased cooperation among local stakeholders
    - More community voice, but distance is barrier
    - Forum for discussion, future collaborations
    - Creates larger communication network

- Feasible implementation of initiatives
    - Inadequate funding for long-term stays and events
    - Resource deployment depends on outreach efforts

*Overall assessment of GLI Collaboration Center:*
   ***Marginal to functional improvements***

# Policy Option: Documentation and Evaluation

*Employ NGO networks and volunteers to engage in documentation and evaluation of conditions in the target communities.*

- Efficient application of resources
  - Low cost of investment, high degree of expertise required

- Increased cooperation among local stakeholders
  - High level of interaction with communities
  - Evaluation part of effective project implementation
  - Requires ongoing communication with NGO partners

- Feasible implementation of initiatives
  - Funding requires track record of success
  - Success dependent on volunteer expertise

*Overall assessment of documentation and evaluation:*
  *Marginal to functional improvements*

# Goals and Alternatives Matrix

| Goal | Impact Category and Percent Weight | Alternatives Weighted Scores | | | |
|---|---|---|---|---|---|
| | | Status Quo | Collaboration Center | Interactive Database | Documentation and Evaluation |
| Efficient application of resources | Efficient application of resources | 1 | 2-3 | 3-4 | 2-3 |
| Increased cooperation | Sustained communication: target communities | 2 | 3-4 | 2 | 3 |
| | Formalized working relationships | 2-3 | 3-4 | 3 | 2-3 |
| | Sustained communication: non-profits | 1-2 | 5 | 4 | 2-3 |
| Feasibility | Maintenance of adequate funding | 1-2 | 1-2 | 2-3 | 2 |
| | Mission-appropriate human resources | 3 | 2 | 4 | 3-4 |
| Scores | Total = Score*Weight(%) | 1.55-1.93 Room for improvement | 2.37-3.08 Marginal to functional improvements | 2.98-3.48 Functional improvements | 2.26-2.98 Marginal to functional improvements |

# Recommendation:



## *Interactive Database*

- Cost effective
- Maximizes stakeholder interaction
- Potential for income generation

# Costs and Benefits of Database

*Estimated costs and benefits to NGO database participants*

| Cost | Amount |
|---|---|
| Website development (upfront, one-time) | $1,500-2,000 |
| Maintenance costs (per year) | $1,800 |
| Online Advertising (per year) | $365-1,825 |
| Third party transaction fees (per year) | $600 |

| Benefits | Amount |
|---|---|
| Online donations for NGOs (per year)<br><br>• *Study of charitable websites suggests average giving of $77 per day* | $28,000 |
| Additional volunteer labor (per year)<br><br>• *Labor value of $22 per hour*<br>• *Approx. 1,000 volunteers working 44 hours*<br>• *Database increases volunteer participation by 1 percent* | $9,250 |

First year net benefits: **$30,300-32,800**

Annual benefits after first year: **$31,800-34,800**

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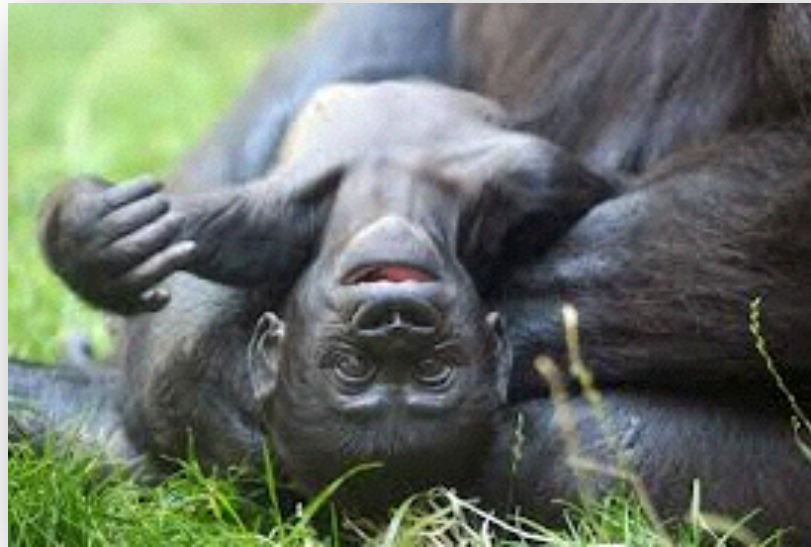*Publications Director, La Follette School of Public Affairs*

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# Thank you