

Organizing for Economic Self-Reliance

Joan Dixon

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Evolution of ESR Practitioners

- Give a man a fish – feed him for a day
- Teach a man to fish – feed him for a lifetime
- Give him a better pole or net – feed his family more efficiently
- Give a woman a loan – feed a family for a lifetime
- Organize a co-op – feed a community
- Build sustainable networks – feed a region
- Teach environmental and contextual awareness for sustainable planning - feed future generations
- Relief
- Education
- Technology
- Access to Resources
- Membership
- Network
- Context/Environment

How to organize an NGO to be an ESR Practitioner

- **Relief** requires a comparatively simple organizational model to manage logistics and tasks for service delivery.
- **Education** requires facilitating people through a learning process over an extended period of time.
- **Technology** can be delivered (short term logistics) or trained (educational process over extended period of time to build knowledge and skills to develop local technological solutions.)
- **Access to Resources** requires education, bridging structures, even organizational change in the resource organizations themselves. (difference between a traditional bank and a village bank)
- **Membership** requires the participation of the clients in the organization.
- **Networking** requires linking organizations into a supportive economic system.
- **Context** requires understanding how to intervene and function effectively to create economically equitable systems.

What are the basic organizational processes involved in promoting ESR?

EDUCATION

- **Education** – helping clients learn new skills, critical thinking, problem analysis, etc
- **Technology** - helping clients acquire knowledge and skills to develop local technological solutions

PARTICIPATION

- **Membership** – training clients to participate in the decisions, planning, activities and evaluation of the organization
- **Access to Resources** identifying barriers to resources and creating strategies for marginalized people to participate in the formal economic system.

SYSTEMS THINKING

- **Networking** - requires linking organizations into a supportive economic system.
- **Context** - requires understanding how to intervene and function effectively to create economically equitable systems.

Generations of Development NGO Strategy

David Korten (1990)

1 st Generation	2 nd Generation	3 rd Generation	4 th Generation
Relief and Welfare	Local Self- Reliance	Sustainable Systems Development	People's Movements (Social Transformation)

ESR Model – Multi-Level Construct

(Paul Godfrey, 2004)

	Household	Community	National
Attitude of personal responsibility	<ul style="list-style-type: none"> Personal Values Definition of Well-being Disposition Flexibility/ Ingenuity 	<ul style="list-style-type: none"> Ethnic and/or religious traditions Community Norms and Values Community Institutions Ethical Management Practices 	<ul style="list-style-type: none"> Meta-institutional choices (capitalism, socialism, etc) Robust Market Institutions Rule of Law Free Press
Tangible Assets	<ul style="list-style-type: none"> Sufficient Surplus Material Standard of Living Savings & Investments Home, land, physical possessions 	<ul style="list-style-type: none"> Physical Infrastructure Geography, climate, resources Focused Industry Clusters Access to Jobs Access to Capital 	<ul style="list-style-type: none"> National Reserves Fiscal, Tax and Monetary Policy and systems Information Technology Infrastructure
Intangible Asset Stocks	<ul style="list-style-type: none"> Formal Education On-the job Training Job specific skills Indigenous Knowledge 	<ul style="list-style-type: none"> Educational Infrastructure Access to Education Research Institutions 	<ul style="list-style-type: none"> Educational Policy Research Policy Development Policy
Risk Mgt Activities	<ul style="list-style-type: none"> Life Style Choices Financial Insurance Social Networks 	<ul style="list-style-type: none"> Geography, climate, environmental stability Health systems and infrastructure Public safety and law enforcement Livable communities Disaster mitigation 	<ul style="list-style-type: none"> Health Policies Government Institutions National Defense

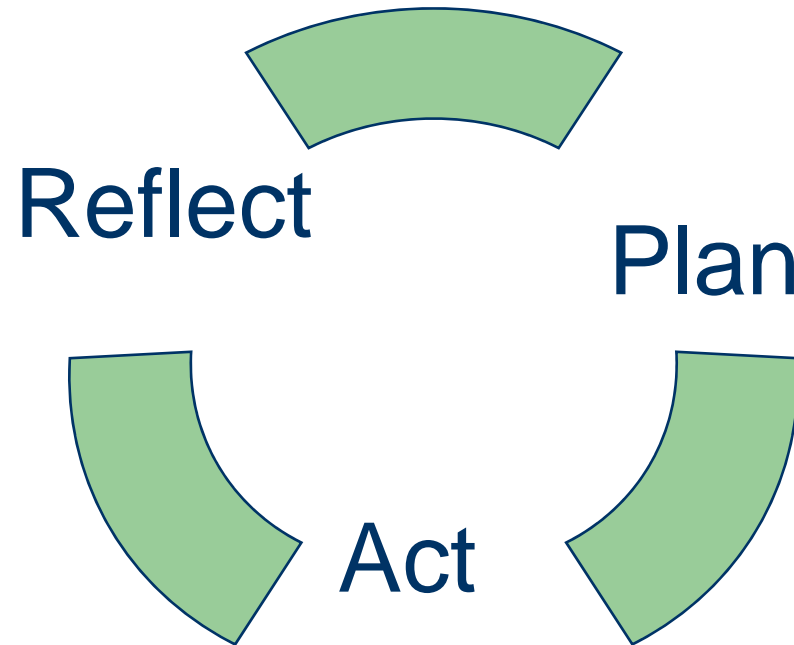
How does an NGO acquire the capability to promote ESR?

Case Example: Centro Hispano

Mission Statement

Centro Hispano helps people make connections with the knowledge, skills, resources and opportunities they need to provide for the well-being of themselves and their families.

Action Research (AKA Trial and Discovery)



Centro Hispano Activities to promote ESR among Hispanic Immigrants in Provo, Utah

	Household	Community	National
Attitude of personal responsibility	2a Help people gain confidence so they can take advantage of opportunities that will help them provide for the well-being of themselves and their families.		
Tangible Assets		5 Network of community resources and employers.	
Intangible Asset Stocks	2b Help people understand the laws and procedures of our society and gain skills to solve problems and take advantage of opportunities.	3 Help organizations improve their ability to serve and/or employ people from diverse populations.	4 Understand and participate in the development of new immigration legislation.
Risk Mgt Activities	1a Help people in any kind of crisis to find the right services and resources to solve their problems.	1b Network of Community Agencies who provide resources.	

Using a Logic Model to assess the impact of Centro Hispano's work:

INPUTS What we invest	OUTPUTS		OUTCOMES		
	Activities What we do	Participation Who we reach	Short-Term	Medium Term	Impact
Law Students	Legal Assessment and referral	People who already have a legal problem	Individual problems are solved		
Community Lawyering	Activities for kids, classes and meetings for adults	Immigrants in a low income neighborhood	Reduced police calls significantly		
Researcher to develop legal literacy materials for immigrants	Developed curriculum and taught classes to raise awareness and prevent legal problems	Hispanics who work for agencies	Participants learned new skills and knowledge		
Research of immigration issues	Oral histories, interviews on local issues, study circle, community education event	High school and college students, adults, service providers, etc.	Raise awareness, improve local attitude and treatment	Influence legislation?	Change in immigration laws and status for illegals?

Logic Models

- Useful Resource –

W.K. Kellogg Foundation
Logic Model Development Guide

www.wkkf.org/pubs/tools/evaluation/Pub3669.pdf