

Capacity Building Programming : A Guiding Framework

Using This Framework

The aim of this framework for capacity building is to provide an **overview** on the whole process of capacity building including; *understanding* the motivations behind the initiative; *analyzing* the influences upon it; *thinking through* the programming choices to be made.

This tool explores the notion of a framework as a **human body**.

The **Head** of the body is the '*agenda*' behind the initiative. It the reasoning behind why any organisation or individual becomes involved. It would tend to be phrased in 'big picture' language, for example: Capacity building for poverty reduction;

The **Arms** are the *concepts, methods and tools* that you will be using. They range from the broad understanding on organisational capacity and capacity building, through various methodological approaches and tools that can be applied according to specific needs and contexts.

The **Legs** refer to the *programme shape* and 'ground' the framework. They involve making choices about:

- Programme nature – is it stand-alone, cross-cutting, 'notional' etc.
- Scope and 'target population'
- Levels of intervention
- Goal and objectives
- Timeframe
- Strategies and activities and choice of appropriate methods and tools
- Monitoring, evaluation and impact assessment
- Roles and relationships
- Resourcing

Finally, the **spinal column** is what holds the whole body together. Here we locate the *values and principles* that guide everything. The values and principles may be located at the level of the organisation, and also at the level of the individuals involved in the design and implementation of the work. The spinal column will also be influenced by the context within which the organisation is operating.

Examples of values and principles include:

- Working with an explicit commitment to structural change in society
- A high value placed on processes which are empowering

- A high value placed on results, reflected in the organisational culture
- Principles of equality
- Human rights principles as a reference point for programming

A final word on the framework: despite all humans having similar skeletal structures, the actual body form may vary enormously from individual to individual. The diversity in human bodies is to be celebrated, with much of the body form being influenced by the **context** in which we are immersed. Likewise with capacity building programming it will be the context in which this takes place, and in which the eventual work will be implemented, that will play a huge role in determining the final body form.

CORE AREA	ENQUIRY	PARTICIPANT ANALYSIS
<p>1. Agenda:</p> <p><i>How clear is your 'head'?</i></p>	<ul style="list-style-type: none"> • Why is your organisation interested in civil society sector/partner capacity building? How does this relate to its vision of the role that CSOs/partners play in change processes? • What is your answer to the 'capacity building for what?' question (your 'agenda')? • How explicit are you about the 'agenda'? 	
<p>2. The Concepts, Methods, Tools:</p> <p><i>How strong are your 'arms'?</i></p>	<p>a. <u>Conceptual Clarity</u></p> <ul style="list-style-type: none"> • Do you have agreed understandings on what you mean by 'capacity' and 'capacity building'? • Do you have a Theory of Change which incorporates your capacity building work? • Are there shared models of civil society; organisations; capacity change and development? • Would a Capacity Building Policy or other document help ? • How engaged are you in the broader debates about Capacity Building and specifically about 'good practice' ? <p>b. <u>Methods, Tools</u></p> <ul style="list-style-type: none"> • Do you draw on a broad range of approaches and methods in designing your work? • Have you a rich menu of capacity building methods and tools to draw upon and adapt? • How do you approach the 'contextualisation' of your work? 	

<p>3. Programming Choices:</p> <p><i>How firm are your 'legs' ?</i></p>	<p>a. <u>Programme Definition</u></p> <ul style="list-style-type: none"> • Are you looking at a 'stand-alone' dedicated capacity building programme, cross-cutting or 'mainstreaming'? • How are you ensuring the 'programmatic' in this work? <p>b. <u>Goal/Objectives:</u></p> <ul style="list-style-type: none"> • Have you undertaken sufficient 'mapping' or diagnostic work in order to define realistic capacity building goal/objectives? • Are you clear on the 'capacity for what?' answers, and the consequent set of specific capacities? • What is your approach to developing the descriptions of these? <p>c. <u>Levels</u></p> <ul style="list-style-type: none"> • What level/s will you work at? Individuals, community, organisation, sub-sector (networks), sector (civil society as a whole)...? • Have you thought about ensuring linkages across the levels and within them? <p>d. <u>Targets</u></p> <ul style="list-style-type: none"> • Which types of organisation are you considering to be participants in your capacity building work? • Do the capacity indicators reflect their characteristics? <p>e. <u>Types of Intervention</u></p> <ul style="list-style-type: none"> • What range of capacity building activities will you be drawing on? • Do you have the appropriate mix for the type of participating CSOs; for the context; for the objectives of the programme? Are they reinforcing each other? <p>f. <u>Role</u></p> <ul style="list-style-type: none"> • What roles does your organisation adopt in the demand and supply of capacity building services? • Are these coherent with the type of relationships you have with the participating organisations (partners)? • Are your staff actively engaged in delivering capacity building activities? What are the implications of this? 	
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4. Coherence and linkages	<p>a. <u>Linkages within your organisation</u></p> <ul style="list-style-type: none"> • What formal or non-formal linkages exist between your capacity building work and your organisation's other programmes? Livelihoods, Peace Building, Emergency Relief...? <p>b. <u>Geographical Coherence and Linkages</u></p> <ul style="list-style-type: none"> • What coherence and linkages are evidenced at global, regional and country levels in respect of capacity building programming? <p>d. <u>Managing context</u></p> <ul style="list-style-type: none"> • What are the policies, procedures or mechanisms for ensuring programme coherence across varied contexts or for negotiating diversity? <p>e. <u>Mainstreamed Gender/HIV-AIDS Issues</u></p> <ul style="list-style-type: none"> • How are these, and any other mainstreamed issues, being addressed in your capacity building work? 	
5. Relationships	<p>a. <u>Partnership</u></p> <ul style="list-style-type: none"> • How does it express itself in the capacity building work? <p>b. <u>Range of Relationships</u></p> <ul style="list-style-type: none"> • What is the diversity and quality of relations in the capacity building work, e.g, allies, specialists, donors, governments...? 	
6. Learning	<p>a. <u>Key Lessons</u></p> <ul style="list-style-type: none"> • What has your organisation learnt from its capacity building work? <p>b. <u>M&E and learning methods</u></p> <ul style="list-style-type: none"> • How robust is your m&e system for assessing this type of work? • What methods do you use to generate learning on this work? 	

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7. Capacities	<p>a. <u>Resourcing Levels</u></p> <ul style="list-style-type: none"> • To what extent does your organisation invest in its capacity building work (money, people, space)? <p>b. <u>Ways of Working:</u></p> <ul style="list-style-type: none"> • What ways of working has your organisation introduced for this work? Greater field presence? More specialists in the field? <p>c. <u>Knowledge Development</u></p> <ul style="list-style-type: none"> • What investment has your organisation made in building up its knowledge of capacity building? <p><u>Individual Competencies</u></p> <ul style="list-style-type: none"> • How are you ensuring that the people who engage directly in this work have appropriate competencies (skills, attitudes, behaviour, judgement, knowledge)? 	
8. Values & Principles	<ul style="list-style-type: none"> • How consistent is your capacity building programme with your overall organisational values? • Are those values informing your choices as you define and implement your capacity building programme.? • Are you making your values and principles explicit? • How are you reflecting on and addresses any issues of power imbalance that emerge within the capacity building work? 	