

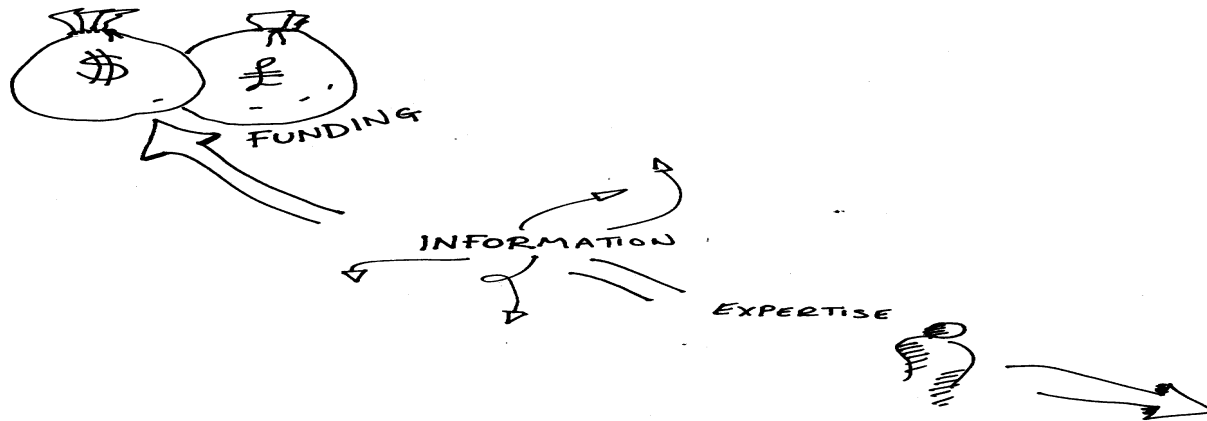
# **CAPACITY BUILDING**

Presented at the Global Connections  
Relief and Development Forum, February 2003

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(Bill Crooks currently works with GAMOS Consultancy)

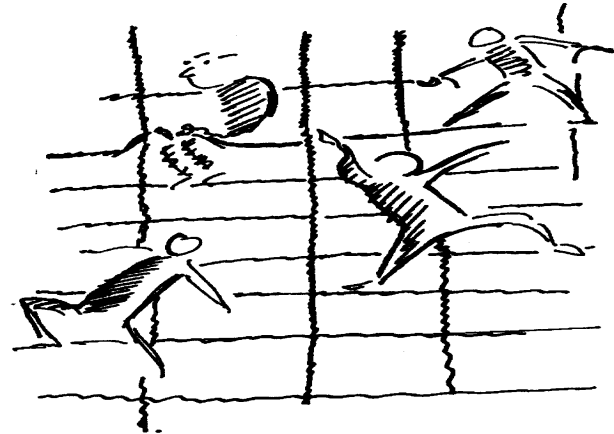
# Spectrum of capacity building



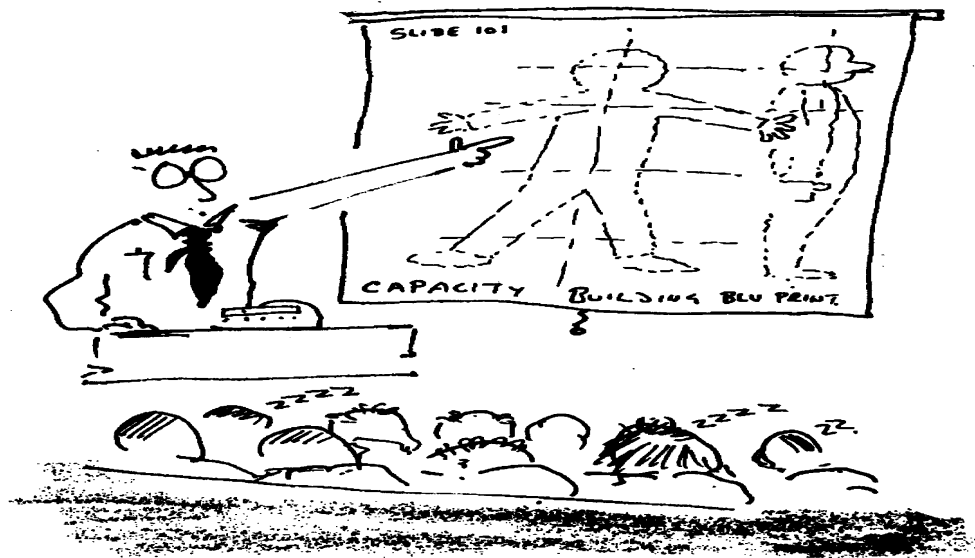
## *Dependency and inter-dependency*



"dependency"

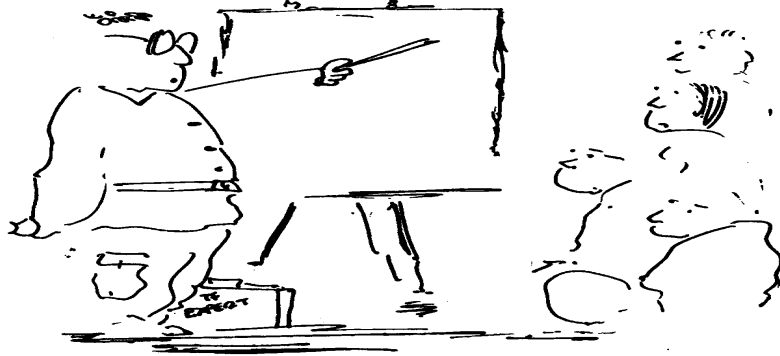


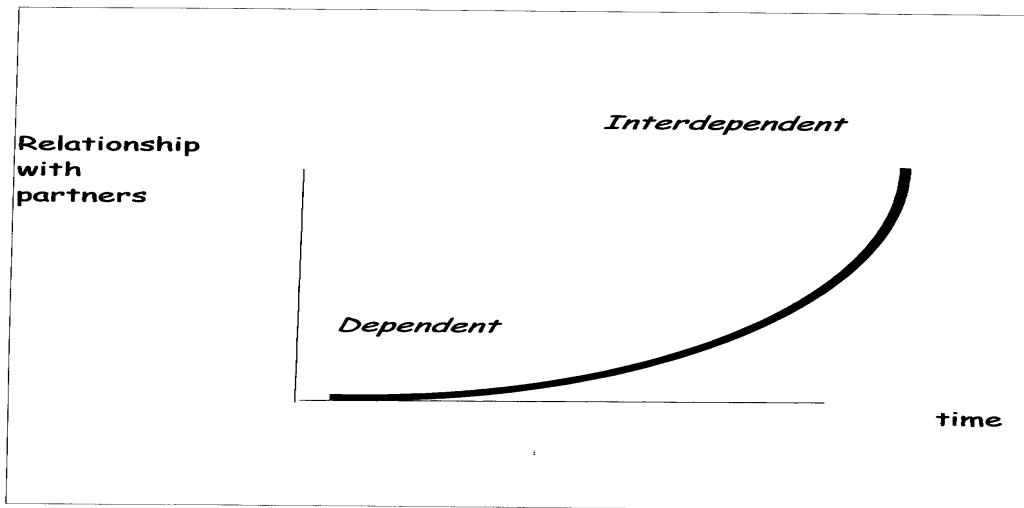
"interdependency"



**"And here is our very own blueprint  
for capacity building partners"**

"Just because you have done it your way  
for generations doesn't mean you know how  
to do it...."





## Definitions

### Dependent

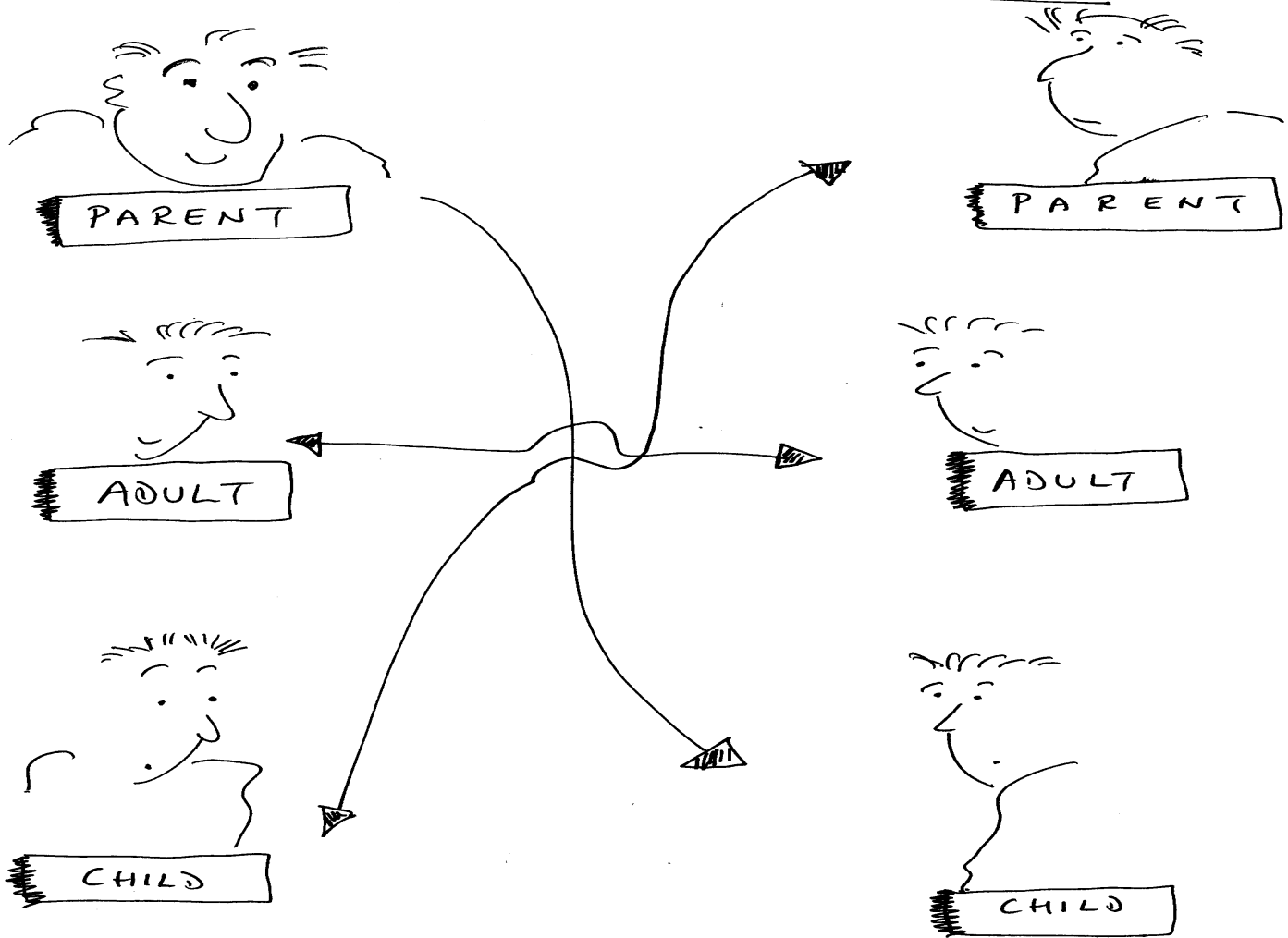
Where the partner may be totally dependent on a relationship with, and financial support from, an agency. In some circumstances the partner may look to agencies as the sole provider of advice and training.

### Interdependent

This should be the aim of all partnerships. In this ideal scenario the partner has linkages with a number of other donors and can access a range of local resources and manage them it self. This may include setting up evaluations, and contacting consultants and trainers. The partner may also be a resource and support to other partners. The partner also has the confidence and the capacity to inform and influence donor policy and practice at an operational and strategic level. This sphere of influence on donors can be loosely termed "capacity to run a reverse agenda".

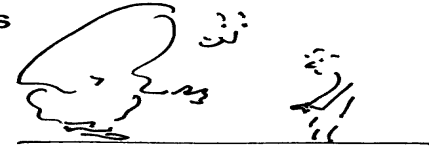
# TRANSACTIONAL ANALYSIS

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## **Barriers to adult to adult partnerships**

Lack of awareness of the power dynamics



Inability to confront key issues in the relationship

What each side expecting of the partnership?

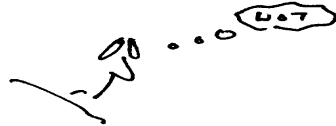
What are the grey areas? – assumptions and what is not being said?

How long will the partnership run for?

What will be the process for closing the partnership?



Regular opportunities to review the partnership relationship



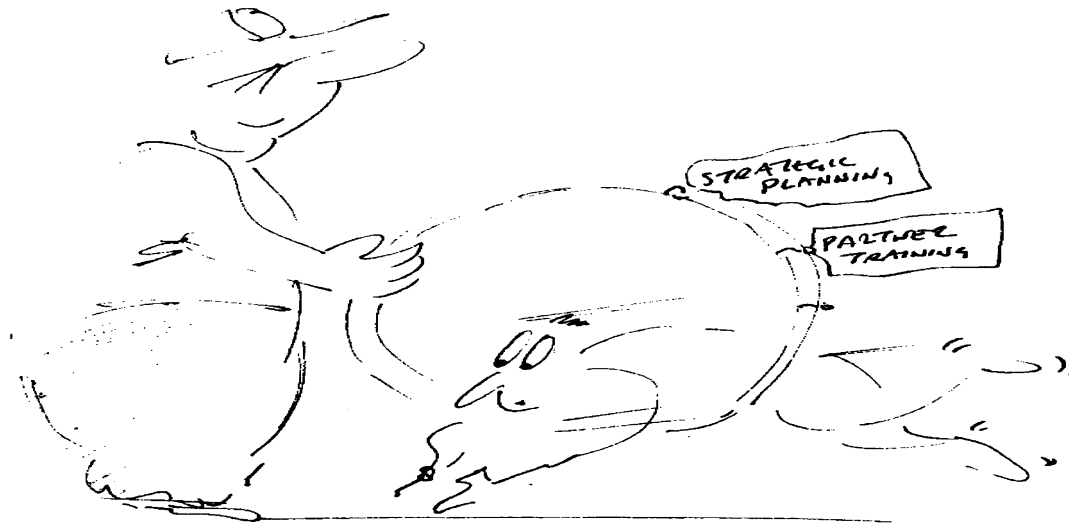
Updating new staff on both sides to the basis and purpose of the partnership

Frequency of contact



"POWER OVER RESOURCES  
AND EXPERTISE"





## **Politics of capacity building**

*Power over resources... Control over resources affords donors and missions immense power*

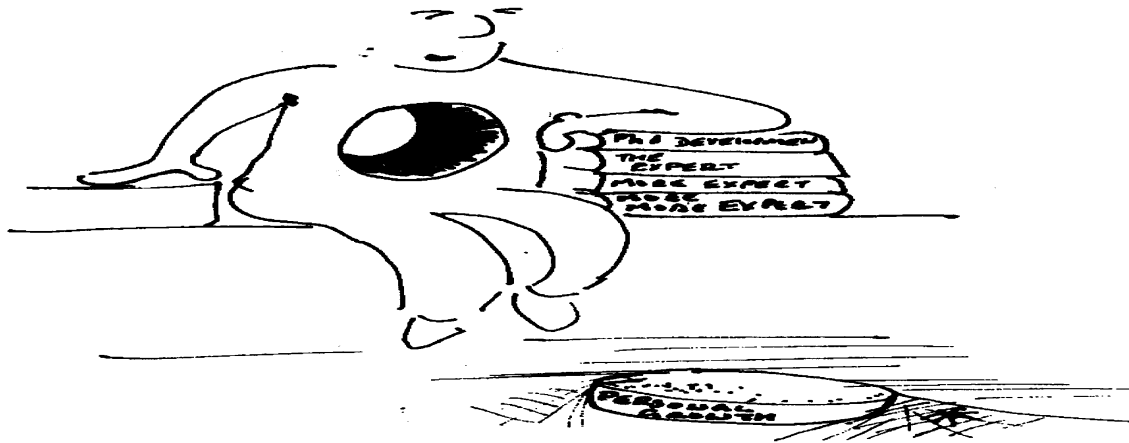
*Expert power...who defines the need and designs the programme?*

*Sub conscious power...the ways of "doing capacity building to" still reinforce an old paradigm.*

SAFE WITHIN ONE'S OWN  
POWER - CULTURE OF POWER...



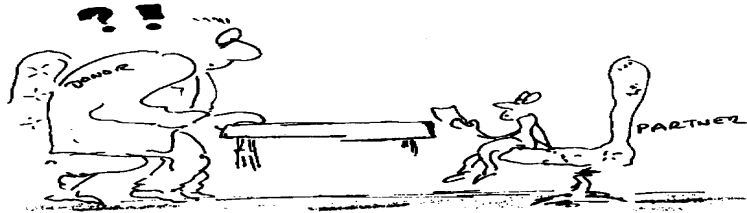
*"If the development practitioner's own human development and processes of learning are removed from the picture, there is thus little or no reciprocity in the relationship between the developer and "developee".*  
CDRA



"Now the other thing you need to know about this new development paradigm is that..."

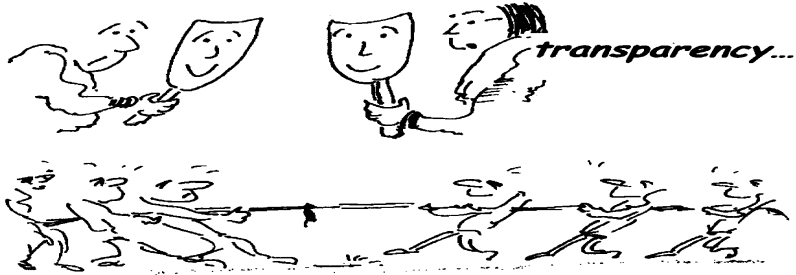
**Key principles of partnership...**

*equity...*

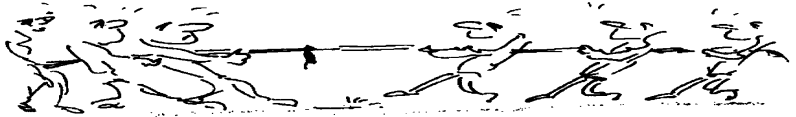


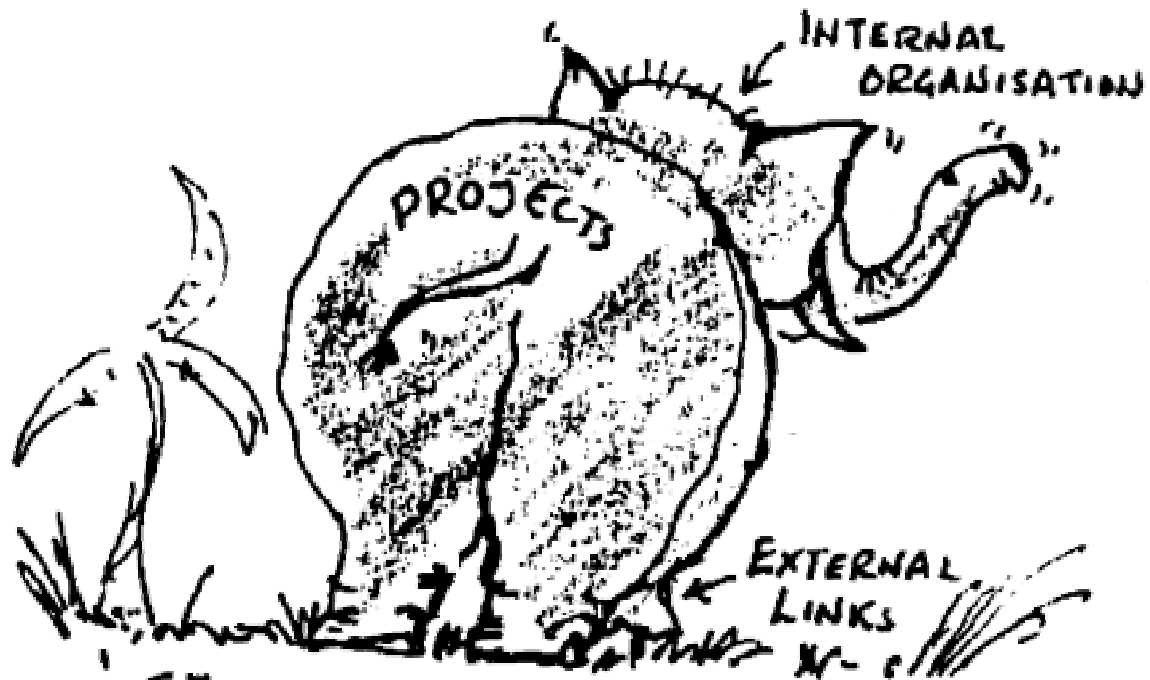
*NOT EQUITY  
BUT SHARE  
OF PROFITS*

*transparency...*

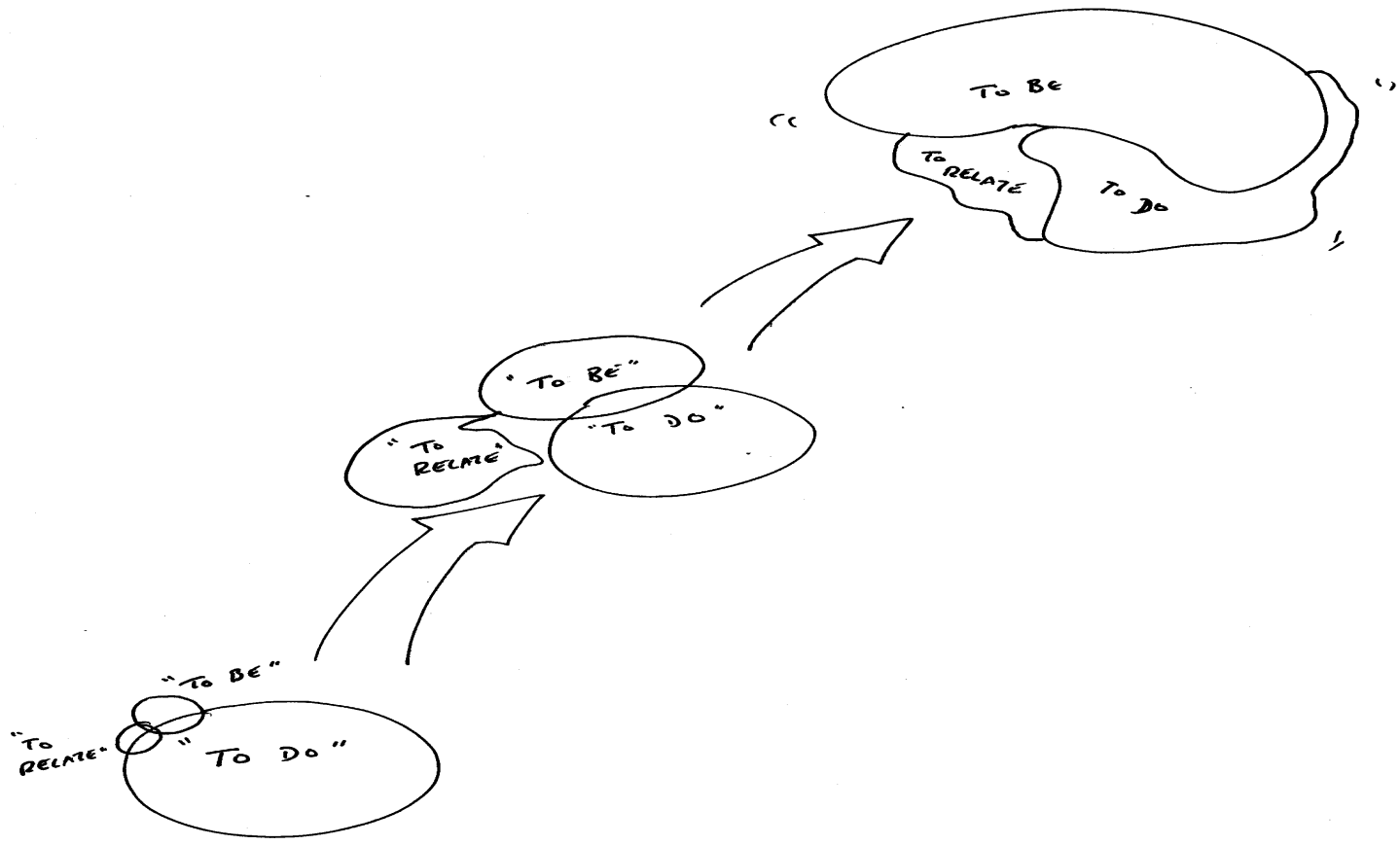


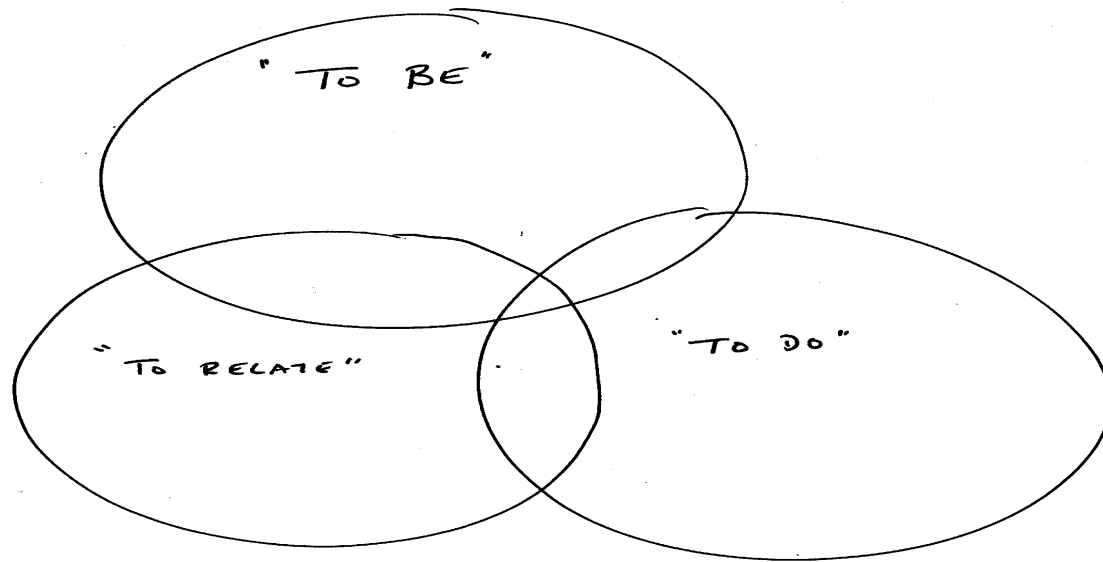
*mutual benefit...*

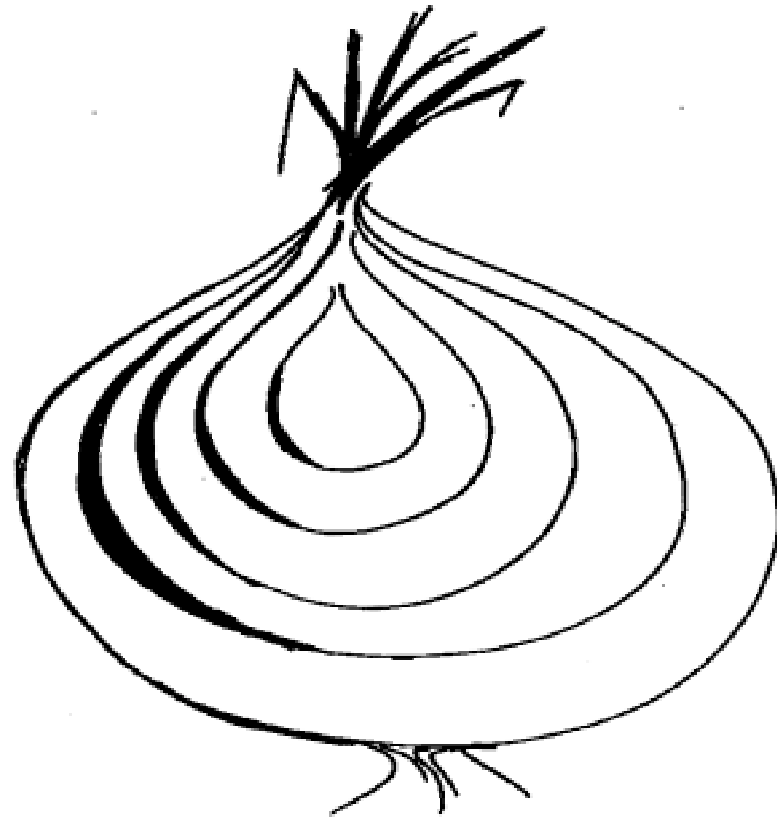


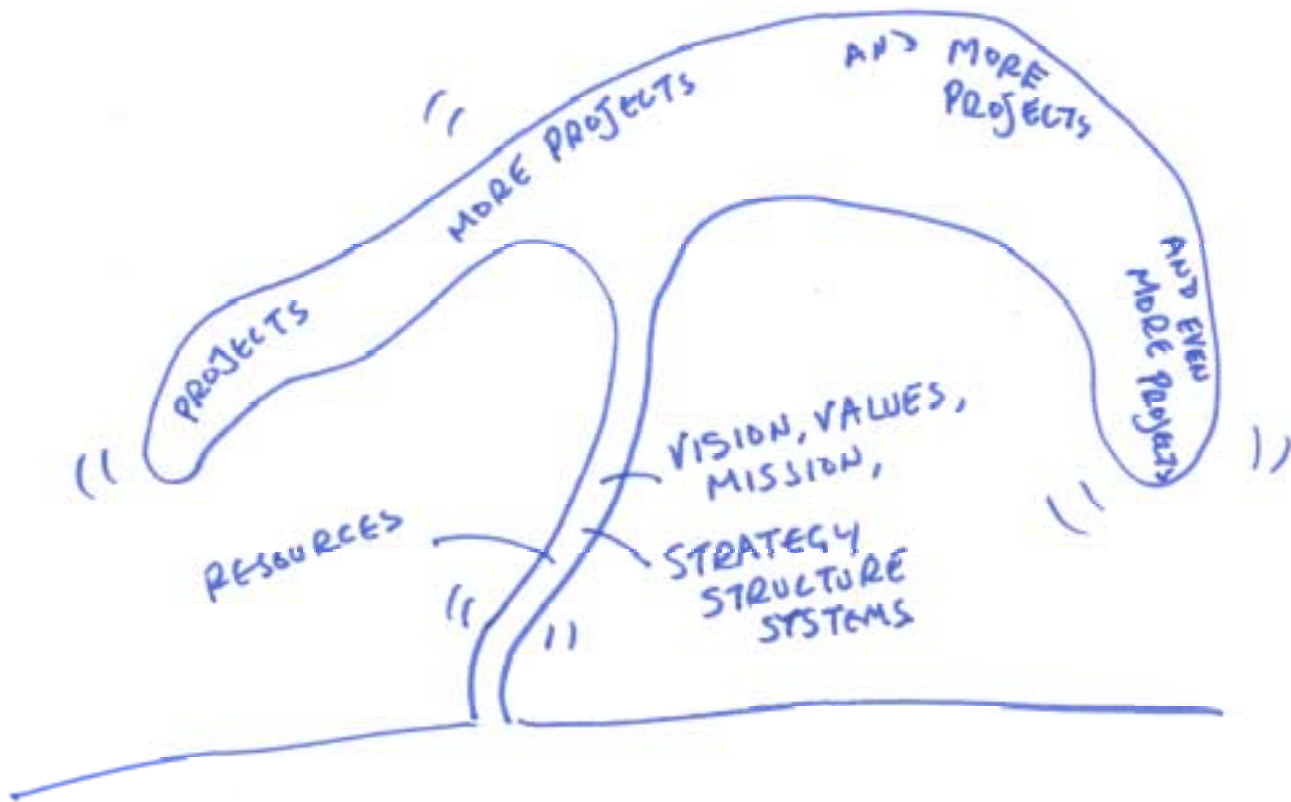


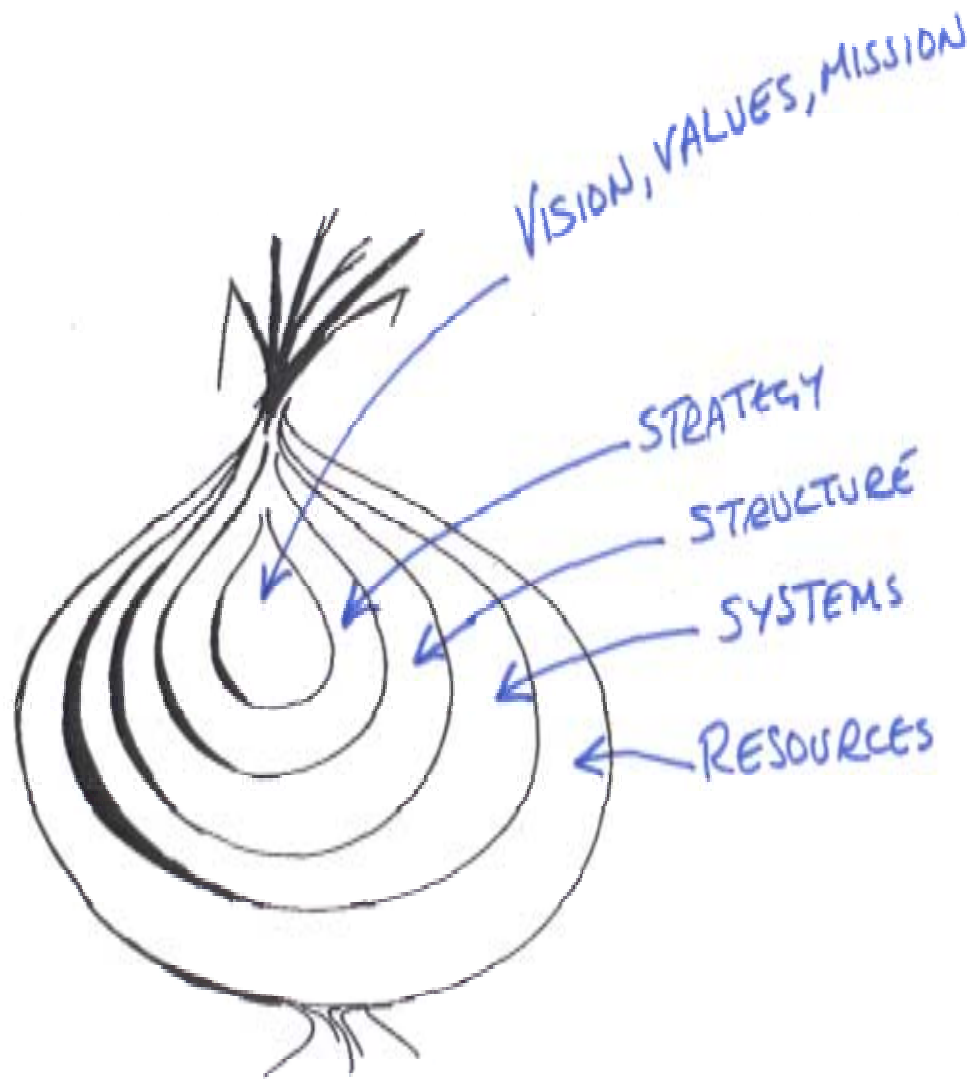
"THE CAPACITY BUILDING MODEL"













BIRTH.

CHILDHOOD



TEENAGER



MATURITY



LIVING-DEATH.



## **Dilemmas**

***Traditional models of capacity building and support divide churches in mandate and calling***

***Lack of holistic theology – reinforces the division and dependencies***

***Working with the culture of churches – facilitation vs service provision***

***Working the external linkages – evangelicals are often isolation***

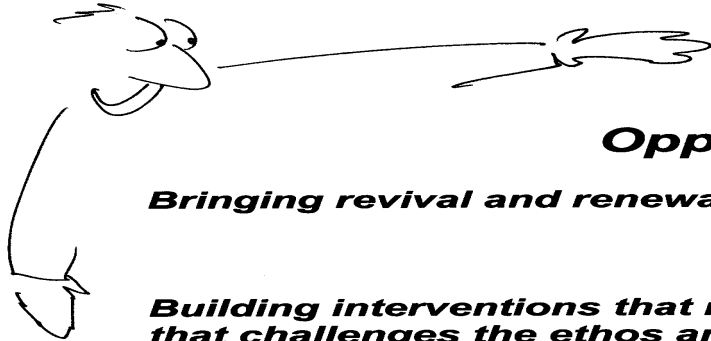
***Capacity building and organisational development does n`t sell***

***Internal culture reflect the symptoms of the external civil conflict***

***Succession and founders syndrome***

***Organisations as symbols of expressed grief***

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## **Opportunities**

***Bringing revival and renewal to organisations***

***Building interventions that reflect a unique southern approach that challenges the ethos and assumption of those in the north.***

***Building a reverse agenda for capacity building – see the model of the Swedish mission board***

***Explore alternative approach that uses the strength of the church at the grassroots***

***Build on churches potential to be advocate on behalf of others***

***Strengthen the role and capacity of the laity***

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**VISION**

"THE GAP"



WE ARE THIS ...

BUT

WE DO THIS ...  
WHY?

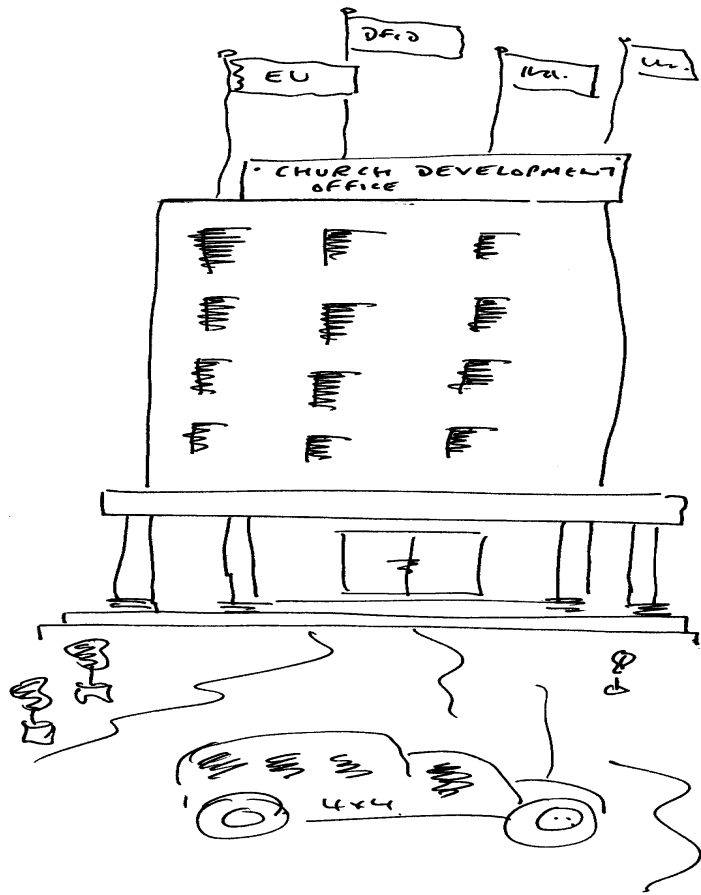
**PRACTICE**





WHAT MY CAPACITY?  
BUT I AM THE SUPPORTING AGENCY?





'THE CHURCH  
DEVELOPMENT  
DEPARTMENT'



'THE CHURCH'

**Global Connections  
Relief & Development Forum**

*~ From Dependency to Inter-dependency ~*

**Discussion questions**

1. Is it possible for a mission and the church it has founded to have an adult to adult partnership?  
If so what are the defining principles?
  2. What insights do you gain from applying the three models to your own organisation?
  3. Organisational development thinking and approach has come from the business sector and has been applied into the NGO sector...do you think it is still relevant to the culture and context of church?
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