

Capacity Development in Practice

Edited by
Jan Ubels, Naa-Aku Acquaye-Baddoo
and Alan Fowler

B 371662



publishing for a sustainable future

London · Washington, DC

Contents

<i>List of Figures, Tables and Boxes</i>	<i>ix</i>
<i>List of Contributors</i>	<i>xi</i>
<i>Acknowledgements</i>	<i>xvii</i>
<i>Preface</i>	<i>xix</i>
<i>List of Acronyms and Abbreviations</i>	<i>xxi</i>

<i>A Resource Volume on Capacity Development</i>	<i>1</i>
--	----------

Part I Perspectives on Capacity

<i>Introduction to Part I</i>	<i>9</i>
1 Multiple Dimensions	
The Multi-faceted Nature of Capacity: Two Leading Models	11
<i>Alan Fowler and Jan Ubels</i>	
2 Multiple Actors	
Capacity Lives Between Multiple Stakeholders	25
<i>Jim Woodhill</i>	
3 Multiple Levels	
Capacities at Multiple Levels and the Need for Connection:	
A Bhutan Example	42
<i>Hendrik Visser</i>	

Part II Establishing your Practice

	<i>Introduction to Part II</i>	55
4	Advisers' Roles Choosing a Consulting Role: Principles and Dynamics of Matching Role to Situation <i>Douglas Champion, David Kiel and Jean McLendon</i>	57
5	Thematic and Change Expertise The Balanced Practitioner <i>Naa-Aku Acquaye-Baddoo</i>	65
6	Ownership, Authority and Conflict Who is the Boss? Behavioural Guidance for the Practitioner in Complex Capacity-Development Settings <i>Joe McMahon</i>	80
7	Whose Values Count? Voice, Values and Exclusion in Capacity-Development Processes: Experiences from India <i>Rajesh Tandon</i>	93
8	Organization Development as a Source Riding the Pendulum between 'Clocks' and 'Clouds': The History of OD and Its Relation to CD <i>Ingrid Richter</i>	101
9	'Reading' Situations Looking to See the Whole <i>Catherine Collingwood</i>	116
10	Dialogue The Place of Dialogue in Capacity Development <i>Marianne Bojer</i>	130

Part III Working with Connections

	<i>Introduction to Part III</i>	141
11	Institutions, Power and Politics Looking for Change Beyond the Boundaries, the Formal and the Functional <i>Niels Boesen</i>	145
12	Public Accountability Capacity is Political, Not Technical: The Case of HakiElimu in Promoting Accountability in Education in Tanzania <i>Rakesh Rajani</i>	157

13 The Micro–Macro Gap	
Bridging the Micro–Macro Gap: Gaining Capacity by Connecting Levels of Development Action	167
<i>Jan Ubels, Rinus van Klinken and Hendrik Visser</i>	
14 Working with Value Chains	
Using Multi-Stakeholder Processes for Capacity Development in an Agricultural Value Chain in Uganda	180
<i>Duncan Mwesige</i>	
15 Engaging with Community-based Organizations	
Lessons from Below: Capacity Development and Communities	194
<i>Schirin Yachkaschi</i>	
16 Leadership Development	
Leadership, the Hidden Factor in Capacity Development: A West African Experience	208
<i>Brigitte Dia and Jan Willem Eggink</i>	
17 Knowledge Networking	
Learning Together: Knowledge Networks in Capacity Development Initiatives	225
<i>Geoff Parcell</i>	

Part IV Improving on Results

<i>Introduction to Part IV</i>	237
18 Measuring Capacity Development	
Combining the ‘Best of Two Worlds’ in Monitoring and Evaluation of Capacity Development	239
<i>David Watson</i>	
19 Time Matters	
Effective Capacity Development: The Importance of Connecting Time Frames	250
<i>Heinz Greijn and Alan Fowler</i>	
20 Self-Reflection	
Monitoring and Evaluation for Personal Learning	264
<i>Bruce Britton</i>	
21 Accountability and Learning	
Exploding the Myth of Incompatibility between Accountability and Learning	277
<i>Irene Guijt</i>	

Part V Looking Ahead

	<i>Introduction to Part V</i>	293
22	Taking Stock	
	Learning about the Field of Capacity Development: Characteristics, Practitioner Challenges and Future Perspectives	295
	<i>Jan Ubels, Alan Fowler and Naa-Aku Acquaye Baddoo</i>	
23	A Capacity Development Market?	
	Stimulating the Provision of Local Capacity Development Support	307
	<i>Jan Ubels</i>	
24	Becoming Professional	
	A Professional Field in Formation?	323
	<i>Naa-Aku Acquaye Baddoo, Jan Ubels and Alan Fowler</i>	
	<i>Index</i>	329