

# Capacity Building for Faith-Based and Community-Based Organizations

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**USAID Partnership Conference  
November 7, 2008**

**Barney Singer**



# Agenda

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- Introduction
- Overview of Capacity Building
  - What is it?
  - Why does it matter?
  - Where do I start?
  - What resources are available to help?
- Panelists
- Questions/Answers



# Introduction

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- AED: Non-profit organization founded in 1961
- Mission:
  - To improve peoples' lives and solve critical social problems by offering the best thinking, technologies, and multidisciplinary approaches to human development
- Scope:
  - Health, Education, Youth Development, Environment, and Civil Society and Governance
  - Programs in US and 250 countries



# Two Important Points

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- USAID/USG is our number 1 donor (funder)
- Capacity building is a critical component of every program we implement



# Overview of Capacity Building:

## 1. What is it?

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“assistance which is provided to entities, usually developing country societies, which have a need to develop a certain skill or competence, or for general upgrading of performance ability”

Wikipedia

"process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations ... need to survive, adapt, and thrive in the fast-changing world”

Ann Philbin, Capacity Building in Social Justice Organizations  
Ford Foundation, 1996

"actions that improve nonprofit effectiveness"

*Investing in Capacity Building* by Barbara Blumenthal



Academy for Educational Development

# Capacity

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- What kinds of capacity does my organization need to be effective?

Organizational

Technical



# Capacity

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- Organizational
  - Financial Systems
  - Management Systems
  - Human Resources
  - Monitoring and Evaluation
  - Governance
  - Compliance
  - External Relations

# Capacity

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- Each can be sub-divided into its many aspects

**Example: Organizational >>>>**

## **Financial Systems**

- Accounting
- Budgeting
- Financial Controls
- Inventory Controls
- Financial Reporting





# Capacity

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- Technical
  - The activities/programs/interventions your organization undertakes to make a difference



# Overview of Capacity Building:

## 1. What is it?

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Range of capacity building approaches, including:

- Facilitated Organizational Development
- Training
- Peer-to-Peer Learning
- Coaching and Mentoring
- Resources



# Overview of Capacity Building:

## 2. Why does it matter?

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- Ability to fulfill your organization's mission and serve your beneficiaries
- Great programs need great organizations behind them to produce sustainable results
- By building your capacity you will position your organization to demonstrate its potential as an effective partner



# Overview of Capacity Building:

## 3. Where do I start?

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- **You need to know where you are in order to be clear about where you want to go**
  - Assess: Take an honest look at your organizational and technical capacities
    - Tools and Resources
  - Prioritize: What do you need to do next in order to be a USG partner or sub-partner?
  - Prepare and be patient: Building capacity takes time, resources, discipline and dedication



# Overview of Capacity Building:

## 4. What resources are available to help?

- USAID's Capable Partners Program (CAP) – NGOConnect.NET

The screenshot shows the homepage of NGOConnect.NET. At the top left is the logo with the tagline "Sharing Resources and Knowledge Among the Global NGO Community". A navigation bar includes links for Home, Resources, Communities, About Us, and Help. A search bar is located in the top right. On the left sidebar, there are sections for "SPACES" (Home, Resources, Communities, About Us, Frequently Asked Questions, Grant Opportunities) and "LOG IN" (Login, Password, Sign In, Request Membership). The main content area features a "Welcome" message, a paragraph about the site's purpose, and a featured article titled "CAP Study Sheds Light on the Development of Networks in Conflict Situations". The article includes a sub-header "Capable Partners Program CAP", a "Lessons Learned" box, and a world map. The footer of the article lists countries: Nepal | Nicaragua | Sudan | Vietnam.

**Welcome** to NGOConnect.NET, a dynamic and interactive site dedicated to connecting and strengthening non-governmental organizations (NGOs), networks, and support organizations worldwide.

Here you'll find many of the best tools, theoretical frameworks, innovations and lessons learned that the NGO community, donors and support organizations worldwide have to offer. In the coming months, the site will add new features to meet the changing needs of the members of its international online community.

### CAP Study Sheds Light on the Development of Networks in Conflict Situations

Capable Partners Program CAP

**Lessons Learned:**  
The Evolution of NGO Networks in Conflict-Affected Environments

Conflict affects the development of networks of non-government organizations (NGOs) and community-based organizations (CBOs) in varied ways depending on the stage of conflict being experienced by the societies in which these networks exist, whether it be all out war, political or social unrest that leads to war, or post-conflict situations. This is the conclusion of *Lessons Learned: The Evolution of NGO Networks in Conflict-Affected Environments*, a recently published study funded by the Capable Partners Program (CAP). The study followed the evolution of four networks in Nicaragua, Sudan, Nepal, and Vietnam, four countries experiencing post-conflict environments.

The manner in which the networks in these countries have developed show that conflict can affect the networks' leadership; their ability to acquire new capacities and develop organizational skills; their relationship with CBOs, their monitoring and evaluation systems; their ability to grow and thrive in situations where funding streams have either grown or diminished; and their internal and external communications.

Based on these overarching conclusions, the study provides recommendations for international organizations and donors that support civil society networks operating at various stages of conflict on how best to promote their development. To learn more about supporting civil society networks, visit our Networks section.

**New on NGOConnect.NET**

*"Youth as a Catalyst for Peace: Helping Youth Develop Vision, Skills and Behaviors to Promote Peace."*

This AED publication focuses on proven methods for engaging youth in conflict-affected countries in a variety of effective programs that foster their development as well as their peacebuilding skills.

# Overview of Capacity Building:

## 4. What resources are available to help?

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- USAID's Capable Partners Program (CAP)
  - *NGO Tips: Working Effectively with NGOs*
    - Series of short technical papers focusing on organizational development topics and best practices
    - Launching January 2009



# Overview of Capacity Building:

## 4. What resources are available to help?

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- Think outside the box
  - USAID's New Partners Initiative TA program under PEPFAR
    - NPI-Connect.Net (Launching January 2009)
    - NPI-Connect eNewsletters



## WELCOME

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ZIMBABWE - HIV positive patient in hospital with her son.



Photo info here.

## Feature/Grantee Success Story

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Browse by Focus Area:

## Best Practices

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## New Resources

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## Upcoming Deadlines

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## DID YOU KNOW?

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# Panelists

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- **Ann Beltran**  
**National Council of Nonprofit Associations**
- **Thomas Campbell**  
**Compassion Capital Fund**
- **Susan Meier**  
**BoardSource**
- **Claudia Horn**  
**Performance Results**
- **Aneta Wierzynska**  
**Transparency International**

