

« Capacity Development in Practice »

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

2010, Earthscan publishing for a sustainable future. London-
Washington, DC, pp. 338

Technical data of the book

Can be uploaded here:

<http://www.snvworld.org/en/publications/capacity-development-in-practice-complete-publication>

Summary

from <http://www.bol.com/nl/p/capacity-development-in-practice/1001004009163720/>

The international development community invests billions of dollars to improve organisational capacity. But real-life practice is poorly understood and undervalued as a distinct professional domain. Written by practitioners, this innovative publication is designed to make capacity development more professional and increasingly effective in achieving development goals. Practical illustrations draw on experiences from the civic, government and private sectors. A central theme is to understand capacity as more than something internal to organisations. This book shows how capacity also stems from connections between different types of actor and the levels in society

AMAZON Reviews

- "To improve results, business would often take an 'organisational development' perspective. But this approach is less well established for development challenges usually involving multiple actors. This volume will go a long way to closing this gap by helping development professionals craft practical strategies for long-term improvement." *Peter Senge, Director of the Center for Organizational Learning at the MIT Sloan School of Management, author of The Fifth Discipline*
- "Here is a wealth of practical experience, amplified by a style and format that makes everything clear and accessible. It is a carefully crafted piece of work that will be recognized as a benchmark resource for this critical area of development challenges." *Kumi Naidoo, Executive Director of Greenpeace International, former CEO of Civicus*
- "Through reflection on individual stories this book illustrates what works, why and how. It is a source of inspiration for those who want to increase the return on the billions invested yearly in this area." *Koos Richelle, Director General EuropeAid Cooperation Office, European Commission*
- "In linking the local and international, this book is an essential resource for every capacity development practitioner." *Chiku Malunga, Malawian capacity development practitioner, author on African organisational development*
- "Provides essential approaches for empowering local actors to create their own solutions, while dealing with their wider relationships. A vital contribution to achieving effectiveness and scale in a time when the paradigm of top-down policy solutions has simply not

delivered." *Herman Wijffels, co-chair of World Connectors, former Netherlands representative at the World Bank*

- "Capacity development is one of the defining ideas within contemporary international development and stems from the conviction and experience that addressing social, economic and environmental issues calls for greater capabilities in society, in individual human capital, in communities, groups, organisations, sectors and institutions...The practitioners through their own experience and understanding of capacity present a profile of methods, concepts, competencies and common challenges." *Organiser Weekly*
- "The diversity of experience offered in this volume is one of its major strengths and as such the book is a very useful source of inspiration for CD practitioners looking for cases paralleling their current efforts." *Lars Udsholt, Capacity in Development*

Structure of the book

Part I Perspectives on Capacity

1. Multiple Dimensions. The Multi-faceted Nature of Capacity: Two Leading Models, Alan Fowler and Jan Ubels
2. Multiple Actors. Capacity Lives Between Multiple Stakeholders, Jim Woodhill
3. Multiple Levels. Capacities at Multiple Levels and the Need for Connection: A Bhutan Example, Hendrik Visser

Part II Establishing your Practice

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

Part III Working with Connections

11. Institutions, Power and Politics. Looking for Change Beyond the Boundaries, the Formal and the Functional, Niels Boesen
12. Public Accountability. Capacity is Political, Not Technical: The Case of HakiElimu in Promoting Accountability in Education in Tanzania, Rakesh Rajani
13. The Micro–Macro Gap. Bridging the Micro–Macro Gap: Gaining Capacity by Connecting Levels of Development Action', Jan Ubels, Rinus van Klinken and Hendrik Visser
14. Working with Value Chains. Using Multi-Stakeholder Processes for Capacity Development in an Agricultural Value Chain in Uganda. Duncan Mwesige
15. Engaging with Community-based Organizations. Lessons from Below: Capacity Development and Communities, Schirin Yachkaschi
16. Leadership Development. Leadership, the Hidden Factor in Capacity Development: A West African Experience, Brigitte Dia and Jan Willem Eggink
17. Knowledge Networking. Learning Together: Knowledge Networks in Capacity Development Initiatives, Geoff Parcell

Part IV Improving on Results

18. Measuring Capacity Development. Combining the 'Best of Two Worlds' in Monitoring and Evaluation of Capacity Development, David Watson

19. Time Matters. Effective Capacity Development: The Importance of Connecting Time Frames
Heinz Greijn and Alan Fowler

20. Self-Reflection. Monitoring and Evaluation for Personal Learning, Bruce Britton

21. Accountability and Learning. Exploding the Myth of Incompatibility between Accountability and Learning, Irene Guijt

Part V Looking Ahead

22. Taking Stock. Learning about the Field of Capacity Development: Characteristics, Practitioner Challenges and Future Perspectives, Jan Ubels, Alan Fowler and Naa-Aku Acquaye Baddoo

23. A Capacity Development Market? Stimulating the Provision of Local Capacity Development Support, Jan Ubels

24. Becoming Professional. A Professional Field in Formation? Naa-Aku Acquaye Baddoo, Jan Ubels and Alan Fowler

