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**Report**

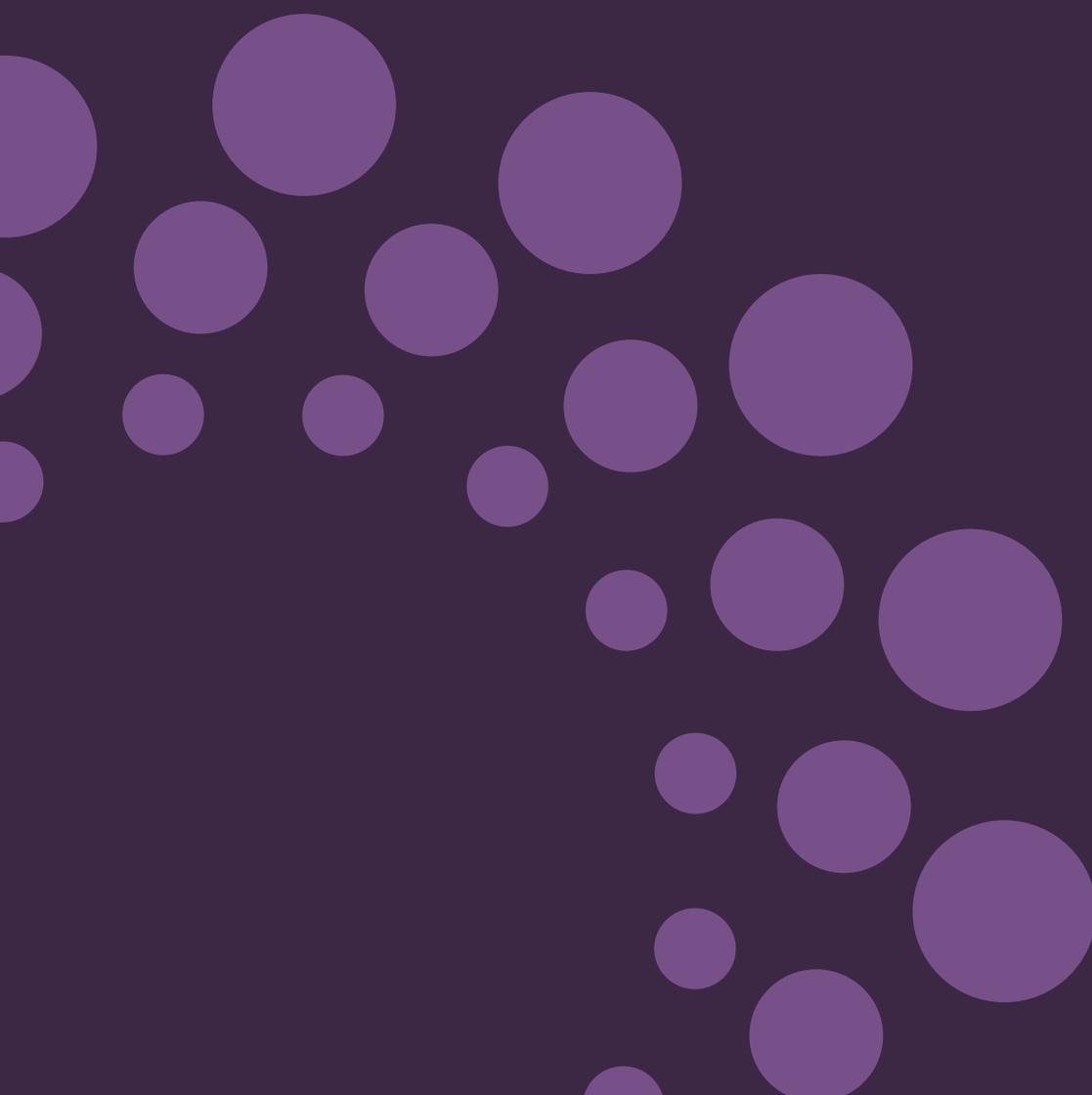
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**Landscape Analysis of CSO  
Capacity Strengthening  
Efforts in the Global South  
The Ford Foundation**



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## Abbreviations

AFE	Asociación de Fundaciones Familiares y Empresariales (Colombia)
ALTEC	Alliance for Civic Technology
AUB	American University in Beirut
AWDF	African Women’s Development Fund
BUILD	Building Institutions and Networks
CBOs	Community-Based Organisations
CCC	Centro de Colaboración Cívica
CDRA	Community Development Resource Association
CEERT	Centro de Estudos das Relações de Trabalho e Desigualdades
CEMEFI	Centro Mexicano para la Filantropía
CIESC	Centro de Investigación y Estudios sobre Sociedad Civil
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
DfID	Department for International Development
EU	European Union
FCM	Fondo Centroamericano de Mujeres
FF	Ford Foundation
FTDES	Tunisian Forum for Economic and Social Rights
GIFE	Grupo de Institutos Fundações e Empresas
HIDS	Hlanganisa Institute for Development in Southern Africa
HIP	Hispanics in Philanthropy
ICNL	International Centre for Nonprofit Law
IFCB	International Forum on Capacity Building
INGO	International Non-Governmental Organisation
INTRAC	International NGO Training and Research Centre
KCDF	Kenyan Community Development Fund
KHRC	Kenyan Human Rights Commission
KIs	Key informants
KIIs	Key informant interviews
MENA	Middle East and North Africa
NGO	Non-Governmental Organisation
OECD	Organisation for Economic Co-operation and Development
OSIEA	Open Society Initiative for East Africa
OSIWA	Open Society Initiative for West Africa

OSF	Open Society Foundation
PME	Planning, Monitoring and Evaluation
SCAT	Social Change Assistance Trust
SDG	Sustainable Development Goal
SHG	Self-help Group
USAID	United States Agency for International Development
WACSI	West Africa Civil Society Institute

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## Executive Summary

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This report presents findings of a landscape analysis of capacity strengthening efforts in Africa (Ghana, Nigeria, Kenya, South Africa and Tunisia), Asia (India, Indonesia, Jordan, Lebanon) and Latin America (Brazil, Colombia, Mexico and Peru). The research was commissioned by the Ford Foundation and carried out by INTRAC between December 2020 and February 2021. It was based on a literature review and 72 in-depth semi-structured interviews with resource organisations, CSOs, donors, the Ford Foundation and other key informants in Africa, Asia and Latin America and a review of academic and grey literature.

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### 1 Key Findings

1. Efforts to establish resource organisations focusing exclusively on CSO capacity strengthening are on the decline, as many donors support capacity strengthening mostly as part of their funded projects.
2. Many Northern-based donors often focus on meeting the capacity needs of formalised and professionalised CSOs to the neglect of informal groups and organisations. However, some resource organisations have supported the needs of marginalised groups and organisations by facilitating their access to information, providing trainings, mentoring and coaching in leadership, legal and administrative compliance and advocacy.
3. Investments in project management, monitoring and evaluation, financial management and leadership succession have received the greatest attention partly due to donors' emphasis on results-based management. This has led to the neglect of investments in critical capacities such as sustainability, technological resilience and cybersecurity, adaptation to complex environments and internal governance structures.
4. Across the three regions, we found that generalist resource organisations are better suited in meeting the needs of small and medium-sized CSOs who require several capacities in ensuring their growth and sustainability. More mature and established CSOs require the services of specialist resource organisations due to the specialised nature of their capacity needs.
5. Among the focus countries, we found that in South Africa, India, Indonesia, Brazil and Mexico capacity strengthening was had more robust and mature due largely to the growth in resource organisations in recent years.
6. Contextual understanding of CSOs' capacity needs, flexibility in funding, trust between donors and CSOs and developing sector-wide capacities as opposed to those of individual organisations are critical factors that contribute to the sustainability of capacity strengthening initiatives in the Global South.

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### 2 Key Recommendations

1. Donors need to think about strengthening the capacity of the CSO ecosystem rather than focusing on individual CSOs. This requires the establishment of resource organisations that focus exclusively on strengthening capacities of CSOs at the country and regional levels.
2. There is a need for donors to create flexibility in their funding modalities by allowing CSOs and resource organisations to take risks in experimenting with innovations. This requires donors to accept the possibility of 'failure' as a way of promoting organisational learning.

3. Capacity strengthening is often equated with trainings and workshops. However, for a capacity strengthening intervention to be successful, it should take a holistic approach by incorporating also mentoring, coaching, accompaniment, peer-learning and field-based exposure.

4. Donors need to re-conceptualise their North-South relationship with resource organisations and CSOs in the Global South by recognising them as co-creators and stakeholders with knowledge and expertise to contribute to the effective delivery of implementing capacity strengthening initiatives.

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# 1 Introduction

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A strong and effective civil society is both a development outcome in itself as well as a facilitator that plays a tremendous role in advancing the benefits of social and economic development for some of the most vulnerable and marginalised groups of the society. Across the Global South, CSOs continue to promote democracy, good governance and human rights along with catalysing progressive social legislations and enhancing community participation and active citizenry. Despite these increasingly important roles, the complex ecosystem within which CSOs operate is rapidly changing (Tandon and Brown, 2013). More significantly, many CSOs in the Global South are confronted with capacity deficiencies, which negatively affect their efficiency, effectiveness and organisational performance (Baser and Morgan, 2008; Suarez and Marshall, 2014). For this reason, there has been an increasing emphasis on capacity strengthening of CSOs by institutional donors who want evidence that their grantees can achieve specific outcomes (Suarez and Marshall, 2014; Cairns et al., 2005).

Many aid agencies, INGOs and philanthropic organisations, including foundations, have become attuned to capacity strengthening needs and have made it a cornerstone of their work (Eade, 2007; Millesen et al., 2010). However, although a number of efforts have been made to strengthen the capacity of CSOs, there is relatively little information or evidence-based research on resource organisations. Against this background, the Ford Foundation commissioned INTRAC to undertake a landscape analysis of capacity strengthening efforts for CSOs focusing in specific focus countries in three regions: Africa (Nigeria, Ghana, Kenya, South Africa and Tunisia), Asia (Indonesia, India, Jordan, and Lebanon) and Latin America (Colombia, Peru, Brazil, and Mexico).

This report presents a synthesis of the research findings in the three regions drawn from a literature review of organisational reports, websites and peer-reviewed journal articles and 72 KIIs, which were conducted between mid-December 2020 and early February 2021. The interviews were conducted with representatives of resource organisations, CSOs, the Ford Foundation, as well as other key informants. For Africa and Asia, 25 interviews were conducted in each region while 22 interviews were conducted in Latin America (The sources are shown in Annex 2 and 3)<sup>1</sup>.

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<sup>1</sup> In Asia, 2 interviews were conducted with representatives of Ford Foundation Offices in Indonesia (four respondents) and India (one representative). In total 21 resource organisations were interviewed, of which 12 are Ford Foundation grantee. One interview was also with a donor and an individual consultant each. In Africa, 17 interviews were conducted with resource organisations in addition to four interviews with Ford Foundation's regional offices (Western, Eastern, Southern Africa and MENA). Additional four interviews were conducted with capacity strengthening consultants. In Latin America, 17 interviews were conducted with resource organisations, 2 interviews with Ford Foundation representatives and 1 interview with a donor.

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## 2 Efforts to establish resource centers with southern expertise

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### **Research Questions**

*What efforts have been made to establish resource centres with southern expertise in these regions?*

*Where have the greatest investments been made in these regions?*

*In each region, what is the scope and maturity of the capacity building field? Where is the field robust? Where does it have some gaps? And where is it woefully underfunded/underdeveloped?*

We have found that across the three regions, efforts to establish resource organisations are not new and there are regional variations in the types and forms of capacity strengthening efforts. These regional variations are discussed below.

### **Africa**

In Africa, we found that the past ten years have witnessed a number of donor-funded projects and private consultancy companies that have incorporated the strengthening of CSOs' capacities. For instance, donors such as the MacArthur Foundation, DfID, ICNL and the European Union have invested in CSOs' capacities in financial resilience, strategic thinking, reflection and leadership and succession planning. In Western and Eastern Africa, data from KIs suggests that most capacity strengthening initiatives have largely been Northern donor-funded as these donors seek to strengthen the capacities of CSOs that implement the projects they fund, rather than deliberate efforts to establish resource organisations.

According to three KIs, some foreign donors have helped establish a few regional based resource organisations that focus exclusively on strengthening the capacity of CSOs. For instance, in West Africa, OSF established WACSI to specifically focus on strengthening the capacities of CSOs in the region. In addition, there are a few intermediary and grants-making organisations, like AWDF, STAR-Ghana Foundation and Trust Africa, that act as resource organisations providing catalytic grants in building the capacities of CSOs. In East Africa, the OSF regional office continues to build the capacities of CSOs by instituting region-wide programmes on financial resilience and alliance or network building. In Kenya, Inuka Kenya and KHRC focus on strengthening the capacities of social movements and CSOs in the area of legal and administrative compliance given the recent phenomenon of closing civic space.

In the case of Southern Africa, resource organisations that exist are mostly southern-led, but receive funding from external donors for their activities. For instance, in South Africa, intermediary and grant-making resource organisations such as SCAT, HDSA and Inyathelo focus particularly on capacity building of social movements and CBOs in the area of fundraising and financial resilience and have also provided them funding.

In Tunisia, according to KIs, since 2011, a number of international organisations or donor agencies such as the OSF, Oxfam International, USAID, ICNL and the EU have invested in direct capacity building programmes for CSOs (e.g. Building Community Resilience Programme by USAID; Strengthening of CSOs in Tunisia by the EU). Apart from the NGO Initiative of AUB, there are no other regional initiatives in MENA. At national level, some CSOs act as resource organisations, such as the Arab Institute for Human Rights, the Tunisian League for Human Rights and FTDES. The last two build the capacities of not only CSOs, but also of social movements and informal groups, in the

areas of strategic communication and advocacy, and legal and administrative compliance. Aside from these donor-funded resource organisations, there are private consultancy companies, such as Busara Africa (Ghana), JMK Consulting (Ghana), Elitrust Finecon (Ghana), Nigeria Network of NGOs (Nigeria)<sup>2</sup>, Tara Consult (South Africa), Tamarind Tree Associates (South Africa) and CSO Consulting (South Africa). There are also research and academic-based resource organisations (e.g. KwaZulu-Natal Centre for Civil Society, Khanya College, Centre on African Philanthropy and Social Investments at the University of Witwatersrand, as well as NGO Initiative at AUB, that focus on resource mobilisation, legal and administrative compliance and strategic advocacy.

In terms of where the greatest investments have been made in Africa, interviews with KIs suggest that for countries like Ghana, Nigeria, Kenya and South Africa, their lower-middle income status coupled with changing donor priorities in recent years has led to many donors investing in building the capacity of CSOs that implement their grant projects rather than a deliberate effort to channel resources through resource organisations.

The field is more mature in South Africa where a number of resource organisations (e.g. private consultancy firms, academic institutions, intermediary grant-making organisations etc.) have existed over the last decades. For instance, according to two KIs, initially donors provided funding to organisations like the Community Development Resource Association (CDRA). However, in recent years, there is a decline in conscious efforts by donors to channel their support through resource organisations. For this reason, many capacity strengthening initiatives are largely undertaken through consultancy companies and some intermediary organisations, which affects the robustness of the sector, as many CSOs are unable to pay for the services of consultancy companies. A similar challenge was reported by interviewees in Western and Eastern Africa.

## Asia

In Asia, particularly in South Asia, at present, there are very few resource organisations that exist with the exclusive mandate to offer institutional strengthening support to CSOs. Also, unlike earlier years, most donors have stopped open grants exclusively for institutional strengthening. This is evident from the literature review as well as the interviews conducted with CSOs from India and other South Asian countries<sup>3</sup>. Given the presence of a vast number of CSOs in the region, this is a critical gap. Nevertheless, there is a large presence of thematic or issue (like water, sanitation, education, gender, etc.) specific technical resource organisations in the region. In Indonesia, however, a few resource organisations focussing on institutional strengthening services have emerged in the last 5 to 10 years. In Asia and MENA regions, resource organisations offer different packages of support services:

- A number of resource organisations mainly provide training and workshops (e.g. PALTRA in Sri Lanka, Go Go Foundation in Nepal, Penabulu Foundation in Indonesia, Local Resource Centre in Myanmar, and Praxis in India) while others offer additional services including facilitating organisational assessments, designing and undertaking programme monitoring, evaluation, and impact assessment, etc. (e.g. PRIA in India, Yappika-ActionAid in Indonesia).
- A few organisations offer customised coaching, mentoring and holding support to trainee organisations (e.g. Sattva Consulting in India).

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<sup>2</sup> This is a network of CSOs in Nigeria. However, they provide consultancy services for CSOs requiring specific capacity strengthening needs.

<sup>3</sup> These are Sri Lanka, Nepal and Bangladesh

- Grant making organisations (e.g. Dasra in India) provide handholding support to grantees that go beyond financial assistance wherein they incubate and train grantee organisations till such time as they achieve self-sufficiency.
- Academic-based resource centres, such as the Centre for Social Impact and Philanthropy at Ashoka University in India and the NGO Initiative of AUB offer training and capacity building programmes, which are either conducted independently or designed and implemented in a formal, educative and structured character. Dasra's flagship Social Impact Leadership Programme developed in cooperation with the Harvard Business School enables CSOs to develop, scale and manage their organisations, expand their networks, and connect with potential funders. Similarly, the NGO Initiative provides different services to the NGO sector in Lebanon and in the MENA region. Being a first-of-its-kind initiative in this region, it aims at being the regional hub for NGO certification and development, training and capacity building and knowledge exchange.

A few resource organisations in India specially focus on building the capacities of CBOs. For example, Jan Sahas has a fellowship and incubation programme for CBOs from socially and economically excluded communities (e.g. bonded labour, Dalit women, manual scavengers, folk media groups) by building capacities in areas such as institutional and programme development, resource mobilisation, leadership development, collective decision making etc. PRADAN provides support to Farmers' Producer Organisations in the areas of organisation building, leadership development, collective decision making, etc. The Exposure and Dialogue Programme of the Indian Academy of Self-Employed Women (SEWA) uses the strategies of immersion, reflection and dialogue to expose development professionals from CSOs to the ground realities of women.

In the last five years, in India, there has been greater investment by CSR and philanthropic funds, with a focus on developing social enterprises emphasising financial sustainability. It seems that in Indonesia, the focus on institutional strengthening for the developmental CSOs is re-gaining momentum.

The level of maturity of the capacity strengthening field varies in the Asian focus countries. In India, a decade ago, there had been many innovations and growth in institutional capacity building, which has declined over the years due to funding constraints. In Indonesia, however, some new institutional capacity building initiatives have emerged with reasonable maturity and scale. In Jordan and Lebanon, a considerable number of donor-supported resource organisations and projects have been providing capacity building interventions.

### **Latin America**

The first efforts to establish resource organisations in the region can be traced back to the early 1990s with investments on strengthening organisations done by OXFAM in Mexico. Also, the first important philanthropy resource organisations were created in Brasil (GIFE in 1989) and Mexico (CEMEFI in 1988), that started to slowly reflect on the importance of promoting a better ecosystem for civil society in their countries.

Mexico and Brazil have the two most developed capacity strengthening ecosystems due to the following factors: i) more diverse and specialised CSO sectors; ii) better organised philanthropic sectors; iii) have or have had large scale public investment for civil society professionalisation; iv) have a much larger offer of products and services that include research, universities that have non-profit sector specialisations, larger variety of online programmes and tools for organisations and, certainly. The cases of Central America and the Andean region present a much weaker environment with constant restrictions and threats to civic space that limit the creation and professionalization of CSOs. Among the factors accounting for this include:

Initiatives that are unwilling to register as formal organisations due to fear of being harassed,

particularly in Central America.

A funding environment that focuses very much on project grants and has very limited core funding. Thus, organisations become operating entities with no resources for their strengthening and there is not much investment on sectoral development.

In the case of Central America, where strengthening practices rely on large networks of individuals and small organisations, networks grow in number and strength, but few member organisations grow sustainably.

Colombia increased the amount of registered CSOs at a pace of 11,000 new organisations per year between 1996 and 2016. Yet, many of them were created to operate with public resources or international funding, but very few remain or have had the conditions to consolidate their work.

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## 2.1 Support for the needs and priorities of marginalised groups

### **Research questions**

*How have these efforts supported the needs and priorities of marginalized groups and organisations? And to what degree of success?*

**In Africa**, the study found that WACSI has successfully supported social movements and activists by bringing together activists and social movements to build their capacities on strategic communication and advocacy as part of efforts to fight against the shrinking of civic space in West Africa. In addition, according to many interviewees, in Southern Africa, organisations such as SCAT, HIDSAs and Inyathelo have also succeeded in building the financial resilience and internal governance structure of CBOs. For Tunisia, the Tunisian Forum for Economic and Social Rights and the Tunisian League for Human Rights have built the capacities of social movements and informal groups in the areas of strategic communication and advocacy, legal and administrative compliance etc.

**In Asia**, KIs indicated that resource organisations in India, such as Jan Sahas, PRADAN, SEWA, and Vasundhara, which provide capacity building support to marginalised groups have been successful in building organisational and leadership capacities. On one hand, the organisations of marginalized groups have been able to help improve livelihood and economic conditions and on the other hand, these social groups have been able to claim their rights and entitlements by using the knowledge and skills accessed through the capacity building interventions.

**In Latin America**, capacity strengthening efforts have supported the needs and priorities of marginalised groups and organisations through facilitating access, promoting growth, increasing outreach and consolidating a support ecosystem.

- *Rutas para Crecer*, *Civic House*, or *Alternativas y Capacidades* integrate large amounts of information and make it accessible to individuals and organisations, allowing them to: i) Participate in webinars on capacity building, ii) Using digital tools to improve their work, iii) having access to in-depth research on strengthening cases and methods. In addition, *Civic House*, for example, organises a festival on social innovation. This year, they had 8 thousand organisations from different countries in the region listening to key speakers on issues as diverse as impact evaluation, or usage of technology for advocacy.
- *Semillas* or *Asuntos del Sur* give support to organisations or informal initiatives first to identify their needs and challenges and then to get in touch with experts that can give specific support to address these needs. *Semillas*, for example, has a diversified follow-up system to provide organisations of different size and development with the support they need either in terms of defining their mission, making a clear role division, or integrating larger networks. They have

worked with more than 150 women organisations in Mexico, providing financial resources and strengthening programs.

- SocialTIC works with informal activist groups in Central America, providing tools and methodologies to improve their cybersecurity conditions, and after several years of promoting the consolidation of local ecosystems of mutual support, then they leave the space in order to leave the responsibility of the continuity of these actions in the hands of local leaders.

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## 3 Organisational structure of resource organisations

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### **Research questions**

*What forms have such resource centres taken? What is their organisational/network structure? In each region, what are the different organisational/network structures and models for capacity development?*

In general, we found that resource organisations have a diverse typology of organisational structures. In particular, there are resource organisations with hierarchical organisational governance structures mostly headed by directors supported by programme managers and officers. There are also other issue-based experts who act as consultants and provide specific capacity strengthening services to CSOs in areas such as financial management and legal compliance, leadership and succession planning, strategic communication, management and strategic planning, etc.

In the **African focus countries**, there are different types of resource organisations depending on the legal and regulatory frameworks in each country. In Ghana, most resource organisations are non-profit in nature registered as Companies Limited by Guarantee. For-profit organisations have the legal status of Companies Limited by Liability. According to KIs, a disadvantage associated with for-profit organisations is that their services are too expensive, especially for CBOs. In Nigeria, most resource organisations are registered as incorporated trustees or Companies Limited by Guarantee. In Kenya, resource organisations have to be registered under the NGO Act No. 19 (1990), or the Companies Act (2017), or the Societies Act (2012), or Chapter 164 of the Laws of Kenya governing trusts. In South Africa, most resource organisations are registered with the Companies and Intellectual Property Commission as non-profits under the Companies Act.

Most resource organisations in Africa have hierarchical organisational structures, irrespective of their legal status and are registered as non-profit companies.

**In Asia**, barring a few resource organisations, which exclusively offer capacity building services, most resource organisations have a department or unit for capacity building services, side-by-side with other programmes. For example, in Indonesia, Penabulu Foundation and Yayasan Integrasi focus exclusively on capacity building whereas Yappika-ActionAid has a dedicated unit, which provides capacity building support. In India, an organisation like Sattva focuses only on capacity building and research services, whereas PRIA provides regional capacity building services through its academic unit called PRIA International Academy. Most resource organisations in the region are legally incorporated as society, trust, or non-profit companies while a few organisations in India, Indonesia and Lebanon are incorporated as for-profit companies. The choice of legal incorporation is partly historical (for the older organisations) and partly to take advantage of the tax regime in a particular country.

**In Latin America**, we found the following models of organisational structure identified by our

sources:

1. International resource organisations: Civic House, Asuntos del Sur or Innpactia. Civic House takes one of the most Hub-Like approaches integrating 9 capacity building entities under one administrative umbrella and thus reducing costs. These entities provide strengthening services on planning, fundraising, advocacy, etc.
2. Regional networks that provide strengthening services to their members: Fondo Centroamericano de Mujeres, Iniciativa Mesoamericana de Defensoras.
3. Country networks that provide strengthening services to their members: ABONG in Brazil, Semillas, HIP.
4. Organisations that have particular agendas that incorporate the provision of services for other organisations as a way of strengthening the sector and/or opening other income sources: Social TIC, Instituto Simone de Beauvoir.

In relation to the models of capacity strengthening efforts, some of the examples that have been found are:

- Standardised in-person programmes with predefined curricula. Examples are INDESOL (Public initiative that operated from 2003–2016 in Mexico), ILSB.
- Personalised tailor-made programmes for organisations or individuals such as CEERT, Mais Diversidade, COMETA, Creatura.
- Online capacity building programmes and more recently a repository of webinars: (e.g. Innpactia, WINGU/Civic House, Fundación Merced, Rutas para Fortalecer, Fundación Origen).
- Generalist organisations (e.g. Colectivo Meta in Mexico) and specialist organisations (e.g. Makaia in Colombia focuses on technology for social change, Bridges on new paradigm of communication and Mais Diversidade on diversity and racial equity in Brazil).
- Independent consultants that are hired by organisations directly, donors and network coordinators.

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### 3.1 Pros and cons of different organisational structures or legal status of resource organisations

#### **Research questions**

*What are the pros and cons of the different organisational structures or legal status of resource organisations in each region?*

**In Africa**, non-profit resource organisations, due to their legal status, are able to access donor funding and also generate income with the potential of enhancing their financial sustainability. In Ghana, South Africa, Kenya and Nigeria, non-profit resource organisations can accumulate surpluses due to the tax exemptions or reliefs they enjoy. **In Asia**, the merits we have been able to identify are that non-profits in India and for-profits in Lebanon can enjoy tax exemptions and generate surpluses that help their financial sustainability. **In Latin America**, particularly in Brazil and Mexico, whether it is better to be a non-profit organisation or a for-profit consultancy company is a common debate among resource organisations as there is no intermediate or B-Corp Model.

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## 4 Scope of operation

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### **Research questions**

*Are they generalist or specialist centres? Do they focus on one or two specific capacities or do they offer a wide range of services?*

*In each region, are there discernible or relevant differences between generalist resource hubs and those that work on only one or two specific topics/types of assistance?*

*What are the relative merits of generalist vs specialist resource organisations?*

*In each region, on the basis of the evidence you have collected, is it better to develop small, generalist capacity developers or specialist ones?*

Across the three regions, we have found that generalist resource organisations are better suited for the needs of small and medium-sized CSOs, whereas specialist organisations are particularly useful for mature or established CSOs that require specialized and higher order support. In Africa and Asia, most resource organisations are generalist in scope of operation.

### **Africa**

The empirical evidence suggests that most resource organisations in Africa could be considered as generalist, (e.g. WACSI, EASUN, KwaZulu-Natal Centre for Civil Society) that operate at national and regional levels. There are also a few specialist resource organisations (e.g. Busara Institute, LEAP Africa, Co-Creation Hub, Paradigm providing support in leadership and cybersecurity). According to many KIs, a distinctive feature of generalist organisations is that, due to their broader scope, they tend to be larger in size compared to specialist organisations.

The comparative advantage of specialist resource organisations lies in their expertise in specific areas and their ability to use their regional and international networks and established relationships to bring together groups of CSOs and to be able to provide specialized capacity needs especially for well-established CSOs. Thus, the consensus among interviewees was that specialist resource organisations are better suited for mature CSOs. On the other hand, according to three KIs, generalist organisations are able to respond to multiple capacity needs of especially small and medium sized CSOs at the same time, which reduces transaction costs.

### **Asia**

Interview data suggest that most resource organisations in Asia and MENA regions, provide capacity building in more than one area as no single competency could be developed in isolation. There are several organisations such as Penabulu Foundation and Yappika-ActionAid in Indonesia, Civil Society Academy in India, Lebanon Support and 3QA in Lebanon and the Jordan River Foundation in Jordan that undertake independent capacity building programmes in a variety of areas such as strategic planning, project management, including planning, monitoring and evaluation, human resource development, organisational communication and financial management.

Specialist organisations such as Yayasan Integrasi in Indonesia and Financial Management Service Foundation and Account Aid in India that started out with an exclusive focus on financial management gradually expanded their training services to include CSO governance and regulatory compliances. However, in Indonesia, two Ford-funded efforts are being made to develop specialised resource hubs: Communication for Change and Yayasan Integrasi. In India, a few 'new

generation' specialised initiatives have emerged focussing on scale, impact and sustainability with funding from multiple CSR and philanthropic initiatives. For example, Sattva provides specialised support on strategic planning and Dasra provides training on leadership development and succession planning. There are also several for-profit consultancy firms, which provide support on strategic communication.

Another important feature of capacity building, as reported by a few resource organisations from India and Bangladesh, is the blend of residential and practice-based models. Besides facilitating real time coaching and feedback, such models also enable reflective field-based practice for both CSOs and development practitioners and policy makers. An example is are PRIA in India.

As with the findings in Africa, KIs in Asia indicated that comparative advantage of generalist resource organisations is that they are better suited to supporting small and medium size CSOs, which require capacity building in several areas, whereas the bigger, better established CSOs need specialized and higher order support, hence specialist organisations are more suitable.

### **Latin America**

The finding about the relative merits of generalists vs specialist resource organisations here is similar to that in Africa and Asia, stated above. Additionally, the role of intermediary organizations is key for capacity strengthening efforts: organizations like Semillas in Mexico, Asuntos del Sur, or Rede Filantropía para a Justicia Social in Brazil facilitate the capacity strengthening process for the CSOs they work with. They identify the needs with the organizations, contact the experts either generalists or specialists, participate in the capacity building sessions and have a constant follow up to identify the evolution and results, which is something that very few consultants actually do.

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## **5 Investment in CSO capacity strengthening**

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### **Research questions**

*What capacities have most been invested in – in each region?*

*What capacities are currently regarded as the most important to invest in, in each region?*

*For Latin America only: what are the unique needs of indigenous organisations/networks and how well are existing CB services meeting them? Are you able to identify an increasing demand of safety and security trainings given the violence faced by many organisations and activists?*

**In Africa**, there are variations at the country and regional levels. For instance, in West Africa (Nigeria and Ghana), according to many KIs, resilience of CSOs has received the greatest investment due in part to COVID-19 and increasing emphasis on closing civic space for CSOs. In addition, some investments have been made in the areas of leadership and succession planning, ensuring diversity, equity and inclusion and networking and alliance building. Some KIs argued that resilience is fundamental to the survival of CSOs in the region. However, some KIs maintained that donors are unwilling to invest in the financial resilience of CSOs, because of the difficulty involved in measuring results associated in the short-term. Notwithstanding, there was a consensus among KIs from CSOs and resource organisations alike that the capacities needing most investment are technological resilience, cybersecurity, strategic thinking, reflection, and adaptation to complex and changing environments. This is because these capacities have largely been ignored by donors over the years.

For Kenya, KIs argued that strengthening human resources, holistic well-being and safety and

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technological resilience and cybersecurity have received the greatest investment, because these have been the priorities for donors. In addition, a great deal of investment has been made on monitoring and evaluation and financial management, mainly because of donors' emphasis on results-based management. In terms of capacities needing urgent attention, some KIs mentioned the need for investment in cybersecurity and technological resilience and strategic thinking, reflection, and adaptation to complex and changing environments mainly, because of the impact of COVID-19 on CSOs. On the other hand, a KI also raised concern about the lack of investment on CSOs' capacities to develop stronger relationships with beneficiaries, which affects their accountability, legitimacy and sustainability in general.

For Tunisia, a few KIs mentioned that strategic communication and advocacy for informal groups and social movements, strategic planning and monitoring and evaluation have received the greatest investment. In addition, some KIs suggested that strategic planning and project management have received the greatest investment, because it is easy to measure the results achieved in the short-term. On the other hand, leadership succession, financial resilience and strengthening the internal governance structures of CSOs need urgent investment attention.

In South Africa, according to some CSOs and other KIs, the greatest investment is in financial resilience given the country's status as lower middle income coupled with changing donor priorities. In there has been an increasing emphasis on ensuring diversity, equity and inclusion with the aim of helping to change organisational culture around perceived racism. In terms of urgent capacity investment, there was a consensus among KIs that improving internal governance structures, leadership succession and financial resilience emerged as the priority.

## **Asia**

Across the focus countries in Asia and MENA, the interview data suggests that the greatest capacity strengthening investment has been made in the areas of project/programme management, including planning, monitoring, evaluation; proposal writing; financial management; strategic planning; organisational management; human resource development; team building; and legal and regulatory compliances. These areas, being linked to the project performance and value for money, have received immediate attention by most donors. Many resource organisations and CSOs agreed that these are important capacity building areas, but, due to over investment in project management capacities, fewer resources were available for other critical areas like, organisational development/renewal, leadership development and succession planning, fund raising, and strategic communication. Still, areas like, board governance, impact assessment, financial sustainability, digital preparedness and cyber-security have received the least attention, despite the fact that these areas have been priority capacity needs of the CSOs (Bandyopadhyay and Shikha, 2020; Bandyopadhyay and Ram, 2021). While considerable capacity building has been done on advocacy and networking, the related areas like policy analysis, political economic analysis, and inter-organisational collaboration have received lesser attention.

In India and Indonesia, given the rise of domestic CSR and philanthropic initiatives, most resource organisations, CSOs and donors emphasized strategic thinking, organisational development, leadership development, impact focussed programme planning with a scale, impact assessment, strategic communication, financial sustainability and integration of technology in development programmes, as current and future capacity building needs (Venkatachalam and Berfond, 2017). In Lebanon and Jordan, project management (particularly in humanitarian aid programmes), monitoring and evaluation, leadership development, and strategic organisational management, were identified as the priority capacity needs.

## In Latin America

There are significant differences between the more developed ecosystems in Mexico and Brazil on the one hand, and the Andean region and Central America on the other. In Mexico, even though the capacity strengthening infrastructure has been growing for a couple of decades, the type of capacity strengthening was very general in nature. There has been a transition in the recent years with a more consistent and increased investment on the ecosystem. However, these capacity initiatives are unequally distributed in the sense that some of the biggest CSOs continue to receive a great deal of personalized support while small CSOs and emergent initiatives struggle to access donor support for capacity strengthening. Also, the small organisations usually receive basic and general support on the definition of the mission, strategic planning, project management and some evaluation, while the big ones have more specialized contents on financial resilience, transition, knowledge management, diversity and equity, and well-being. In the case of Brazil, there was a boost in local philanthropic donations during 2020 and there was a need to invest, so many consultancies had a significant growth promoting issues like racial equity, diversity, and digital transitions.

In Central America and the Andean region, there is a strong focus on project management and evaluation as organisations are usually seen as project operators for donors, but little investment on consolidation of institutions or the CSO sector. In Central America, there has been support for communication and new narrative programs to address the current restrictive contexts.

There has been an approach to support indigenous leaders and to strengthen their capacities. As projects evolved, some conflicts have been generated in that indigenous communities have collective logics that end up clashing with a “western vision of individual leadership,” as stated by one interviewee. It is necessary to strengthen collective processes.

Also, several capacity strengthening organisations working in Mexico and Central America have intensified their attention on security issues, with a focus not only on tools or methods to address violent contexts, but also to have a very initial acknowledgement of what violence is, as it has become normalized. An alert was presented by an interviewee in Mexico who is concerned that there might be a conception that being threatened is a sign of successful activism, and that the reward is to receive support to deal with these threats.

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## 6 Defining and measuring successful capacity strengthening

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### **Research questions**

*How have these resource centres defined and measured success? Which efforts have proven more or less successful? What characterizes successful NGO capacity building efforts in the Global South? Do any common indicators of success emerge across them?*

*What role did funders and others play in these efforts?*

*How much of a model's success or failure is dependent on their region or sub-region?*

*Are there clear examples of failure of which we could learn?*

Across all the regions, the following success indicators of capacity building have emerged from KIs:

- **Enhanced organisational performance** – the organisation’s ability to scale up the impact of its interventions. It should be able to design, implement, measure, and communicate enhanced impact to stakeholders.
- **Organisational renewal and financial resilience** - the organisation’s ability to continuously analyse its environment, to adapt to the changing context and withstand stressors or to increase its funding.
- **Enhanced ownership and commitment by the organisation’s leadership** - ensuring that the organisation has total ownership of capacity strengthening initiatives and that it can sustain them in the absence of donors or funders.
- **Enhanced social legitimacy** - the stakeholders from various sectors acknowledge the contribution of the organisation and proactively seek partnership.
- **Leadership succession and transitioning** or give responsibility to younger generations and especially women to take up leadership positions.
- **Enhanced cooperation or collaboration among CSOs in the sector:** An enabling environment for CSOs to work together by leveraging on their strengths rather than competing for resources. This also requires donors to act as a ‘connective tissue’ for CSOs.
- **Increased influence and impact through peer learning** - the organisation has the resources and social capital to influence the sector and the public and it assumes a leading role in promoting the development of the sector.

In terms of how success has been measured by resource organisations, in Africa, according to some KIs, it was measured by key performance indicators and by using organisational capacity assessment or management tools developed by external auditors while others used organisational mapping tools.

In terms of efforts that have proven successful, **in Africa**, some KIs at WACSI mentioned the following: i) Next Generation and Leadership Programme; ii) Local Resource Mobilisation; and iii) Technology and Cybersecurity programme. In South Africa, initiatives by HDSA that focus on networking and alliance building were reported as successful. **In Asia**, there are a couple of successful capacity strengthening initiatives in India and Indonesia. In India, the National Foundation of India has been providing capacity building support to smaller CSOs and sub-regional networks in the North Eastern part of the country (one of the most underdeveloped regions) as per their capacity demands along with flexible resources. The NCRSOs have been remarkable in their outreach and scale by forging partnership between resource organisations. In Indonesia, Yappika-ActionAid uses a comprehensive organisational assessment tool to help organisations to do a facilitated capacity assessment. The capacity building interventions are planned jointly with the partner organisations. The same tool is also used for assessing the progress and impact of the capacity building efforts.

**In Latin America**, apart from the successful capacity strengthening efforts targeting marginalized groups, which were mentioned earlier (section 2.1), several efforts have demonstrated their success either because the CSOs that benefited from the capacity strengthening increased their outreach or diversified their funding sources, or because of the consolidation of learning environments, or the incorporation of diversity practices by CSOs. A few examples include: Civic House has managed to consolidate a larger scale outreach of their work, reaching thousands of

organisations in Argentina, Colombia, and Mexico; Semillas has improved the capacity of initiatives to manage and have access to funds; SocialTIC has consolidated cybersecurity learning environments in Central America, and Mais Diversidade or CoMETA have supported the CSOs they have worked with to implement diversity and institutional development through personalized follow-ups.

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## 7 Successful funder investments and what to avoid

### **Research question**

*What forms of funder investment have yielded the most promise and what made them successful? Examples from each region with explanation of why they have succeeded.*

**In Africa**, successful funder investments have largely been in the areas of financial resilience, leadership and succession planning, technological resilience and cybersecurity as well as network and alliance building. The factors accounting for this success, from evidence in West and South Africa, are: i) high levels of consistency in donor funding and flexibility in donor requirements; ii) contextual understanding of the needs of CSOs in a more participatory way; iii) commitment by CSOs' leadership and iv) provision of follow-up support such as coaching and mentoring after they have received trainings.

**In Asia**, it is difficult to answer this research question, because in India there has been a lack of donor support in the last ten years, except for CSR and philanthropic support and our data on Indonesia has come from Ford Foundation funded organisations. More generally though it could be said that the donor support for multi-modal capacity building is better suited to most CSOs as is also a facilitated organisational/capacity assessment and prioritisation followed by a well-designed capacity building programme.

**In Latin America**, one successful initiative that was mentioned by a Ford Foundation grantee is the FIRE programme, because it provided personalised support for organisations, incentives to adopt the contents and the methods were very high as were the fiscal penalties, if organisations did not operate adequately. It was also reported as a very concrete approach and easy to verify the stages of project implementation.

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### 7.1 What funder investment to avoid

#### **Research question**

*What kinds of investment in resource organisations and efforts for CSO/CBO capacity strengthening in each region should be avoided?*

**In Africa and Latin America**, a consensus among KIs was that one-time investments and capacity building initiatives that focus on short-term outcomes should be avoided. Moreover, it is preferable to try to strengthen CSO capacities of networks and their members rather than strengthening the capacities of individual CSOs. A trend that was identified as not constructive in both Asia and Latin America is the growing tendency among donors and INGOs to utilise the services of independent trainers/consultants without follow-up strategies on the implementation phase. In Africa, some KIs mentioned that capacity strengthening initiatives aimed only at building CSOs' compliance with donor funding requirements and priorities should be avoided as it affects their legitimacy and accountability to intended beneficiaries. In Asia, a number of resource organisations reported that many donor agencies, which have funded institutional strengthening programmes, have now

moved to sector or theme-specific support. This should be avoided, in order to foster a stronger civil society sector addressing a range of contemporary issues. In Latin America, a specific approach to be avoided is when donors define an operating model of capacity strengthening efforts that should be aspired to by all types of initiatives.

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## 8 Factors that promote the sustainability of capacity building efforts

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### **Research question**

*What has helped CB efforts in the global South be sustainable over the long term?*

The factors that have promoted the sustainability of capacity building efforts across the three regions are as follows:

- **The participation of CSOs in the identification of their capacity needs** to create a sense of ownership.
- **Adopting a mixed model for financing** capacity building, whereby the resource organisations access donor funding as well adopt a ‘pay for service’ approach (for example, PRIA).
- **Consistent provision of financial and non-financial resources to meet the needs of CSOs.**
- **Building of trust between donors and CSOs** - recognise CSOs as ‘equal partners’ rather than ‘project implementors’.
- **The capacity building of capacity builders** - resource organisations, which have continuously invested in adapting the content and methods of capacity building to the changing requirements of CSOs have remained more relevant.
- **Becoming a specialised organisation** with expertise acquired over time.
- **Partnerships with academia** either for the development of research, or to elaborate training programmes (e.g. Alternativas y Capacidades, and the CCC in Mexico and Uniandinos in Colombia).
- **The role played by local funders is needed.** In the case of Brazil, Ghana and Nigeria for example, more and more new local funders (particularly family foundations and some corporate philanthropy) are starting to understand their role as strengthening supporters.

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## 9 Benefits and challenges of donor support

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Donors’ involvement in capacity strengthening of CSOs adds value. In particular, without donor funding, capacity strengthening in the areas of holistic wellbeing and safety, networking and alliance building, technological resilience and cybersecurity and ensuring diversity and inclusion would be very challenging, as indicated by some KIs. More importantly, donors can play a role in helping CSOs chart their own path in developing their capacity needs. Additionally, they support capacity strengthening efforts by using their networks and influence to connect CSOs to other key stakeholders for alliance building. Moreover, the flexibility given by some donors has helped some CSOs to adapt to uncertainties in their environment and thus has enhanced their resilience.

Nonetheless, there are some challenges that need to be addressed:

- There is also the need for donors to move their capacity strengthening efforts beyond

- formalised and professionalised CSOs and more to informal groups and social movements.
- It has also emerged from this study that for most resource organisations, it is unclear how donor institutions evaluate or follow up on their capacity strengthening initiatives.
  - Moreover, KIs from Latin America suggest that grants that promote the creation of new networks generate very unsustainable relationships, whereas support to improve networks that already exist and have a solid common cause can generate better results.
  - Donor location serves as a challenge as it determines CSOs' access to capacity strengthening initiatives and grants. For example, in Indonesia, donors and some resource organisations are based out of Jakarta that creates accessibility issues for local CSOs from other provinces. The metro- and megacity-centric resource organisations, with better access to trained human resources and English speaking and writing ability have better chances of accessing donor support.

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## 10 Existing resource organisations that could play a lead role in such an investment

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### **Africa**

In Nigeria and Ghana, KIs and CSO representatives mentioned the following organisations: WACSI, the Centre for Democratic Development and the Media Foundation for West Africa, BUSARA Institute for Capacity Building (Ghana); the American Centre for Building Leadership, Acumen, Ashoka and LEAP Africa (Nigeria). For East Africa, EASUN, KHRC, KCDF, KHRC, OSIEA, Global Fund for Women and Plan International. For South Africa, the Nelson Mandela Foundation, Comic Relief, CIVICUS, Centre for Civil Society at the University of KwaZulu-Natal, Mott Foundation, Department of Social Development and Khanya College. In Tunisia, the Tunisian League for Human Rights, Arab Institute for Human Rights and FTDES and the NGO Initiative were mentioned by KIs.

### **Asia**

According to KIs as well as the review of profiles of a range of resource organisations, these organisations are: in Indonesia, Yappika-ActionAid and Penabulu Foundation; in India, PRIA (and the NCRSOs) and Civil Society Academy; in Lebanon, the Lebanese Development Network, 3QA, the NGO Initiative at AUB, the Al Hayat Centre, and in Jordan, the Jordan River Foundation. In terms of specialized support, Yayasan Integrasi (Indonesia), Financial Management Service Foundation and Account Aid (India) for financial management, Communication for Change (Indonesia) and Xavier School of Management – XLRI (India). In addition, Dasra and Centre for Social Impact and Philanthropy at Ashoka University in India can provide leadership development support.

### **Latin America**

In Mexico, Creatura, Acento, Alternativas y Capacidades, CIESC (Centro de Investigación y Estudios sobre Sociedad Civil), Fundación Merced, Insab, Centro de Colaboración Cívica, Colectivo Meta, Instituto de Liderazgo Simone de Beauvoir, Social TIC; CEERT, Mais Diversidade, Baobá, Ponte a Ponte, Escola de Ativismo, in Brazil; based in Argentina, but with offices in Colombia and Mexico, Civic House and Asuntos del Sur; and in Colombia, Bridges, Innpactia, and Fundación Origen. In Central America, Fondo Centroamericano de Mujeres and Iniciativa Mesoamericana de Defensoras de DDHH.

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## 11 Funders already working in this area that could be strong partners

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### **Africa**

In West Africa, these include OSIWA, the Bill and Melinda Gates Foundations, MAVA Foundation, PeaceNexus Foundation, Oak Foundation, MacArthur Foundation. There are also local philanthropic organisations such as STAR-Ghana Foundation (Ghana), TY Danjuma Foundation and Dangote Foundation (Nigeria). According to KIs, these local philanthropic organisations have experience of building the capacity of local CSOs, hence partnering and leveraging on their experiences, expertise and resources would be particularly useful. In addition, bilateral agencies such as DfID, DANIDA and USAID are significant donors supporting capacity strengthening initiatives of CSOs as part of their grant programmes. In Kenya, organisations such as OSIEA, KCDF, DfID, Rockefeller Foundation and Omidyar Network were mentioned by the KIs. In South Africa, the Mott Foundation, the Open Society Foundation for South Africa (OSF-SA) and Iris-Aid. In Tunisia, the European Commission, USAID, OSF ICNL and Care International were mentioned as potential partners.

### **Asia**

Since the study could not consult all of these donors, we may not be able to suggest the strongest possibility of partnership. However, from interactions with these donors on other occasions, it could be suggested that Omidyar Foundation, Azim Premji Philanthropic Foundation and Oak Foundation in India, MADANI programme in Indonesia, and the OSF in MENA, as all of them believe in a stronger civil society sector, have an explicit focus on organisational and financial sustainability, and encourage greater impact CSO interventions.

Currently, in Indonesia, the Asia Foundation and FHI 360 (funded by USAID) and the Department of Foreign Affairs and Aid of the Government of Australia are the main donors for capacity building. In India, although the situation is quite bleak, the David and Lucile Packard Foundation has been providing organisational development support to a few partners through its Organisational Excellence programme. The Oak Foundation had commissioned a study (PRIA, 2018) to assess capacity building needs of CSOs in the state of Jharkhand, India, but to date no programme has started. The Omidyar Foundation provides resources to the Centre for Social Impact and Philanthropy and Dasra for their leadership development programme. In addition, Paul Hamlyn Foundation, Azim Premji Philanthropic Initiative and Tata Trusts could be promising partners. The only bilateral donor, which provides resources for CSO capacity building, is the European Union more often than not linked to one or the other sectoral or thematic areas. The Bill and Melinda Gates Foundation has considerable presence in India; however, its funding priorities are linked to specific sectors. In the MENA region, the most prominent donors are the USAID mostly through US based for-profit grant management agencies, and the OSF.

### **Latin America**

The most relevant strengthening efforts are being funded by international donors. These are: OSF, ALTEC / PULSANTE (OSF + Luminare + Avina), the Oak Foundation (is investing with HIP on multi-annual core support with flexibility for grantees to invest on their strengthening needs), Wellspring (currently doing research on strategic communication organisations in the region), the Hewlett Foundation in Mexico, and the members of the Central America Donors Forum. In terms of promoting a joint approach with local philanthropy, GIFE in Brasil, AFE in Colombia and CEMEFI in

Mexico can be good partners to explore partnerships with local philanthropy. There are also local funders in each country:

**Brasil:** Fundación Lemann, Instituto ACP, ITAU Social, Instituto Ibara Patanga (focused on racial equity, but with an approach on ecosystem strengthening).

**Colombia:** Uniandinos (university with a program on strengthening), Fundación Bolívar Davivienda, SENA.

**Mexico:** Acento (mixed model with an endowment from McArthur and operating as a strengthening institution), Fundación Carvajal, Fundación Corona and United Way in Colombia, Luminare, in Mexico, Colombia, Argentina & Brasil.

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## 12 Recommendations

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1. The likelihood of a capacity building intervention being successful increases, if it is founded on a diagnosis of capacity needs shared by the partner CSO, resource organisation and donors. It necessitates a thorough organisational and capacity needs assessment with an organization-wide scope including all strategic and operational aspects of the organization. The capacity building intervention, thus, must start with such an assessment.
2. Capacity building is often equated with training and workshops. A good capacity building intervention should be multi-modal including training, workshops, handholding, coaching, mentoring, accompaniment, peer exchange (horizontal learning), and field-based exposure. This opens up the possibility to learn from multiple sources.
3. There is a need for donors to think about how to strengthen the capacity of the CSO ecosystem rather than focusing on strengthening the capacities of individual organisations. This would require donors to support the establishment and nurturing of networks of, or regional, resource organisations that focus exclusively on strengthening the capacities of CSOs. These would be in a better position to draw on best practice from many countries and organisations and to offer capacity strengthening more widely. This will also ensure that CSOs work in collaboration rather than competition.
4. Future capacity building should pay more attention to its own monitoring, evaluation and impact assessment, something that has received less attention in the past, as our KIs have stated.
5. Donors also need to become more interested in allowing CSOs and resource organisations to take risks that will help them to experiment. Related to this, donors should ensure the sustainability of CSOs and resource organisations by helping them to innovate and also strategize for institutional and financial sustainability when donor funding ends.
6. Capacity strengthening initiatives should include a plan in the initial proposal, to generate mutual understanding between grant maker and grantee that there is an institutional commitment from the beginning.
7. There is also the need for donors to focus on developing their relationship with partner CSOs. This also creates opportunities for donors to ensure flexibility in their funding modalities to include elements of contingencies, which help CSOs adapt to uncertainties. For this to happen, it requires donors to reconceptualize their partnership approaches by recognising CSOs as co-creators who have knowledge and expertise to deliver relevant and successful programmes rather than just as project implementors.

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## Annex 1 – Research Questions

1. What efforts have been made to establish resource centres with southern expertise in the three regions?
2. How have these efforts supported the needs and priorities of marginalised groups and organisations, and to what degree of success?
3. Where have the greatest investments been made in these regions?
4. Where is the field robust and where does it have some gaps? Where is it woefully underfunded/underdeveloped?
5. What forms have such resource centres taken?
6. What is their organisational/network structure? In each region, what are the different organisational/network structures and models for capacity development?
7. What are the pros and cons of each in each region? What are the relative merits accomplished by resource centres that have different sorts of legal status?
8. Are they generalist or specialist centres? Do they focus on one or two specific capacities or do they offer a wide range of services?
9. In each region, are there discernible or relevant differences between generalist resource hubs and those that work on only one or two specific topics/types of assistance? What are the relative merits of generalist vs specialist resource organisations?
10. Is it better to develop small, generalist capacity developers or specialist ones?
11. What capacities have been most invested in?
12. What capacities are currently regarded as the most important to invest in?
13. What are the unique needs of indigenous organisations/networks in Latin America and how well are existing capacity building services meeting them?
14. How have these resource centres defined and measured success?
15. Which efforts have proven more or less successful?
16. What role did funders and others play in these efforts?
17. What characterizes successful NGO capacity building efforts in the Global South?
18. Do any common indicators of success emerge across them?
19. Are there clear examples of failure of which we could learn?
20. organisationalHow much of a model's success or failure is dependent on the region or sub-region?
21. What has helped capacity building efforts in the South be sustainable over the long term? What has hindered long term sustainability? Is there concrete advice on what funders can do to foster sustainability?
22. What forms of funder investment have yielded the most promise and what made them successful?
23. What kinds of investment in resource organisations and efforts for CSO/CBO capacity strengthening in each region should be avoided?
24. What organisations currently exist that could potentially play a lead role in such an investment?
25. What funders are doing work in this area currently that could be strong partners?
26. Are there specific institutions or other actors you believe we should pay close attention to for investment? For what? And why them?

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## Annex 3 – Interviews Conducted

### Africa

Name of Key Informant	Organisation	Designation	Country	Date of Interview
1. Afadzinu Nana Asantewaa	West Africa Civil Society Institute	Executive Director	Ghana	22/12/2020
2. Avagyan Anna	CIVICUS	Capacity Development Lead	South Africa	18/1/2021
3. Baiyewu Abiodun	Global Rights International	Executive Director	Nigeria	14/12/2020
4. Chinedu Olugbuo Benson	CLEEN Foundation	Executive Director	Nigeria	13/12/2020
5. El-Mikawy Noha	Ford Foundation MENA Office	Director	Egypt	11/1/2021
6. Githongo John	Inuka Kenya	Executive Director	Kenya	15/12/2020
7. Graham Yao	Third World Network	Executive Director	Ghana	17/12/2020
8. Imed Zouari	Consultant and Senior Trainer in Capacity Building	Independent Consultant	Tunisia	5/1/2021
9. Jweihan Dima	International Centre for Nonprofit Law	Executive Director MENA	Jordan/Tunisia	27/1/2021
10. Limiri Mbogori Ezra	Consultant in Capacity Strengthening	Independent Consultant	Kenya	22/1/2021
11. Mac-Ikemenjima Dabesaki	Ford Foundation, West Africa Office	Program Officer	Nigeria	22/1/2021
12. Mbongiseni Buthelezi	Public Affairs Research Institute	Executive Director	South Africa	26/1/2021
13. Mliwa Margaret	Ford Foundation, Eastern Africa Office	Program Officer	Kenya	16/12/2020
14. Mogaka Emma	Akili Dada	Senior Program Lead	Kenya	17/12/2020
15. Motara Shireen	Tara Transform Consult	Executive Director	South Africa	17/12/2020
16. Ndondo Bongzi	Hlanganisa Institute for Development Southern Africa	Executive Director	South Africa	5/1/2021
17. Odo Nnamdi	CLEEN Foundation	Monitoring and Evaluation Officer	Nigeria	13/12/2020
18. Saleh Shadi	American University of Beirut	Director, GHI/NGO Initiative	Lebanon	27/1/21
19. Sankara Caroline Gitau	Akili Dada	Executive Director	Kenya	17/12/2020
20. Tarek Lamouchi	Consultant in Capacity Strengthening	Independent Consultant	Tunisia	19/1/2021
21. Van Blerk Rubert	Tamarind Tree Associates	Development Practitioner	South Africa	2/2/2021
22. Vandyck Charles Kojo	West Africa Civil Society Institute	Head, Capacity Development Unit	Ghana	17/12/2020
23. Vuyiswa Sidzumo	Ford Foundation Southern Africa Office	Senior Program Officer	South Africa	15/12/2020
24. Walker Judith Ann	Development Research and Project Centre	Executive Director	Nigeria	16/12/2020
25. Zawadi Joy	Akili Dada	Deputy Executive Director	Kenya	17/12/2020

## Asia

Name of Key Informant	Organisation	Designation	Country	Date of Interview
1 Satkunanathan Ambika	Neelan Tiruchelvam Trust (NTT)	Chief Executive Officer	Sri Lanka	04/01/2021
2 Shaikh Ashif	Jan Sahas	Executive Director	India	22/01/2021
Tiwari Monalika	Jan Sahar		India	22/01/2021
3 Acharya Binoy	Unnati & VANI	Executive Director, UnnatiChairperson, VANI	India	19/12/2020
4 Patnaik Biraj	National Foundation of India (NFI)	Chief Executive Officer	India	04/01/2021
5 Narendranath D	PRADAN	Executive Director	India	22/12/2020
Satpathy Manas	PRADAN		India	22/12/2020
Mahapatra Saroj	PRADAN		India	22/12/2020
Kundu Tamali	PRADAN		India	22/12/2020
Mishra Sahana	PRADAN		India	22/12/2020
Jana Alak	PRADAN		India	22/12/2020
Khandai Amulya	PRADAN		India	22/12/2020
Pani Kirtibhusan	PRADAN		India	22/12/2020
6 Delati Daniel		Independent Consultant	Lebanon	26/01/2021
7 Irwin Alexander	Ford Foundation	Programme Officer	Indonesia	21/12/2020
Parapak Anne Esther	Ford Foundation	Programme Officer	Indonesia	21/12/2020
Dwiandani Diah	Ford Foundation	Programme Officer	Indonesia	21/12/2020
Sofa Farah	Ford Foundation	Programme Officer	Indonesia	21/12/2020
Rhee Steve	Ford Foundation	Programme Officer	Indonesia	21/12/2020
8 Chudacoff Danya	Proximity International		Jordan	25/01/2021
Deanne Nicole	Proximity International		Jordan	25/01/2021
Shamieh Luna	Proximity International		Jordan	25/01/2021
9 Kabanga Darius	Yayasan Integrasi	Chief Executive Officer	Indonesia	05/01/2021
10 Shreshtha Daya Sagar	Localising SDGs in Nepal	Convenor	Nepal	28/12/2020
11 Hamangoda Duncan	PALTRA	Chief Executive Officer	Sri Lanka	23/12/2020
12 Komara Eko	Penabulu Foundation	Chief Executive Officer	Indonesia	04/01/2021
13 Fitri Francisca	Yappika-Action Aid	Executive Officer	Indonesia	03/01/2021
14 Rao Giri	Vasundhara	Executive Officer	India	19/12/2020
15 Antlov Hans	MADANI/fhi360		Indonesia	05/01/2021
16 Jagadananda	Centre for Youth and Social Development (CYSO)	Founder and Mentor	India	29/12/2020
17 Khadka Kedar	GOGO Foundation	Executive Director	Nepal	06/01/2021

18 Mohamad Paramita	Communication for Change	Executive Director	Indonesia	05/01/2021
19 Ambasta Pramathesh	Bharat Rural Livelihoods Foundation (BRLF)	Executive Director	India	31/12/2020
20 Tandon Rajesh	Participatory Research in Asia (PRIA)	Founder President	India	21/12/2020
21 Nandi Rajib	Institute of Social Studies Trust (ISST)	Executive Director	India	07/01/2021
22 Nanavaty Reema	Self Employed Women's Association (SEWA)		India	24/12/2020
23 Anam Shaheen	Manusher Jonno Foundation (MJF)		Bangladesh	23/12/2020
24 Iyer Srinivasan	Ford Foundation	Programme Officer	India	16/12/2020
25 Arifin Stephanie	Usaha Sosial		Indonesia	07/01/2021

## Latin America

Name of Key Informant	Organisation	Designation	Country	Date of Interview
1. Aguilera Sylvia	Acento	Executive Director	Mexico	5/1/2021
2. Andión Ximena	Ford Foundation	Program Officer	Mexico	17/12/2020
3. Bianchi Matías	Asuntos del Sur	Executive Director	Argentina	19/1/2021
4. Casanueva Juan Manuel	SocialTIC	Executive Director	Mexico	12/1/2021
5. Delgado Natalia	Ford Foundation	Program Officer	Colombia	17/12/2020
6. Díaz Cruz Nicolás	Extitituto de Política Abierta	Executive Director	Colombia	8/1/2021
7. Garza Manuela	Colectivo META	Executive Director	Mexico	12/1/2021
8. Goya Gracia	Hispanics in Philanthropy	Vice President for Latin America	Mexico	28/1/2021
9. Hernández Juliana	Artemisas	Executive Director	Colombia	21/12/2020
10. Herrera Julio	Red Ciudadana	Executive Director	Guatemala	21/1/2021
11. Hopstein Graciela	Rede Filantropía para a Justicia Social	Executive Director	Brazil	29/1/2021
12. Lockwood Tanya	Acceso	Executive Director	Costa Rica	18/1/2021
13. Lopez Carla	Fondo Centroamericano de Mujeres	Executive Director	Nicaragua	28/1/2021
14. Loya Liliane	Independiente	Consultant	Mexico	25/1/2021
15. Lozano Juan Carlos	Innpactia	Executive Director	Colombia	1/2/2021
16. Miranda Amanda	Mais Diversidade	Executive Director	Brazil	1/2/2021
17. Roa Mónica	Bridges	Executive Director	Colombia	1/2/2021
18. Roset Mario	Civic House	Program Manager	Argentina / Mexico / Colombia	15/1/2021
19. Sánchez Erika	GIFE	Executive Director	Brazil	25/1/2021
20. Turner Tania	Fondo Semillas	Executive Director	Mexico	27/1/2021
21. Vergueiro Joao Paulo	ABCR	Program Officer	Brazil	22/1/2021
22. Villegas Mónica	Fundación Corona	Executive Director	Colombia	28/1/2021