

**NORTH/SOUTH NGOs DIALOGUE TOWARDS ETHICAL & EFFECTIVE
PARTNERHSIPS FOR CAPACITY DEVELOPMENT**

Workshop Report

Preparatory Meeting of Southern (East African) NGOs

Organized by EASUN

15-18 March 2009, Uhuru Hotel, Moshi.



Centre for Organizational Learning

CONTENTS

- I. ORGANIZATION OF THE MEETING
 - 1.1 BACKGROUND
 - 1.2 PARTICIPANTS
 - 1.3 WORKSHOP AGENDA
 - 1.4 OPENING OF THE WORKSHOP
 - 1.4.1 Introducing EASUN Centre for Organizational Learning
 - 1.4.2 Icebreaker
 - 1.4.3 Sharing of Questions and |Expectations of the Workshop.
 - 1.4.4 Unpacking the Initiative
 - 1.4.5 Workshop Approach & Structure
- 2.0 SHARING LIVED EXPERIENCES OF PARTNERSHIP, RELATIONSHIP AND CAPACITY
 - 2.1 CASE STUDIES SHARED
 - 2.2 PLENARY PRESENTATIONS OF SOUTH/SOUTH RELATIONSHIPS
 - 2.2.1 Examples of Presentations
 - 2.2.2 Issues and Questions Emerging from the Presentations
 - 2.3 PLENARY PRESENTATIONS OF NORTH/SOUTH RELATIONSHIPS
 - 2.3.1 Examples of Presentations
 - 2.3.2 Issues and Questions Emerging from the Presentations
- 3.0 CREATING DEEPER AWARENESS OF OUR SITUATION IN THE SOUTH
 - 3.1 Exploring the Concept of Effective Partnerships: Working with Metaphors to Transpose Meaning
 - 3.1.1 Images Depicting Mutually Empowering Relationships
 - 3.1.2 Key Factors of Purposeful and Sustainable Partnership
 - 3.1.3 New insights
- 4.0 WHAT IS CAPACITY?
 - 4.1 Unpacking Capacity
- 5.0 CHARTING A WAY FORWARD
 - 5.1
 - 5.1.1 What things do you feel particularly challenged us as Southern NGOs in partnership?
 - 5.1.2 What things do you feel particularly challenged about in the North/South partnership for capacity development of southern NGOs?
 - 5.1.3 Emerging Questions and New Learning
 - 5.1.4
- 6.0 PLAYING OUR ROLE IS PARTNERSHIPS
 - 6.1 Working with a paradoxical intervention
 - 6.2 Planning action steps
- 7.0 WORKSHOP EVALUTION

I. ORGANIZATION OF THE MEETING

I.1. BACKGROUND

The South/South Preparatory workshop for the November North/South Dialogue was a forum for exploring more genuine, consistent and creative ways of partnering between East African NGO's and Northern NGO's. Funding-only-relationships, characterized as being top-down, directive and having limited dialogue have long been identified as the predominant forms of existing North/South relationships.

Differences in material capacity between the highly resourced Northern donor NGOs and the under resourced Southern NGOs have been seen to create a power imbalance that makes it very difficult to go beyond resource distributions.

There has been an expressed need for more capacity development input from Northern NGOs with more dialogue and mutual learning in the context of relationships. This calls for networks that provide scope for mutual partnering through working with knowledge and social capital in order to move beyond donor recipient roles and to make financial focus less distinct in North/South partnerships.

I.2. PARTICIPANTS

36 civils society leaders from Kenya, Uganda and Tanzania attended the workshop. This made 72% of the expected participants. Among the Participants, 15 were women and 21 were men. Organizations represented were: IACD, ECOVIC, ARDHI University, KWIECO, Baraka Agriculture College, EMESCO, TANGA AIDS, MKOMBOZI, RODI Kenya, TATEDO, SAHIBA Sisters, Safe Neighborhood, UWEDO, ELIMIKA, PELUM-Kenya, CIDI, SHEHABITA, SEREDEC, INADES-Kenya Hearts for Children, SEDTF, WASHEHABISE, TAABCO, TANGO, CDRA and EASUN. (See annex for a detailed list of the participants)

The Workshop was facilitated by:

Mr. Mosi Kisare, EASUN's executive director and OD consultant,

Mr. Jared Onyach, Learnex & Longsight Management Services, OD consultant,

Mr Zai Gariyo, Consulting Reserach and Training LTD, OD consultant

And coordinated by Mr. Nyantito Machota, Internal programme officer at EASUN

I.3. WORKSHOP AGENDA

The Workshop had the following agenda:

- 1) Southern NGOs to share their experiences pertaining to issues of partnerships and relationships between a) NGO's in the south and b) between Southern NGO's and Northern NGOs /donor organizations from the North;
- 2) To examine instruments of relationships in both South/ South and North /South partnerships and how they are enabling local organizational capacity & institutional development of civil society;
- 3) To explore emerging questions on partnerhsips that would support capacity development of southern NGOs more effectively;
- 4) To plan the agenda for the Novermber North/South Dialogue.

I.4. OPENING OF THE WORKSHOP

I.4.1. Introducing EASUN Centre for Organizational Learning

While some of the participating organizations had already been involved in trainings and workshops conducted by EASUN, for the sake of those who were not familiar with EASUN, a brief introduction was given, capturing the organization's mission, vision, objective and activities.

EASUN was introduced as a Centre for Organizational Learning founded in 1993 and based in Arusha, Tanzania.

About: EASUN is a regional development organization committed to strengthening Civil Society Organizations in East Africa on the basis of a conviction that strong civil societies are vital for enhancing people's participation in the social and economic spheres of their communities and nations.

Mission: EASUN envisions a civil society that is growing as a purposeful and effective advocacy sector in East Africa, guided by organizational principles and practises that foster equality, participation and sustainable development of workplaces and communities.

We strengthen advocacy capacities of CSOs through training of leaders in facilitation skills, organizing sector wide learning and networking opportunities, as well as practice reviews for increased clarity and alignment of values, methodology, systems and structure.

Organizations facilitated by EASUN will demonstrate systems that foster good governance, human development and leadership styles that enable team learning and more inclusive structures that support gender equality.

EASUN's Core Programmes were briefly mentioned as:

- Change and Transition Management Support to Civil Society Organizations through OD Interventions and Coaching for Leaders;
- Building Capacities in Facilitating Development through Trainings, Internships, Apprenticeships and Networking for Associates;
- Institutional Development Support of the CSO Sector through Networking and Awareness Building
- Strengthening CBO's through Advocacy for their Institutional Development

More details on EASUNs activities and specific trainings were also made available for participants to collect in the form of brochures, EASUN's turning points newsletter and e-new pieces displayed.

1.4.2 Icebreaker

To create a comfortable environment for participation, the process of the workshop began with small icebreaker. Participants were asked to write their name on a strip of masking tape which they would wear as a name tag. They also draw an image on the same strip of tape which captured the way they were feeling that morning. Having done that, the participants were then invited to go around the room and introduce themselves to other participants, explaining the image they had chosen to represent their feelings and share their feelings with others. This exercise enabled participants to start building relationships among each other, a key aspect in building trust and openness to share experiences in the workshop process.

1.4.3 Sharing of questions and expectations of the workshop

After the introductions, participants were invited to share their questions and expectations of the workshops. These are captured below:

- What am I expected to give and what can I expect to receive in the effort to enhance partnership?
- How are we going to facilitate the dialogue in November in order to establish a way forward?
- How can Northern NGOs learn from Southern NGOs?
- How can we develop negotiation skills to enhance partnership?

- How can southern NGOs build confidence to relate with northern NGOs with voice and resolve?
- What criteria as southern organizations would we want desk officers in the North to abide by?
- Is it possible to dialogue with the North with minimal dependence?
- Is it possible to work without the North?
- How binding will the dialogue be?
- How do we incorporate other members outside the East African region?
- Are we going to have an opportunity to examine our mistakes as NGOs in the South?
- How do we enhance dialogue between Southern NGOs?
- Do we know enough about ourselves: what are we good at? What are we not so good at?
- Can we back our existence as intermediaries in this paradigm shift?
- Why is there so much power and weight exerted on the financing aspects of partnership? Why not knowledge or rootedness? Why is the advisory aspect of partnership not taken seriously by Northern NGOs? How does it distort partnerships? How can the importance of other aspects partnership be illuminated?
- Why the dialogue at this time?
- If it's a dialogue between North and South, who has the mandate to say who should be represented in the dialogue?
- The North is very broad, who is going to participate?

1.4.4 Unpacking the Initiative

Questions relating to the specifics of the November Dialogue were addressed by the workshop coordinator. He explained that the trajectory was jointly organized by EASUN and PSO.

PSO is an umbrella organization of Dutch organizations that are actively working in development cooperation. PSO was also holding a preparation meeting in the Netherlands, which will offer recommendations from the Northern perspective. Several Northern development organizations have already signed up for this Dialogue, including the Netherlands Red Cross and Aid International.

A wide range of NGOs and community based organizations in East Africa were invited to attend the March preparatory meeting in Moshi. The November meeting will have 50 participants, 25 from North and 25 from the South.

Issues of partnerships, relationships and capacity have been discussed in EASUNs OD/ID workshops, but it was decided that there should be a full workshop on this, rather than it just being an item in other workshops.

EASUN is leading in mobilizing NGOs in Kenya, Uganda and Tanzania for the dialogue process in collaboration with other organizations in Africa. PSO is also working with other regions and will be holding similar dialogues in Southern Africa and Asia.

The point of the preparatory workshop is not to come up with a legalistic framework for the November dialogue, but rather to share our broad experiences of relationships and partnerships in relation to capacity building of Southern NGOs. This forum is a learning process to prepare our minds and spirit for an important dialogue process. It is every participant's responsibility to take this learning back to their organization as part of the mobilization process.

1.4.5 Workshop Approach & Structure

The approach of the workshop was to build a picture of the current situation relating to partnering and capacity building, to deepen perceptions of what is really happening in the current situation and to examine what it is challenging us to do if we are to establish relationships that are more developmentally responsive to comprehensive development needs.

The entire workshop process was divided into 8 steps. These involved individual reflections, group sharing and plenary presentations and discussions:

1. In groups, sharing lived experienced of South/South partnerships and relationships around the trajectory of capacity.
2. Presenting in plenary using alternative language channels ALC, to represent what emerges from the sharing.
3. In groups, sharing lived experiences of North/South partnerships and relationships around the trajectory of capacity.
4. Presenting in plenary using ALC, to illustrate what has emerged from the group sharing.
5. In plenary, brainstorming on the issues partnerships & relationship.
6. In plenary brainstorming on the concept of capacity.
7. Examining what Southern NGOs need to do to have effective partnerships.
8. Planning issues to be brought forward in the agenda of the November Dialogue.

2.0 SHARING LIVED EXPERIENCES OF PARTNERSHIP, RELATIONSHIP AND CAPACITY

Prior to the workshop, case studies involving issues of partnerships, relationships and capacity were documented by participants in the platform for sharing lived experiences.

It was noted that capacity building has become a key development strategy. However, the lack of substantive capacity building theory is raising specific challenges, including issues of patronage and ineffective capacity building interventions. Sharing stories and experiences regarding the interface between North and South around capacity building work is therefore an important step towards building an understanding of what capacity is, and what kind of methodologies capacity building should entail.

2.1 CASE STUDIES SHARED

Participants were divided into 7 groups where they shared their experiences of

1. South/South relationships
2. North/South relationships

The groups were arranged as follows:

Group 1	IACD, ECOVIC, ARDHI University, KWIECO
Group 2	Baraka Agriculture College, EMESCO, TANGA AIDS, MKOMBOZI
Group 3	RODI Kenya, TATEDO, SAHIBA Sisters
Group 4	Safe Neighborhood, UWEDO, ELIMIKA
Group 5	PELUM-Kenya, CIDI, SHEHABITA, SEREDEC
Group 6	Hearts for Children, CDRA, SEDTF, WASHEHABISE
Group 7	TAABCO, TANGO, EASUN, INADES-Kenya

To ensure that every case study was considered, the accounts were relayed in turns. Participants were asked to listen actively, and hold back the urge to give answers, solutions or views on the stories that were shared. Instead, active listening required them to seek clarification where needed, to allow a clear picture of the situation to emerge. Use of strategic question was recommended, i.e. questions such as: “what happened exactly?” or, “can you say more about...?”

After each account was given, the groups had to identify common elements from the stories and then present these in plenary using alternative language channels, ALC. Alternative language channels are mediums of creative expression of ideas or meanings. They include mimes, role-plays, dance and human sculptures.

The purpose of using ALC was to provide new and different lenses with which to see the situation, to enable participative engagement, and to minimize resistance in order to enable responsibility taking.

2.2 PLENARY PRESENTATIONS OF SOUTH/SOUTH RELATIONSHIPS

2.2.1 Examples of presentations

- A) A mimed role play of falling frontwards into the hands of the person standing in front and falling backwards into the hands of the person standing behind.

Reflection:

- We need the support of others. We cannot do everything by ourselves;
- There is support available whether you falling backwards or frontwards;
- There are issues of trust, dependency, support but also fear, anxiety and skepticism.

- B) A mimed role play of the relationship between two groups. Initially, the groups get on well and are working together. Then an outsider visits both the groups and gives them something. Subsequently, the relationship between the two groups starts to break down, and mistrust builds as they start to look at how much the other group has received. This caused resentment which resulted in reluctance to work together.

Reflection:

- Notion of competition between CBOs and NGOs;
- Good intentions of networking, but self interest resulting in competition, envy and suspicion get in the way of collaboration.

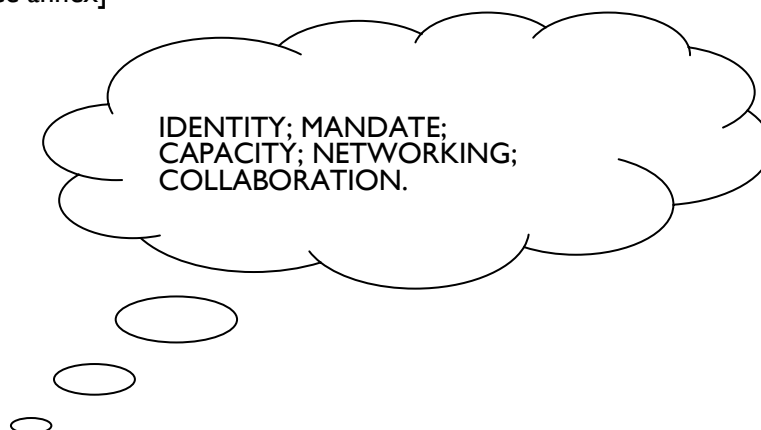
2.2.2 Issues and Questions emerging from the presentations

Insights	Questions
Dialogue is give and take.	How can we nurture and appreciate relationships with our Southern partners?
Southern NGOs are experiencing similar situations of lack of collaboration with other Southern NGOs.	Where is our mandate as civil society organizations?
We are acknowledging the weaknesses in the networking that we are engaging in with other Southern NGOs.	How can we coach organizations to remain within their mandate when faced with external pressures?
Openness, transparency accountability, shared purpose and interest are critical in networking.	What does a practical donor look like?
Many NGOs are experiencing an erosion of vision and identity as they compete for funding to stay afloat.	How can we increase aid effectiveness for more impact and result?
The very things that separate Southern NGOs, such as questions of trust, collaboration and mutual outsourcing are the very things that should make us and our networking stronger.	
The term capacity applied in capacity building work today is understood in its most limited sense of ability to fix, rather than grow.	
Resources VS. Values.	

After the presentations, participants went back into their groups to share their experiences of North/South relationships.

Day 2

End of Day 1 Reflection [see annex]



2.3 PLENARY PRESENTATIONS OF PROJECT BASED PARTNERSHIP EXPERIENCES

2.3.1 3 Examples

A) Role play of three organizations with different mandates (Water & Sanitation, Environment, HIV AIDS) being approached by a donor offering funding for a project that is completely unrelated to the work of the three organizations i.e. Fighting terrorism. At first, all three organizations refused to take on the project and the funding, expressing that it is not their mandate. However, after sometime, the donor starts to leave. Seeing this, they each rush to the donor and agree to take on the project. Doing so, they drop the mandates that they initially stood for and take on the mandate of donor.

Emerging Issues

- Erosion of focus by Southern organizations is supported by Northern organizations as they disrespect the issues on the ground; the priorities, needs and questions of Southern NGOs
- If we refuse to change our objectives to suit the donors, will we be in a position where we can survive without their support?
- Need for survival is one of the factors that erode Southern NGOs' identities
- In whose interest do donors exist?
- Whose interests are we serving as intermediary organizations?

- We give them power by bending to their will.
 - All three organizations should have refused to take on the project, and instead direct the donor to an organization that is involved in that kind of work.
 - We need to have horizontal partnerships based on collaboration and trust, not competition for funds.
 - Donors should approach organizations based on their values and mission.
 - We need to look at ourselves before pointing our fingers to Northern NGOs.
 - How much are we investing in ourselves and using our existing capacities? Are we taking time to appreciate the support already available to us from our own communities?
 - By understating our internal capacities we underrate our position to engage in dialogue and negotiation.
 - Strategic networking between Southern NGOs is vital. We need to go the extra mile to have genuine collaboration.
- B) Role play of an organization refusing obnoxious technocratic conditions tied to funding from a Northern NGO.

Emerging issues:

- The donor provides funding but the conditions of the funding are not aligned with the goal of developing recipient organizations.
 - Technocratic demands such as log frames are tedious and time consuming. This often requires hiring someone who can do just this work, yet funding that is received often does not cover such costs.
 - Top down delivery of instructions in the example of log frames or the way contracts are drawn, does not involve any dialogue or negotiation with the recipient NGOs.
 - Conditions tied with project funding can reorganize the entire practice (including the value base and identity) of the recipient organization for the duration of the project. After funding stops the recipient organization is left in a mess. How many times can we change the way we run our organizations to suit the demands of each project we undertake?
- C) Role play of an expert from the North working within the recipient NGOs as part of the funding conditions.

Emerging issue

- The notion of having “experts” from the North leads to the unwillingness of these individuals to learn from the local situation. This is undermining the capacity of Southern NGOs as development practitioners. Just because we don’t have the funds does not mean we do not have the competence.
- As southern NGOs what competence do we expect desk officers in the North to have?

- Southern NGOs are not given the chance to fully engage in the partnership. The nature of North/South partnerships are extremely patronizing to Southern NGOs.
- How sustaining is the support we receive from the North?
- Northern NGOs mistrust the abilities of Southern NGOs to work effectively with a clear sense of purpose.

2.3.2 Emerging Issues and Questions from the presentation

Insights	Questions
1. There is lack of trust in the relationships, which leads donors to want to take up direct implementation.	1. What capacities do we need to build in order to sustain our strategic focus?
2. Donors tend to engage with well known organizations, referring donors to less well known organizations will help enable better distribution of resources.	2. Can donors respect the priorities and concerns of Southern NGOs?
3. Donors also come into relationships with their anxieties. For our partnerships to be fruitful, we need to look at the capacities that we need to build to support the development for both the donors and Southern NGOs.	3. Do our Northern partners have all the capacities that we need?
4. A platform for dialogue is essential for North/South partnerships.	4. If we know the importance of networking, why do we not network effectively?
5. As Southern NGOs we need to put our houses in order, so that we can have accountability to the local communities that we are serving and the partners who contribute material resources to this effort.	5. How do we understand the meaning and form of developmental partnership?
6. Lack of fund does not equate to lack of capacity or lack of competence.	6. Whose interests are we serving? The donors', the local communities' or our own?
	7. In partnerships, who takes credibility and who takes the blame for project results?
	8. Do we know the vision and mission of the organizations that we receive our funding from? Are they aligned to our mandate?

3.0 CREATING DEEPER AWARENESS OF OUR SITUATION IN THE SOUTH

The information sharing process brought about a common understanding of the current issues and situations where Southern NGOs are operating. It was now time to come to a deeper understanding of what it all means, in order to plan future actions that will improve collaboration for effective capacity development in the South.

3.1 EXPLORING THE CONCEPT OF EFFECTIVE PARTNERSHIPS: WORKING WITH METAPHORS TO GENERATE MEANING

When talking of partnerships, we carry assumptions about relationships. The concept of relationship seems more helpful for the scrutinizing of whether partnerships are useful or not.

In 4 groups, participants were asked to discuss mutual partnerships. From their discussion, they then had to draw an image capturing the characteristics of the relationship in the partnerships, considering:

- a) Visible characteristics of mutually empowering relationships.
- b) Values underlining the characteristics and behaviors in the relationships noted.

3.1.1 Images depicting mutually empowering relationships

A) Bee on a flower: the relationship between the flower and the bee.

Visible characteristics:

- The bee is co-existing with the flower;
- Sensitivity and tenderness in the interaction;
- The flower is open- the bee lands lightly;
- The flower is attractive – the bee is sensitive.

Empowering values perceived:

- Interactivity;
- Sensitivity;
- Openness;
- Sharing;
- Collaboration;
- Interdependence;
- Sustainability;
- Mutual respect.

B) Spider web

Visible characteristics:

- Clear starting point;
- Continuity;
- Supporting links;
- Transparency;
- Growth;
- Openness;
- Networking.

Empowering values perceived:

- Sticking together;
- Establishing basis of relationship;
- Open communication;
- Solidarity;
- Trust;
- Commitment.

C) **Ants**

Visible characteristics:

- Diversity of sizes;
- Collaborative effort;
- Coordinated movement;
- Organized movement;
- Common direction.

Empowering values perceived:

- Trust;
- Commitment;
- Cooperation;
- Mutual support;
- Mutual accountability;
- Participation;
- Integrity;
- Unity.

D) Two hands supporting a plant

Visible characteristics:

- Working together;
- Supporting;
- Closeness;
- Nurturing;
- Care.

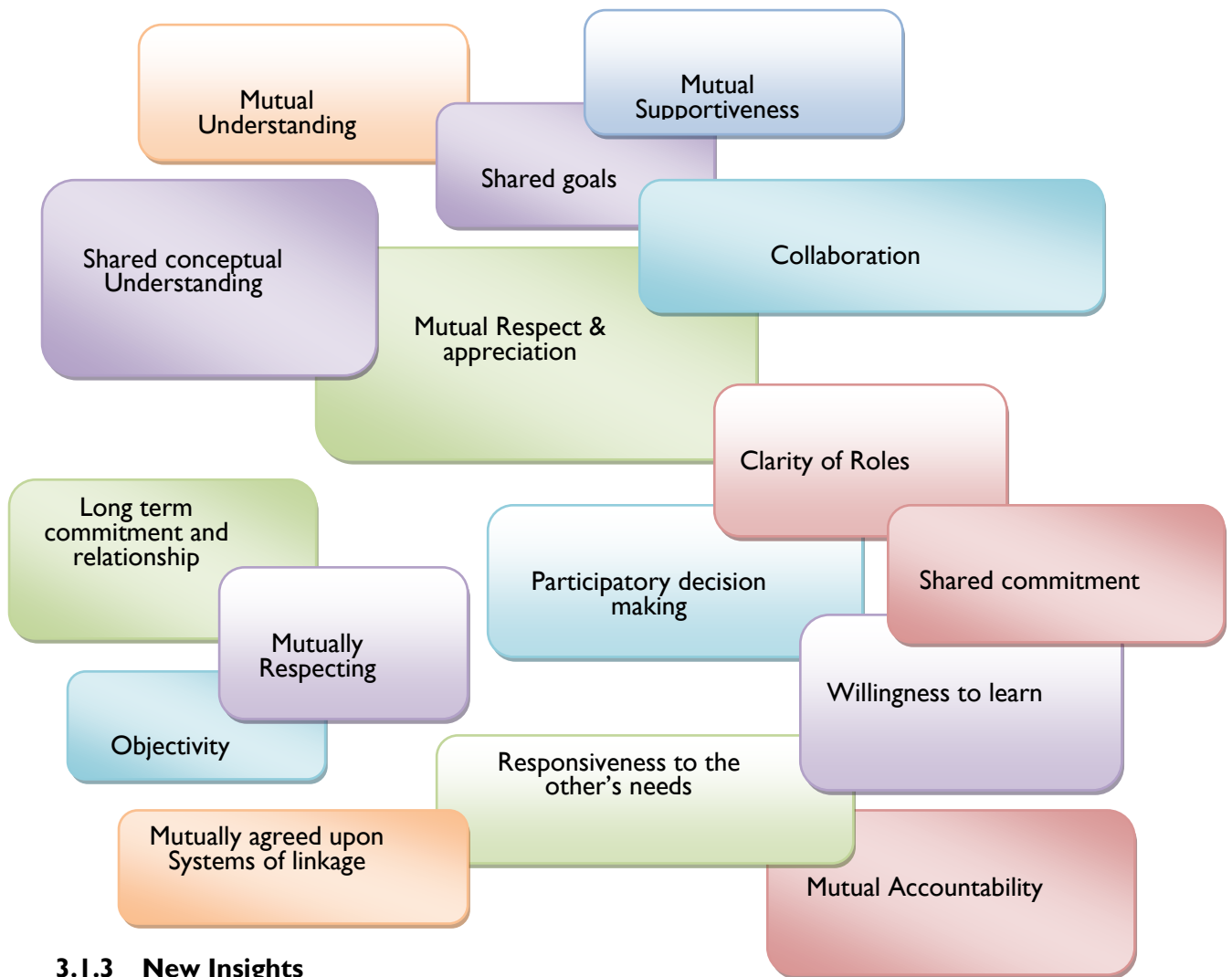
Empowering values perceived:

- Love;

- Trust;
- Closeness;
- Openness;
- Shared interest;
- Mutual support;
- Care.

3.1.2 Key factors enabling purposeful, ethical and sustainable partnership

From the images above and the reflections on what they stand for, participants were able to create a picture of ideal partnerships. This is captured in the bubbles below:



3.1.3 New Insights

Partnership is a complex matter that needs to be consciously managed;
 There is a need to lift up the terms of engagement;
 Partnership is a two way thing and therefore requires ongoing dialogue;
 Partnership rotates around consciously managed values;
 Partnership requires the alignment of values with practice;
 All parties need to contribute and all parties need to receive in partnerships.

4.0 WHAT IS CAPACITY?

The buzz word “capacity” is currently widely used in the development work of civil society organization. But what is it really? Who is it for? What is it for? And where does it come from?

4.1 UNPACKING CAPACITY

Participants were invited to define “capacity”. These are the definitions that were given

- Ability to perform;
- Ability to manage;
- Ability to do what needs to be done;
- Ability to achieve results;
- Ability to use accumulated knowledge;
- What is needed to accomplish something;
- Ability to meet requirements;
- Capability and knowledge;
- Material and financial resources, facilities, experience, knowledge, abilities, skills, systems and structures needed to sustain or achieve something;
- Ability to effectively and efficiently use resources to achieve objectives;
- Power;
- Applying accumulated knowledge;
- Man/Woman power;
- Assets to bring about positive change;
- Measure of strength;
- Innate power to engage in a sustained relationship: leadership, confidence, communication, clarity, conviction, passion(innate power is embedded);
- Ability and confidence to draw on innate power;
- Vision is needed for capacity to be effectively used;
- Consciousness;
- Sustainable ability to manage effectively.

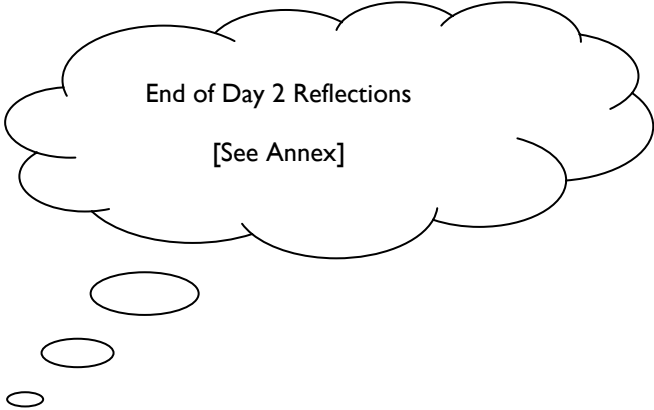
From the brainstorming, it emerged that there are different types of capacities. Technical capacity includes skills for managing the more visible areas of institutions. Strategic capacity, on the other hand, involves skills for managing the strategic areas of leadership, values, identity and relationships.

The question that emerged prominently from the above analysis was: “What capacities do we need to develop, between Northern and Southern NGOs, in order to engage in ethical and productive partnerships for capacity development?”

Participants observed that capacity building aimed exclusively at strengthening administrative skills and managerial systems is merely dwelling on service delivery as the basis of relationship between Northern and Southern NGOs. The currently predominant technocratic orientation to development hardly touches the more strategic capacities related to institutional

development, such as values, identity, confidence, and the ability to challenge power relations that hinder meaningful relationships. The result, for many Southern NGOs has been loss of vision and the erosion of institutional identity and leadership. Such circumstances were seen to be a major cause of self defeating *competition* among Southern NGOs and the loss of ability for creativity as well as collaborative and sustainable partnerships with Southern NGOs.

It was noted that organizational and institutional capacities need to be approached as complex “strategic” processes that require ownership and long-term commitments in the relationships that support their development. This would enhance the ability of Southern NGOs to draw on their “innate power” towards growth and development as sustainable local institutions.



5.0 CHARTING THE WAY FORWARD

5.1 What the current situation is asking of Southern NGOs

Following the reflection on day 2, participants were divided into groups and were asked to work on the following questions:

- a. What 3 things do you feel particularly challenge us as Southern NGOs in partnership?
- b. What 3 things do you feel particularly challenge us about North/South partnerships for the capacity development of Southern NGOs?

5.1.1 What 3 things do you feel particularly challenge us as Southern NGOs in partnership?

- We undermine our potentials as Southern NGOs;
- The lack of will and lack of focus to build effective networks and linkages due to selfishness and unethical practices;
- Programs & projects are not community-need driven; designing projects without consulting communities- self serving;
- Lack of transparency and accountability among CSOs;
- Over dependence on Northern partners;
- Inadequate strategic networking;
- Aligning practices with values;
- Sustainability; we are not sensitizing our communities to know that we have capacity;
- Disempowered self perception causing over dependence, powerlessness and weakness;
- Not appreciating values and recognizing available local resources;
- Failure to stand for what we believe in.

5.1.2 What 3 things do you feel particularly challenge us about North/South partnerships for capacity development of Southern NGOs?

- Top down decision-making serve self-interests of one party;

- There is general lack of trust by Northern NGOs, which can be seen in the way they want to get involved in direct implementation of projects.
- Northern partners usually want to take all the credit for successful projects implemented, for their visibility and publicity;
- As southern NGOs we need to be accountable in our practices;
- Limited forums for dialogue between North and South CSOs;
- Northern driven relationships;
- Mistrust from Northern CSOs;
- Lack of transparency from North;
- Top down communication; we need dialogue and participatory decision making processes so that decisions reflect the views of both parties;
- Little importance placed on the strategic aspects of organizational capacity, such as leadership, values, identity and networking.

5.1.3 New Learning and emerging questions

Insights	Questions
<ol style="list-style-type: none"> 1. North/South relationships can be seen as a bank: They have both benefits and costs. 2. North/South partnerships need to be managed consciously. 3. Northern and Southern NGOs can be seen as co-pilots. One cannot fly without the other. 4. North/South partnerships can be seen as dance. There are a lot of techniques that need to be worked on and mastered. 5. Southern NGOs have a role in shaping the partnerships. 6. There is a need to address the capacity of Southern NGOs to support the causes that drive them. 7. As a civil society, we need to acknowledging our short comings and get to the core of the current questions in partnership for capacity building. 8. We can start having real, meaningful and effective partnership among Southern NGOs by nurturing our own power, through clarifying our identity and values. 9. North/South relationships are in many ways similar to South/South relationships. We need to embrace our interdependence. 10. Partnerships can be positive if relationships are based on shared principles. 11. There is a need for holding more forums of discussion between Southern NGOs 	<ol style="list-style-type: none"> 1. How will it take Southern NGOs to build effective capacity to manage equal relationships with Northern NGOs? 2. How are we going to use opportunities created by the dialogue to engage in meaningful relationships with the Northern CSOs? 3. How are we going to manage shared responsibilities between Southern and Northern NGOs? 4. How do we articulate the view that North and South NGOs are interdependent, so that both sides can appreciate what is being asked of them? 5. How do we develop capacity in the South to articulate and support the development cause? 6. What do we need to do in order to share and explore all the areas in which Southern and Northern NGOs can work together? 7. How can we together develop and share principles that can strengthen partnerships between Northern and Southern NGOs? 8. Who are we as CSOs? Are we movements or merely organizations? 9. This workshop is part of capacity building initiative, how can we use it to organize ourselves appropriately? 10. How are we going to organize ourselves in order to manage our power?

5.1.4

Participants particularly observed that the prevailing way of managing activities is largely undevelopmental. Basing the possibility of development on projects that last only a few years forces us to want “quick fixes” so that we can show immediate, or short-term results. This is self-justification of intermediaries organizations and consultants, and are not interventions for development.

Development is a process of sustained transformation. Our interventions in capacity building must therefore be geared toward transforming practices at the levels of leadership, values and identity in order to support long-term institutional development of the civil society sector in the South.

It is becoming increasingly evident that the current stringent technocratic demands in capacity building and funding relationships are instruments of control that, in their nature, disturb and undermine processes of development.

At the same time, lack of effective networking is hindering possibilities for Southern NGOs themselves to strengthen their institutional development. In the same vein, as Southern NGOs, we have tended to under-appreciating our potential by allowing financial aspects of partnership to outweigh the equally if not basically more important aspects of building meaningful relationships.

As southern NGOs claim that partnering should be about learning from each other and building on each other, we also need to acknowledge that resenting our northern NGOs sending some of their staff to work with us is denying them the opportunity to come and learn about and from the south.

Furthermore, it was acknowledged that whilst many southern NGOs complain about lack of trust by Northern NGOs, there are numerous intermediary NGOs in the south that claim to serve communities, but are actually serving their own interests. As one participant said: Trust is something that grows with time if we conduct ourselves honorably and with integrity. There needs to be a degree of instrumental control by both parties. However, when these instruments become overwhelming for either party, it becomes undevelopmental.

6.0 PLAYING OUR ROLES IN PARTNERSHIPS

Over the last 10 years, a number of actors have featured in the discussions on partnerships and capacity building of Southern NGOs. These have included Transnational NGOs (TRANGOs), Local Intermediary NGOs at various levels and Local grassroots Community based organizations. To further deepen understanding of how these actors are operating in the current situation and the true nature of questions that surround partnership for capacity building, the facilitator introduced a mission statement that seemed to characterize the true nature of the purpose being served by the current nature of partnership for capacity building of Southern NGOs.

Mission Statement:

To ensure that local (Southern) NGOs do not develop the ability to draw on their innate power of values, knowledge and identity. This will ensure that they remain permanently incapable of engaging meaningfully in shaping the nature and quality of partnership, as well as the agenda for their own institutional capacity development.

6.1 Working with the mission statement

In 3 groups, participants had to perceive themselves as any one of the above mentioned actors, put themselves in their shoes and develop a role-play to demonstrating that particular actor relating with partners in accordance with the mission statement above..

Presentations

- A) A CBO's going into grass roots situations and insisting on the community to plant trees, but not listening to the community's concerns i.e. the need for clean water. The CBO appoints a new local community member to lead the project, replacing the previous leader. Money is used as an incentive to get the local community to plant the trees, regardless of their expressed need for a water project.
- B) Four different Northern NGOs refusing proposals for funding from a specific Southern NGOs based on the pressure and influence of one particular Northern NGO.
- C) A Northern NGO calling for funding proposals from the South. They approve one particular project from a Southern NGO and then impose numerous technocratic

demands as instruments of control including sending an “expert” to “oversee” the project.

Participants deliberated on key aspects of the role-plays to assess the extent to which reflected what happens in reality:

- Money being used as an incentive to abandon an NGOs core purpose in order to become an implementer of activities that meet the current preferences of a donor;
- Tedious monthly, quarterly or half-yearly reporting as a condition for continuation of funding;
- Funds being disbursed on a monthly basis;
- “Experts” from the North being sent to “oversee” projects, and practically usurping leadership in local NGOs;
- Lack of trust by Northern partners;
- Mandatory adaptation of specific planning and management procedures such as log frames before funds can be granted;
- Donor conditions sometimes change entire practice, systems or structures of a recipient NGO, for the sake of one project;
- Self edification & self justification based on financial or technocratic power are real dynamics of current partnerships for capacity development of Southern NGOs.

Remaining question

How do we work with these challenges? To what extent are we in reality working for the mission statement above, in the current situation?

6.2 PLANNING ACTION STEPS

What do we need to strengthen in the current situation?	What must we do differently?	Things we want to see on the agenda for North/South dialogue
<p>Communication & Dialogue</p> <p>Transparency & Accountability</p> <p>Stimulate the innate powers of confidence and values.</p> <p>Negotiation & dialogue skills</p> <p>Networking & linkages</p> <p>“Put our house in order”</p> <p>Internal operations of Southern NGOs</p> <p>Clarify mandate</p> <p>strategic capacities that will support effective partnership management.</p> <p>Advocate for Southern organizations to increase accountability to the constituents they claim to serve.</p>	<p>Appreciate and utilize existing resources;</p> <p>Stop hoarding information;</p> <p>Stop underrating ourselves;</p> <p>Enhance accountability and transparency;</p> <p>Network strategically.</p>	<p>Defining the term “sustainable development”;</p> <p>Emphasis on respecting the existing cultures and programmatic choices already on the ground with local NGOs;</p> <p>Defining capacities/qualities required for sustainable partnership.</p> <p>Addressing how we can enhance vertical and horizontal communication;</p> <p>Commitment to openness between Northern and Southern NGOs.</p> <p>Participation and other empowering processes and relationships in the dialogue platform</p> <p>Discuss how to develop shared priorities and goals.</p>

7.0 WORKSHOP EVALUATION

Participants were given a chance to comment on the workshop, particularly in the areas of sharing experiences, analysis of the current situation and the extent to which they were able to internalize the issues at hand:

WHAT WENT WELL?	WHAT DID NOT GO WELL?	KEY LESSON LEARNT.	TO IMPROVED OR CHANGE
<ol style="list-style-type: none"> 1. Challenges of North/South partnerships were surfaced; 2. Shared understanding on key issues emerged, 3. Questions concerning dialogue and networking among Southern CSOs were surfaced; 4. Facilitation methodology; 5. Participatory environment; 6. Process enabled internalization of issues at hand; 7. Good time keeping; 8. Facilitators complemented each other; 9. Everyone expressed their ideas through group work and Presentations; 10. Relevant issues were discussed with openness; 11. Excellent organization; 12. Built a clear picture of the current situation; 13. Complex issues of capacity building were systematically highlighted. 	<ol style="list-style-type: none"> 1. More time needed for group discussions; 2. First day was slow; 3. Not enough time for participants to interact outside the training venue; 4. No farewell party; 5. No schedule for visiting Moshi town; 6. Time was too short for an excellent workshop; 7. Venue not well ventilated; Too hot; 8. Group work took a long time; 9. Participants' time management was not good, and this took away from the workshop time; 10. There could have been a higher number of participating NGOs and CSOs. 	<ol style="list-style-type: none"> 1. Holistic meaning of capacity, which is more than visible processes and resources; 2. Relationship, confidence and trust are key in dialogue; 3. How organizational values can influence performance; 4. Facilitation skills; 5. Need for participative processes in partnerships; 6. Need to build our capacities by tapping our "innate" power; 7. Accepting that we need to "put our house in order", in the process of engaging the North; 8. Need to harmonize participation both horizontally and vertically; 9. Weaknesses of specific organizational practices of Southern NGOs; 10. Realization that I have responsibilities ahead of me; 11. Need to reconnect with the <i>cause</i> 	<ol style="list-style-type: none"> 1. Get more information on how donors in the North operate; 2. Have more dialogue in order to have informed action steps; 3. Use of Kiswahili; 4. Each group to address different issues so as to cover more ground in the workshop; 5. More days needed for such a workshops; 6. Venue should be changed; 7. To keep on sharing information about networking; 8. There should be women facilitators.

Appendix I

End of Day 1 Reflection

- The yard stick at which we use to call ourselves CSOs: who are we?
- Issue of mandate: where is our mandate? In the context of our activities, can we challenge the North organizations to support us in the way we need them to support us?
- Issue of capacity: Do we have enough capacity to engage in the dialogue?
- Relationships: how can we nurture the relationships that we have?
- How can we complement rather than compete with each other?
- How do you capacitate organizations to remain within their own mandate even with external pressure and temptations?
- Need to organize ourselves before we can engage with the North;
- There is a need for us to act according to our mandate: cooperation and collaboration with other NGOs
- Issues of resources versus values in defining our relationships;
- Responsiveness to needs;
- Support: can donors offer genuine support? Beyond funding? Can we engage them and come to a point where our priorities are taken on board seriously?
- Relationships: Dialogue is give and take. It is not for us to just be given direction;
- We need to realize and recognize our shortcomings in our partnerships and relationships both horizontally and vertically and work with them consciously;
- Is the support that we give or receive asset build and supplement the ongoing development process and resources or destroy/ remove rather than build on the ongoing support? (We cannot just rely on external support. We need to build systems or governing structures which are part of the value system to attract support.
- The partnerships should be based on complementarities;
- Ethical practices amongst Southern partners are very important if we are to move forward. What kinds of ethical practices? When proposals are called but most NGOs do not want to participate because of fear of collusion. We need to have ethical practices between ourselves before we dialogue with the North. We need to unmask ourselves
- Can we stand without support from the north?
- Practices of South NGOs versus practices of Northern NGOs;
- What strategy do we need to eliminate unethical practices?

End of Day 2 Reflection

- Issues of capacity is an issues that needs to be work on;
- We need to work on our selves first before pointing the figure to others;

- Technical and strategic aspects of capacity: confidence, clarity conviction, leadership etc
- Differing agendas of Northern and Southern NGOs;
- For our networking to be strong we need to strengthen values of partnership and ethics: transparency, accountability etc;
- Capacity needed to engage with the North is beyond ethical capacity;
- Donors taking credibility for our work;
- Trust issue between Northern and South NGOs are the result of benefit- brief case NGOs operating in the South;
- Partnership and relationship;
- Enhancing partnership and dialogue by using alternative skills;
- Importance of capacity , networking and collaboration;
- Role of skills, knowledge, attitudes and values needed in mutually empowering partnerships;
- Partnership and relationship including networking requires conscious management: strategic capacities: capacity to harness our innate power;
- Role of civil society;
- Partnership as equal footing;
- Issue of focus: visionary thinking;
- Need for more collaboration among ourselves: people open about what is really happening, need to clean our house before we face the North:
- What do we need to do to sustain our strategic focus?
- Mobilizing available local resources;
- North and South need each other, each has their own needs at the same time: man wife metaphor,
- Key concepts emerged that are key to the dialogue: values, principles, confidence, and strategic management of relationships. Dialogue is not a forum to vent our frustrations, but creating a place for learning for both: do they have the capacity to understand our needs
- Good process: what will be our entry point? Participation: at what point can we entre to have participatory dialogue
- Evolutionary theory and capacity: fittest survive: Local knowledge: people make theories and money out of it, but we don't use it here!!! We need to partner with each other and document our experiences. It is time for us to wake up and put our strength together

MOSHI DIALOGUE

PARTNERSHIP EXPERIENCES IN CAPACITY DEVELOPMENT OF SOUTHERN NGOS (EAST AFRICA)

CASE STUDIES FROM ORGANIZATIONS PARTICIPATING IN THE SOUTHERN PREPARATION WORKSHOP TOWARD THE MOSHI EVENT

I. ELIMIKA (Tanzania)

Top-down donor/expert decision-making and the institutional development of local NGOs

Africa Youth Alliance, based in Dar es salaam, came to Tarime to seek an organization would promote youth development projects in North Mara District of Tanzania. They organized a meeting of NGOs in Tarime in order to assess which particular one might have the capacity to implement the project. Elimika, dealing with the Youth in Tarime was selected as the project implementor.

When the overall coordinator of Youth Alliance in Tanzania visited Tarime a few months later, he met his former teacher who was working in an NGO called Sachita. To our utter amazement, the project was relocated to Sachita, where I am also a Board member, to become the implementor. After a series of discussions, which failed to resolve the issue, the Board of Sachita came to the conclusion that the famous teacher was the problem for effective collaboration of NGOs in Tarime, and decided to remove him from office.

However the coordinator of Africa Youth Alliance (Tanzania) put pressure on the organization to either accept to work with the teacher or lose the project completely. Sachita insisted that as the project was for the development of the community, it would not accept conditions that entrench the interests of individuals at the expense of the institutional development of local organizations.

The Youth Alliance coordinator remained obstinate and shifted the project to Tarime District Education Office where nothing has so far happened with the project.

2. Sahiba Sisters Foundation (Tanzania)

The challenge of branding “the leading image” to gain footing for civic education, leadership training, networking and economic empowerment interventions in grassroots CBOs

Sahiba Sisters Foundation focuses its activities at grassroot levels in the context of advocacy for development. Being a network organization, Sahiba has established relationships with various groups as well and individual leaders and activists. Among the groups we are collaborating with are Matemwe Control AIDS, Education and Environment (MCAEE).

MCAEE is a community based organization (CBO) located in Matemwe Northern Region of Unguja (Zanzibar). The organization is involved with a number of activities, including 1) environmental conservation along coastlines and capacity building for women's groups around Matemwe area.

The focus agreed between Sahiba Foundation and MCAE is to empower women and youth by giving them knowledge and skills towards strengthening their organizational and technical capacities. Sahiba recognizes that the majority of women in rural areas are marginalized from the lack of civic engagement or self determination, in a particularly conservative patriarchal social and cultural systems.

Sahiba's work with MCAE started with a special focus on Matemwe village. MCAE presented a number of issues that needed assistance, in line with their organizational goals, particularly of empowering women economically through training in entrepreneurship, as well as supporting youth activities aimed at employment and self reliance.

Among the challenges emerging in the partnership between Sahiba Foundation and local grassroots groups; particularly with elections approaching in 2010 and the related assumption that we could be involved in campaigns for electoral office, is whether we have the money for per diems and financing of various local projects, simply to gain the attention and presence of the communities whose development we are here to support. This is a big challenge for Sahiba, which is an organization coordinated mostly through volunteer staff, with the aim of promoting knowledge and skills for the development marginalized groups in grassroots communities.

That situation poses a dilemma for Sahiba because of the risk of losing trust of the people who might have had a particular image and expectations of the organization. It is indeed an institutional development challenge for the Foundation, particularly in terms of how we are managing our leading image in the grassroots communities, with network members, as well as with the specific beneficiary groups.

How do we sustain local awareness, interest and support for the *big idea* we are working toward; particularly in the face of self-interested political forces that are competing for the hearts and minds of the same community groups? Such forces are willing to use any expedient means to get the attention and support they need, including using money as a source of wielding and gaining more exploitative power. The need to get funding to provide loans for the women groups immediately gains two paradoxical dimensions, i.e., it is an authentic avenue for economic empowerment and, on the other hand, Sahiba Foundation is feeling the pressure to acknowledge that in the current reality surrounding it, financial handouts would enhance its own "credibility", in competing for the attention and participation, of local community groups.

The glaring question here is whether such competition ends only with possibilities of accessing "funding baskets", or if it is, indeed, also an institutional development question about Sahiba's *capacity* to brand and promote itself to be understood for what it is, and, therefore, increase the likelihood of local support for the specific causes it is advancing! How can Sahiba create a model or practice that motivates community groups to discard the concept of *per diems*, or bribes,

which clearly hinders empowered community participation in bringing about change and sustainable development in their own situations?

So far, Sahiba hopes that the images of volunteerism that it portrays, through use of public means when they come to communities, for instance, will make them stand apart from the grand standing politicians or business people. It also hopes that the civic education and leadership training they offer will open up the eyes of the community groups. At the same time, the immediate glaring survival needs of the poor communities they serve is prime ground for the predator instincts of local politicians in alliance with big business.

3. TAABCO (Kenya)

Organizational strengthening of CISS

TAABCO which stands for Transforming, Analyzing, Accompanying and Building Change Organizations is a research and development Consultancy company. Its overall goal is to equip and strengthen management capacities of client organizations and agencies to manage their own resources, own development agenda and provide quality services to their constituencies.

The vision statement of TAABCO particularly highlights its drive for a peaceful and just society that is free of poverty, participatory leadership and a strong civil society.

TAABCO provides professional development and management support to the public, private and civil society sectors to enhance their capacities in change management to effectively deliver services for poverty reduction. Specific activities include capacity development for leadership, peace building and conflict transformation TAABCO is based in Nairobi, Kenya.

Community Initiatives Support Services (CISS) is a non-profit, voluntary agency founded in 1979 and registered as an NGO in 1992. CISS promotes partnerships at different levels and with like-minded development organizations. CISS supports community initiatives in health and development through partnerships at various levels.

CISS relationship with TAABCO

TAABCO's Relationship with CISS spans over 10 years, during which a lot of achievements have been realized in areas of capacity building, consultancy, monitoring and networking. Services offered have included: 1) improvement of financial control systems and computerization of accounts; 2) training in proposal development, financial management and reporting procedures, particularly to meet the standards and procedures required by the main donor of CISS; 3) assessments of strengths and weaknesses; 4) support with needs assessment

Through accompanying CISS TAABCO has been able to share experiences, best practices and build synergy.

The questions that arise from the above relationship include:

- What is the sustainability of CISS?
 - What are the new Challenges faced by CISS?
 - what are the lessons learned and what are the interventions TAABCO can offer?
-

4. CDRA (South Africa)

Donor pressure on development processes of local organizations

CDRA was approached by SOLE to facilitate its training needs assessment. The contracting and relationship building from the beginning were clouded by apparent different practices, in working with partners (or clients), between CDRA and SOLE. In the initial discussions, SOLE were insisting that CDRA carry out the intervention in accordance with how they perceived organizational effectiveness and related capacity development processes. In CDRA's view, what they were presenting was a top down approach. At some point CDRA indicated the possibility of terminating the contract due to the fact that there was a lot of misunderstanding and the relationship was not really working. But SOLE were clear that they wanted us to accompany them in this journey.

In its approach to development, which characterizes its interventions, CDRA insists on supporting organizations and communities to connect with their purpose: We want to promote organizational forms, practices and principles which transform power and contribute to a world characterized by freedom, inclusion and self-determination. At the beginning CDRA felt that SOLE did not really connect to this kind of purpose in seeking CDRA's support and accompaniment. It emerged that SOLE were under pressure from their donor who needed the report on their evaluation process.

The questions that stand out for us in the above case are related to the challenge of facilitating the development and growth of an organization that is mainly responding to the demands of the donor. SOLE, it would appear, were projecting their stress from the relationship with the donor to CDRA, the facilitating organization, whom, apparently, they were clear they desired to work with.

5. KIPEPEO (Kenya)

KIPEPEO is a community based organization operating in Narok District, Kenya. It started as a community fighting for its land rights. Its beginning was volatile because in its advocacy and community mobilization activities it encountered repressive responses from government authorities. In the course of time it started receiving financial support from donors.

As a start up organization KIPEPEO worked through a committee that would meet regularly to manage its activities. Four years ago they entered into partnership with USAID, to implement an HIV/AIDS prevention programme. The agency insisted that Kipepeo had to disband its committee and form a board. Because of the financial support involved, Kipepeo conceded to this condition and established a board.

In the course of the partnership other conditions were introduced by the funding partners. For example, the Agency came up with a checklist of capacity "building" procedures that they prescribed to their various implementing partners in the region. These were in the areas of leadership and governance, as well as strategic planning. Specifically, the partners had to develop a number of manuals, e.g. for human resources management, Financial Management and conflict resolution.

From a recent organizational survey, it emerged that the organization was experiencing certain crises, mainly particularly of identity and leadership. Apparently, the various conditions that the Agency had introduced during four years of “partnership” (for a single project purpose) were diverting the organization from advancing its original mandate. Its governance/leadership practices became weaker, because the organization was now simply responding to the purpose, systems, organizational culture and decisions of USAID. At the moment, the board meets only once a year, because the Agency cannot provide finance to support more than that number of meetings.

As a result of this relationship, KIIPEPO is viewing itself as a river that has changed course and degenerating into a project of USAID, rather than an independent organization pursuing its original mission and vision.

6. EMESCO DEVELOPMENT FOUNDATION (Uganda)

The quality of trust and shared leadership in managing organizational transitions

EMESCO Development Foundation started as a development Organization in April 1998. Its main areas of operation at the time of initiation were Agriculture, Health, Environment, Primary Education, Micro-finance and Water. All activities of EMESCO Development Foundation exhibited steady growth. The Micro-finance Programme grew to such a scale that it was overshadowing all the other areas of EMESCO’s work.

Given the rapid expansion of programme activities, donors as well as lenders were getting concerned about the legal structure of EMESCO Development Foundation *vis-a-vis* its nature of business and the new emerging relationships like obtaining borrowings/credit.

In 2006, a decision was made to spin off the Micro-finance Programme from the main EMESCO Development Foundation. The parties involved in this transition were mainly EMESCO Development Foundation Management and Board, International Partners and lenders in the local financial markets.

The new developments brought about the following:

- A new organization/Micro-finance Institution has been formed with its own Board and Management;
- The element of trust came in strongly. Obligations hitherto held by EMESCO Development Foundation had to be managed by a separate entity e.g. capital loans obtained from other Funders;
- The transition process demanded a lot of staff and board training, new policy development, new software acquisition, etc. and these were costly;
- More responsibilities had to be assumed by some senior members of EMESCO Development Foundation. The Executive Director of EMESCO Development Foundation is a member of the Board of the new Micro-finance Institution – EDF Micro-finance Ltd.

Critical points to note in this institutional development process:

- Trust and openness among all parties involved helped the smooth take-off of the transition.

- International partners generously supported capacity development programmes to equip both staff members and board, as well as the new institution with the necessary knowledge and means for achieving efficiency and effectiveness.
 - The shift was backed by experiences of others. Best practices in Micro-finance demand that it is operated independently.
 - For any change to take place there will be 'losses' and 'gains'. EMESCO Development Foundation lost part of its portfolio but many more people are now receiving professional Micro-finance services.
-

7. EASUN

Who is paying for it?

BETTER MARK (BM) is an International NGO based in Kampala, Uganda, with core government funding from its mother organization in the North. Its capacity building work in Uganda is based on “partnership” contracts with a number of local organizations. Generally, these organizations are struggling with difficult capacity questions. Some of them are membership organizations that face serious challenges of governance, in terms of how their boards provide leadership for the overall management of their institutions. They also experience deep internal culture conflicts, particularly where Board members are selected from a wide variety of institutions.

In the case of CAPS, a well known women’s organization, Board members have been sourced from the military, government budget office, the Post Office and some local NGOs. The organization is ridden with conflict partly as a natural consequence of a lack of shared identity and/or common management practices.

CAPS is a local partner of BM, which has contracted for the right to provide it with capacity building services. The interventions are carried out by the staff of BM itself, who are referred to as advisers. From time-to-time, the staff of BM identify external consultants, either from the North, or locally, to support their capacity building work in Uganda. All expenses for such capacity building activities are paid for by BM, including fees for any outsourced consultants. CAPS, and other, similarly contracted partners appear to be happy to leave it to BM to do most of their needs identification, as well as sourcing for consultants and contracting for capacity building interventions.

A clarification meeting between BM advisers and CAPS Board members before a capacity building intervention in 2004 shows how *ownership* of CAPS change process was negatively affected by the specific relationship where CAPS is the recipient of both *capacity building* and *funding* from the same organization, i.e., BM. In the clarification process, it emerged that most of the Board members were not aware of a planned capacity building intervention planned for CAPS. Quite a few of them, therefore, were not going to be available on the days planned for the organizational survey workshop.

It began to look as if the workshop might not take place or, if at all, only with the representation a small number of Board members. In passing, one Board member who had plans to travel to London that same weekend inquired about the venue of meeting. The staff of BM attending the clarification process invited CAPS members to decide on the venue, with the added information

that BM would pay all the costs of the workshop. When it was decided that the workshop would take place at a posh Golf and Country Club located on the Nile River, the Board member pointedly noted that in that case, she would postpone her trip and travel to London the week after the workshop.

Paradoxically, BM continues to profile itself as being *demand driven* as its marketing “sound bite” for capacity building of civil society organizations world-wide.

Appendix III

Participants

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