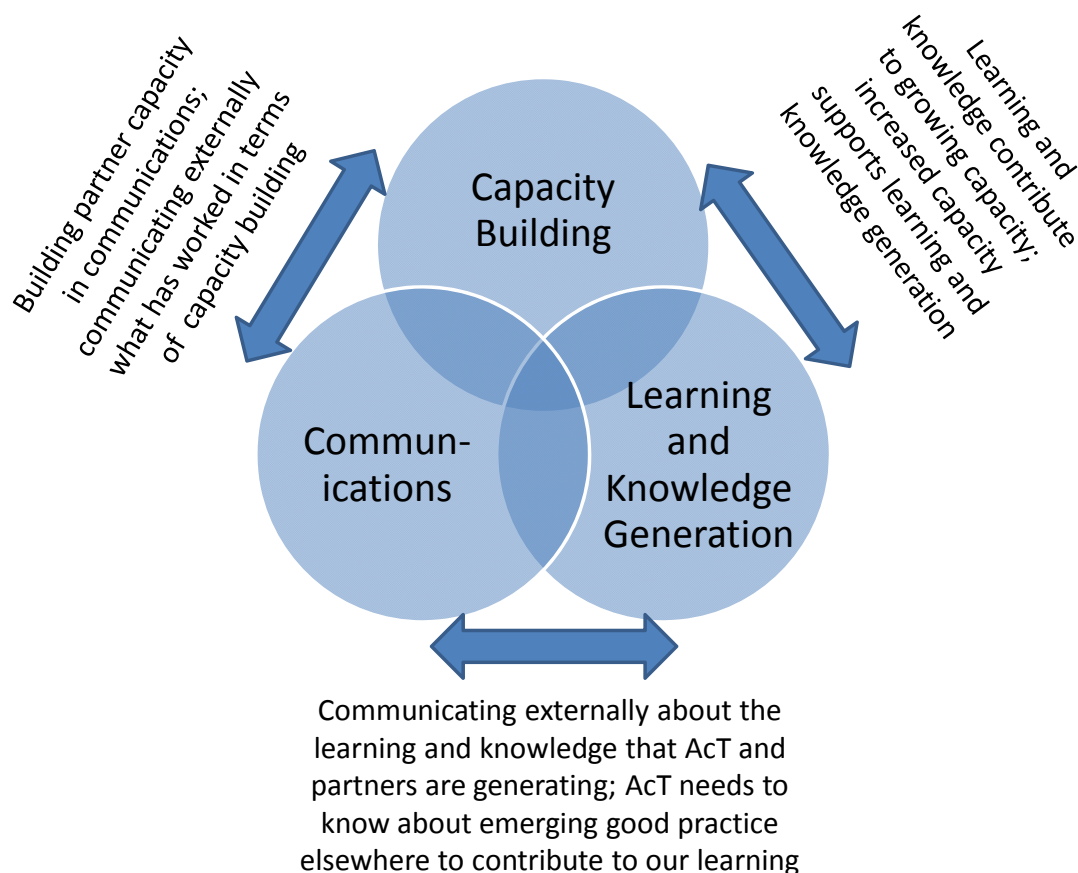


CAPACITY BUILDING, KNOWLEDGE GENERATION AND LEARNING

AcT is an ambitious programme. As our ToC clearly articulates, strengthening work in governance and accountability of necessity works in a complex multi-stakeholder environment. The dynamics are frequently changing, sometimes rapidly so. AcT also seeks to work at the interface between the conventional 'good governance agenda' – citizen participation and monitoring of plans, budgets and so on, and making sense of the concepts of good governance and accountability as they play out in the eyes of ordinary citizens, as an element of culture¹.

AcT's approach is to see capacity building, learning and generating knowledge and communications as areas interrelated as in the diagram below:



Building capacity to work in this way is central to AcT's programming, and connects strongly to AcT's fourth output on learning and knowledge generation : 'Improved understanding by civil society of what works in strengthening accountability and fighting corruption'. The close interconnectedness between learning and programme effectiveness is a real challenge to some organisations who are used to focussing on, and reporting on, the delivery of outputs (research reports, workshops held etc) as ends in themselves, and

¹ Represented, for example in work such as Tim Kelsall (2011) *Going with the Grain in African Development?* In Development Policy Review 2011, 29

seeing their own accountability to donors solely in terms of ‘funding spent as planned’ without regard to the higher level impact.

Communications is also central to our work – sharing within the AcT partners a growing understanding of what has worked and what has not in strengthening accountability, and also putting that understanding out into the public domain – for use in Tanzania and beyond. We recognise the need to support partners to strengthen their capacity in communications, which is a further dimension of capacity building. Finally we are also interested in learning, documenting and communicating emerging good practice in supporting CSOs to take on the challenges around governance and accountability. Communications is the subject of section 5 of this ‘Implementation Approach’ document.

OUR THINKING ABOUT CAPACITY BUILDING

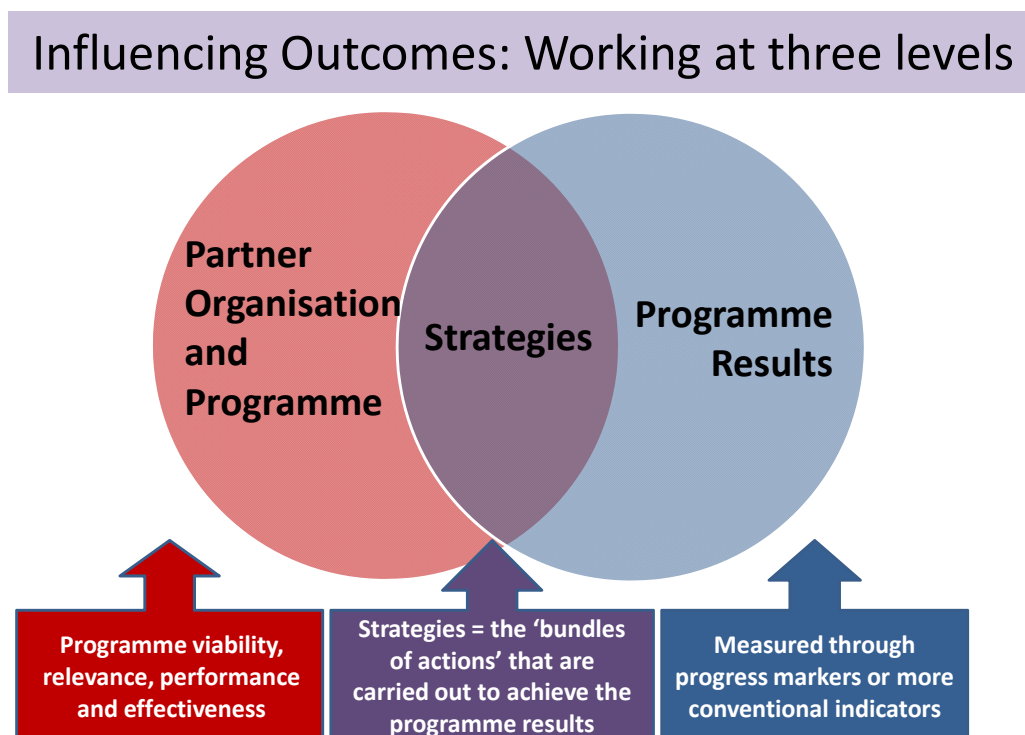
AcT’s approach to capacity building is that it should be open-ended and tailored to the specific partner organisation and context. It starts with where the partner is, not with where we would like them to be.

To be effective, it has, as far as possible, to be demand driven. Where AcT strives to stimulate demand – for example by sharing good practice from other organisations about what has worked and what has not in promoting accountability, or the value of Outcome Mapping – we recognise that unless the capacity building process is owned by the partner in question, it will not take root.

Our approach is holistic and covers the whole of organisational performance: the achievement of results, the strategies employed to achieve the results and the organisational performance and development which supports or hinders bringing those results about.

COMPONENTS OF CAPACITY BUILDING

AcT’s capacity building works with a model derived from Outcome Mapping, and represented in the following diagram.





We focus on achieving results in the external environment – those related to governance and accountability. Achieving these is a product of the strategies that the organisation carries out. Thinking through what strategies will be most effective in a particular sector, at a particular time, is part of the planning, and on-going reflection and learning, process. We then support thinking through the kinds of organisational capacity required to deliver the strategies – how much they would cost, what staff skills are required, what decision making systems are required within the organisation and so on.

It is important to link the programme planning, budgeting and reporting – and to be able to work flexibly. For example – to plan now to carry out 10 training workshops in quarter 4 of year 3 of a strategic plan is not very helpful. What is required is on-going organisational thinking and learning about what is working and to deploy resources flexibly and accountably to achieve the ends desired.

Much of this depends on organisational learning. We support organisations to strengthen their own internal systems for monitoring to support this, and provide tools from Outcome Mapping to stimulate further thinking about influencing the attitude and behaviour of particular stakeholders towards this end. AcT has a Manual², accessible on the website, which describes these tools and how they can be applied.

There are potential challenges around linking outcome mapping with more conventional log-frame approaches – if you would like to understand more about this, please see **Think Piece: Working with Log-Frames and Outcome Mapping in the Context of the Accountability Tanzania Programme (AcT)** also available on the AcT website.

ENTRY POINTS FOR CAPACITY BUILDING

These entry points work equally well for both support to both programming on governance and accountability and support to organisational performance and development.

Capacity Building for whom?	When?	How?
Individual partner organisations	<ul style="list-style-type: none"> • During partner selection 	<ul style="list-style-type: none"> • Discussion with AcT staff; use of some OM tools from AcT's Outcome Mapping Manual – especially to sharpen political economy analysis • Financial Management Capacity and Risk Assessment – and follow-up recommendations
	<ul style="list-style-type: none"> • During finalisation of programme / funding proposal / support for strategic planning / support for M&E strengthening 	<ul style="list-style-type: none"> • Use of remaining OM tools
	<ul style="list-style-type: none"> • During implementation – 6 monthly review, annual review, field visits, discussions around organisational performance. 	<ul style="list-style-type: none"> • Based on partner narrative and financial reports to AcT – drawing on conventional indicators and outcome mapping as well as audit reports and management letters
For AcT partners collectively – cross learning and mutual	<ul style="list-style-type: none"> • Learning events 	<ul style="list-style-type: none"> • Conducted approximately every 2 months
	<ul style="list-style-type: none"> • Uwazi 	<ul style="list-style-type: none"> • This is a source for information and qualitative analysis on policy processes in Tanzania, with a particular emphasis at the local levels. This source will serve the

² Insert reference



Capacity Building for whom?	When?	How?
support		needs of AcT partners and other development actors by generating, synthesising and disseminating knowledge on accountability and governance issues. The partnership will also support AcT CSO partners as they share their experiences about what works and what does not.

AcT is also very much interested in learning what works best and how to improve on the kinds of support we give to capacity building – and actively seek to engage partners in understanding and documenting this – so we welcome any feedback.

The Accountability in Tanzania Programme (AcT) is an initiative funded by UKaid from the Department of International Development. AcT seeks to work with civil society to strengthen their capacity to demand the delivery of quality services and efficient and accountable management of public resources.

To find out more please visit our website at www.accountability@or.tz