POWER

POWER SHARING AND "CAPACITY DEVELOPMENT"

Practices to Support Power Sharing and Capacity Strengthening

Based on findings from the Aspen Institute's evaluation of the Hewlett Foundation's strategy for supporting local advocacy in sub-Saharan Africa.

CAPACITY

The portfolio

DONORS

International Nongovernmental Organizations

Civil Society Organizations

Grantees

- Ten international nongovernmental organizations (INGOs)
- Advocacy Accelerator based in Nairobi, Kenya
- Two large civil society organizations (CSOs) based in Uganda

The Hewlett Foundation's grantees provide financial and capacity support to strengthen local CSO partners' advocacy and organizational capacity and to advance CSOs' advocacy agendas.

The strategy is grounded in five principles

1. Support local advocacy priorities while seeking opportunities to connect these to global advocacy efforts.
2. Strengthen and provide more hands-on and sustained technical assistance tailored to each organization.
3. Support longer-term advocacy partnerships that strengthen and support local advocacy capacity.
4. Encourage mutual accountability among all parties: funders, intermediaries, and local partners.
5. Measure progress, document, adapt and share what is learned.

A PRINCIPLE-BASED APPROACH

Two important **short-term** **outcomes** of the strategy:

Power is shared with and shifted towards local CSO partners.

The advocacy and organizational capacity of CSOs is strengthened.

CAPACITY

STRENGTHENING

Shifting Power

POWER DYNAMIC

Practices that affect the degree of control and authority that CSOs have over their policy advocacy work and the capacity strengthening process:

Practice #1: Increasing the degree of CSO autonomy and flexibility.

Practice #2: Increasing the duration of grant agreements.

Practice #3: Resolving disagreements collaboratively.

Practice #4: Demonstrating respect for the CSO.

Practice #5: Making internal organizational and cultural changes within grantee organizations to permit greater power shifting.

Strengthening Capacity

Practices that align with the strategy's principles and contribute to capacity strengthening:

Practice #1: Applying power shifting to the process of determining capacity support.

Practice #2: Establishing capacity support relationships in which grantees are flexible and responsive thought partners.

Practice #3: Offering a thoughtful combination of technical support skills.

Practice #4: Taking a longer view of capacity support.

Practice #5: Providing support that can be used for staff salaries.

Practice #6: Providing opportunities to share and learn.

TECHNICAL SUPPORT SKILLS

Share & Learn

Support for salaries

POWER SHIFTS

Responsive thought partners

LONG-TERM ORIENTATION

Learn more

Join the conversation

The full set of findings and recommendations are summarized in our report on the Aspen Institute's website:

https://tinyurl.com/Aspen-Hewlett-Report-2020

If you have questions about these findings, please email the Aspen evaluation team at:

David.Devlin-Foltz@AspenInstitute.org

We look forward to "seeing" you at our upcoming virtual event exploring these power dynamics and practices.

We will be joined by:

Stigmata Tenga, Africa Philanthropy Network
Julius Mbeya, Lwala Community Alliance
Fatime Faye, African Feminist Forum
Coumba Toure, Africans Rising

Date:
October 6, 2020: 8:00-9:00 am EDT / 3:00-4:00 p.m. EAT

To register:
https://tinyurl.com/Aspen-Hewlett-Webinar-2020