



Capacity in a Changing World

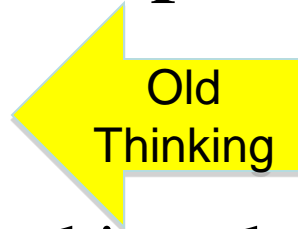
Lessons learned in the Fight Against HIV

A Rapidly Changing Capacity Landscape



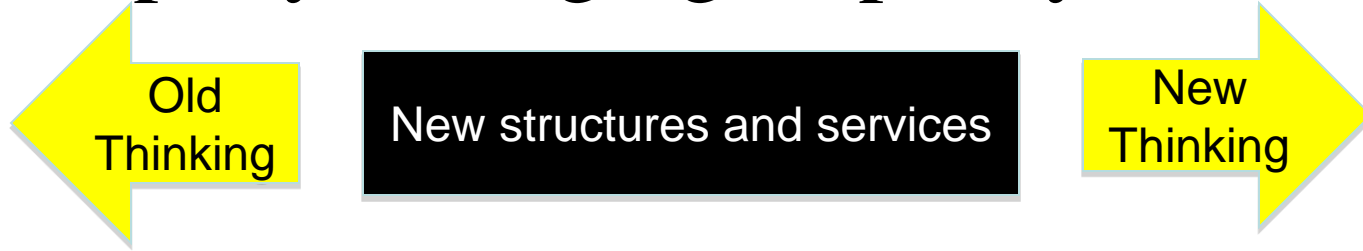
- The fight against HIV is primarily the work of established aid organizations, their funders and “counterpart” institutions
- The fight against HIV is the work of aid organizations, social entrepreneurs, local civil society organizations, national NGOs, local government, firms practicing corporate social responsibility, “virtual” organizations, and — especially—the poor

A Rapidly Changing Capacity Landscape



- Working alone is the most efficient way to achieve results
- “Success” is defined predominantly in terms of inputs, outputs and efficiency
- Actors form networks, partnerships and alliances to achieve results
- Success is largely defined in terms of empowerment, sustainable change in quality of life, extent to which environment is “enabling,” and the level of individual and institutional capacity

A Rapidly Changing Capacity Landscape



- Structures are highly centralized (“command and control”)
- Organizations provide technical solutions delivered through projects
- Structures are increasingly decentralized; chaords (i.e., leaderless, fluid organizations) are emerging; networks and umbrella organizations are very common
- Organizations provide networking, facilitation and capacity development services delivered through projects, networking, advocacy, research on best practice, and resource leveraging

Web
2.0
as a
Metaphor

Collaboration

- Jointly created/jointly owned content
- Collective intelligence purposefully harnessed
- Tools and resources designed to foster sharing

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Adaptation

- Customized experiences (“my Web”)
- Fluid environment and adaptive behaviors seen as assets
- Continuous improvement (beta testing)
- Localization
- Innovation nurtured and rewarded

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Boundary Redefinition

- Experts and novices co-mingle freely
- Fluid networking
- Media convergence
- Mash-ups
- Traditional borders no longer block information flows

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Democratic Participation

- Distributed control
- Transparency
- Open access to content and source codes
- Knowledge demystification

Capacity 2.0 as a metaphor

Collaboration

- Across organizations (strategic partnering)
- Across stakeholder groups (networking)
- Within and across organizational teams
- Around shared theories of change

Adaptation

- Uses a customized approach to develop capacity
- Emphasizes: managing complexity; working in fluid environments; brokering connections; leveraging resources; having an impact
- Relies upon systems and processes that foster continuous innovation and entrepreneurship

Boundary Redefinition

- Has porous organizational borders
- Uses fluid networking to create multiple organizational identities
- Embeds itself firmly in the ecosystem

Democratic Participation

- Is accountable and transparent with regard to impact and entrusted resources
- Uses knowledge management to promote shared learning
- Uses “facilitative” rather than “expert” working style

**A Quick
Comparison:
Capacity**

1.0

Internal focus

Emphasis: systems, procedures and processes
Managerial orientation
leads to better projects and programs
Goal: Improve impact through excellence in
such areas as human resource management;
financial management; planning; governance;
service delivery

2.0

External focus

Emphasis: impact through innovation,
entrepreneurship, brokering, leveraging
resources, adapting, and networking
Oriented toward complex, fluid environments
Strong stakeholder involvement
Basic assumption: Impact is optimized when
systems, processes, organizational ethos,
relationships, and activities are closely aligned
to mission and priorities of the poor
Goal: Disruptive innovation

Important Disclaimer

- Capacity 2.0 is a subset of all the skills and competencies organizations need to promote disruptive innovations to fight HIV and reduce poverty
- Web 1.0 (the static, information-rich but non-interactive page) does not replace Web 2.0 (an interactive platform); both are useful
- In the same way, Capacity 2.0 extends but does not replace the core set of Capacity 1.0 competencies

Illustrative Market Basket Of Critical Capacities

Capacity 1.0

- Human and financial resource management
- Project execution
- Assessment
- Governance
- Resource mobilization

**Our
focus**

Capacity 2.0:

- Sensing and adapting
- Connecting
- Leveraging
- Advocating and enabling
- Facilitating

Capacity 3.0:

Will emerge
through trend
analysis
and learning

Capacity 2.0: *Developing It*

Expanding Democratic Participation

- Empowering actors
- Implementing accountability & transparency measures
- Consciously living out organizational values (including, participation, equity, respect for local knowledge and ownership)

Embracing Adaptive Behaviors

- Scanning and planning
- Small-scale experimentation (learning from mistakes as well as successes)
- Harnessing the wisdom of the crowd
- Redesigning structures, systems and procedures to achieve disruptive innovation and extend impact

Collaborating

- Creating communities of practice (virtual and real-time)
- Networking & partnering
- Teaming and group problem-solving
- Convening and dialoging with stakeholders

Engaging in Systematic Learning, Inquiry and Fact-finding

- Using metacognitive approaches to apply current knowledge to new challenges
- Building & testing logic models
- Mentoring, coaching & training
- Documenting productive systems & practices
- Identifying, applying & disseminating validated “best practice”

20 for 2.0

20 Illustrative Core Competencies
for Fighting HIV in a 2.0 World

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- Engaging stakeholders in structure, process & service improvement
- Using new media & collaborative technologies effectively
- Using existing resources to attract new assets
- Working & teaming virtually
- Networking, partnering, teaming, brokering, connecting & influencing

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- Gathering & analyzing data on the ecosystem (“sensing”)
- Leading disruptive innovation
- Learning from failure & success
- Responding productively to globalization & interdependence
- Thriving in uncertainty & chaos

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- Creating & working in “open system” environments
- Systems thinking
- Connecting disparate ideas to achieve breakthroughs (“intersectional thinking”)
- Social entrepreneurship
- Social marketing

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Democratic Participation

- Resolving or reducing conflict
- Respecting & strengthening stakeholder ownership of change initiatives & processes
- Decentralizing and distributing leadership
- Building diversity into an organizational asset
- Facilitating asset- & rights-based capacity development (for individuals & organizations)

