



Distinguishing between Capacity Building Activities

Natacha Meden

NATO Security Force Assistance Centre of Excellence

Workshop on Advising as a Capability for SFA

Advisors, mentors and trainers

– differences and commonalities in role -

| A... | works with... | at... | as... | in... | to... | over... |
|----------------|-----------------|-------------------|---------|----------------------|--|---|
| Advisor | decision makers | strategic level | peer | workplace | support problem identification, solving & system development | time (short frequent trips or 1 to 2 year in country) |
| Mentor | implementers | operational level | “guide” | workplace (embedded) | help implement decisions, policies & procedures | time (several months up to several years) |
| Trainer | implementers | operational level | teacher | classroom | help implement decisions, policies & procedures | duration of training |

All three contribute to capacity building and engage in knowledge transfer

Transformation from “doer” to “advisor”

| FROM | TO |
|---|--|
| Decision making authority | No formal authority |
| Established reputation | Unknown entity; potentially inherited bad reputation |
| Familiarity with professional context and environment | No/little cultural compass |
| Responsibility & accountability to performance | No formal/measured responsibility for impact |
| “Doer” | Helper, supporter, partner, peer, resource |
| Talker/communicator of messages/ results | Listener, identifier of issues / elicitor of potential solutions |

Understanding the advising environment

- WHO ...

Gap analysis

- is present on/absent from the scene?
- has a stake in the process?
- is supporting/resisting it (politically, financially, technically)?

Stakeholder analysis

Organizational analysis

- WHY ...

Process mapping

- are they engaged/not engaged?

Institutional assessment

- WHAT ...

DNH Framework

- are they doing?
- is important to them?
- are their objectives?

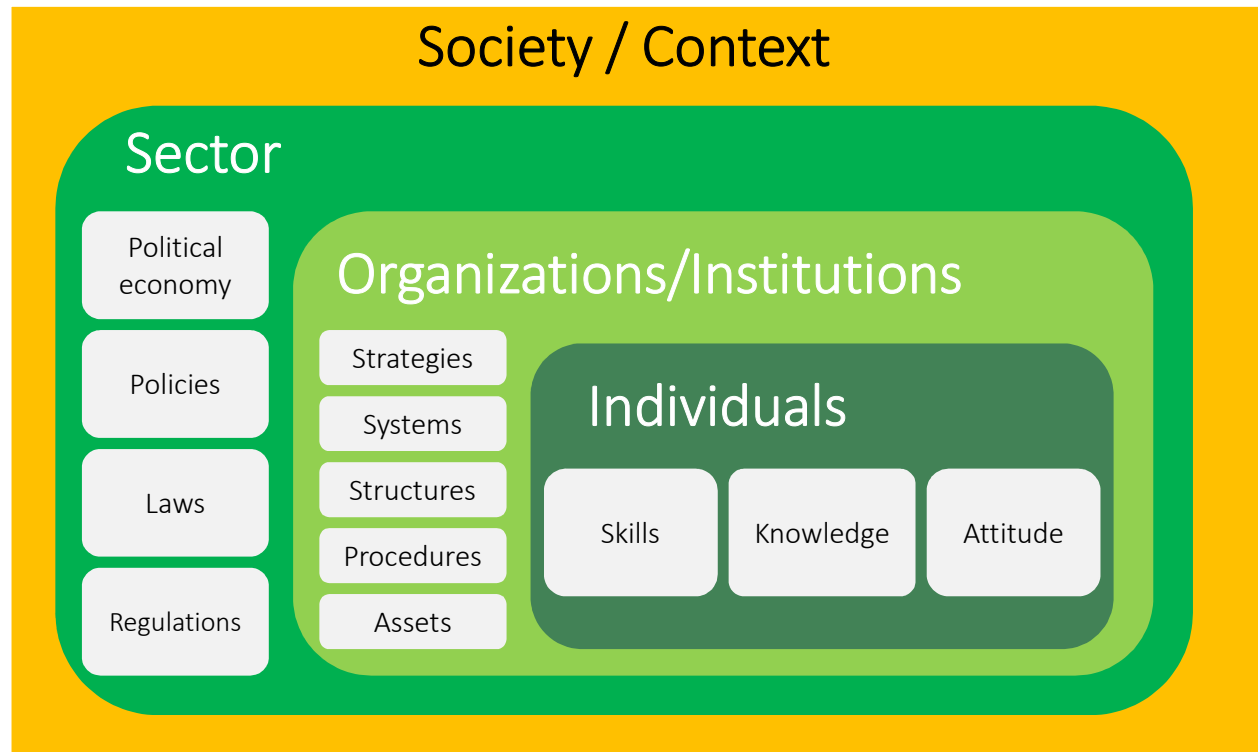
Conflict mapping

- HOW ...

- do stakeholders relate to one another?

Relationship mapping

Capacity: Multiple leveled complexity



Source: adapted from <http://capacity4dev.ec.europa.eu>



Advising...

