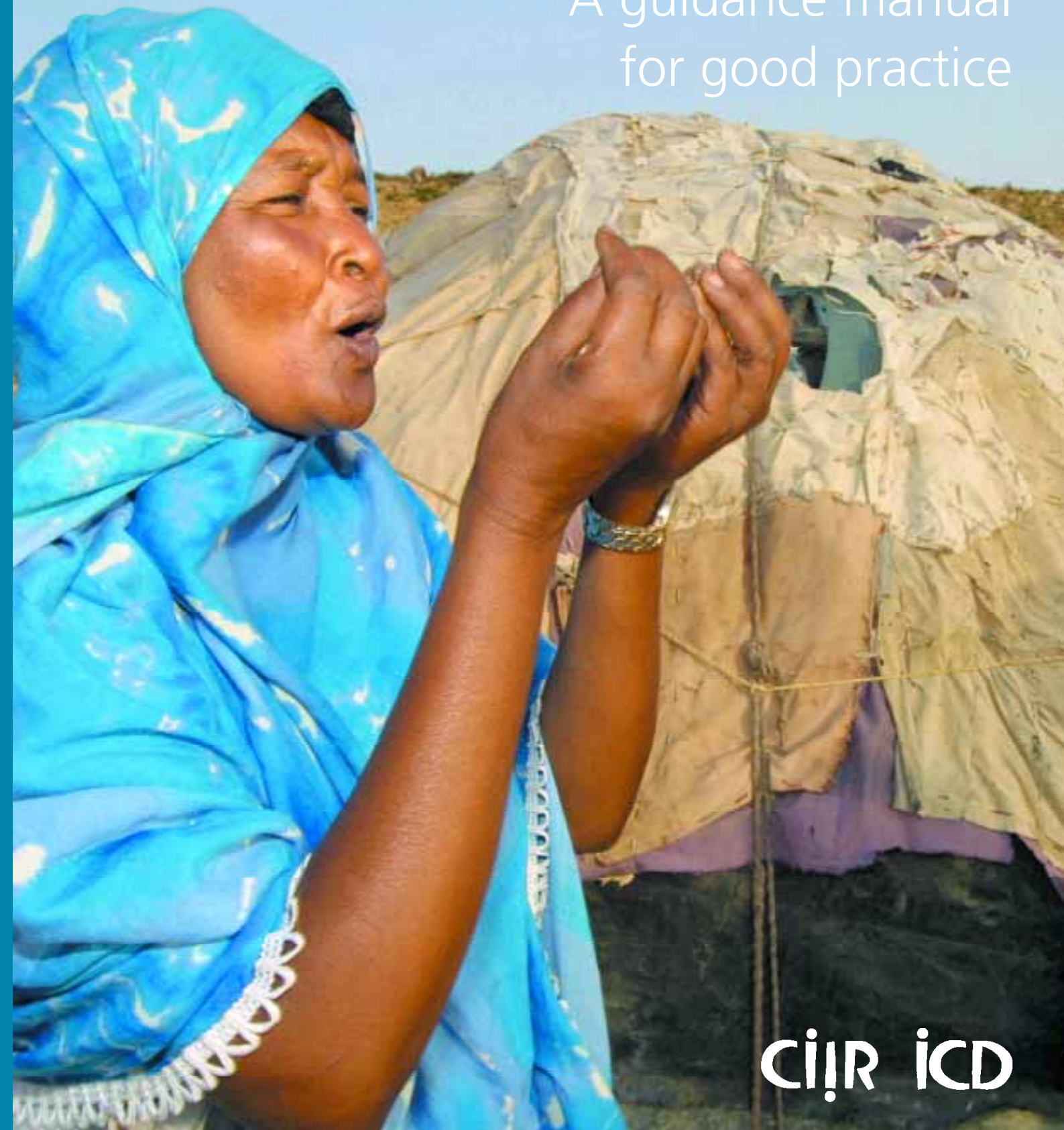


# Capacity building for local NGOs

A guidance manual  
for good practice



CIIR iCD



Published by the Catholic Institute  
for International Relations  
Unit 3, 190a New North Road,  
London N1 7BJ, UK  
[www.ciir.org](http://www.ciir.org)

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Printed manual ISBN 1 85287 314 0

CD-Rom ISBN 1 85287 315 9

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Cover photo: A woman at Ayaha  
returnee camp in Somaliland.

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CIIR gratefully acknowledges funding  
from Comic Relief for this publication

### **About the author**

The originating author of the material  
in this manual is Lainie Thomas, who  
developed and wrote the material  
while working as a CIIR/iCD  
development worker in Somaliland.  
Further information about the work  
that led to the publication of this  
manual is given in the Introduction.



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# Introduction

The project of preparing and publishing this guidance manual on capacity building for local NGOs (non-governmental organisations) has been a lengthy one involving many people along the way.

The concept for the manual arose from ground-breaking work in CIIR/ICD's Somaliland programme initiated in 2000. This work continues today through a long-standing programme of capacity-building support to the indigenous local NGO sector in Somaliland funded by Comic Relief. Through this publication, we hope that this guidance on capacity building will have a wider use and purpose and will prove of benefit to capacity-building activities with local organisations in many different parts of the world.

The original manuals (written by Lainie Thomas and now collected together into this publication) arose from an international NGO forum created in Somaliland in 1999, known as the Capacity Building Caucus (CBC).

In the early 1990s, as Somaliland emerged from civil war and conflict, indigenous non-governmental and community-based organisations mushroomed. International organisations began targeting reconstruction and development aid through local organisations and quickly came to realise the need for institutional strengthening and capacity building.

The CBC was formed to ensure learning from best practice, to coordinate capacity-building activities, and eventually to promote sustainability through a 'training of trainers' programme for Somali capacity-building officers. The manuals were developed in part as a curriculum for the training of trainers programme, and in part for use by individual local organisations to assist them in the ongoing process of developing their own capacity.

Writing about the CBC, Dr Adan Abokor, CIIR/ICD's country representative in Somaliland, says:

The CBC was started in a very informal way as an attempt to achieve improved coordination in the work of international NGOs providing the same kind of service to local NGOs. In the course of their collaboration, the members grew more and more conscious that coordination between international agencies in capacity building has to be structured and improved constantly.

The CBC remained an informal, specialised working group, able to feed information and outputs about capacity-building principles, tools and best practice to other coordination bodies and sectoral working groups in Somaliland. The CBC's work is based on voluntary coordination between the participants with no intention of imposing views or tools on anybody.

One of the most active participants and founding members of the CBC was CIIR/ICD's development worker Lainie Thomas. Lainie developed and wrote the original manuals on which this publication is based. Without her energy, vision and dynamism the training manuals would not have been produced.

Among others who have contributed advice, thinking, inputs to content, editorial work and sheer determination to see the manuals published are:

- Dr Adan Abokor
- Abdirahman Hudow Osman
- Caroline Roseveare
- Andrew Humphreys
- The CBC in Somaliland
- Anne-Marie Sharman
- Alastair Whitson
- Pippa Hoyland

The publication has been made possible through funding received from Comic Relief.