

# REXT 6070- Foundations of Capacity Building and Extension

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Class: Wednesdays 2:00-4:50pm - Landscape Architecture #133

## Course description

Contemporary issues and changes in rural and remote communities and the implications for building community capacity. Students will be introduced to and examine dominant paradigms of community capacity building for meeting rural needs: Human Resource Development and Participatory Development.

*Assignments and evaluation:*

## Learning Objectives.

By the end of the course you should be able to:

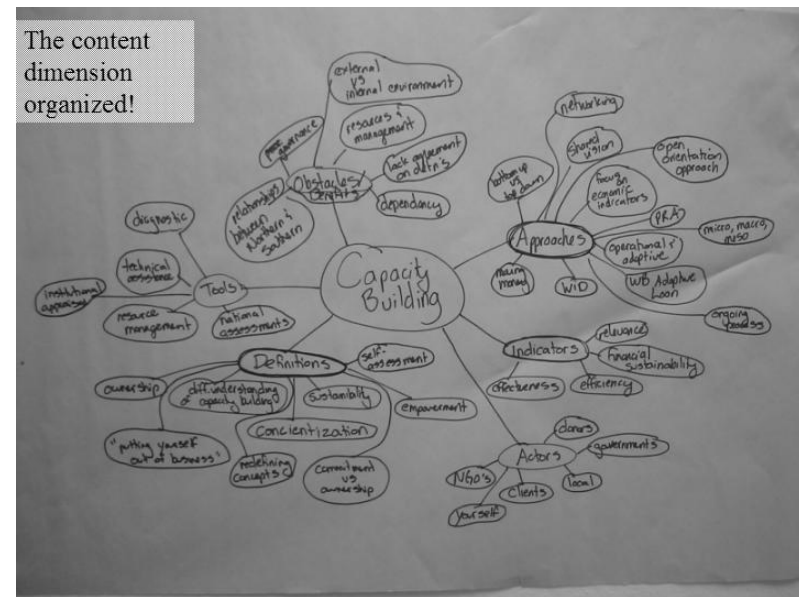
1. Interpret major human resource development issues, analyze and evaluate current capacity building themes as they relate to development approaches and their underlying theoretical foundations
2. Demonstrate self-directed learning skills
3. Critically analyze an applied group project addressing a capacity building challenge

## Learning process

Emphasis is placed on learning through case studies and problem-based group work because...

*“Capacity development is an emerging property. It comes from a process of interaction to decide what it means in our context.”* Albina Maestrey Boza. <http://www.cta.int/pubs/isnar2/index.htm> (p.30)

We will explore theory through a reflection of current capacity building approaches in the case studies and group work. Students are encouraged to integrate course materials with their own research interest and with past professional experiences. Emphasis is placed on strengthening facilitation skills in applied research. To the extent possible students are given a choice of Canadian Vs international case studies to allow them to build on their interests.



## Deliverables and grading

Competency	Objective	Deliverable	%of grade	Due
Familiarity with content	1	Essay (individual) 20 p. 1.5 space 12pt. Integration of course literature with your area of interest	30	10 Dec
Critical interpretation of literature	1	Conference brief (individually written paper)	20	25 Oct
Analysis of a group project	2,3	Group Project	40	10 Dec
Self-directed skills	2	Reflection paper on how you achieved your learning objectives	15	10 Dec

## Gateways

The **Development Gateway** is an interactive site for information on sustainable development and poverty reduction, and a space for communities to share experiences on development efforts.

<http://www.developmentgateway.org> (search under Capacity Building)

**ELDIS** is a gateway to information on development issues, providing free and easy access to wide range of high quality online resources.

<http://www.eldis.org/>

**European Centre for Development Policy Management (ECDPM)**

<http://www.capacity.org>

**CIDA's Capacity Development Network**

<http://remote4.acdi-cida.gc.ca/cd>

**Readings:** All required readings will be available on e-reserve (hyper-linked from this course outline) or the library reserve desk.

**Highly recommended:** RefWorks - bibliographic software <http://www.refworks.com/refworks.shtml>

***Possible field-testing of draft manual (through a group project with a community organization -tentative):***

ECDPM and DGIS. 2004. Institutional development: Learning by doing and sharing

[http://www.capacity.org/Web\\_Capacity/Web/UK\\_Content/Navigation.nsf/index2.htm?OpenPage](http://www.capacity.org/Web_Capacity/Web/UK_Content/Navigation.nsf/index2.htm?OpenPage)

**REXT 6070 Foundations of Capacity Building and Extension (Fall 2004)**

Session	Topic	Resource
1. <i>Introduction</i> 15 Sept.	Getting to know each other's experiences. Review course objectives, learning process, and group project opportunities.	Interviews in pairs followed by a visual summary (introduction tool) <b>No incompletes!</b> Course outline; support services: WEB-CT; Library. Snowden Conference: registration Group projects (Shelldale+ECDPM; Library)
2. <b>Locating our action/ profession and acknowledging the context</b> 22 Sept.	A term that is inseparable from purpose and context  <i>Group work to visualize interrelated dimensions (1)</i>  <i>Group project reminder: Schedule meetings with partners</i>  <b>Session on Learning Objectives</b> (Peter Wolf, Teaching Support Services).	The six blind people and the CB elephant (handout) Three definitions Bolger, Horton, Lavege (handout)  <i>Development: a process that calls for a new professionalism</i> Pretty, J.N.; Chambers, R. 1994. Towards a learning paradigm: New professionalism and institutions for sustainable agriculture. In: Scoones, I.; Thompson, J. (eds.) <i>Beyond farmer first: Rural people's knowledge, agricultural research and extension practice</i> . London: IT Publications pp.182-202 (22 pages). <a href="#">E-reserve and book reserve.</a>  <i>The importance of power</i> Lins Rebeiro, G. 2002. Power, networks and ideology in the field of development. In: Fukuda-Parr, S.; Lopes, C.; Malik, K. (eds). 2002. <i>Capacity for development : New solutions to old problems</i> . London and Sterling, VA: Earthscan Publications and UNDP. Chapter 2.3 (16 pages) <a href="http://eReserve.lib.uoguelph.ca/REXT6070/RamirezR/Chapter23Capacity.pdf">http://eReserve.lib.uoguelph.ca/REXT6070/RamirezR/Chapter23Capacity.pdf</a>  <i>Optional:</i> <i>Capacity building: a slippery concept</i> Bossuyt, J. 1994. Capacity Development: How can Donors do it Better? (Policy Management Brief No. 5). Maastricht: ECDPM. (5 pages) <a href="http://www.ecdpm.org/Web_ECDPM/Web/Content/Content.nsf/0/4911BEF0938CED">http://www.ecdpm.org/Web_ECDPM/Web/Content/Content.nsf/0/4911BEF0938CED</a>

<p><b>3. Interpretations of the CB concept</b> 29 Sept.</p>	<p>Origins and nature; Power and brokers</p> <p><i>Group work to visualize interrelated dimensions (2)</i></p> <p><i>Case study?</i></p> <p><i>Group project reminder: final selection.</i></p> <p><i>Facilitated meeting with partners?</i></p> <p><i>Snowden reminder Linda Graburn</i></p>	<p><u><a href="#">38C1256C6C003C0B20</a></u></p> <p><i>Development from the NGO perspective</i> Eade, D. 1987. Capacity-building: An approach to people-centred development. UK: Oxfam. Ch. 2: Capacity-building- where did it come from? (8-pages) and Ch. 3. What is capacity-building? (only pp: 23-35) [This link includes Ch. 2 and 3.] <a href="http://eReserve.lib.uoguelph.ca/REXT6070/RamirezR/Chapter2CapacityBuilding.pdf">http://eReserve.lib.uoguelph.ca/REXT6070/RamirezR/Chapter2CapacityBuilding.pdf</a></p> <p>Horton et al., 2003. <i>Evaluating capacity development: Experiences from research and development organizations around the world</i>. The Hague: Isnar; Ottawa: IDRC; Wageningen: CTA Ch. 2 provides basic concepts of organizational capacity, capacity development, and evaluation. (18 pages) <a href="http://www.cta.int/pubs/isnar2/index.htm">http://www.cta.int/pubs/isnar2/index.htm</a></p> <p><u>Optional:</u> Schacter, M. 2000. "Capacity Building": A New Way of Doing Business for Development Assistance Organizations. <i>Policy Brief No. 6</i>. Ottawa: Institute of Governance. (6 pages) <a href="http://www.iog.ca/Publications/policybrief6.pdf">http://www.iog.ca/Publications/policybrief6.pdf</a></p>
<p><b>4. Methods and media in support of capacity building</b> 6 Oct.</p>	<p>Snowden Conference - participation and writing project (due 25 Oct).</p>	<p><i>Instructions:</i> Choose a session from the Snowden Conference <a href="http://www2.uoguelph.ca/snowden/projects.htm">http://www2.uoguelph.ca/snowden/projects.htm</a></p> <p><i>Prepare a short a written brief (1,000 words) describing the Snowden session of your choice from a capacity building perspective. The following the framework is one options to guide your thinking:</i></p> <p>Chaskin, R. J. 2001. Building community capacity: A definitional framework and case studies from a comprehensive community initiative. <i>Urban Affairs Review</i> 36 (2): 291-323. <a href="http://www2.uoguelph.ca/library/proxy/index.cfm?locn=http://iris.ingentaselect.com/vl=3812244/cl=36/nw=1/rpsv/ij/sage/10780874/v36n3/s1/p291.idx">http://www2.uoguelph.ca/library/proxy/index.cfm?locn=http://iris.ingentaselect.com/vl=3812244/cl=36/nw=1/rpsv/ij/sage/10780874/v36n3/s1/p291.idx</a></p> <p><i>Suggest mechanisms/media/approaches that may be relevant in action-research.</i></p>

		<p><i>Optional (provides a relevant set of Frequently asked questions):</i>  Horton, D. 2002. Planning, Implementing and Evaluating Capacity Development. Isnar Briefing Paper No. 50. Available from:  <a href="http://www.isnar.cgiar.org/publications/catalog/briefing.htm">http://www.isnar.cgiar.org/publications/catalog/briefing.htm</a></p>
<p><b>5. Contrasting paradigms? HRD</b>  13 Oct.   <i>“There is nothing so practical as good theory.”</i></p>	<p>Human Resource Development</p> <p>[Will also explore the notion of different realities/Chia; will introduce Guba and Lincoln.]</p> <p><i>Case Study: Moments of truth: from Scandinavian Airlines to the Oxford County library</i></p> <p>And/Or  <i>Group work: develop your own conceptual framework (share handouts after)</i></p>	<p>Lee, M. 2001. A refusal to define HRD. <i>Human Resource Development International</i> 4 (3): 327-341 (15 pages)  <a href="http://www2.uoguelph.ca/library/proxy/index.cfm?locn=http://iris.ingentaselect.com/vl=3812244/cl=36/nw=1/rpsv/cw/routledg/13678868/v4n3/s7/p327.idx">http://www2.uoguelph.ca/library/proxy/index.cfm?locn=http://iris.ingentaselect.com/vl=3812244/cl=36/nw=1/rpsv/cw/routledg/13678868/v4n3/s7/p327.idx</a></p> <p>Swanson, R.A. 2001. Human resource development and its underlying theory. <i>Human Resources Development International</i> 4 (3): 299-312 (14 pages)  <a href="http://www2.uoguelph.ca/library/proxy/index.cfm?locn=http://iris.ingentaselect.com/vl=3812244/cl=36/nw=1/rpsv/cw/routledg/13678868/v4n3/s5/p299.idx">http://www2.uoguelph.ca/library/proxy/index.cfm?locn=http://iris.ingentaselect.com/vl=3812244/cl=36/nw=1/rpsv/cw/routledg/13678868/v4n3/s5/p299.idx</a></p> <p>Kuchinke, P. 2001. Why HRD is not an academic discipline. <i>Human Resources Development International</i> 4 (3): 291-294 (4 pages)  <a href="http://www2.uoguelph.ca/library/proxy/index.cfm?locn=http://iris.ingentaselect.com/vl=3812244/cl=36/nw=1/rpsv/cw/routledg/13678868/v4n3/s3/p291.idx">http://www2.uoguelph.ca/library/proxy/index.cfm?locn=http://iris.ingentaselect.com/vl=3812244/cl=36/nw=1/rpsv/cw/routledg/13678868/v4n3/s3/p291.idx</a></p> <p><i>Optional case study reading:</i>  Carlzon, J. 1987. Moments of truth. USA: Harper Business Foreword and chapter 1.  <a href="#">E-reserve (and hard copy on Reserve).</a></p> <p><i>Optional:</i>  Short et al., 2003. Will human resource development survive? <i>Human Resource Development Quarterly</i> 14 (3): 239-243 (5 pages)  <a href="http://www2.uoguelph.ca/library/proxy/index.cfm?locn=http://resolver.scholarsportal.info/resolve/10448004/v14i0003/239_whrds&amp;form=pdf&amp;file=file.pdf">http://www2.uoguelph.ca/library/proxy/index.cfm?locn=http://resolver.scholarsportal.info/resolve/10448004/v14i0003/239_whrds&amp;form=pdf&amp;file=file.pdf</a></p>
<p><b>6. Foundations of extension and adult education</b></p>	<p>Communication functions   Philippines case study</p>	<p>Freire, P. 1973. Extension or communication. In: Education: The practice of freedom. UK: Writers and Readers Publishing Cooperative.  <a href="#">Book on reserve.</a></p>

20 Oct.	Grading criteria review.	<p>Diaz Bordenave, J. 1977. Communication and rural development. Paris: Unesco. <a href="#">E-reserve.</a></p> <p>Roling, N.1988. Extension Science: Information systems in agricultural development. <a href="#">Book on reserve.</a></p> <p>Lotz, J. 1998. The lichen factors: The quest for community development in Canada. Sydney, Nova Scotia: UCCB Press. <a href="#">Book on reserve.</a></p> <p>Kolb, D.A.1984. Experiential learning: experience as the source of learning and development experiential learning. Englewood Cliffs, NJ: Prentice-Hall. <a href="#">Book on reserve.</a></p>
7. Action-research in Capacity Building 27 Oct.	<p>Alternative systems of inquiry</p> <p>Evaluating capacity development</p> <p>Handout from Mackay and Horton 2002?</p> <p><i>Case study Mozambique: learning by doing</i></p>	<p>Pretty, J.N. 1994. Alternative systems of inquiry for a sustainable agriculture. <i>IDS Bulletin</i>. 24 (2): 37-48 (11 pages) <a href="http://eReserve.lib.uoguelph.ca/REXT6070/RamirezR/Pretty2.pdf">http://eReserve.lib.uoguelph.ca/REXT6070/RamirezR/Pretty2.pdf</a></p> <p>Uphoff, N. 1988. Participatory evaluation of farmer organizations' capacity for development tasks. <i>Agric. Admin. &amp; Extension</i> 30: 43-64 <a href="http://ereserve.lib.uoguelph.ca/REXT6070/RamirezR/FarmerOrganizations.pdf">http://ereserve.lib.uoguelph.ca/REXT6070/RamirezR/FarmerOrganizations.pdf</a></p> <p>Guba, E.G. 1990. The paradigm dialogue. Newbury Park, CA.: Sage. <a href="#">Book on reserve.</a></p> <p><u>Optional:</u></p> <p>Spear, R. 2002. The dark side of the moon - Unilluminated dimensions of systems practice. <i>Systemic practice and action research</i> 14 (6): 779-790 <a href="http://www2.uoguelph.ca/library/proxy/index.cfm?locn=http://resolver.scholarsportal.info/resolve/1094429x/v14i0006/779_tdsotmdosp&amp;form=pdf&amp;file=file.pdf">http://www2.uoguelph.ca/library/proxy/index.cfm?locn=http://resolver.scholarsportal.info/resolve/1094429x/v14i0006/779_tdsotmdosp&amp;form=pdf&amp;file=file.pdf</a></p> <p>Horton et al., 2003. <i>Evaluating capacity development: Experiences from research</i></p>

		<p><i>and development organizations around the world</i>. The Hague: Isnar; Ottawa: IDRC; Wageningen: CTA</p> <p>Ch. 6: outlines approaches and methods for evaluating organizational capacity development. (24 pages)</p> <p><a href="http://www.cta.int/pubs/isnar2/index.htm">http://www.cta.int/pubs/isnar2/index.htm</a></p>
<p><b>8. Flexible week: Integration, Group Work, and/or additional foundations of extension</b> 3 Nov.</p>	<p><b>Group project time</b></p> <p>The types of learning, the importance of embracing error; profiles of team members</p>	<p>van der Veen, R.G.W.2002. Learning rural resource management. Paper presented at the Deepening the Basis of Rural Resource Management workshop, ISNAR, the Hague 16-18 February, 2000 <a href="ftp://ftp.cgiar.org/isnar/environment/chapter2.pdf">ftp://ftp.cgiar.org/isnar/environment/chapter2.pdf</a></p> <p>Garrat, B. 1987. Learning organization:and the need for directors to think. Ashgate/Gower Publishing Aldershot U.K. <a href="#">Book on reserve.</a></p> <p><i>Appreciating the commercial and the public paradigms:</i> Jacobs, J. 1992. <i>Systems of survival: A dialogue on the moral foundation of commerce and politics</i>. New York: Random House. <a href="#">Book on reserve.</a></p>
<p><b>9. Managing complex problems with multiple stakeholders</b> 10 Nov.</p>	<p>Hands-on case study:</p> <p>Collaborative management workshop in the fishery sector</p>	<p>Ramírez, R. 1999. Stakeholder analysis and conflict management. In: Buckles, D. (ed). <i>Cultivating Peace: Conflict and collaboration in natural resource management</i>. IDRC/World Bank Institute, Ottawa and Washington D.C. 101-126 <a href="http://web.idrc.ca/en/ev-27961-201-1-DO_TOPIC.html">http://web.idrc.ca/en/ev-27961-201-1-DO_TOPIC.html</a></p>
<p><b>10. Organizational Learning and facilitation</b> 17 Nov.</p>	<p><b>Group Pres.?</b></p>	<p>Korten, D. 1980. <i>Community organization and rural development: A learning process approach</i>. Public Administration Review. September/October: 480-511. (31 pages) <a href="http://ereserve.lib.uoguelph.ca/REXT6070/RamirezR/Korten.pdf">http://ereserve.lib.uoguelph.ca/REXT6070/RamirezR/Korten.pdf</a></p> <p>Argyris, C. (n.d.) Theories of action, double-loop learning and organizational learning. <a href="http://www.infed.org/thinkers/argyris.htm">http://www.infed.org/thinkers/argyris.htm</a></p> <p>Groot A. and Maarleveld, M. 2000. Demysifying facilitation in participatory</p>

		development. Gatekeeper Series No. 89. IIED: London. (27 pages) <a href="http://www.iied.org/docs/gatekeep/GK89.pdf">http://www.iied.org/docs/gatekeep/GK89.pdf</a>
<b>11. Information, knowledge management and networks</b> 24 Nov.	From technical assistance to knowledge networks  Knowledge management and ICTs  <i>Case study Evaluation of the Rural Resources Partnership for Oxford County Library &amp; HRDC: <a href="#">Making capacity gains visible.??</a></i>  <b>Group Pres.</b>	Denning, S. 2002. Technical cooperation and knowledge networks. In: Fukuda-Parr, S.; Lopes, C.; Malik, K. (eds). <i>Capacity for development : New solutions to old problems</i> . London and Sterling, VA: Earthscan Publications and UNDP (Chapter 3.3) (18 pages) <a href="http://eReserve.lib.uoguelph.ca/REXT6070/RamirezR/Chapter33Capacity.pdf">http://eReserve.lib.uoguelph.ca/REXT6070/RamirezR/Chapter33Capacity.pdf</a>  Ballantyne et al., 2000. <i>Information and knowledge management: Challenges for capacity builders</i> . ECDPM Policy Management Brief 11. (4 pages approx.) <a href="http://www.ecdpm.org/Web_ECDPM/Web/Content/Content.nsf/0/A707DAB88579F164C1256CD2004C5B09">http://www.ecdpm.org/Web_ECDPM/Web/Content/Content.nsf/0/A707DAB88579F164C1256CD2004C5B09</a>  Gurstein, M. 2003. Effective Use: A Community Informatics Strategy Beyond the Digital Divide. First Monday 8 (12). (13 pages) <a href="http://www.firstmonday.dk/issues/issue8_12/gurstein/index.html">http://www.firstmonday.dk/issues/issue8_12/gurstein/index.html</a>  <i>Optional:</i>  Guijt, I.; Woodhill, J. with Berdegué, J. and Visser, I. 2003. Learning through e-networks and related M&E Issues. <a href="http://www.fidamerica.org/getdoc.php?docid=1444">http://www.fidamerica.org/getdoc.php?docid=1444</a>
<b>12. Review and course evaluation</b> 1 Dec.	<b>Group Pres.</b>	Principles of the learning process (handout).