Civil Society Capacity Development: Lessons from the Democratic Reform Support Program in Indonesia

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Presentation themes

- What do we mean by capacity and capacity development?
- How have democracy support programs pursued capacity development?
- What lessons can we learn from DRSP?
## Capacity Elements and Capacity Development Options

<table>
<thead>
<tr>
<th>If capacity is defined in terms of…</th>
<th>Then capacity is developed by…</th>
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<td><strong>Resources</strong></td>
<td>• Material and equipment</td>
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<td>• Micro-credit</td>
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<td>• Food aid</td>
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<td>• Budget support</td>
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<td>• Dedicated funding (e.g., trust funds, social funds)</td>
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<td><strong>Skills and knowledge</strong></td>
<td>• Training</td>
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<td>• Study tours</td>
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<td>• Technical assistance</td>
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<td>• Technology transfer</td>
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<td><strong>Organization</strong></td>
<td>• Management systems development</td>
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<td>• Organization twinning</td>
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<td>• Restructuring</td>
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<td>• Civil service reform</td>
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<td>• Decentralization</td>
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<td><strong>Politics and power</strong></td>
<td>• Community empowerment</td>
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<td>• Civil society advocacy development</td>
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<td>• Legislative strengthening</td>
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<td>• Political party development</td>
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<td>• Discouraging ethnic-based politics</td>
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<td><strong>Incentives</strong></td>
<td>• Sectoral policy reforms</td>
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<td>• Democratic elections</td>
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<td>• Strengthened accountability structures &amp; procedures</td>
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<td>• Improved rule of law</td>
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Democratic transitions and civil society

- International donors support civil society strengthening as a key contribution to democratic transitions
  - Organizational capacity building
  - Enabling environment
  - Partnerships and coalitions
  - Grant funding
- DRSP in Indonesia as an example
External and internal factors influencing CSO capacity

- Internal factors:
  - Vision/mission
  - Leadership
  - Structures and procedures
  - Resources
  - Stakeholder relations
  - Products
  - Performance

- External factors:
  - Socio-economic factors
  - Legal and administrative factors
  - Political and governance factors
  - Societal norms and values
External factors

- Politics and governance
- Societal norms and values
- Legal and administrative structures
- Socio-economic dynamics
Internal factors

- Vision/mission
- Leadership
- Management structures and procedures
- Resources
- Stakeholder relations
- Products
- Performance
CSO roles in democratic reform: examples

- FPPM – Ministry of Home Affairs cooperation on the drafting of a government guideline
- FPPD - Ministry of Home Affairs cooperation on the formulation of a draft Village Law
- Madiun civil society coalition and municipal planning
External challenges for CSOs and democratic consolidation

- Corruption
- Slow pace of administrative change
- Weak implementation of existing laws
- State mistrust of civil society
- Changing national regulations on freedom of association and right to information
Internal challenges for CSOs and democratic consolidation

- Overreliance on confrontational advocacy strategies
- Shallow organizational capacity
- Inability to cooperate for greater impact
- Sustainability
Conclusions

- External factors set limits on what CSOs can do
- Internal factors place limits too
  - Leader-follower structure
  - Weak roots beyond urban elites
  - Inter-CSO competitiveness inhibits cooperation
  - Donor dependence
- Indonesian democracy CSOs are both socially embedded change agents and instruments of donor reform agendas
- Indonesian CSOs will need to renegotiate their identity as donor funds decline
Contact

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