

Capacity Building: An Analytical Study

Naheed Anjum Chishti¹

Abstract

Capacity Building is the very important phenomenon in the development of any nation or state. The states give due value towards capacity building process. The main theme of the research is to highlight the significance of the capacity building. It also focuses on the process, methods and techniques in this regard. The research highlights the pitfalls during this process faced by developing countries. The approach is analytical and descriptive. The original and secondary sources are used. Suggestions and conclusion are in the end.

Keywords: Capacity building, international organizations and sustainable development.

Introduction

The long dominance of traditional pattern of thinking and action continue to engage the society in exploring ways to dig problems and their causes faced by individuals and devise institutional mechanism to overcome stagnation and build the capacity of human resources and, consequently, the developmental process of individuals, organizations and communities. Development is essentially about systematic, open and deliberate application of appropriate policies and utilization of resources for raising the material and moral standard and well-being of people for self-discipline and self-emancipation.

Large and small or less resourceful organizations, all are infected with the obsolete mode of identifying problems and showing the inadequacy of human resources and development interventions. If the responsible people of the organization and society do not open their mindsets and stop the feeling of self-importance and continue the tendency to be within the static mindsets and stop the feeling of self-importance and continue one, it would be difficult for exploring the appreciative paths, hopes and potentialities for developing an understanding and inquiring mind for the achievement of human dream. It is imperative that a 'positive Revolution' movement will inspire us soon to think of an appreciative path not only for human resources capacity building for achieving developmental objectives but also for the overall betterment of the society, economy and polity. (Chandi Parshad, 2004)

The eternal faith upon the dream, action and reflection of human being can entail them to create, find and achieve miracles by changing their attitude and mindsets. The continuous practice and learning of appreciative thinking and action will also help the human being to internalize the supremacy of its benefit for capacity building, institutional innovation and change.

Positive and appreciative idea is more powerful than any thing else in this world. If we follow it through logical vision, commitment, action and reflection combined with belief, it becomes a rational instrument to achieve development outcome. As the saying goes: "To accomplish great things you must not only act, but dream, not only plan, but believe..."

Positive thought leads a person to ask positive question, positive question leads towards a positive answer and action, and similarly a positive outcome, positive change eventually capacity building within self, organization and society. The essence of all successes is the liberty to think and immerse on self into vision and creativity.

¹ Dean, Faculty of Social Sciences and Chairperson, Department of Political Science, University of Balochistan, Quetta.

Community Capacity Building (CCB)

Community Capacity Building (CCB), also referred to as capacity development, is a conceptual approach to development that focuses on understanding the obstacles that inhibit people, governments, and international organizations from realizing their development goals while enhancing the abilities that will allow them to achieve measurable and sustainable results.

The term community capacity building emerged in the lexicon of international development during the 1990s. Today, “community capacity building” is included in the programs of most international organizations that work in development, the World Bank, the United Nations and non-governmental organizations (NGOs) like Oxfam International. Wide use of the term has resulted in controversy over its true meaning.

Community capacity building often refers to strengthening the skills, competence and abilities of people and communities in developing societies so they can overcome the causes of their exclusion and suffering. Organizational capacity building is used by NGOs to guide their internal development and activities. (Wikipedia)

The different organizations interpret community capacity building in their own ways and focus on it rather than promoting one-way development in developing nations. In 1991, the term evolved to be “community capacity building”. The UNDP defines capacity building as a long-term continual process of development that involves all stakeholders; including ministries, local authorities, and non-governmental organizations, professionals, community members, academics and more.

Capacity building uses a country’s human, scientific, technological, organizational, and institutional and resource capacities. The goal of capacity building is to tackle problems related to policy and methods of development, while considering the potential, limits and need of the people of the country concerned. The UNDP outlines that capacity building takes place on an individual level, an institutional level and the social level. (UNDP)

- There are different levels of capacity building according to UNDP; Individual Level-community capacity-building on an individual level requires the development of conditions that allow individual participants to build and enhance knowledge and skills. It also calls for the establishment of conditions that will allow individuals to engage in the “process of learning and adapting to change.”
- Institutional level- Community capacity building on an institutional level should involve aiding institutions in developing countries. It should not involve creating new institutions, rather modernizing existing institutions and supporting them in forming sound policies organizational structures, and effective methods of management and revenue control.
- Leadership-the UNDP believes that leadership by either an individual or an organization can catalyze the achievement of development objectives. Strong leadership allows for easier adoption to changes, strong leaders can also influence people. The UNDP uses coaching and mentoring programmes to help encourage the development of leadership skills such as, priority setting, communication and strategic planning.
- Knowledge- the UNDP believes knowledge is the foundation of capacity. They believe greater investments should be made in establishing strong education systems and opportunities for continued learning and the development of professional skills. They support the engagement in post-secondary education reforms, continued learning and domestic knowledge services.
- Social level-Community capacity building at the societal level should support the establishment of a more “interactive public administration that learns equally from its actions and from feedback it receives from the population at large.” Community capacity building must be used to develop public administrators that are responsive and accountable.

Oxfame International-a globally recognized NGO, defines community capacity building in terms of its own principals.OXFAME believes that community capacity building is an approach to development based on the fundamental concept that people all have an equal share of the world's resources and they have the right to be "authors of their own development and denial of such right is at the heart of poverty and suffering. (OXFAM)

Organizational Capacity building

It is another form of capacity building that is focused on developing capacity within organizations like NGOs.It refers to the process of enhancing an organization's abilities to perform specific activities. An organizational capacity building approach is used by NGOs to develop internally so they can better fulfill their defined mission. Steps to building organizational capacity include;

1. Developing a conceptual framework
2. Establishing an organizational attitude
3. Developing a vision and strategy
4. Developing an organizational structure
5. Acquiring skills and resources

The emergence of capacity building as a leading development concept in the 1990s occurred due to a confluence of factors:

- New philosophies that promoted empowerment and participation, like Paulo Freire's Education for Critical Consciousness, which emphasized that education, could not be handed down from an omniscient teacher to an ignorant student; rather it must be achieved through process of a dialogue among equals.

Changes in international development approaches during the 1980s many low-income states were subject to "structural adjustment packages"- the neoliberal nature of the packages led to increasing disparities of wealth. In response, a series of "social dimension adjustments" allowed for an increased significance for NGOs in developing states as they actively participated in social service delivery to the poor.

Capacity Building in Governments

Developing a government's capacity whether at the local, regional level will allow for better governance that can lead to sustainable development and democracy. To avoid authoritarianism in developing nations, a focus has been placed on developing the abilities and skills of national and local governments so power can be diffused across a state .Capacity building in governments often involves providing the tools to help them best fulfill their responsibilities. These include building up a government's ability to budget, collect revenue, creat and implement laws, promote civic engagements, be transparent and accountable and fight corruption.

Capacity Building for climate action

Addressing climate change in a sustainable way requires considerable efforts, and not all countries have the capacity-the knowledge, the tools, the public support, the scientific experts and the political know-how-to do so.

Capacity-building is about enhancing the ability of individuals, organizations and institutions in developing countries and in countries in transition to identify, plan and implement ways to mitigate and adapt to climate change.

Capacity building under the Convention and its Kyoto Protocol takes place on three levels.

- Individual Level: developing educational, training and awareness-rising activities

- Institutional level: fostering the development of organizations and institutions and sectors
- Systemic Level: creating enabling environments through economic and regulatory policies and accountability frameworks in which institutions and individuals operate. (UNFCCC, 18Feb, 2015).

Reviews of the implementation of the Opacity- Building framework in developing countries.

- First Comprehensive review took place during the Buenos Aires Climate Change Conference in 2004. Its terms of reference were contained in annex III to the report of the Subsidiary Body for implementation at its eighteenth session. Parties identified key factors to improve the implementation of capacity building; ensuring the availability of financial and technical resources; improving the coordination of donor support; and harmonizing support for national priorities, plans and strategies.

- **Second Comprehensive Review**

The second comprehensive review got underway at the Bonn Climate Change Conference in 2008. The draft terms of reference were contained in documents in FCCC/SBI/2008/2. The review was completed at the Durban Climate Change Conference in 2011.

The review process identified capacity-building challenges related to the implementation of the Kyoto Protocol, such as the geographical distribution of clean development mechanism project activities; the lack of technical expertise to estimate changes in carbon stock in project activities.

- **Third Comprehensive Review**

A third comprehensive review of the implementation of the framework for capacity-building in developing countries will be initiated at SBI 42, during the Bonn Climate Change Conference in June 2015, with a view to completing it by the end of 2016 at COP 22/CMP 12.

NGOs and Local Community Capacity Building in Practice.

The capacity building approach is used at many levels throughout, including local, regional, national and international levels. Capacity building can be used to recognize and capacitate governments or individuals. Individual donors like USAID often include capacity building as a form of assistance for developing governments or NGOs working in developing areas. Historically this has been through a US contractor identifying an in-country NGO and supporting its financial, M&E and technical systems toward the goals of that USAID intervention. In a recent report commissioned by UNAIDS and the Global Fund, individual NGOs voiced their needs and preference for better capacity development inputs by donors and governments. For individuals and in-country NGOs capacity building may relate to leadership development, advocacy skills, training/speaking abilities, technical skills, organizing skills, and other areas of personal and professional development. One of the most difficult problems with building capacity on a local level is the lack of higher education in developing countries, (Linell, Deborah, 2003)

The Centre for Community Empowerment CCEM is an NGO working in Vietnam that aims to “train the trainers” working in the development sector of Vietnam. The organization believes that the sustainability of a project depends on the level of involvement of stakeholders and so they work to train stakeholders in the skills needed to be active in development projects and encourage the activity of other stakeholders. (CCEM)

Mercy Ships is a Christian, healthcare NGO that provides another example of an NGO participating in localized “Capacity Building”. Mercy Ships focuses on training doctors and nurses about new procedures and technologies. They also focus on building leadership

skills through training workshops for teachers, priests and other community leaders. Leaders are then trained in other areas such as care and construction of hygienic water wells. (Mercyships, 25/04/2011)

Conclusion

It is concluded in the end that capacity building in every sector is essential for sustainable development in the society and for every nation. The states and international Institutions particularly, United Nations and World Bank have realized this issue so they give due importance to the capacity building of individuals, organizations and governments. The UNDP integrates this capacity building system into its work on reaching the Millennium Development Goals (MDGs).

The United Nations Framework Convention on Climate Change was held to address the climate change in a sustainable way which requires considerable efforts. The convention takes place on Individual, Institutional and Systemic levels.

It is also suggested that:

- Implementing a capacity building program should involve the inclusion of multiple systems: national, local, institutional.
- It should involve continual reassessment and expect change depending on changing situations.
- It should include evaluative indicators to measure the effectiveness of initiated programs. Evaluation of capacity building promotes accountability. Measurements should be based on changes in an institution's performance. Evaluations should be based on changes in performance based around the four main issues: institutional arrangements, leadership, knowledge, and accountability.

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