CAPACITY BUILDING REVISITED: A NEW RESEARCH PERSPECTIVE

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ABSTRACT

Capacity Building has gained in significance in the last twenty year amongst NGO's, Not-for-Profit Organizations, community Development agencies and civil society organizations. These organizations embrace Capacity building to find out the effectiveness of the programmes funded or organsiased by them. In doing so, the development organizations assess their existing capacities and devise relevant strategies to further improve the capacities. Though diversity of views about the term capacity building abounds, there is no getting away from its all-pervasive nature. Capacity Building has found resonance across wide swathe of Sectors which includes community development, Health Sector, education, watershed development, irrigation, education, civil society, tourism, Infrastructure and so on. Increasingly, Capacity building exercise is being extended in the For-profit organizations also. Since the term capacity Building is loosely defined, it can be extended to for- profit contexts also. This article offers a glimpse of the concept of capacity building, its evolution and the bewildering range of initiatives undertaken in Indian and international context.

Keywords: Capacity, Capacity Building, Capacity Development

INTRODUCTION

In the last couple of decades, organizations world -wide has witnessed dramatic changes in their organizational design, competitive environment and information technologies (Johnson and Kaplan, 1987 ;).These changes were, by and large, fuelled by globalization which has radically changed the contours of Political, socio-cultural and economic landscape and ushered in a turbulent environment of change (Hopwood, 1987; Kaplan and Norton, 1992; Chow and Vander Stede, 2006) Companies that do not tune in to this emerging reality had witnessed its market share plummeting severely in the market. To meet these changes, innovative organizations, besides altering their priorities, had embraced new technologies and management practices (Banker et al, 1993). These technologies and practices are believed to be better suited to the development of organization's performance in the modern milieu. Researches had increasingly proved of the fact that companies using integrated balanced performance measurement systems tend to outperform (Lingle and Schiemann,

1996 ;) have superior stock prices (Gates, 1999 ;) than those that are not measure managed. Botchway et al (2005) posited that the difference between organization success and failure resides in Performance measurement practice. Neely et al (1997) opined that "Performance measures are the life-blood of the business and without them no decisions can be made". Performance measures provides an effective way to know whether an organization is accomplishing its goals and fulfilling its mission (Brown, 1996 ;)   Traditionally, organizations only had financial measures such as Return on Investment (ROI), Earning per share (EPS) and Return on equity (ROE). But there were concern that traditional financial measures are not sufficient any more to compete in the changing modern environment (Johnson and Kaplan, 1987 ;) Many argued that an excessive reliance on Financial Indicators will lead to only short-term thinking (Kennerley and Neely, 2000 ;) lack of strategic focus (Skinner, 1974 ;) and become more externally focused (Kaplan and Norton, 1992 ;). The need for an integrated performance measurement approach was deeply felt. In fact the awakening stated with the seminal work of Johnson and Kaplan (1987) which underlined the need for a balanced and integrated performance measurements. The table below shows the number of Performance Measurement tools developed in recent years.

Table 1. Showing the List of Performance Measurement Models

S.No	Performance measurement Model	Author and Year
1	Value Creation model	Porter ,1985;
2	Five track barrier to success model	Rulkiman ,1986;
3	Strategic Measurement and Reporting Technique (SMART)	Cross and Lynch,1988-1989;
4	Bench marking	Pryor,1989;
5	Performance measurement Matrix	Keegan et al 1989);
6	The Balance score Card	Kaplan and Norton, 1992;
7	Macro process Model	Brown , 1996;
8	Cambridge Performance Measurement Systems Design Process	Neely et al, 1996;
9	Kaizen blitz	Sheridan, J. H. 1997;
10.	Activity-based costing	Kaplan and Cooper, 1997 ;
11.	Skandia's Navigator	Edvinsson/Marlone, 1997.
12	Performance Prism	Neely and Adam, 2001;
13	Comparative Business Score card	Kanji and Moura, 2002;
14	Capacity building	Baumqarten, L. (2004), Sampson ,(20004)

Of all these measures , Capacity Building has gained in importance in the last two decades and is used extensively amongst Non-Government organizations, Non-Profit organization, Community development agencies, civil society organization and Funding agencies (Sripirabaa and R.Krishnaveni, 2008) .The rationale behind capacity building was to assess the effectiveness of the programmes implemented or funded by them by way of assessing the existing capacity level and design strategies to enhance and strengthen the capacities further(Blumenthal,2003; Sampson ,2004;)

Capacity Building: Theoretical Foundations

In the recent times, the word Capacity building has been widely used by Government, Donor agencies, Non-Government organizations and Civil Society Organizations (Low and Davenport, 2002 ;). Despite its wider use, it is the misunderstood social construct (Benedicta Egbo, 2011**).** Even in the policy literature, the concept of Capacity Building is ubiquitous, but its meaning is liquid. Ann philbin(1998, pg-4) noted in her study on Capacity Building "With in the field of Capacity Building, there is a striking lack of shared definition of Capacity Building, its features and essential elements" . There is no universally accepted definition of Capacity Building as the diversity of the literature clearly proves (James, 1998; Lewis, 2001 ;) Ginsler and associates Inc.,2000;) noted that "there is no established Capacity Building field per se , no agreed upon terminology , structure or approaches ". The term Capacity Building has become an over-pompous synonym for Training, even the worse than the expressions "staff / HRD" (Potter and Borough, 2004 ;).Schater (2000) noted that the phrase Capacity Building has become a Catch-all term to be useless from an analytical and practical point of view. This obvious lack of clarity is a major hurdle to its effective implementation. (Bossyul, 1994 ;). Land (2005) observed that the "thinking on Capacity and Capacity Development remains fluid ,Yet Fertile influenced by different intellectual traditions , contexts, Vantage points and experiences . Obviously there is no single answer'. Capacity Building has been conceptualized in a multitudinous ways and is associated with Plethora of meaning (Selsky, 1991; Hawe et al, 1997 ;) Because of its latitude of interpretation, the need for Capacity Building is universally felt (Hailey and James, 2003 ;) Number of authors in development field had suggested that Capacity Building should be given an operational definition .A wide array of definition has been suggested below. Larbi (1998) noted that capacity is not the same as Capacity Building and it is the lack of capacity that necessitates Capacity Building. Hence Capacity Building must be preceded by examination of Capacity. It would be better if we define both the terms separately to understand capacity building in its entirety.

Definitions of Capacity

Capacity is a rather nebulous expression and is a part of the immense vocabulary jargon in the development literature. Capacity s described as both process and an outcome. It is dynamic and multi-dimensional (Lafond et al, 2002). Capacity develops in a stage of readiness which indicates improvements or decline (Goodman et al, 1998). The term capacity is fraught with different meanings and translations depending on who uses it and in what context (Enemark, 2003) .The definitions of capacity teased out from various sources are presented in the following table.

Table 2. Showing Select Definitions of Capacity and Affiliated Sources

S.No	Definition of Capacity	Source
1	The ability of an organization to be self-sufficient "	Honalde (1986)
2	Ability to perform appropriate tasks effectively, efficiently and sustainably	Hilderland and Grindle(1994)
3	Capacity is an instrument for an individual, team , organization or system to achieve objectives	Brinkerhoff(1995)

Table 2. Showing Select Definitions of Capacity and Affiliated Sources (Contd…)

S.No	Definition of Capacity	Source`
4	"The ability to carry out the stated objectives".	Goodman et al (1998)
5	The ability of an organization to function as a resilient, strategic and autonomous entity	Kaplan (1999)
6	The ability of individuals, groups and organizations to establish and implement development objectives on a sustainable basis.	Milen(2001)
7	Capacity is the potential to perform	Horton et al ,(2003)
8	The ability of the people and society as a whole to manage their affairs effectively.	OECD(2006)
9	Capacity is the emergent combination of attributes that enables a Human system to Create a Development value	Morgan(2006)
11	The ability of individuals, institutions and societies to perform functions, solve problems and set and achieve objectives in a sustainable fashion.	UNDP(2009)
12	The availability of resources and the effectiveness with which society deploy these resources to identify and pursue their developmental goals on a sustainable basis	WBI(2009)
13	The ability of Human systems to perform, sustain itself and self-renew	Ubels et al (2010)

Capacity Building

The term capacity building is a broad-based, all-inclusive concept lending itself to varied interpretations and operationalisations. Traditionally, Capacity building as a concept is relatable to education; Training and HRD. This conventional concept has evolved over the period of time towards more holistic approach to include institutional and country-based Initiatives. Capacity building is a loosely defined and highly elastic term in that it can be stretched to include many things. In the realm of agricultural research .Capacity building is very often bracketed with training activities and workshops .In a typical B-School, Capacity building means Organization development. In a typical NGO'S, Capacity building could mean empowering individuals and grass root entities. (Flas Borda and Rahman, 1991, Eade, 1997 ;) In the case of World Bank and UN, Capacity building is all about strengthening national institutions to tone up governance and economic management (UNDP, 1998; Picciotto and weisner 1998) .Researchers tend to look at capacity building through their own prism and define it. The following table lays out the various definition of Capacity Building by various thinkers and researchers over the period of time.

Table 3. Showing Select Definitions of Capacity Building and its affiliated sources

S.No	Definitions of Capacity Building	Source
1	Capacity building is characterized by three main activities : Skill upgrading –Both general and Job-specific , procedural improvements and organizational strengthening	Berg(1993)
2	Capacity building is a continual process of improvement within an individual, organization or institution with the objective of maintaining or improving the services provided	Lusthas et al, (1995)
3	Process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to thrive and adapt and thrive in the fast changing world.	Phibin.A,(1996)
4	Capacity building is a process by which individuals, groups, institutions, organizations and societies enhance their abilities to identify and meet development challenges in a sustainable manner.	CIDA(1996)
5	Capacity development: "The process by which individuals groups, organizations, institutions and societies increase their abilities: to perform functions solve problems and achieve objectives; to understand and deal with their development need in a broader context and in a sustainable manner"	UNDP(1997)
7	Capacity building means a new build-up of capabilities	Kuhl (2000)
8	Capacity building can be in the context of any process within an organization such as improvement of governance , leadership, mission and strategy , administration(Including HR, Financial management ,legal matters),programme development and implementation , fund –raising and income generation diversity, partnerships and collaboration, evaluation ,advocacy and policy change , marketing positioning ,planning etc.	(Linnell, 2003)
9	Increasing the abilities and resources of persons , communities and organization to manage change	Coutts, J, (2005)
10	Capacity building focuses on increasing an individual and organizational ability to perform core functions ,solve problems and objectively deal with development needs	UNESCO(2006)
11	The Process through individual organizations and societies obtain ,strengthen and maintain the capabilities to et and achieve their own development objectives over time	UNDP(2009)
12	A locally driven process of learning by leaders , coalitions and other agents of change that brings about change in Sociopolitical , Policy-related and organizational factors to enhance local ownership for and effectiveness and efficiency of efforts to achieve a developmental goal	WBI(2009)

It is instructive to note that the term Capacity building and Capacity development are used interchangeably. But a cursory glance of the literature suggests that there is a difference between both the terms (Lusthaus, 1999 ; JICA, 2006;) But then the difference lies in matters of nuances and both the terms are invariably used inter-changeably (Sagar and Vandaveer, 2005;;Hing Vutha et al, 2005; ; Blagescu and Young 2006; Stiles and Weeks, 2007 ;) Both capacity Building and Capacity development facilitate a holistic approach for ushering in a sustainable change .Though both the expressions are used interchangeably in varied ways and has many definitions , the core idea is the same (SIPU International , 2004; Pg-3)

Evolution of Capacity Building

Many authors have traced the genesis of the Field of Capacity Building in development from early 1950's to 2000. Over the past six decades, the thinking on international issues and international assistance has progressively changed and evolved through six stages. It is instructive to note that all these phases should not be seen as discrete, sequential stages. It should rather be seen as a shift in perspective and focus over the period of time, with each phase borrowing and adapting ideas from the previous ones. The following table traces the origin of Capacity Building

S.NO	Terminology	Decade	Capacity-Building approaches
1	Institution Building	1950's and 1960's	1. To equip developing countries with Public sector Institutions needed to manage Public Investment programe 2. Emphasis was laid on Design , establishment and functioning of Individual organizations 3. Models transplanted from the north 4. Training in northern universities
2	Institutional Strengthening	1960's and 1970's	1. A definite shift towards strengthening existing organizations instead of building new one 2. Focus continued to remain fixated on Individual organizations and training in the north 3. Provide tools to improve performance
3	Development Management	1970's	1. Objective was to reach specific target groups that were Previously neglected 2. Focus on improving the delivery system and public programme to reach the target group
4	Human resource development	1970's and 1980's	1. Development were aimed at people 2. Focused on the importance of Education, Population and health 3. People-centered developed emerged

S.NO	Terminology	Decade	Capacity-Building approaches
5	New Institutionalism	1980's and 1990's	1. Focus was broadened to sector level (Government, private and NGO) 2. Emphasis on networks and external environment 3. Emergence of issues of sustainability 4. Attention to shaping National economic behavior 5. A definite shift from project to programme focus
6	Capacity development	Late 1980's and 1990's	1. Re-assessment of the notion of technical co-operation 2. Focused on the importance of ownership and process 3. Coalescing of different ideas centered on Capacity building 4. Viewed as a "way to do the development" 5. Donors discussion on capacity building
7	Capacity development /Knowledge networks	2000's	1. Increased participation in capacity building 2. Foci on continued learning and adaptation 3. Spread of ICT –based networks 4. Balancing result-based management and sustainability 5. Focus on need analysis/assessment 6. Systems approaches and emerging talk of Complex systems 7. emergence of millennium development goals as a Key driver 8. Increased donor co-ordination

Source: Adapted from Lusthaus et al (1995) and Whyte (2004).

Levels of Capacity Building

Capacity assessment is an integral part of Capacity Building process. Capacity assessment allows one to identify what capacities already exists and what further capacities need to be developed further in order to meet the stated objectives. Capacity building takes place at three levels.-individual, organizational/Institutional and Societal level (Tandon, 2001; Tandon & Bandyopadhyay, 2004). Literature also concurs with the view that Capacity building occurs at three levels (DAC, 2006; World Bank, 2009; UNDP, 2009 ;) They are Individual, Organizational and systems level.

Individual Level

This is the first layer of capacity. It represents the inherent Human potential as its core (Tandon & Bandyopadhyay, 2004). The capacity Building at Individual Level relates to Leadership development, advocacy skills, Training and speaking abilities, technical skills, organizing skills and other areas of personal and professional development.(Adhikari, Bhandari & Shrestha,2007 ;). The knowledge, skills, attitudes, abilities and behavior of individuals can be fostered through many ways such as Formal and informal education , training ,workshops, conferences ,meetings ,field study tours ,learning by doing and on-the-job training (UNESCO,2006, Cited in Viengxay Photakoun ,2010) .If capacity building at individual level is carried out strategically, Investment in the capacity of employees can result in improved organization performance and better service delivery (UNDP,2009)

Organizational Level

This is the second layer of capacity. .As people amass skills and experience and work together over the period of time, it strengthens the organization capacity (DAC, 2006). It may be a formal organization such as government, private sector or an informal sector organization such as Community based or voluntary based organization, assessment is necessary to build capacity .In a typical organization, capacity building may be relatable to any aspect of its work. It could be an improved governance, leadership, mission and strategy , administration (Including human resources, financial management and legal matters) , Programme development and implementation, Fund raising and income generation ,diversity ,partnerships and collaboration, evaluation ,advocacy and policy change ,marketing ,positioning ,planning etc(Linnell, 2003 ,Pg-13).

Systems level

Creating an enabling environment is very crucial for building the capacity. In the absence of supportive policy and legislative frame work, no organizations will have the capacity to perform effectively, no matter how capable the individuals are within it (Frank and Smith, 1999, cited in Viengxay Photakoun, 2010) .This marks the highest level in which capacity initiatives may be carried out in a system. All the developmental initiatives that are purely national in its context, the system would cover the entire country or the society and all the sub-components that are involved. (UNDP, 1998) At the sector level, the system includes only components that are relevant. In this level, an effective methodology should look at all dimensions of capacity such as policy, legal/regulatory frame work, management and accountability perspectives   and resources available (Stig Enemark, 2003).

All These Three levels are interdependent. Any changes in one level will have an impact on other levels also. Admittedly, Capacity building at each of these levels will impact the capacity of other levels .so any capacity building efforts will have to address the capacities at all levels, failing which the efforts may be unsustainable and not accomplish the desired results.

Capacity Building Activities in the International Context

A growing body of literature reveals that capacity building has a wider resonance. A closer scrutiny of the literature reveals that Capacity Building activities had been carried out in every imaginable area. The prime focus areas of such capacity building activities were

community capacity building (Wood, L. and Daws, L. (2003); Ellis J, Latif S, 2006 ;) Governance (Mukandala, R, 2000, , Kempe Ronald Hope, Sr., 2009 ;) decentralization (Alex White,2006; Susan Pick,2007) education (Peter Fry and Rogério Utui,1999; Nakabugo, M et al ,2010) science (Seife Ayele And David Wield,2005;) and environment (jänicke, m. ,1997; Michael Mason,2000;) Capacity building activities also focused on climate change and its adaptation .(Thomas, D.S.G., 2007; Carter, T.R.,2007 ;) disaster management (Feleke Tadele ,2009;) trade (Susan Prowse , 2002, Bonaglia, Federico and Kiichiro Fukasaku 2002;) health promotion (Labonte, R., & Laverack, G,2001;   Karen McPhail,2007;). Capacity A growing body of literature reveals that capacity building has a wider resonance. A closer scrutiny of the literature reveals that Capacity Building activities had been carried out in every imaginable area. The prime focus areas of such capacity building activities were community capacity building (Wood, L. and Daws, L. (2003); Ellis J, Latif S, 2006 ;) Governance (Mukandala, R, 2000, , Kempe Ronald Hope, Sr., 2009 ;) decentralization (Alex White,2006; Susan Pick,2007) education (Peter Fry and Rogério Utui,1999; Nakabugo, M et al ,2010) science (Seife Ayele And David Wield,2005;) and environment (jänicke, m. ,1997; Michael Mason,2000;) Capacity building activities also focused on climate change and its adaptation .(Thomas, D.S.G., 2007; Carter, T.R.,2007 ;) disaster management (Feleke Tadele ,2009;) trade (Susan Prowse , 2002, Bonaglia, Federico and Kiichiro Fukasaku 2002;) health promotion (Labonte, R., & Laverack, G,2001; Karen McPhail,2007;). Capacity building has also been attempted to mitigate poverty (Downs, T.J., 2007, Fatemeh Allahdadi, 2011 ;) to Promote rural development (Marré AW and Weber BA, 2010 ;) to promote alternative energy (Cromwell, G., 1992; Rijal, K., 1999) and to foster entrepreneurship (Edwin Nyanducha , 2008 ; Hamrila A. Latip and Kosmas X. Smyrnios , 2012;) and to empower women through microfinance (Hashemi ,Schuler & Riley ,1996; Cheston, S., & Kuhn, L. 2002;) In addition to all the above discussed ,capacity building has been taken up to strengthen Public sector organizations (Grindle, M.S. and M.E. Hilderbrand ,1995; Grindle, M.S. ,1997; Cohen, J. and J.R. Wheeler ,1997 ;) strengthen non-profits (Blumenthal 2003;) assessing managerial skills and improving performance in small to medium size enterprises (Al-Madhoun and Analoui (2003); Pansiri. J & Zelealem T. T, 2008; Cocca and Alberti, 2010) etc. Increasingly, capacity building activities is finding its way in to for-profit organizations also. A careful scrutiny of the literature reveals that capacity building is now increasingly being attempted in Leadership (Hirt, 2004; Roddy, N, 2004 :) and Human resource management (Sarah Johnson, 2000; Farazmand, Ali. 2004; Antwi K. B. and Analoui, F. (2008), A.Abay, 2010; Inyang, 2010; Tunji Olaopa, 2011 ;)

Capacity Building Activities in Indian Context

The central government of India, respective state governments, various institutions and foundations has embarked on various capacity building activities in India. The central government had initiated many schemes with a view to a) enhance livelihood security in rural areas by providing 100 days of guaranteed employment (Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) b) improve the living conditions in Urban India (Jawaharlal Nehru National Urban Renewal Mission) c) provide pucca house to poor people across rural India(Indira Awaas Yojana) d) improve rail connectivity across India (National Rail Vikas Yojana) e) promote the agriculture in India (Rashtriya Krishi Vikas Yojana , Gramin Bhandaran Yojna, Rashtriya Krishi Vikas Yojna)   f) improve and

strengthen the road connectivity in rural India(Pradhan Mantri Gram Sadak Yojana) f) provide health care facilities to the people (National Rural Health Mission) h) provide unique identification number for all Indians which will have information about their demographic profile (AADHAR) i) create employment through self-help groups and NGO's (Swarnajayanti Gram Swarozgar Yojna) k) provide insurance cover for the people living below the poverty line (Rashtriya Sawasthya Bima Yojna) m) transform India in to Knowledge society (National knowledge commission) n) to promote clean energy(Jawaharlal Nehru National Solar Mission, Solar Lantern Programme, Biomass Gasifier programme) .The central government has introduced slew of schemes to promote literacy among its citizens (Jawahar Navodaya Vidyalaya System, national literacy mission , Sarva Siksha Abiyan). The central government has launched various schemes to alleviate poverty in India. (SwarnaJayanthi Gram Swarozgar Yojna (SGSY) , Jawahar Gram samridhi yojana (JGSY) , ANNAPURNA) .Though all these porgrammes were launched with different aims , they were all executed to mitigate poverty level in India. The government of India and various state governments has launched slew of programmes to promote Horticulture (National Horticulture Mission , Government of India) Fisheries (Fish culture in running water raceways , Himachal Pradesh ;)Textiles (Technology Up gradation Fund Scheme, Central government;)MSME's(Market development Assistance , Credit link capital subsidy for Technology up gradation, Credit guarantee Fund Scheme , Central government) .

Besides central and various state governments, Capacity building in India is carried out by Plethora of NGO's and not-for –profit organizations that functions in India today. Non-Governmental Organizations (NGO's) have played a stellar role in social mobilization and activism through their Capacity Building programmes.Non-Governmental Organizations (NGO's) have been focusing on Social mobilization vis-à-vis the contemporary issues such as Women empowerment, Children Welfare, Rural Development and Human Rights, education etc. NGO's are striving hard to a) provide quality education to Underprivileged children Smile foundation (Mission education); Sahasra Deepika Foundation for Education (Sahasra Deepika (Outreach program) ; Pratham (Read India, Urban Learning Centers) , Butterflies(Mobile education) b) ensure girls child welfare (educate Girls Globally ; Nanhi kali , Project Crayons (Udaan Ghar)) empowering women (Adarsh Samaj Sahyog Samiti; Umeed ,Rajiv Gandhi Mahila Vikas Pariyojana) ensure women's interests and rights (prevention of sexual harassment (Society for Participatory research in India (PRIA); Domestic Violence- *Ab to Jag o(*SAHYOG) ;) c) to support Old aged people (Nana Nani Foundation ; Help age)

Many leading corporate companies, through their foundations had involved themselves in Capacity Building activities such as education for underprivileged children (Samsung Hope, Samsung Electronics; Satya Bharti School Program, Bharathi Foundations, Bharathi Group of companies; Azim Premji foundation; Nanhi kali, K.C.Mahindra Education Trust , Shiksha , Procter and Gamble;)

To say that capacity Building is just limited to less empowered Group would be an Understatement. Capacity Building as a concept can be extended to the empowered professionals belonging to the field of Academy also. The Faculty Development Porgramme conducted By UGC, IIM (Ahmedabad), IIM-I, IIM-KozhiKode, The National Science &

Technology Entrepreneurship Development Board (NSTEDB) were meant to strengthen and enhance the pedagogic delivery of Teachers. To meet the challenges of ever-changing business environment corporate executives are trained by reputed institutes like XLRI, Management development Institute (MDI), IIM (Ahmedabad), IIM (Bangalore), IIM (Indore) conduct management development Programme

Future Directions

The study underscores the pervasiveness of capacity building programme. It is pertinent to note that capacity building is seldom applied outside the context of Non-profit Sector. Of late, Capacity building is finding its resonance in profit organizations also. Dr.R.Krishnaveni and D.SriPirabhaa (2008) had applied capacity building in Human resource management function. They have applied capacity building process to the HR function , specifically in three areas such as Recruitment and selection , performance management system and training and development in an auto manufacturing organization .The capacity building undertaken by the them helped organizations discover the perception and consensus amongst its members vis-à-vis its HR practices. They have added a new dimension to the existing literature that helps measure the effectiveness of HR function. Given the pervasiveness of capacity building programme, it can be applied to organizations, individuals and nations.

In a nut shell, capacity building can be applied to all organizations in the world to improve their governance, service delivery mechanisms, alleviate poverty, improve infrastructure and accomplish goals by strengthening their existing capacities and building on new capacities. Thus Capacity building would help organizations focus on their priorities, foster co-ordination, reduce scope for conflict and ensure favourable outcomes.

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