

THE ESSENTIAL OF CAPACITY DEVELOPMENT IN THE POST CONFLICT COUNTRIES

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Capacity development is a concept which is broader than organizational development in that it includes an emphasis on the overall system, environment or context within which individuals, organizations and societies operate and interact (and not simply a single organization)(UNDP, 1998). It can also be the process of developing competencies and capabilities in individuals, groups, organizations, sectors or countries which will lead to sustained and self-generating performance improvement (Aus AID, 2004). Capacity building is badly needed in South Sudan. Much of the adult population spent its youth in war with a minority having access to education abroad; therefore, everything from education, technical training, business training, entrepreneurship and other capacity is required. Anyone doing business in South Sudan should definitely consider a strong CSR element in capacity building, which could take various forms: vocational training, mentoring, or supplementary training. Note that due to the length of the war, there is a general absence of skilled labor or a work ethic in South Sudan. Startup companies may need to consider importing some skilled labor, or trying to identify individuals returning from various Diaspora with the requisite skills (USAID, 2012). Capacity development has the following attributes; Knowledge, Skills, Competencies, Capabilities and innovations

- **Knowledge**

Knowledge is closely related Capacity development is recognized by many as involving much more than training and knowledge transfers. It involves people as well as the organisation and very much depends on the surrounding environment that influences the extent to which individuals or organisations have the ability to acquire new skills and adapt to new ways. Many institutions (DAC, 2006; World Bank, 2009; UNDP, 2009) agree that capacity development occurs at three levels, Organizational, Individual and societal. When people acquire knowledge and skills and work together over time this builds organizational capacity. The individuals that make up organisations and societies need the skills, knowledge and experiences to grow and transform that around them (JICA, 2006).

- **Competencies**

Engel 2007 makes distinctions between capacities at different levels. Competencies refer to the individual skills and abilities. The OECD 2005 states that a competency is more than just knowledge and skills;It involves the ability to meet complex demands, by drawing on and mobilising psychosocial resources (including skills and attitudes) in a particular context

- **Capabilities**

Capabilities refer to a broad range of collective skills of organisations or systems. This can include policy analysis, technical analysis, financial resource management, which can be regarded as hard elements and the ability to earn legitimacy, to adapt, create meaning and identity, which can be regarded as the soft elements.

- **Innovations**

Social innovation can be defined as the development and implementation of new ideas (products, services and models) to meet social needs and create new social relationships or collaborations (EC, 2013). It represents new responses to pressing social demands, which affect the process of social interactions. It is aimed at improving human well-being. Social innovations are innovations that are social in both their ends and their means. They are innovations that are not only good for society but also enhance individuals' capacity to act. They rely on the inventiveness of citizens, civil society organisations, local communities, businesses and public servants and services. They are an opportunity both for the public sector and for the markets, so that the products and services better satisfy individual but also collective aspirations (EC, 2013).

The relationship between Political instability, Capacity development and Sustainable development is pointed on by Rao,(2007) who says that community-based approaches lead to capacity development which is important because it is a way by which people, organizations and society systematically stimulate and develop their capability over time to achieve social and economic goals, including through improvement of knowledge skills, systems and institutions-Within a wider social and cultural enabling environment (EC, 2013).Make their lives easier (Butkiewicz, James and Yanikkaya, 2010). This in turn results in modification of what is accepted as part of social stability in the long run

2.1.2 Sustainable development

The 1987 Brundtland Report defined sustainable development as “development which meets the needs of the present without compromising the ability of future generations to meet their own needs (Bartelmus, 2012). At the heart of this concept is the belief that over the long term, social, economic and environmental objectives should be complementary and interdependent in the development process. In 1992, the Rio Summit established sustainable development as the guiding vision for development in both industrialized and developing countries, and for international development co-operation (Chung, 2009).

Sustainable development is not just about the environment. It entails balancing the economic, social and environmental objectives of society; the three dimensions of sustainable development integrating them wherever possible, through mutually supportive policies and practices, and making trade-offs where it is not possible (Donovan, 2009).

This includes, in particular, taking into account the impact of present decisions on the options of future generations (Jacob, 2009). The pursuit of sustainable development thus requires policy changes in many sectors and ensuring coherence between them (McMaster and Pollard, 2011). However, sustainable development has often been interpreted narrowly as an environmental issue without implications for more than a small group of society (Boulanger, 2008). In many countries, the responsibility for sustainable development issues has been given to environmental ministries and departments — often amongst the weakest and least influential in government. This has hindered the necessary process of cross-sectoral policy integration (Grobe, 2011).

Thus, while sustainable development is a universal challenge, practical responses can only be defined nationally and locally (World development report, 2011). Approaches to sustainable development reflect the diversity of the social, economic and environmental challenges faced by developing countries (Grobe, 2011). This is why there are many interpretations of sustainable development, deriving from different values and interests in different societies (Donovan, 2009).

Achieving sustainable development will require deep structural changes and new ways of working in all areas of economic, social and political life (Jacob, 2009). This will include promoting pro-poor economic growth and reforming fiscal policies which negatively affect the poor or promote environmental damage (Grobe, 2011). In the longer term, countries will have to ensure that their net wealth (including natural, manmade and human capital) remains constant or increases (World development report, 2011). This will require ensuring that market prices reflect the full social and environmental costs of production and consumption (Boulanger, 2008).

Issues of inequity and inequality of access to assets and resources need to be confronted. For example, it may be necessary to reform land tenure policies so as to increase access to disadvantaged and marginalized groups. Equally, it may be important to strengthen social capital and formal safety nets to cope with both external and domestic shocks (Grobe, 2011).

Sustainable development has important political, institutional and capacity implications. At the national and local level, it requires cross-sectoral and participatory institutions and integrating mechanisms which can engage governments, civil society and the private sector in developing shared visions, planning and decision-making (Boulanger, 2008). Governments, corporations and development co-operation agencies will also need to be more open and accountable for their actions (Jacob, 2009). Innovation and investment in actions which promote sustainable development should be encouraged (Boulanger, 2008). More generally, economic planning and policy-making will have to become more participatory, prudent and transparent, as well as more long-term-oriented, so as to respect the interests of future generations (Grobe, 2011). Sustainable development is measured using the following attributes;

- **Availability**

Availability means the ability of the services to be readily available or access to available resources like lean and safe water, education and food (Todaro, 2010). This attribute answers sustainable development in the economic aspect (Grobe, 2011). Development is deemed sustainable if people have access to clean and safe water and other basic necessities, their ability to access resources that can meet their needs without compromising the ability of the future generation to access these is always evidence of sustainable development (Boulanger, 2008).

- **Stability**

This answers the sustainable development questions on the environment whereby environmentalists maintain that for development to be accepted as sustainable, meeting the needs of the current generation should not interfere with the steady progress of environmental factors like rainfall distribution and growth of features like forests as well as existence of natural water bodies (Grobe, 2011). This is the ground zero for both environmentalists and development practitioners as they all agree that development in whatever aspect should aim at improving the standards of the environment if it is to be agreed as sustainable (World development report, 2011).

- **Freedom**

Freedom means having the power or right to speak or think as one wants. It's the power of self-determination attribute to the will, the quality of being independent of fate or necessity (Todaro, 2010). This focuses on the social aspect of development

whereby the development of a society/ community should not interfere with the social freedoms of people (Grobe, 2011). People should live freely without anyone interfering with their social freedoms in terms of what they do and how they do it, in fact, they should feel that development is done for them. This means that development should only be considered sustainable if it respects and responds to people's social freedoms (Donovan, 2009).

- **Quality**

In manufacturing, a measure of excellence is brought about by strict and consistent commitment to certain standards that achieve uniformity of a product in order to satisfy specific customer or user (Grobe, 2011). Sustainable development is based on having quality resources which means that for it to be effective, there must be quality resources and needs (Donovan, 2009). Jacob, (2009) suggests that quality leads to a perceived sustainable development improvement of the people.

There is a relationship between Capacity building and Sustainable development because capacity building empower people, organizations and society to systematically stimulate and develop their capabilities over time to achieve social and economic goals since capacity building is the development of knowledge, skill and attitude in individuals and groups of people relevant in the design, development and maintenance of institutional and operational infrastructures and processes that are locally meaningful for sustainable development(UNDP, 2010).

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