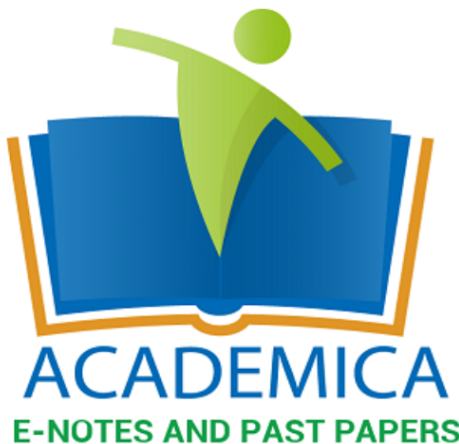




**DIPLOMA IN SOCIAL WORK AND
COMMUNITY DEVELOPMENT**

**COMMUNITY CAPACITY
BUILDING AND EMPOWERMENT**



www.kenyanexams.com
academica@kenyanexams.com
PURCHASE FULL NOTES

CHAPTER 1	
INTRODUCTION TO CAPACITY BUILDING AND EMPOWERMENT.....	4
CHAPTER 2	
CAPACITY BUILDING AND EMPOWERMENT INDICATOR.....	12
CHAPTER 3	
COMMUNITY EMPOWERMENT CYCLE.....	19
CHAPTER 4	
TECHNIQUES OF CAPACITY BUILDING AND DEMPOWERMENT.....	24
CHAPTER 5	
PROCESS OF CAPACITY BUILDING AND EMPOWERMENT.....	27
CHAPTER 6	
LEADERSHIP DEVELOPMENT.....	31
CHAPTER 7	
ORGANIZATION DEVELOPMENT.....	38

CHAPTER ONE

INTRODUCTION TO CAPACITY BUILDING AND EMPOWERMENT

Meaning of capacity building and empowerment

Definition:

Capacity building is all about encouraging and promoting people (shareholders) by enriching them with the skills and techniques that are needed for developing their community.

Empowerment

What is being empowered?

- Power is the ability to make others act according to ones wishes to work for the ability to meet certain interest. Power has to do with influencing other behavior to meet ones needs or standards.
- It is therefore a political process that seeks to distinguish in various for poor and the disadvantaged. It initiates the relinquishing of power from personalized destinations into the hands of the people.
- Empowerment is the process where efforts by the grass root people are consolidated to solve people problems, it includes appropriation and adoption technology in extension services so that it serves the people to respond to their development priorities
- Empowerment can be consensured as the process of gaining the strength and visions to work for positive changes individually or to work with others. People become empowered by their own efforts and not by what others do for them.
- Capacity building enhances people's ability through training in appropriate skills and it entails issues on human development such as scientific, technological, institutional etc.
- The major goal of capacity building is to promote evaluation and address questions related to policy choices and models of implementation, which involves building of peoples self confidence through change of attitude and impacting skills and knowledge to enable them to effectively manage their lives.
- It is about making men and women become empowered to bring about positive changes on their lives

- According to E and William capacity building is the process of strengthening peoples capacity and abilities to determine their own values and organize themselves to act on these priorities in large destiny
- Capacity building involves both processes an income of challenging poverty discrimination to cause justice.
- Its creation of enabling environment and legal frame works.

Capacity building is through;

- Making the people aware of the available resources and how to tap them.
- Make the people aware of their problems
- Critically examining their opportunity to large and how to maximize them.
- Educating people on government policies that affect their community and their rights

Importance of capacity building and empowerment

- Its critical and the scale of its enormous but appreciation by the law
- Helps to link between needs and supply of community\
- It encourages the realization of funds to run community based organizations
- It enhances flexibility in terms of change in organization
- Promotes alternative ways of attaining goals.
- Helps people to shape their destiny
- Promotes participation in community based organization which is the distribution of power in such organization.
- Capacity building and empowerment encourages confidence in challenging and overcoming problem by people.
- Encourages people to exploit their valuable resources for their own good.
- It enable the poor to control their lives by securing a better livelihood
- It promotes decentralization and centralization in community based organization
- It generates innovation and invention
- It enriches people with ideas, skills and knowledge in tackling their day to day problems

Elements of Community Strength

Community empowerment goes well beyond political or legal permission on to participate political system, it includes capacity to do things that the community members want to do.

Empowerment include capacity building and strengthening in various dimension
This element of community strength includes;

Altruism

- It's the promotion and degree to which individuals are ready to sacrifice to themselves for the benefit of the community as a whole (reflected in the decrease or generosity, individual humility, communal pride, mutual supportiveness, law, concern, commutative, sister/brotherhood) as a community development worker move altruism in developing more capacity.

Common value

- This is the degree to which members of a community shares value especially the idea they belong to common entity that supersedes the interest of members within it.

Communal services

- The more the members of a community have access to the needed communal facilities the greater the empowerment i.e roads, market portable water, access to education e.t.c

Communication

- As a community gets better communication it gets stringer in empowerment. Poor communication means weaker organization.

Confidence

- While expressed individual how much confidence is shared amongst the community as a whole as understanding that the community can achieve whatever it takes to do.

Information

- The strength of a community depends on upon ability process and analyze. Information that is level of awareness, knowledge and wisdom found among key individual and community as a whole.

Contest

Political and administrative. A community will be stronger and more able to get stringer and sustain its strength more, the more it exists in an environment that supports the strengthening. This environment includes;

- Political - Including values and attitude for national leader law and administration
- Administrative - Attitude of servants and technicians as well as government regulation and procedures.
- Intervention - The extent and effectiveness of mobilizing management, training awareness rising and stimulation and strengthening the community. It is the intervention sustainable or does depend upon by outsiders, donors who have different goals and the agenda than the community itself

Leadership

- Leaders have power influence and the ability to make the community. The more effective its leadership the more strongly it builds a community. Leader must possess skills, willingness and some charisma (happiness) to organize the capacity of organization.

Networking

- A strong community as useful linkages, potential and realize its goals. The more effective the work, the stronger the community.

Organization

- The more organized the community the more effective and strong it is.

Political firms

- The degree to which the community can participate in district decision making, the more political power and influence a community can exercise the higher it will be

Skills

- An empowered community is that which the members have more skills e.g. technical skills, management, organization and mobilization skills

Trust

- The degree to which the members of the community trust their leaders and community servants

Unity

- A strong community shares a sense of belonging to unknown entity when a community is more united it is stronger.

Wealth

- The more wealth the community has, the stronger it is. To what extent a community is able to control actual and potential resources, production and distribution of scarce and useful goods and services.

Players in community capacity building

- Players in community capacity building and empowerment process are the participants involved in decision making and planning of its faster/sustainable community programmes.

Stakeholders

- Include people who are funding the entire programme of the community e.g. donor agencies i.e. World Bank. IMF e.t.c

Change agents

- Are community development workers who work alongside the facilitators to boost the lives of the people and dare like community development workers, government officials, business and social workers amongst others.

Client system

- The community or target group, the people to be empowered.

Levels of social Agency

- It is crucial for organization change agents to undergo change towards strengthening its own position by building the position capacities of partners this involves looking at search areas.
- Does the organization have the board committees that oversees its operations that can hire and fire
- Does it have legal entity
- Are there policies, terms and working guidelines to all those people in the organization
- Does it have qualified staff trained to do the job
- Are procedures for a bill cleared and accessible
- Is staff welfare spelt /entrenched
- Does the organization deal effectively with the contradiction?

Challenges in capacity building and empowerment

Some of the communities cited challenges that tend to negatively affect the effectiveness of development workers change agents within a frozen community include the following;

Negative community development

Towards new innovations and new ideas people realize that they have lived with their problems long enough to know how to cope. Any new possibilities tend to appear threatening as they will change the existing traditions and disturb the comfort of stable que.

Outsiders are accepted but often with suspicion over their purpose

Are the outsiders genuine about their concern about your fate? What is their interest? What do they gain out of helping us? These are genuine questions which should be addressed through open dialogue. Creation of good rapport and trust now becomes a critical challenge.

Presence of corrupt leaders who are out for personal gain

Make community entry for external development agents a nightmare. The best is to develop diplomacy until such a time the community develops enough awareness and confidence to tell such leaders off or replace them altogether. Leaders are not acceptable to their deeds.

Apathy

People generally believe that nothing can change that their destiny is being determined and cannot be possibly altered. People resigning from responsibility over their life challenging and instead blaming supernatural powers e.g. witchcraft or fate.

Poor knowledge among majority on the social dynamic of exploitation in the communities

People are sometimes exploited because they are so docile that they do not realize they were being exploited. This is usually coupled with the culture of silence. Awareness raising and lobbying activities will realize people's critical faculties and open their eyes to reality. This is expected to lead into action.

Inability to empathize with the community situation without sympathizing

To empathize is to identify with the community suffering while to sympathize is to cry with them. This latter is not desirable, the change agent should remain the source of hope and encouragement instead.

Local elite will seek to domesticate and pocket the change agents

This effort will be more aggressive on realizing that the change agents are awakening people against the interests of the elite. It is advisable to keep your distance but maintain the diplomacy with the elite.

Inability to deal with and penetrate bureaucracies within the area of operation

There would ordinarily be many circumstances where community aspirations have been delayed for too long owing to bureaucratic bottlenecks.. it is the role of change agents not only to break through the unnecessary bureaucracies but more important to train the community members on how to deal with or where necessary avoid such.

Illiteracy

Illiteracy causes inferiority complex among the people abstain from taking initiatives, thinking they cannot make any worthwhile contributions this thinking that innovations must come from the educated people or from rich. This limitation works against people, self confidence and independent action.

Limited resources and expertise

Empirical observations hold that rural communities often have limited organization and managerial skills. This state exposes rural community initiative not only to the vulnerability against intentional management and theft but also the causes projects to fall due to inadequate planning. The state of limited resources goes beyond skilled manpower to include financial and material resources; this slows down the pace of community development process.

Unconducive customs and traditions

While it is true that the customs and traditions will always work against new and innovative ideas from without experience tends to indicate that many times people are obliged to follow customs and traditions even if they work against development.

Customs and traditions are valuable as a source of peoples sense of identity and self confidence however people tend to regard externally initiated ideas/ innovation on development programs with suspicion and contempt disabling the capacity and empowerment programmes.

Contradictory approaches among field development workers and community mobilizes

Contradictory policies and practices among field development actors have tended to compromise the quality of participation within the communities for instances while one change agent promotes self reliance type of community mobilization that ensures sustainability another will chose to give hand out to induce peoples involvement in the same community, thus most likely the beneficiaries communities will chose to identify with the immediate benefits hence compromising on the long term benefits of the arithmetic participation.

The challenge of a lone voice

Properties of participation and the empowerment of the weak and the poor as the basis of human empowerment are usually unpopular with authorities or the custodians of the institutional power, for this reason the protagonist of social justice are usually estarcised not only by these authorities but also by their unconverted colleagues and worse still at the time by the same community itself.

Middle class dilemma

In most cases change agents working among the poor are often quite well educated, their social economic status qualify them for the middle class bracket beyond they are often stationed in the remote villages semi desert and slums where amenities of urban environment are not available. On the contrary their peers stationed in the urban areas enjoy all their amenities.

Those working under hardship are working under constant temptation to give up this hardship and cross the floor

Central control reinforced by the absence of effective methods of mobilization

The prospect of community autonomy is to date perceived a threat to central authority and natural unity is both valid and noble sometimes the agenda has been overstretched to muscle community identity this become obstacle to authentic community participation and empowerment

Biases typical to community change agents / mobilization

Beside other challenges community mobilization are also themselves the source of further contradictions. They often manifest biases in their community mobilization errands bases which may not be conscious about. These biases include; age bias, ideological bias, professional bias, spatial bias, dry season bias and diplomacy bias.

Remedies to the challenges

- ❖ Gather facts as the basis for sharing information to as many people as possible. Indicate the views of the opponents to be able to counter effectively with facts.
- ❖ To build on a positive attitude towards change among the people, the change agents should use peers to win over their friends. Youth to youth, elders to elders, women to women or professional to professional. Be friendly to whole in order to win the trust and confidence hence be open.
- ❖ Try to understand and emphasize with people understand reality as well as their fears and limitation to be able to see through their eyes and speak in their language. The better you understand and speak peoples language the more you appeal directly to their hearts and not just to their intellect
- ❖ Where there is a problem of inadequate resources change agents should seek to forge large networks and alliance to support source for finance and other resources both externally and internally to support the process of capacity building and empowerment.
- ❖ Change agents should avoid being biased towards other communities thus should try as much as possible to be fair in the community mobilization.

CHAPTER TWO

CAPACITY BUILDING AND EMPOWERMENT INDICATOR

Meaning of Capacity Building and Empowerment Indicators

The concept of indicator comes from the Latin word indicate which means to print out or proclaim. It is a way of knowing or telling or communicating something without telling or knowing all the aspects of the subject. Indicators are derived from one or more quantity set of data depending on how the community workers define their variables.

By capacity indicator it means the measurements that are used to detect the degree of performance of development project and programme in the community.

Types of capacity building and empowerment indicator

These indicators are categorized as follows;

- Economic indicator
- Health and sanitation indicator
- Political indicator
- Social indicator
- Cultural indicator
- Technological psycho - spiritual indicator

Economic indicator

A community is economically empowered when it is able to meet its day to day cost of living effectively without problems. Economic indicators looks at facts like employment / unemployment rate of men and women changes in the time used in selected activities e.g. great sharing by household neighbors e.g. salary wage difference between men and women

The ability to make small or large purchases independently

Percentage of the available credit, financial and technical support going to men and women from government to NGO resources.

Health and Sanitation Indicator

- A community is empowered in terms of health and sanitation if it is able to meet its day to day cost in health and sanitation issues effectively. Health and sanitation indicators look at facts like;
 - Are people able to access medication easily whenever they need?
 - Is the environment clean to avoid easy outbreak of diseases like cholera and diarrhea e.t.c.
 - Through the community accessibility to affordable health facilities one can be able to state whether the community is empowered
 - Health care is a very essential need for humanity. People should be able to lead healthy lives and protect their families from some illness e.g. malaria, typhoid, dysentery, cholera etc
 - Accessibility to health facilities is a crucial factor to tell people in a community
 - Sanitation is the availability of a cleaner / tidy environment / habitat
- Human beings who live in a untidy environment are said to be low in development and those who live in a tidy environment are said to be empowered.
- Health care and sanitation is a measure to indicate how accessible the people are to drugs and their potentiality to escape some illness which accrues as a result of poor sanitation.

Political indicator

- It looks at issues like the percentage of people participating in political affairs of the country (community)
- Percentage of ladies / women in various political parties / affairs
- Percentage of the people involved in decision making i.e. how many men and women
- Percentage of people (sex) registered as voters how many men and women are working)
- Percentage of people (sex) in local and regional position (how many men and women are working)

Social indicator

- These indicators include relationship and social services provided within the community of focus,
- Are all people accessible to educational services thus among the poor how many are learners, landless, employed or unemployed
- In order to achieve the development there is need to strengthen the community. This may involve the training and networking among the people. It also looks at how decision making is undertaken in the community e.g. how the information is distributed
- Are women involved in decision making e.g. determining the number of children or family size in marriages?
- Mobility of people outside and within the residential locality e.g. how men and women compare within the community.

Indicator questions to access social economic empowerment

- a) To what degree are women aware of their legal policies and rights
- b) Are women less or more aware than men
- c) Do women and men realize that women are becoming more empowered if so why
- d) Do women pursue that they have self respect? Why?
- e) Do women and men pursue that they have a greater attorney, why?

Cultural indicator

Culture is peoples way of life and has characteristics, it also comprises culture is gradually gaining presence in development discourages as policy make acknowledges that the social and cultural norms that people observe tends to influence the attitude and choices of people.

People are influenced by their cultural demands and the attitude on the way they go about their social economic activities. Culture is important in shaping peoples behavior on attitude in terms of leadership and training on management.

Some scholars argue that culture first then development, cultural indicators include;

- a) The major cultural practices that tend to influence people's attitude towards work e.g. initiation
- b) Look at gender participation of women in development issues
- c) The resources spent and the time at cultural resources
- d) Distribution of resources in terms of inheritance of land e.g. if the child is allowed to access the resources.
- e) The squatter problem and the landlessness e.g. how many people are legitimately owing land.
 - The fundamental role of culture and empowerment is the building of peace, democracy, and development ideas that promote self reliance, security and provision of basic needs therefore culture is an indispensable recipe for development.

Technological Psycho - Spiritual Empowerment Indicator

Technology involves the use of machinery and knowledge to facilitate the production of goods and services for sustenance. In Africa the low level of technology is associated with the economic backwardness of the continent and the spread of poverty.

The technology adopted by the community acts as the development and empowerment indicator because it influences people's activities. This can be seen in;