

SUPPORT FROM DONOR-AGENCIES: OPTIMAL USE FOR CAPACITY-BUILDING IN DEVELOPING COUNTRIES

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ABSTRACT

Despite great efforts and investments to promote development, economic disparity between developed and developing countries has continued to grow. This economic disparity is particularly apparent after the collapse of Soviet Union. Developing countries suffered due to the change induced in the post colonial period, while the countries in transition are yet suffering from the effects of the post communist period. The negative externalities of modern development in all these countries can only be avoided if adequate economic development takes place. However, economic development should not be detrimental to the social and environmental sectors, as has often been the case in the past, unfortunately.

This concern and aspect of development was first denoted by the World Commission on Environment and Development through the term 'Sustainable Development'. In response to this concern, the concept of 'Capacity-Building' emerged in the later part of 1970s. Though nearly after three decades, enormous constraints to achieve effective capacities to promote sustainable development yet remains, however, genuine signs of progress are evident. At present, most countries have strategies for either environmental management or sustainable development, and the global community has a reasonable sense of what needs to be done, with respect to capacity-building for sustainable development.

In this context, the International Donor-Agencies and the Financial Institutions have played a significant role and this paper encapsulates results of several case-studies, screening that the development-assistance has been marked by a series of dramatic successes, and at the same time some disappointing failures. The paper also takes into account the role of COMSATS in detail

Conclusively, in the context of S&T Capacity building, analytical suggestions for both the donor-agencies and the recipient countries have been articulated.

INTRODUCTION

Despite great investment and effort to promote development, economic disparity between developed and developing countries has continued to grow. In fact, the Gross National Product (GNP) of 80% of the world's population has remained low, while the wealth of the affluent 20% has increased. According to UNDP (1999), inequality has become greater at both the global and national levels. In 1997, 20% of the world's population in the richest countries accounted for 86% of global GDP, 82% of exports, 68% of foreign investment, and 93% of internet users. These disparities between North and South were complemented by increasingly apparent disparities between East and West, particularly after the collapse of the Soviet Union. Developing countries were and still are, suffering from change induced in the post-colonial period, while countries in transition were, and still are, suffering the effects of the post-communist period. Thus the curse of modern development in all these countries can only be avoided if adequate economic development takes place. However, economic development should not be detrimental to the social and environmental sectors, as has unfortunately often been the case in the past. As a prerequisite, technological and economic development at the global level should not pose major risks. But even more urgent is the need for technologies and regulatory systems that reduce and eventually remove negative trends. Achieving this goal, however, requires new paradigms and approaches to development. This is true in any sector, including, for example, agriculture, particularly agricultural research.

The above requirements were first defined by the World Commission on Environment and Development in the term "Sustainable Development", and broadly endorsed at the Earth Summit in Rio de Janeiro in 1992. Since then, however, numerous conference, conventions and negotiations at the global level, especially UN conferences, have shown that it is extremely difficult to harmonize development within and between countries. One concern listed in this respect was insufficient research-capacity to tackle

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the paradigm of sustainable development (cf. Shrum, 1996).

The goal of sustainable development is to create and maintain prosperous social, economic, and ecological systems for future generations of humankind. One of the major lessons learned since the 1992 United Nations Conference on Environment and Development (UNCED) is that transition towards sustainable development is inconceivable without science, engineering and technology.

Therefore, promoting the goals of sustainability, addressing immediate human and social needs while preserving the earth's fragile life-support systems, has emerged as an increasing priority for the International Scientific and Technological Community (IS&TC). The IS&TC in its submissions to the Preparatory Committee Meetings of the Multi-stakeholder Dialogue Sessions, preceding the World Summit on Sustainable Development (WSSD) held in Johannesburg, South Africa in August/September 2002 has urged the nations of the world to accelerate the building of capacity, especially in developing countries, and to form mutually-sustaining, synergistic partnerships to achieve this.

Responding to the above concern, the concept of "Capacity Building" emerged during a relatively late phase of development cooperation, beginning only in the late 1970's; In 1979 at a conference on science and technology for development in Vienna, major donors agreed that their support should be seen as collaboration benefiting both parties, i.e. as a form of partnership rather than assistance. In general, it is possible to speak of a shift from technology-transfer to cooperation in science and technology. In order to achieve this, great emphasis is now being given to training and to the strengthening of institutional capacity in partner countries.

Capacity can be defined as the ability of individuals, organizations, or societies to set and implement developmental objectives on a sustainable basis (Land, 2000). Individual capacities consist of skills and aptitudes, and their translation into organizational capacity. Organizational capacity consists of internal structures, collective staff capacity, and an enabling environment (policy framework and other factors).

Although enormous constraints to the achievement of effective capacities to promote sustainable development remain, genuine signs of progress are evident. At present, most countries have strategies for either environmental management or sustainable development, and the global community has a reasonable sense of what needs to be done, with respect to capacity-building for sustainable development. "Science and Technology" has been identified as the key area for achieving the goals of consistent progress. Therefore, it is also extremely important to develop indigenous capabilities and capacities in those areas of science and technology, which are of relevance to the developing countries.

The new forces of science and technology, however, if harnessed properly, offer immense possibilities for solving many of the complex problems which are currently impeding economic and social development in the South. Recent advances in tissue culture, genetic engineering and biotechnology, for example, can be instrumental in raising agricultural production, reversing land-degradation and conserving biodiversity in the ecologically fragile zones of the South.

Another example is that of information and communication technologies and their networks, which have profoundly revolutionized the modes of interaction in research, education and business. However, access to these technologies requires investment in telecommunication-systems which are currently beyond the reach of a vast number of poor countries, thereby posing the risk of further enhancing the growing education and information gap between them and the rest of the world.

The challenge, therefore, is for developing countries to master modern science and technology and apply them to their own development-requirements. To meet this challenge, radical measures are needed by the governments in the South. These will include substantially more investment in research and development and full integration of science and technology into national development plans, for building national and regional capacities in science and technology, intensifying regional cooperation and establishing strong national and regional alliances between the private sector and research and development institutions.

ROLE OF DONOR AGENCIES

1. INTERNATIONAL DEVELOPMENT RESEARCH CENTRE, IDRC

Objectives:

- To foster and support the production and application of research results leading to policies and technologies that enhance the lives of people in the developing regions of the world.
- To mobilize and strengthen the indigenous research-capacity for policies and technologies that advance healthy and prosperous societies, food security, biodiversity and access to information.
- To help communities in the developing world find solutions to social, economics, and environmental problems through research.
- To initiate, encourage, support and conduct research into the problems of the developing regions of the world and into the means for applying and adapting knowledge to the economic and social advancement of those regions.
- To empower through knowledge

Main Activities:

- Supporting researchers in the developing world to carry out their work in their own institutions, in particular, supporting research projects and partnerships proposed by developing-country partners. Projects supported relate to three main areas – social and economic equity; environment and natural resource management; and information and communication technologies for development. In addition, IDRC supports research on two cross-cutting issues; gender and knowledge systems.
- Hosting international multi-donor secretariats dedicated to generating and applying knowledge to major development issues in particular topics, eco-regions, or countries.
- Publishing the results of research and communicating them to key audiences around the world.

Activities relating to strengthening Institutional Capacity:

- IDRC's methodology enables local institutions to determine their own needs and to carry out the necessary work.
- IDRC emphasizes a multidisciplinary, participatory approach to research-support and management.
- IDRC supports networking to combat intellectual isolation and realize the synergies that come from the exchange of ideas and experiences. IDRC also helps establish direct links between researchers in the South and the Canadian scientific and development communities, as well as between academic, non-governmental, and private-sector communities.
- IDRC had created and strengthened information and communication systems, services, networks, technologies, and tools in and for the South.
- IDRC programme staff act as a conduit for the best sources of specialist research-information to researchers in poor countries.

Geographic Focus:

- IDRC has agreements with some 130 countries in Africa, Asia, and Latin America and the Caribbean. Its six regional offices serve respectively:
- Africa: Eastern and Southern Africa, Middle East and North Africa, West and Central Africa.
- Asia: Southern and East Asia, South Asia
- Latin America: America and Caribbean

IDRC and the Dnieper River

Summary of the Project and its Principal Outputs

In 1993, Canada wanted to support Ukrainian efforts to rehabilitate the Dnieper River and asked IDRC to apply its techniques to this task. For this purpose, an initial budget of CAD 4 million was transferred to IDRC, to manage a project named Environmental Management Development in Ukraine (EMDU). In 1997, a second phase was approved under CIDA financing; this phase ended in December 2000. During these six years, approximately CSD 12 million were spent in Ukraine for that purpose, along with an

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additional estimated CAD 1 million in local contributions.

Immediate Results

The various research activities have produced the following immediate results:

- Information about the state of the river was obtained and organized and a network of scientists and managers is now providing data online for the management of the river.
- A National Programme for Rehabilitating the Dnieper and Improving Water Quality was approved by the Verhovna Rada. Nearly all Ukrainian respondents interviewed stated that among the most important result coming out of EMDU cooperation experiences was the drafting and implementation of this policy.
- Ukraine's Ministry of Environment Protection and Nuclear Safety has taken measures to seek a USD 7 million grant from the Global Environment Facility (GEF) to define a Strategic Action Plan (SAP) for the rehabilitation of the river basin and ameliorating its effects on the Black Sea.
- Environmental auditing and clean-production concepts have been introduced and established. A group of Ukrainian scientists has formed a consortium to provide such national audits.
- Significant improvements in the provision of public utility services in the city of Zaporizhzhia have led to the approval of a loan by EBRD (European Bank for Reconstruction and Development; USD 30 million) to upgrade water and sewer systems. In contrast, an adjacent city was refused a similar loan, because it had not yet learned to provide utility-services in a financially viable manner.
- Ukraine is now participating in an international network for testing and calibrating quality of water, using bio-testing methods.
- Civil society has increasingly become involved in the programme through outreach activities, such as numerous television programmes for local station and a web page.
- The effects of ramial ship wood on soil-fertility is being tested and gradually proving to be a significant alternative to other, less environment-friendly means of increasing soil-fertility.

Perceived Positive Aspects of the IDRC Programme

There exists an atmosphere of trust, confidence, and real partnership between IDRC and Ukrainian recipients. IDRC's consultants and staff never force their views upon recipients, but are open to discussing and exploring all avenues for solving problems.

All project-managers are local Ukrainians and they feel they have a great deal of independence e.g. hiring necessary specialists, choosing appropriate equipment, approving trips within the project-budget, etc. Using IDRC's approach, more money is spent locally and more money reaches Ukrainian scientists and consultants. No other donor-agency in Ukraine spends 60% of its funds in the recipient country (taking into account the rent for the local IDRC office and salaries of local staff, the percentage is even higher).

Many of the projects carried out under EMDU were very practical, with outcomes that will last beyond the end of EMDU and funding from IDRC. Real tangible results can be seen going beyond the usual reports and publications, whose utility to locals is questionable. Among these are the river-bank protection strip, the remediated landfill in Zaporizhzhia, modernized equipment for several audited enterprises, water-treatment units for hospitals, kindergartens and schools, etc.

A large component of training has allowed many Ukrainian specialists to upgrade their skills and qualifications in Canada and other countries. Many scientists participated in international workshops and conferences, thanks to EMDU grants.

Perceived Negative Aspects of the IDRC Programme

What IDRC understood as benign intrusion, in practicing due diligence and enquiring about administrative and technical issues, was often regarded as severe probing by recipient institutions. IDRC's approval was expected to be forthright and simple. Sometimes recipients have to revise a proposal four or five times before IDRC approves it. This has led to the senior scientific adviser of IDRC being referred to as "Dr. Niet".

Proposal approval, contract preparation, and transfer of funds can take much time. In the current poor economic conditions for many scientists in Ukraine, donor-money is the only means of support, and delays thus cause nervousness.

The list of reports that have to be prepared, along with the final project-outputs, is quite long. Many recipients do not see any real purpose and value with the preparation of some of these reports. Moreover, the list tends to grow over time. For instance, results-base management and time-sheets for workers on the project have recently been added, joining report gender, training and local contributions as a requirement.

From the outset, IDRC has suggested greater involvement of Ukrainian civil society, increased public participation, and NGO involvement. These ideas run counter to seventy years of socialism and were difficult to internalize. In the past, government officials flooded thousands of hectares of arable land and hundreds of villages, without consultations, in order to build a hydroelectric station on the Dnieper. With respect to NGOs, Ukrainian scientists granted them little credit, as they perceived NGOs as lacking professionalism and being driven by emotions and political considerations. They also questioned NGO accountability. A few projects, however, met with strong opposition at the village-level that had to be dealt with in a manner similar to that in any other democracy, through consultation and negotiations at grassroots, thus vindicating IDRC's initial preoccupation.

Analysis: IDRC's Demand-Driven Methodology

As IDRC compared notes with other Western organizations active in the region, the importance of capacity-building methods and approaches became even more apparent. It is useful to remind the readers at this juncture that there are four critical aspects for project-delivery:

- i. Complete ownership by recipient countries
- ii. Best financial and operational management
- iii. Highest scientific and technical standards
- iv. Collaborations with other partners

It is essential to assure a good balance among these four complementary goals. However, experience has shown that, in practice, projects are often skewed in favor of one or the other of these goals; generally, priority is put on ensuring that all procurement and accounting procedures will be meticulously adhered to, and pressure is put on foreign experts and consultants to obtain and demonstrate visible results as a result of "supply-driven technical assistance".

As a result:

- There is an over-emphasis on immediate, tangible results such as reports;
- Local ownership and capacity building suffer;
- Long-term sustainability is left in doubt.

In contrast, the demand-driven methodology of IDRC is now being heralded by Ukrainian authorities as a unique and effective model. Ukrainian partners have expressed a preference for the management-methods employed in EMDU, bemoaning the fact that many of the other organizations do not operate in this manner, but rather rely on extensive use of expensive foreign consultants.

Changing Mind-Set and Ensuring Sustainability

By building relationships based on trust, carrying out business in an open and transparent fashion, relying on local partners as equals, employing local talent to the greatest possible degree, and choosing to build-up local institutions to function without its help, IDRC has been able to achieve its goals. In the end, the authors believe that important changes in the mind-sets have occurred.

In particular, confidence and self-esteem are a most significant outcome of this programme. Scientists and managers have come to recognize themselves as a part of the world scientific elite and they now feel that their opinions are respected and can have an influence on policies. They feel capable of defending Ukrainian interests within the region and internationally. Second, the capacity to work cooperatively and to take decisions collegially has significantly been improved; this attitude is essential when dealing with protracted and complex environmental problems, such as those that plague the Dnieper River.

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2. EUROPEAN COMMISSION, DEVELOPMENT DIRECTORATE-GENERAL, EU

Objectives:

- To offer support for research-activities in developing and transition countries.
- To promote high-quality R&TD in the fields directly affecting developing countries.
- To help maintain and to strengthen research-capacities in developing countries.
- To improve the level of excellence of the EU in major fields concerning developing countries.

Main Activities:

- INCO-Dev
- DG Development

Activities related to Strengthening Institutional Capacity:

- African Virtual University, Statistical Education Facilities, etc. (in ACP countries)

Geographic Focus:

- World-wide

Strategies, Tools and Experiences of the European Commission:

The European Commission has two separate, complementary lines of support for research-activities and capacity-building in the South. Briefly explaining the two, there is also a mention of some of the issues arising from the evaluations and their experiences.

Inco Dev

Within the ambit of the multi-billion research funds available to researchers within the European Commission in the EC Research Framework Programme, a small horizontal programme for development-cooperation is available to partnerships of European and Southern institutions under the name INCO-DEV. The overall priority-setting of the programme is based on a per-region dialogue with partner countries. Moreover, the evaluation of the development relevance of individual proposals is done

by experts from the South. Total funds available per year vary between 60 and 80 million Euros.

Independent evaluations of this programme have mostly been highly positive. Its main impact has been on the establishment of long-term relations/partnerships between research groups in North and South, outlasting in fact the actual contract.

However, there are some limitations. Only a restricted number of ACP countries (ACP: Africa, the Caribbean, and the Pacific) participate in the programme (ca. 30%), with a strong concentration of partners in a few countries (Kenya, Senegal). In general, it seems difficult for the institutions in the developing world to become an equal partner in this kind of programme. Institutions of the South, in particular, have difficulty initiating and formulating proposals. A certain dominance of the partners of the North in the choice of topics and the conception of proposal is therefore to be feared.

DG Development:

Although perhaps less directly visible, like most donors, the EC is a major sponsor of research and research-capacity building, through its bilateral and regional development programmes. These are executed for the ACP countries through specific funds managed by the DG External Relations (DG: Directorate-General).

The most recent comprehensive evaluation of research-related activities was conducted in 1997. From the outcomes of that, we may learn several significant and surprising facts. The effectiveness of individual actions in solving particular problems was not contested. Surprisingly, however, most of the activities (80%) had no local capacity-building component and depended heavily on external scientific expertise. Furthermore, most activities suffered from political profile and a lack of dialogue on sectoral policy upstream of activities. This resulted in the absence of an adequate methodology to enable genuine association of researchers and entrepreneur with R&TD in developing countries. In general, the failure to consider institutional aspects reduced the impact of dispersed actions.

Lessons Learnt:

Since then, following a conference in Leyden, the Commission and the European Parliament have underlined the need of a strategy based on:

- Partnerships;
- A differentiated approach that can be adapted to the specific circumstances in each country;
- Integration of research and technology development.

Two types of studies were done in the past year to help develop the strategy:

At the individual country level, small diagnostic studies were funded to describe the institutional set-up and the main constraints for research. To a certain extent they have confirmed the dispersion of research-efforts as a result of fragmented donor-funding. They also indicate that substantial capacity exists in countries like Ghana. One of the constraints that exist is the lack of conviction on the part of major partners (politics, private sector) that research is an essential investment. The dominance of the donor in agenda-setting is thus partly the result of local indifference. There is a clear challenge to be met there.

A broader study was commissioned to look at issues concerning the creation of a European Foundation for Research for Development (EFRD).

Those consulted with the study consider that the following are the main lessons to be learned:

- International efforts have, for many years, focused on setting up planned high-quality institutes of science and technology. These had little to do with the main concerns of developing countries and left the countries concerned with high maintenance costs.
- Funding has focused on new research-efforts, while the application of completed research has received less support.
- Institutions, rather than individuals, need strengthening.

The following were seen as characteristics of best practices:

- A clearly enunciated goal;
- Long-term commitment;
- Scale and critical mass;
- Patience and Tolerance for errors;
- Follow-through and systematic approaches: support for science without support for technology and innovation has limited the benefits;
- Risk-taking and supporting new approaches;
- Development of Leadership;
- Focused partnerships linked to clear goals;
- Foundations that function as investors.

3. DEPARTMENT FOR INTERNATIONAL DEVELOPMENT, DFID

Unlike several other bilateral donors, DFID does not have a single programme directed specifically at capacity-building. Rather, it has a number of schemes that contribute, more or less directly, to capacity-building in higher education and research.

Objectives:

- Produce new knowledge in and about developing countries/ transition countries that will contribute to sustainable development and the reduction of poverty.

Main Activities:

- DFID funds research-programmes in the following areas:
- Renewable Natural Resources (include, for instance, crops, farming systems, livestock, fisheries, pest management);
- Health and Population (e.g. disease control, safe motherhood, child mortality, health systems);
- Engineering (e.g. energy, water and sanitation, urban development);
- Economic and Social Issues (e.g. economics, social development, governance, enterprise development);
- Education.

Activities related to strengthening institutional capacity:

- Support for research and higher-education institutions (from country-programmes and central programmes)

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Geographic Focus:

- Sub-Saharan Africa
- South Asia

DFID's Experience with Research and Capacity Building

Ghana Research Evaluation:

DFID conducted an evaluation of the impact of its health-research projects in Ghana and Tanzania. This reports on one of the case-studies in this evaluation, the Vitamin A Supplementation Trial (VAST) in Ghana. The study was conducted between 1990 and 1992 in the North of Ghana, as a collaboration between the London School of Hygiene and Tropical Medicine (LSHTM) and the Kumasi University of Science and Technology, with the active participation of the Ministry of Health (MOH). The aim was to assess the impact of Vitamin A supplementation on mortality and morbidity amongst children. It consisted of two related randomized controlled trials. The larger involved 21,906 children, receiving Vitamin A and a placebo every four months. The smaller, more intensive trial on 1455 children received a similar regime, but was monitored for illness on a weekly basis. The result of the former trial indicated a 19% reduction of mortality with supplementation. The latter study showed that the incidence of disease did not appear to be affected by supplementation, but the prevalence of severe diseases was reduced, along with attendances at clinics and hospitals.

The study built on, and confirmed, earlier evidence from Indonesia on the impact of supplementation. It also clarified the mechanism by which Vitamin A works (by reducing the severity, rather than the incidence of disease) and it was the first study in Africa to demonstrate this effect.

Impact:

The study had a significant policy-impact in Ghana. It led to the formation of a national Vitamin A Deficiency Control Programme in 1995. Follow-up research studies, one of which was also funded by DFID, helped to clarify the best means of implementing the programmes (e.g. by dietary adjustments or supplementation).

There was also an international impact. The VAST study contributed to an international consensus on the value of interventions to improve Vitamin A intake, and was included in meta-analysis studies that confirmed the findings.

Capacity-Building:

The project had an important impact on Ghanaian capacity in this field. The resources of the project were handed over to the Ministry of Health and formed the basis of the Navrongo Health Research Centre (NHRC). The institution has developed a reputation for excellence, both nationally and internationally. The Ghanaian researchers on VAST subsequently provided a stable nucleus of committed and experienced researchers for the development of this centre. NHRC was able to further develop its research activities and funding from overseas collaborators. The experience gained in VAST, particularly on the management and implementation of the trials and the collection and analysis of epidemiological data, was invaluable.

What Lessons can be Learned?

The evaluation drew a number of conclusions about the reasons for the impact of the project. These included:

- *Close relationship between researchers and policy makers:* There was an active dialogue between, in this case, the research team and the MOH formalized in a steering committee chaired by the Director of Medical Services. Subsequently, several researchers served as advisors in the implementation of the supplementation programme.
- *An extended operational phase:* While the VAST study indicated the benefits of Vitamin A supplementation, it did not tell policy-makers the best way to implement it. The researchers addressed this need in follow-up operational research, again in close collaboration with policy makers.
- *National Ownership:* This was a study carried out in Ghana, with Ghanaians, which maximized

policy-impact, as compared to evidence derived from other countries.

- *High-quality Research:* The impact of the research is related to its quality, reputation and credibility of the researchers. Impact was also increased because the findings were relatively dramatic, conclusive and reinforced those made in other countries.
- *National and International Networking:* Meetings were held locally, nationally, regionally and internationally, to publicize the results of the research and policy implications. The evaluation showed that a West African Conference held in 1993, with high-level participation, was particularly effective in providing impetus for action within Ghana, and regionally. This is perhaps important, as conferences are sometimes thought by donors to be rather frivolous extras.

4. UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP) IS THE UN'S GLOBAL DEVELOPMENT NETWORK

It advocates for change and connects countries to knowledge, experience and resources in order to help people build a better life. They are on the ground in 166 countries, working with them on their own solutions to global and national development challenges. As they develop local capacity, they draw on the people of UNDP and their wide range of partners.

Capacity-Development: Capacity-development is the ability of individuals, organizations and societies to perform functions, solve problems, and set and achieve goals. It entails the sustainable creation, utilization and retention of that capacity, in order to reduce poverty, enhance self-reliance, and improve people's lives. The importance of capacity-development has never been greater, as people all over the world confront the extraordinary challenges of consolidating development gains and creating the conditions for furthering sustainable progress.

The opportunities for capacity-development have also never been greater. The information revolution and the advent of new technologies continue to open up

possibilities for individual and collective empowerment, information-exchange and knowledge-accumulation that were previously not imagined. Today, TECHNOLOGY enables countries to enhance certain capacities almost instantaneously, with the wealth of experiences and expertise that can now be shared electronically.

Capacity-development builds on and harnesses, rather than replaces, indigenous capacity. It is about promoting learning, boosting empowerment, building social capital, creating enabling environments, integrating cultures, and orientating personal and societal behavior.

Capacity-Development and UNDP

Capacity-development has always been a strong guiding theme, of the United Nations system activities, and is embodied in UNDP's mission, goals and strategies. UNDP has been very active in capacity-development in trying to ensure that:

- Capacity-development is promoted through UNDP's six practice areas:
 - democratic governance,
 - energy and environment,
 - crisis prevention and recovery,
 - information and communication technology,
 - HIV/AIDS;
- Capacity-development entails the acquisition of both individual skills and institutional capacities and social capital, as well as the development of opportunities to put these skills and networks to productive use in the transformation of society;
- Capacity-development concerns are built into development policies and strategies;
- Technical cooperation, its operational modalities and delivery services, facilitate rather than lead capacity-development efforts;
- Sustainable national capacities are developed, not only within the public sector, but also within other segments of society, particularly amongst civil-society actors and the private sector.

Agenda 21:

Agenda 21 is a statement of willingness by countries to strive for a form of development that recognizes

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the essential links between economic growth, social equity and environmental protection. 178 countries adopted Agenda 21 at the United Nations Conference on Environment and Development (UNCED, or the "Earth Summit") held in June, 1992, in Rio de Janeiro, Brazil.

In providing guidelines for sustainable development, Agenda 21 seeks to ensure that development "meets the needs of the present, without compromising the ability of future generations to meet their needs."

The *Commission on Sustainable Development (CSD)* was created in December 1992 to ensure effective follow-up to the UNCED meeting, and to monitor and implement the agreements at the local, national, regional and international levels.

About Capacity 21:

The UNDP Capacity 21 Trust Fund works with countries in order to build national capacities for the implementation of Agenda 21. Working with governments, civil society and the private sector, Capacity 21 programmes support the development of integrated, participatory and decentralized strategies for sustainable development.

Capacity 21 programmes are country-owned, country-driven processes that support and influence national and local decision-making to build long-term capacities at all levels of society. Three principles lie at the heart of any Agenda 21 process and are the main building blocks for Capacity 21:

- *Participation* of all stakeholders in programme development, implementation, monitoring and learning;
- *Integration* of economic, social and environmental priorities within national and local policies, plans and programmes;
- *Information* about sustainable development, to help people make better decisions.

Capacity 21 is operational in each of UNDP's 5 regions: Africa, the Arab States, Asia, Europe and the Commonwealth of Independent States, and Latin America and the Caribbean.

Introduction To Approaches to Sustainability Series:

Capacity 21 has piloted the implementation of Agenda 21 principles in more than 75 developing countries and countries in transition, and is strategically placed to draw on an extensive knowledge-base to share good practices and experiences with the global development community.

With the support of Capacity 21, many countries have adopted innovative capacity-building approaches to meet the challenges of environmental degradation, social inequity and economic decline. As you will read, each experience in building and strengthening capacities is unique and aims to meet national priorities. There is no single blueprint for sustainable development.

The Approaches to Sustainability series is Capacity 21's main tool for the analysis and dissemination of the innovative approaches and lessons emerging from Capacity 21 programmes (and selected other experiences from around the world).

The Approaches to Sustainability series:

- Fosters the *exchange of knowledge and experience* on capacity-building for sustainable development among developing countries, their stakeholders and development partners;
- Facilitates analysis and advocacy of experiences and approaches in capacity-building for sustainable development to *inform (global, regional, national and local level) decision- and policy-making.*

An Analysis & Suggestions:

Development assistance has been marked by a series of dramatic successes and disappointing failures. One of its most pervasive failures has been the inability to build long-lasting capacities in developing countries, with the result that too many remain dependent on development-assistance. Agenda 21, with its emphasis on people defining their own needs and priorities, provides an excellent framework on which to build capacities to develop and implement strategies for sustainable development.

Agenda 21 establishes a set of basic principles for achieving sustainable development, based on the need to manage the economy, the environment and social issues, in a coherent and coordinated fashion. It is recognized that each country needs a clear vision of its own future path of development. Clear vision facilitates sound analysis of what is good and what is bad about a country's current development-strategy, and this information can be used to develop plans of action for a more sustainable future.

The United Nations Development Programme's (UNDP's) Capacity 21 initiative, operational since 1993, has assisted more than 75 countries in putting these principles into practice. A close look at Capacity 21 programmes reveals that different countries have taken different courses of action, but a *number of common approaches* can be found across the range of national initiatives.

In particular, bearing in mind that Agenda 21 calls for co-management of the economic, social and environmental domains, Capacity 21 programmes have striven to promote the integration of economic, social and environmental priorities into national and local development-planning. The participation of all stakeholders (across different social and economic sectors) in programme for development, implementation, monitoring, learning and evaluation has been a common feature and serves as a building-block for every Capacity 21 programme. The huge role of information as a facilitator of development, to help people make better and more informed choices, has also been critical. Monitoring and learning are vital to ensure that programmes adapt fluidly, as conditions change, and as experience builds and contributes to the growing body of practical information on capacity-building for sustainable development — in the various countries and world-wide.

It is clear that there is no single blueprint for sustainable development. Each experience in building and strengthening capacities is unique and aims to meet the national priorities. With the support of Capacity 21, a number of countries have adopted innovative capacity-building approaches to meet the challenges of environmental degradation, social inequity and economic decline.

CONTRIBUTIONS OF GLOBAL FINANCIAL INSTITUTIONS

THE WORLD BANK

The World Bank Group is one of the world's largest sources of development-assistance. In fiscal year 2002, the institution provided more than US\$19.5 billion in loans to its client countries. It is now working in more than 100 developing economies, bringing a mix of finance and ideas, to improve living standards and eliminate the worst forms of poverty. For each of its clients, the Bank works with government agencies, nongovernmental organizations, and the private sector, to formulate assistance-strategies. Its country offices, worldwide, deliver the Bank's program in countries, liaise with government and civil society, and work to increase understanding of developmental issues.

The World Bank is owned by more than 184 member countries, whose views and interests are represented by a Board of Governors and a Washington-based Board of Directors. Member countries are shareholders who carry ultimate decision-making power in the World Bank.

The Bank uses its financial resources, its highly trained staff, and its extensive knowledge-base to individually help each developing country onto a path of stable, sustainable, and equitable growth. The main focus is on helping the poorest people and the poorest countries, but for all its clients the Bank emphasizes the need for:

- Investing in people, particularly through basic health and education;
- Focusing on social development, inclusion, governance, and institution-building as key elements of poverty-reduction;
- Strengthening the ability of the governments to deliver quality-services, efficiently and transparently;
- Protecting the environment;
- Supporting and encouraging private-business development;
- Promoting reforms to create a stable macroeconomic environment, conducive to investment and long-term planning.

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Through its loans, policy advice and technical assistance, the World Bank supports a broad range of programs aimed at reducing poverty and improving living standards in the developing world.

The Bank is also helping countries to strengthen and sustain the fundamental conditions they need to attract and retain private investment. With Bank support—both lending and advice—governments are reforming their overall economies and strengthening their banking systems. They are investing in human resources, infrastructure, and environmental protection, which enhances the attractiveness and productivity of private investment.

Themes of Bank-assistance in FY 2001 to developing countries in recent years included the following:

- *Accelerated debt relief:* Significant process has been made to provide deeper, broader, and faster debt-relief to some of the world's poorest countries, many of them in Africa, under the enhanced Heavily Indebted Poor Countries (HIPC) Initiative framework. As of June 30, 2002, 26 countries were receiving debt-relief under this framework, expected to amount to \$41 billion over time. After HIPC (and combined with traditional) debt-relief, the 26 countries will witness a two-thirds reduction in total debt, increase social expenditures, and reduce spending on debt service.
- *Support of the fight against HIV/AIDS:* The HIV/AIDS epidemic now poses a paramount threat to Sub-Saharan Africa. In collaboration with partners, the Bank launched in September 2000 the Multi-Country HIV/AIDS Program (MAP) for Africa—the first of its kind. Under the MAP, flexible and rapid funding will be committed, on International Development Association (IDA—the Bank's concessional lending window) terms, to individual HIV/AIDS projects developed by countries.
- *Multidimensional support for poverty-reduction:* The Bank's World Development Report 2000/2001 emphasized opportunity, empowerment, and security as keys to reducing multidimensional poverty. To this end, Bank support for education is emphasizing access, quality, and equity;

working toward a cleaner, healthier environment has entailed extensive global consultations to inform its new environment strategy; and a fast-growing area of Bank-support is law and justice, where Bank-focus has evolved from specific law-reform to encompass legal education for the public, anticorruption programs in the judiciary, indigenous dispute-resolution mechanisms, and legal aid for poor women.

- *Improved development effectiveness:* The number of projects considered "at risk" in the Bank's portfolio has been cut in half over the past five years and is now the lowest in many years. The quality of project appraisal and supervision has also improved substantially; a similar trend is emerging with respect to no lending services.

OTHER INSTITUTIONS

In addition to IDA and the **International Bank for Reconstruction and Development (IBRD)**, which provides loans and development-assistance to middle-income countries and creditworthy poorer countries, the World Bank Group is made up of three other institutions:

- *The International Finance Corporation (IFC).* IFC promotes private-sector investment, both foreign and domestic, in developing member countries. Its investment and advisory activities are designed to reduce poverty and improve people's lives in an environmentally and socially responsible manner. Its work includes activities in some of the riskiest sectors and countries. IFC serves as an investor and an honest broker, to balance each party's interest in a transaction, reassuring foreign investors, local partners, other creditors, and government authorities. IFC advises businesses entering new markets and governments trying to provide a more hospitable business environment, to create effective and stable financial markets, or to privatize inefficient state-enterprises.
- *The Multilateral Investment Guarantee Agency (MIGA).* Foreign direct investment is an important driver of growth in emerging economies. MIGA's mandate is to promote foreign direct-investment by offering political-risk insurance (guarantees)

to investors and lenders, and by providing skills and resources to help emerging economies attract and retain this investment. Projects MIGA supports typically convey many direct benefits to host countries, including jobs created for local workers; accompanying and enduring investments in skills and training for employees; and a general impact on the national economy as a whole, as provided by tax-revenues and foreign exchange earnings through exports.

- The *International Centre for Settlement of Investment Disputes (ICSID)*. ICSID provides facilities for the settlement—by conciliation or arbitration—of investment-disputes between foreign investors and their host countries.

The World Bank's President is by tradition a national of the largest shareholder, the United States. Elected for a five-year renewable term, the President chairs meetings of the Board of Executive Directors and is responsible for overall management of the World Bank. The World Bank raises money for its development-programs by tapping the world's capital markets, and, in the case of IDA, through contributions from wealthier member-governments.

SUSTAINABLE DEVELOPMENT: LESSONS LEARNED AND CHALLENGES AHEAD

(By Frannie A. Léautier, World Bank Institute)

The World Bank provided more than \$17,000 million in loans last year to more than 100 developing countries, with the primary goal of helping to reduce poverty. Believing that knowledge builds capacity, and capacity-building leads to growth, security, and empowerment of the poor, much of the bank's work has focused on promoting learning and the sharing of knowledge and experience. The bank's learning approaches include innovations, such as global electronic knowledge-networks and distance-learning, to extend the reach of knowledge and learning, which lead to an improved quality of life and a reduction in poverty worldwide.

Sustainable development is central to the World Bank's mission of reducing poverty. Progress has been made on poverty-reduction in the last 10 years, and absolute poverty has been reduced by impressive amounts, even as poor populations have grown. During

the past generation, life expectancy has increased by 20 years and the number of literate adults has doubled. Nevertheless, nearly 3,000 million people — almost half the world's population — live on less than \$2 a day, over 1,500 million people do not have clean drinking water; and in the next 25 years the world's population is expected to increase by an additional 2,000 million people, mostly in poor countries.

The World Bank's poverty-reduction mission and sustainable development efforts mean working across traditional sectoral boundaries in environment, agriculture, health, education, energy, water and sanitation, social development, and infrastructure. Our approach to sustainable development means being committed to building long-term collaborative working relationships with partners in the public and private sectors and with civil society, to build capacity and help our clients achieve their sustainable-development objectives.

The Millennium Development Goals (MDGs) provide a framework for all our poverty-reduction and sustainable-development efforts. These goals, agreed to by over 150 heads of state and government at the UN Millennium Summit in 2000, provide the measurable targets we need to collectively measure global progress in improving living standards. Our lending program and policy-work will directly support achievement of the Millennium Development Goals.

Translating Lessons Learned and Operational Experiences into Policies and Practice:

The World Bank uses its lessons of experience in the implementation of poverty-reduction and sustainable development projects and programs, to enhance support to developing countries. We have increased the effectiveness of our programs through country-assistance programs that are more selective, more participatory, and better coordinated. As one of the world's largest sources of development-assistance, the World Bank provided more than \$17,000 million in loans last year to more than 100 developing economies, with the primary goal of helping to reduce poverty. It is only through sustainable development that this assistance can be effective. The World Bank is the world's largest external provider of funds for health and education programs, and for the global fight against HIV/AIDS. Since 1996, we

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have launched more than 600 anti-corruption programs and governance initiatives in almost 100 client countries. Since 1988, the World Bank has become one of the largest providers of international funds for biodiversity projects, and the current portfolio of our projects with clear environmental objectives is \$16,000 million.

The World Bank is addressing global environmental concerns, as an implementing agency of the Global Environment Facility (GEF), and works closely with the GEF in supporting projects in biodiversity conservation, as well as projects addressing climate change, the phase-out of ozone-depleting substances, and the protection of international waters. Through our cooperation with the Montreal Protocol's Multilateral Fund, we support programs in 20 countries for the phase-out of ozone depleting substances. Mainstreaming the priorities of the Biodiversity Convention, the Framework Convention on Climate Change, and the Convention on Desertification into our regular investment-lending is underway.

Poverty-Reduction Strategies: Effective poverty reduction strategies and poverty-focused lending are central to achieving development-objectives. Many of the lessons learned by countries about poverty-reduction and sustainable development are being put into action through the Poverty Reduction Strategy Paper (PRSP) development process. James D. Wolfensohn, president of the World Bank, recently described PRSPs as strategies that need to be "based on broad citizen-participation and assent, comprehensive in scope, long-term in perspective, results-oriented in approach, and supported by external partners." (Opening remarks at the International Conference on Poverty-Reduction Strategies, January 14, 2002.) This approach to poverty-reduction recognizes that development is a comprehensive, holistic, and long-term process, and it is an approach that recognizes the multi-dimensionality of poverty.

Country-owned poverty-reduction strategies provide the basis for all World Bank and International Monetary Fund concessional lending, as well as debt-relief under the Highly Indebted Poor Countries Initiative (HIPC). Eight countries have completed their first PRSPs and over 40 have prepared interim PRSPs. In partnership with the donor community and the

International Monetary Fund (IMF), while 24 highly indebted poor countries will receive more than \$34,000 million in debt service relief.

Learning and Capacity-Building

Agenda 21, the core agreement that emerged from the 1992 Rio Earth Summit, emphasizes the importance of capacity-building for sustainable development. The World Bank is fully committed to learning and capacity-building as essential in the drive for poverty-reduction and sustainable development. Much of our work focuses on promoting learning, sharing of knowledge and experiences, and building the capacity of people and institutions.

Our process of learning has meant benefiting from the lessons of our successes and failures, as well as from the lessons of others. Knowledge builds capacity, and capacity-building leads to growth, security, and empowerment of the poor. We have found that the best way to build capacity is by creating an enabling environment, in which local knowledge is allowed to flourish and contribute to global knowledge; where people learn from one another as they also innovate on their own; and where global and local knowledge inform action and influence change. The ability of a society to solve problems and innovate is the key to sustainable development. That is what a process of learning ensures.

The World Bank Institute (WBI) supports the bank's learning and knowledge agenda, through capacity-building, and by providing learning programs and policy-advice that address issues central to poverty-reduction and sustainable development. WBI currently delivers nearly 600 learning programs and reaches over 48,000 participants in 150 countries, through collaboration with more than 160 partner institutions.

Through these partnerships, which include local institutes, as well as donor countries and the private sector, the World Bank and partner-institutions are using technology to help bring knowledge to the most remote and inaccessible corners of the earth. Our learning-approaches often combine face-to-face and distance learning through new and traditional media, including the Internet and videoconferencing.

We are making strides in closing the digital divide, for example, through the development and wide use of global electronic knowledge-networks and distance-learning initiatives, such as the Global Distance Learning Network (GDLN). These kinds of innovations will greatly extend the reach of knowledge and learning for sustainable development, to improve the quality of life and to reduce poverty worldwide.

Clients use the knowledge and learning opportunities they get from WBI offerings to make real change in their countries. A public official from Chiapas, Mexico, who followed a learning-series in anti-corruption for public officials, implemented a program in his state upon return. The changes he instituted resulted in a 64 percent increase in resources collected in his state.

The World Bank's Participation in WSSD

The World Bank has taken an active role in preparations for the World Summit for Sustainable Development (WSSD), held in Johannesburg in August 2002. As Ian Johnson, the bank's vice-president of the Environmentally and Socially Sustainable Development (ESSD) Network, said during the most recent WSSD PrepCom: "The World Bank approach to sustainable development has changed considerably since the Rio Earth Summit in 1992. We have sharpened the poverty-focus of our work, expanded support for social services, equitable broad-based growth, good governance, and social inclusion, and are integrating gender and environmental considerations into our development efforts." As we move together toward the Johannesburg Summit, the World Bank:

- Supports the U.N. process and is participating fully in regional and global preparatory meetings in preparation for the summit;
- Supports the poverty reduction focus of the sustainable development agenda;
- Strongly supports the alignment of the summit objectives and the Millennium Development Goals;
- Hopes to see increases in overseas development-assistance, domestic resource-mobilization, and market access;
- Urges the adoption of "accounting for sustainable development" in national accounts.

The World Bank is preparing a number of contributions to the Johannesburg Summit. The 2002/2003 World Development Report, entitled "Sustainable Development with a Dynamic Economy: Growth, Poverty, Social Cohesion, and the Environment," will help establish an integrated view of sustainable development. We are also carrying out analytical work on a number of key thematic issues, including innovative financing for sustainable development, poverty and environment linkages, "green" accounting, and a stock-taking of our implementation of Agenda 21.

Future Challenges

We face enormous challenges in reducing global poverty and improving the quality of life for people, worldwide. We need to continue in our efforts to scale up successful development-efforts based on lessons learned. We also need to share knowledge and experiences about what has worked, in ways that will have a greater impact on a much larger scale. The nature and magnitude of the challenges will vary, depending on the regional, country, and local context. Much of our impact comes from work carried out at the local level. Partner-institutions in client countries play increasingly more important roles in making sure that programs are grounded in the local culture and social conditions. Our working relationships with partners also help to build long-term local capacity. At the global level, the World Bank will continue to work with governments, civil society, multilateral organizations, and the private sector. As Ian Johnson has said, "In moving forward, we have to aim to increase our impact in terms of outcomes, working on a scale that is commensurate with the development-challenge. And to be truly effective, we need to work together."

COMSATS CONTRIBUTIONS AS A FACILITATOR

The Commission on Science and Technology for Sustainable Development in the South (COMSATS) is an international inter-governmental organization, with its headquarters located in Pakistan. The main aim of COMSATS is to access, organize, develop and share human and technological resources among the developing countries, for their socioeconomic uplift. In 1994, COMSATS was established as the highest forum, being represented by the heads of states or

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governments, to sensitize the developing countries to the centrality of science and technology in the process of development. The idea was to put forth an organized effort towards utilizing the south's own resources for their developmental needs. COMSATS, right from inception, has been supporting the programmes for development of science and technology in the developing countries. It has undertaken a number of programmes in different areas, which have benefited the member countries.

The COMSATS has selected Centers of Science & Technology in the member countries and is using these centers to provide the lead-role in their respective areas of specialization. The COMSATS has been promoting the formation of networks around these centers and promoting close collaboration within their respective specialties.

PROGRAMMES IN PAKISTAN

COMSATS has taken up quite a few projects in Pakistan. Launched Internet project in 1996: it started originally offering services in three cities, namely Islamabad, Karachi and Lahore. Now it is offering services in ten cities of Pakistan.

COMSATS has also helped Pakistan in getting the Numerical Weather Prediction Model developed, tested and applied. With the application of this model, the weather forecasts have become more reliable & optimally accurate. COMSATS is also working on alternate sources of energy, like solar and bio-gas, in Pakistan.

Capacity Building in Education & Professional Training

COMSATS Institute of Information Technology

To promote the application and utilization of information-technology in Pakistan, COMSATS laid the foundation and established the COMSATS Institute of Information Technology (CIIT). That has been an initiative to build capacity in the education sector, and to further extend the same idea for the development of the member countries.

The main aim of the CIIT is to impart high-level education, so as to produce quality-manpower

matching the requirements of the international IT industry. Besides teaching, CIIT is also involved in software-development, web-application, multimedia development and development of e-commerce tools, which reflects efforts put in by CIIT in building capacity for itself and also to support the member countries from that basic establishment. CIIT is fully equipped to handle the needs of the fast-paced IT industry and flexible enough to anticipate and meet the challenges of future technologies. CIIT has a mission to deliver new ideas and products, through research, development and education, in strategic partnership with IT industry and organizations. Offering quality-education within the country, maintaining such excellent levels of training and seeking the trained personnel's services for internal capacity-building means that we may also stop brain-drain, which has been a serious issue for most of the developing countries. To promote the same concept, COMSATS also offers facilities of Students Exchange programme, Research grants, and Scholarships to nationals from the member countries.

SYRIAN – COMSATS – COMSTECH IT Centre, Syria

To take it further to promote the idea of capacity building in the field of education internationally and in a spirit to benefit the member countries, COMSATS put in their offerings to establish a replica of CIIT in Syria jointly with COMSTECH. This IT centre at Damascus Syria is a result of mutual efforts by COMSATS, COMSTECH and the Ministry of Higher Education, Arab Republic of Syria. The working scope of this centre includes training in software, hardware and networking; software development, Internet applications and electronic-commerce, which certainly leads to building strengths internally, instead of sending our students abroad to get quality education.

Distance Learning

COMSATS initiative of distance- education is a useful means of introducing quality-education & training-opportunities, in a range of subjects, to remote areas that are disadvantaged in terms of access to advanced learning or quality-instructors, which eventually contributes to building strong educational network. Banking on its superior expertise of Information and Communication Technologies (ICTs), COMSATS has done a pilot-scale distance-learning project with

Alliance Francaise, the French Linguistic Centre, Islamabad. The project aimed to initiate web-based French-language training-services in otherwise inaccessible areas of Pakistan. It seeks to open doors to higher education and the French programmes for Pakistani youth.

Workshops & Seminars

Professional workshops and technical training, arranged on the COMSATS platform, provide the scientists and institutions of the member states an opportunity to learn, share and upgrade their skills and facilities in key-fields of science and technology in order to help the developing countries of the South to build up on their internal capacities for a sustainable future. Under the umbrella of COMSATS, these programmes are supported through sponsorships, to attain one common objective of self-sufficiency and optimizing potentials.

Capacity Building in Science & Technology

COMSATS Internet Services

Introduction and promotion of the latest internet technologies in the member countries, for exchange of information and development, is one of the important programmes of COMSATS. The first project in this area was launched in Pakistan in 1995. The purpose was to make this facility a regional hub, to generate resources in this critically important field and ultimately to share the expertise and related technology for the benefit of member states.

COMSATS-CERN-NCP Project for Data-Grid Applications & Physics Data-Analysis

COMSATS-CERN-NCP project is based on the basic concept of grid, which enables distribution of workload and basic data-sharing through networks and clusters. Compared to the web, the grid is much more intelligent. It harnesses the power of PC clusters and acts as a distributed network. Industries, such as pharmaceutical, bioscience, aerospace, and academic research institutes, have to deal with the complex calculations and permutations, which need heavy processing and computing powers. The grid makes the required computing power available in a more cost-effective way, such that disparate research

centers/ entities can access and share the remote computing resources.

Renewable Energy Programme

The rapid depletion of traditional sources of energy (coal, oil, and natural gas) in the face of an ever-growing demand for the same has turned the world's attention towards development of alternate energy resources. Renewable-energy systems are resources that are replenished by nature and usually have less impact on the environment. COMSATS areas of interest include energy derived from biomass, solar and micro-hydel technologies. Various projects had been undertaken by COMSATS, in collaboration or assistance with UNESCO and Pakistan Council of renewable Energy Technology (PCRET). Pakistan within its own capacity of resources has also offered Sudan, one of the member countries, facilities for similar projects which may benefit them in the development of their energy resources.

Bio-Technology Programme

Among the broad range of technologies with the potential to reach the goal of sustainability, biotechnology could take an important place, especially in the fields of food-production, renewable raw-materials and energy, pollution-prevention and bio-remediation. COMSATS initial focus remains on applications of biotechnology in agriculture, environment and health. Its plans in the field of biotechnology include building appropriate infrastructures and an enabling environment in the member countries, to help them acquire, develop and systematically manage local competence. The newly established Biotechnology Cell at COMSATS headquarters is set to undertake this task in the long run. It aims to establish effective linkages and collaboration for meaningful research in the Third-World.

Capacity Building in Health Facilities

COMSATS Tele-Health Programme

Access to health-care facilities is dismally limited in most of the developing countries, Whereas our large urban centers face scarcity of quality medical-facilities, our rural population is completely ignored and left vulnerable to almost all kinds of diseases. Scarcity

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of resources puts the governments in the South at a disadvantage and they find themselves unable to extend health-facilities to remote or rural areas.

COMSATS, in collaboration with Byte 2000, a subsidiary of PAKMT, USA, has launched a tele-health project in Pakistan. The project involves linking small clinics in rural areas, where paramedical staff is available, to the hospitals in major cities. Tele-medicines equipped with all necessary equipment would be set up, to provide online professional advice to be given to patients in the remote clinics or dispensaries. It has been estimated that the cost incurred by a person on such consultation is far less than what one spends on getting a treatment from a major city. Not only can this idea build internal capacity and internal links, but also a network can be established for all member countries to share the medical researches, discoveries and knowledge among themselves, to support each other on their way to development.

Capacity Building in Business Industry

Development of Small & Medium Enterprises

Small and medium enterprises are considered the backbone of an economy and are directly relevant to social empowerment and poverty-alleviation in a country. COMSATS Network of Centers of Excellence carries a mandate to develop strong links with the production-sector, for undertaking collaborative research and transferring relevant technology for the development of the latter. COMSATS, in general, encourages utilization of latest technologies, to strengthen the industrial economy of the member states.

COMSATS PERSPECTIVE

Although COMSATS role has not been as a donor-agency but more like a facilitator, in executing and supporting all these development programmes, it is worthy of mention that, in this specific character, COMSATS has always been better able to analyze needs & aid from both the donor agency's and the recipient country's perspective.

Suggestions for the Donor Agencies

Partnership Approach

Support given to the developing or the transition countries should be seen as collaboration, benefiting both parties, i.e. as a form of partnership rather than assistance;

- In general, it is possible to speak of a shift from technology-transfer to cooperation in science and technology;
- In order to achieve that, great emphasis should be given on training and to strengthening institutional capacity in partner countries.

Multi-dimensional Support

In particular, capacity-building requires investment and attention in all the different fields, like infrastructure, higher education, research and development, economy build-up, medical facilities, poverty alleviation, institutional strengthening, science & technology advancement, etc, so these donor agencies along with working on single focus approach should also offer a multi-dimensional support.

Duplication of Efforts

All these various donor-agencies should operate in a coordinated fashion, which could help them share their identified focus for a common region/ country, to avoid any duplication of efforts, thus letting every agency to be pursuing a different objectives from the others. In this way, a number of fields would be covered where the recipient country needs help.

Evaluation Systems

All these support-organizations should have a standardized evaluation-system, so that at the accomplishment of every project they should be able to assess their performance both in terms of efficiency and effectiveness. This would surely be helpful for their future operations; lessons learnt from one project should be taken as basis for the next one.

Differentiated Strategies

Donor agencies can't be using unified strategies to operate in different countries, especially the countries of the North and the South. Due to the divergence of

knowledge-basis, experiences and capacities, there have been growing disparities between the countries of the Southern and Northern parts of the world, thus compelling these agencies to come up with differentiated strategies to be applied in various countries.

Multiplicity of Actors

While some of the donor-agencies occupy a very specific niche, it is not unique on the scene to find several institutions contributing in the same field in the developing world. As a result, it is sometime difficult to distinguish the impact of assistance from one agency to the others.

Suggestions for the Receptient Countries

Building Research-Capacities

Scientific advancement and modern development are obviously intimately linked. Most progress comes from scientific achievements that result from basic research approaches, usually within single disciplines or in mono-disciplinary teams. The traditional role of research has thus been to contribute to the "blessings" of modern development, by generating knowledge with technical applications, such as new information-technologies. So far, that type of research had been mostly supported, yet the demand of interdisciplinary and integrated research is more recent. This approach was a consequence of the emergence of the multiple problems of the ecological and social realms. Whatever the type of research may be, but the need of the recipient countries is to emphasize most on research-studies to find out what the real problems are and what possible solutions could be. That is what can lead us to capacity-building in the true sense, when eventually there would come a time when we would not need any external help or, at least, we would be able to optimize the foreign aid.

True Management

Real manner management is a major lack of the developing countries, who are always in a need of external assistance. One of the dilemmas of these recipient countries is that even when they are given some sort of help by the donor agencies, we fail to utilize this help and manage the development

programmes. Proper planning, working out best possible strategies, organizing resources and accurate implementation can help us move in the right direction and maximize the benefits coming from any developmental programmes and ultimately enable us to build internal capacities.

Problem Identification

Problem identification is one area, where the donor agencies can make wrong judgments; of course from a foreign agent one cannot expect to correctly identify problems when they are not truly familiar with the environment, system and living in a region. Developing countries, while receiving any sort of help from these donor agencies, should most of all help them identify the problem. Instead of the agency taking the recipient country through an odd development programme, it should be the other way round: to accurately point out the problem and use the right strategy as a way forward. Most importantly, until and unless the recipient countries learn "problem analysis" the external support coming would be of no use.

Institutional Development

Advancement in scientific research and capacity building needs an appropriately developed institutional framework, in which to carry out the research: equipped laboratories with regular supplies, communication facilities, a minimum essential number of scientists, and an adequate operational budget, which are not always available in the South. Training and institutional development is what donor agencies should be working on in these developing countries, instead of only building structures and empty buildings to make them permanent dependants on that external aid. Recipient countries should also emphasize most on building institutional strengths, to make the foreign support dispensable for them in the coming future.

Stable Policy-Structure

While receiving aid to eliminate problems, the recipient countries should make appropriate policies for a consistent application of the strategy-network they together come up with. Those firm policies and rules surely can provide a balance and organization of development-programmes and would optimize the use of external help. Then, with affect of the support

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received, development can take place which shall last long by adhering to policies and working for capacity building.

Work in Collaboration with Private Sector

Increase the sense of corporate-identity, by emphasizing the value of exchange and sharing. Bring in realization of mutual benefits, possibly to be derived out of development. Invite the private sector, as the business industry organization or other institutions, to contribute to local development programmes, which indirectly will create an environment of their prosperity. These associations work best for building internal capacities.

CONCLUSIONS & RECOMMENDATIONS: THE WAY FORWARD

A Developmental Approach to Capacity- Building in Civil-Society

There is a need to explore the question: 'What are the specific characteristics and challenges of undertaking capacity-building at the level of civil society as a sector (rather than at other levels of intervention, such as that of the organization or individual)?' In assessing the critical factors, it could be proposed that there is a need for a more developmental approach to capacity-building at civil-society level. In particular, interventions aiming to build the capacity of civil-society need to move beyond short-term, compartmentalized and donor-driven approaches. Instead, such interventions need to be based on a deep contextual analysis of the state of civil-society development in a given country combined with an understanding of the nature of organizational processes, both internally and in terms of external relations between organizations.

In this context, civil society is defined as organizational forms that exist outside the state and the market. It broadly incorporates informal expressions of civic association that may not fall within a legalistic definition of civil-society 'organizations' per se. Furthermore, this definition is informed by power analysis; civil society is not seen as homogeneous and consensual, but rather interpreted as an arena where actors play out their

different interests, both in competition as well as in collaboration.

The term 'capacity building' is defined here as an ongoing process of helping people, organizations and societies to improve and to adapt to the changes around them. The distinctive characteristic of capacity-building is that it is based on a conscious intervention. Emphasizing, in particular, the interventions that explicitly set out to develop the capacities of civil-society organizations (CSOs), either as a specific programme or as a component of a broader programme.

Approaches and Methodologies

The critical question in the capacity-building of civil society is: 'capacity-building for what purpose', and in turn 'who defines the answer?'. In practice, this depends on the power-balance between resource-providers (that is Northern donors, whether official or non-governmental) and the subjects of the intervention. Capacity-building programmes are often shaped by the donor's own requirements for effective project-implementation and reporting, and based on the donor's sectoral priorities (such as poverty-reduction, democratization, environmental change or conflict-reduction) and regional focus. This results in a tendency for civil society capacity-building interventions to be compartmentalized and short-term, failing adequately to assess the totality of the environment in which civil-society organizations exist and function.

An alternative approach sees the strengthening of civil society as an end in itself: the end is for CSOs to strengthen their ability to achieve their purpose. In other words, there is an element of empowerment in capacity-building, enabling civil society to fully develop its role of being a counterbalance to the state and to market forces (Clayton 1996).

Thus, donor strategies towards capacity-building at the level of civil society are shaped by their own conceptual approach, in particular, how they view civil-society and whether they adopt an approach based on consensus or conflict-analysis. Their conceptual approach, in turn, influences the methodologies they use for capacity-building interventions. Some critical issues to be highlighted include:

- the degree to which the design of the intervention is truly reflective of the context and civil society in question, rather than a pre-determined agenda or set of donor interests;
- the strong influence on the intervention, as to whether the donor sees strengthening CSOs as a means to an end or an end in itself;
- the absence of appropriate capacity-assessment methods at the civil society level;
- the extent to which design and planning methods are open and flexible.

Core Principles in a Developmental Approach

By applying core-principles from the field of organization development, an overall developmental approach is proposed for civil-society strengthening initiatives, rooted in an integrated understanding of CSOs and how they develop within a particular context. This is based on the following key factors:

- a clear contextual analysis of the nature of civil society and its stage of development in the country or region in question;
- a contextualized understanding of organizational-life cycles and how these influence the capacity of CSOs to engage in proposed interventions;
- an integrated analysis of linkages at all stages during the capacity-building intervention, recognizing and working with vertical and horizontal linkages between society and the individual;
- addressing issues of behavioral and organizational change. This involves not merely accepting cultural norms, such as attitudes to authority, decision-making and gender relations, but also changing them;
- clarity concerning how the intervention will incorporate management of learning and knowledge throughout its time span;
- openness on the part of resource-providers to articulate their own agenda and make themselves part of the capacity-building process; in other words, a willingness to change. Donors need to adapt very different tools and timeframes in strengthening civil-society compared to those used in the more familiar output-oriented projects and programmes.

It may therefore be possible to suggest an organization-development approach to civil-society capacity-development, based on these core principles from organization-development experience. Furthermore, the essential ingredient for a truly developmental approach to civil-society capacity building must be for the subjects, themselves, to be the principal protagonists.

Striking a Balance

A Guide to Enhancing the Effectiveness of NGOs in International Development

At a time of rapid global change, developmental NGOs are to scale-up their impact, diversify their activities, respond to long-term crises and improve their performance on all fronts. The concept offers both analysis and a practical guide on how NGOs can fulfill these demanding expectations. The objectives of sustainable people-centered development, and the processes required to achieve it, focuses on the five factors which determine effectiveness: suitable organizational design; competent leadership and human resources; appropriate external relationships; mobilisation of high-quality finance; and the measurement of performance coupled to 'learning for leverage'.

NGOs, Aid and Conflict

The book of the above title is based upon extensive field-research in the Former Soviet Union, South Asia and West Africa, conducted in collaboration with international and local NGOs and multi-lateral and bi-lateral donor-agencies. Through an examination of case-study material and the emerging literature on contemporary conflict, it aims to provide a conceptual framework and practical guidelines for policy-makers and NGO practitioners working 'in' and 'on' conflict.

People and Change: Exploring Capacity- Building in African NGOs

People and Change in relation to improving the impact of capacity-building is an another subject of high importance. Based on many years of practical experiences with NGOs, largely in Africa, it is suggested that for capacity-building programmes to be more effective, we must:

Support from Donor Agencies: Optimal use for Capacity-Building in Developing Countries

- better appreciate the complex and highly personal dimensions to organizational change. Capacity-building cannot occur unless people change;
- understand the culture and context within which the capacity-building takes place and adjust the programmes accordingly;
- consciously learn from our capacity-building work, by taking the monitoring and evaluation of our work much more seriously.

Knowledge, Power and Development Agendas:

Development NGOs in the North and the South interact in a global web of relationships. Ideas may be drawn from the South, but the way in which they are taken up, changed and then re-disseminated is dominated by Northern institutions and agendas, and by global waves of development fashion. Based on field research in Ghana, India, Mexico and Europe, we need to explore how Southern NGOs can have more of a voice in determining the work they actually do, and how they can get more of their ideas on to the international development-agenda.

Power and Partner

From the 1999 conference, 'NGOs in a Global Future', at the University of Birmingham, a panel was set up to focus on NGO capacity-building. Individuals were invited to present papers describing their actual experiences of NGO capacity-building, to better understand how capacity-building is implemented in practice, what actually happens, what works and why. The term 'capacity-building' has become almost synonymous with 'development' in many aid circles. The World Bank, bilateral and multi-lateral donors, international NGOs (INGOs) and some local NGOs are prioritizing capacity-building. A recent survey of Northern NGOs revealed that an overwhelming majority, over 91%, claimed to be involved in capacity-building. It is therefore critical to analyze carefully the practice of capacity-building, to ensure that we learn from others' experience and avoid the danger that the term 'capacity-building' becomes merely a cosmetic and meaningless addition to all proposals and policies. Capacity-building is a conscious approach to change which, if taken seriously, has very radical and far-reaching implications, not only for skills and behaviors, but also power-dynamics within and between organizations. To get a better understanding of capacity-building, we may analyze a number of specific capacity-building interventions, drawing out the issues and insights from practice.

Demystifying Organisational Development

Practical Capacity-Building Experiences from African NGOs

Organizational Development consultancy is being prioritized by many Northern NGOs as a key-strategy for building the capacity for NGOs in the South. Few NGO decision-makers, however, are sure of what OD consultancy looks like in practice; whether it does really strengthen NGOs; and on what factors its success is contingent. Based on research undertaken in 1997, we may examine the theory and practice of OD consultancy with NGOs, by analyzing the actual experiences of some of the NGOs. The specific issues, which should be given particular importance include: the nature of NGO consultancy; OD consultancy; OD consultancy tools and processes; the roles, styles and characteristics of good OD consultants; OD and cross-cultural issues; the impact and evaluation of OD consultancy; key success factors in OD interventions; effective Northern support for OD and its implications.

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