

**A FRAMEWORK FOR CAPACITY DEVELOPMENT:
CLOSING THE GAP
BETWEEN THEORY AND PRACTICE**

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This thesis is presented for the degree of
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I declare that this thesis is my own account of my research and contains as its main content work which has not previously been submitted for a degree at any tertiary education institution.

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Abstract

Capacity development has long been considered a cornerstone of development. While the development industry's commitment to capacity development has been fraught with debate about its ambiguous nature and lack of associated success, after more than thirty years of experience, there is now widespread agreement that capacity development is a priority for development. There is also renewed understanding that an alternative development paradigm is at the core of capacity development and core principles and good practice guidelines are emerging. However, while there has been a transformation in thinking, much of the development industry is entrenched in existing practices and there remains a gap between the theory that is espoused and capacity development in practice.

Currently, the development industry is in transition. This transition is necessary and unavoidable if the development challenges faced by billions of people are to be addressed. This research sought to identify ways to facilitate this transition and close the gap between theory and practice. The research was underpinned by a pragmatic philosophical perspective. As such, a central aim of the research was to make a practical contribution to improving practice.

A design-based research methodology was used to carry out research into the practice of delivering two capacity development interventions: 1) the Public Sector Linkages Program (PSLP) Project; and, 2) the Sustainable Sanitation and Wetlands Technology (SSWT) Project. These interventions were designed to develop Indonesian capacity in water and sanitation. In design-based research, practice and research are carried out concurrently. This methodology provided an opportunity to advance understanding of the relationship between capacity development theory based on the alternative paradigm and improved practice.

A Framework for Capacity Development is the main outcome of this research. The Framework provides specific guidance regarding the design of capacity development interventions based on the alternative paradigm. The Framework was found to facilitate the design of interventions with improved processes and outcomes. Further application of the Framework in different contexts is recommended.

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List of Abbreviations and Acronyms

A	Stakeholder from Academia
AUS\$	Australian Dollar
AusAID	Australian Agency for International Development
C	Stakeholder from the Community
CDRA	Community Development Resource Association
D	Documentation
DBR	Design-Based Research
DE	Documentation – Email
DI	Documentation – Image
DF	Documentation – Film
DFID	UK Department for International Development
DP	Design Principle
E	ETC team member
ECDPM	European Centre for Development Policy Management
ETC	Environmental Technology Centre
G	Stakeholder from Government
GC	Stakeholder from a Government Corporation
GSDRC	Governance and Social Development Resource Centre
H	Stakeholder from a Hospital
IG	Indonesian Guideline
I	IEMT team member
IDR	Indonesian Rupiah
IE	Indonesian Expert
IEMT	Institute for Environmental Management and Technology
IN	Stakeholder from Industry
INTRAC	International NGO Training and Research Centre
IWA	International Water Association
IWSA	Indonesian Water and Sanitation Association
MDG	Millennium Development Goal
N	Stakeholder from Non Governmental Organisation
NGO	Non-Governmental Organisation
O	Observation
OECD DAC	Organisation for Economic Cooperation and Development – Development Assistance Committee
P	PSLP Primary Stakeholder
PS	Primary stakeholder who participated in the PSLP and SSWT Projects
PSLP	Public Sector Linkages Program
Q	Questionnaire
R	Reviewer

RQ	Research Question
RWH	Rainwater Harvesting
S	SSWT Primary Stakeholders
SI	Structured Interview
SSI	Semi-structured Interview
SSWT	Sustainable Sanitation and Wetland Technology
SuSAN	Sustainable Sanitation
SWOT	Strengths, Weaknesses, Opportunities and Threats
T	Stakeholder who is a Teacher
TDA	Training Demand Assessment
TM	Team Member
TOT	Training-of-Trainers
UI	Unstructured Interview
UN	United Nations
UNDP	United Nations Development Program
UNEP-IETC	United Nations Environment Program – International Environmental Technology Centre
UNICEF	United Nations Children Fund
UNMER	Merdeka University
US\$	United States Dollar
USAID ESP	United States Agency for International Development – Environmental Services Program
WDM	Water Demand Management
WHO	World Health Organisation
WWF	World Wildlife Fund
WWR	Wastewater Reuse

Glossary

The glossary is presented in two parts: 1) Development Glossary: this section includes terms used in this research that are specific to the vernacular of the development industry and the case studies presented in this research; and, 2) Indonesian Glossary: this includes Indonesian terms, acronyms and phrases used in this research.

DEVELOPMENT GLOSSARY

From AusAID (n.d.); Chambers (2005); Development Assistance Committee (DAC) (2002); Development Resource Centre (2005); DFID (n.d.); Femmes Africa Solidarite (n.d.); Norwegian People's Aid (2003); OECD (2003).

Activity	Activities are carried out to achieve the outputs of a project, program or intervention.
Aid	The words "aid" and "assistance" refer to flows of money which qualify as Official Development Assistance (ODA) or Official Aid (OA).
Beneficiary	Individuals, organisations or groups that receive the benefits of a development project, program or intervention. In this research the term stakeholder is used instead of beneficiary.
Bilateral aid	Aid given from the government of one country to the government of another country.
Bilateral agency	Bilateral agencies are government agencies from a single country which provide aid to developing countries (e.g., AusAID, USAID, DFID, JICA, DANIDA, SIDA) they are also referred to as international development agencies.
Capacity building	The term capacity building precedes capacity development; the transition to capacity development began in the 1990s. Capacity building has connotations of construction, building and design which reflect the idea that capacity is built from nothing. Capacity development, on the other hand, recognises that capacity develops from an existing base and can be associated with adaptation, facilitation, improvement and growth. These terms are used interchangeably in this research. See also Chapter One (§ 1.3).

Capacity development	The process of learning and change that better enables individuals, groups, organisations and societies to respond to development challenges with sustainable outcomes.
Developed country	High income countries. Also known as Northern countries or the North.
Developing country	Country in which a large proportion of the population is very poor; may refer to low GDP per capita and/or low measures in other indices such as the Human Development Index (HDI) (refer to http://hdr.undp.org/en/).
Development practitioner	A person working in the international development sector.
Donor	Somebody who provides a financial contribution or assistance in kind to organisations such as governments and civil society (local and international). A donor may be a bilateral agency, multilateral agency or a philanthropic organisation.
Good practice	Implementation cases that can be role models for others.
Grassroots	An activity driven by the constituents of a community, as opposed to being organised by central power structures.
Impact	Positive and negative long term effects produced by a development intervention, directly or indirectly, intended or unintended.
Input	The financial, material and human resources used for a development intervention
Intergovernmental organisations	Organisations whose members are sovereign states or other intergovernmental organisations (IGOs); such as the European Union, World Trade Organisation and United Nations.
Intermediary stakeholder	The individuals, groups or organisations that may facilitate the capacity development process (alternates <i>team member</i> ; <i>project member</i> ; <i>beneficiary</i>).
International development agencies	Agencies that work in the area of international development, in particular bilateral agencies such as the Australian International Agency for Aid and Development [AusAID]; Canadian International Development Agency [CIDA] Swedish International Development Agency [SIDA] and Japanese International Cooperation Agency [JICA]).
Intervention	Any action designed to achieve development outcomes (this includes projects and programs).

Multilateral aid	Aid that is given by several countries for the benefit of multiple countries. International organisations which coordinate this aid include World Bank, Asian Development Bank, United Nations Development Programme (UNDP), UNICEF, World Food Programme (WFP).
Multilateral agency	These are international institutions with governmental membership which conduct all or a significant part of their activities in favour of development and aid recipient countries. They include multilateral development banks (e.g. World Bank, regional development banks), United Nations agencies, and regional groupings (e.g. certain European Union and Arab agencies).
Non-governmental organisations (NGO)	A voluntary, not-for-profit community organisation, which undertakes international development cooperation and/or development education (e.g., Bangladesh Rehabilitation Assistance Committee [BRAC], Oxfam and World Vision).
North	High-income countries. Also known as Developed Countries (DC).
Official Development Assistance (ODA) or Official Aid	Flows of official financing administered with the promotion of the economic development and welfare of developing countries as the main objective, and which are concessional in character with a grant element of at least 25 percent. By convention, ODA flows comprise contributions of donor government agencies, at all levels, to developing countries (“bilateral ODA”) and to multilateral institutions. ODA receipts comprise disbursements by bilateral donors and multilateral institutions.
Outcome	The likely or achieved short-term and medium-term effects of an intervention’s outputs
Output	The results that can be guaranteed by the project as a consequence of its activities
Participant	Individuals who are involved in the activities of an intervention and/or research (alternates <i>stakeholder</i> ; <i>intermediary stakeholder</i> ; <i>primary stakeholder</i>)
Primary stakeholder	The individuals, groups, organisations or societies whose capacity is developed through the capacity development process; these stakeholders are locals.

Program	A proposed plan with a medium to long-term horizon and possibly without a defined end, often incorporating strategic objectives, multiple projects and activities.
Project	Activities which have identifiable objectives, outputs, time frames and implementation plans. Projects may be funded on a single year or multi-year time basis (alternate <i>intervention</i>).
South	Low income countries; encompasses Developing Countries (DCs) and Least Developed Countries (LDCs).
Stakeholder	Agencies, groups, organisations or individuals who have a direct or indirect interest in a development intervention, includes primary and intermediary stakeholders (alternates <i>primary stakeholder; intermediary stakeholder; participant; beneficiary; target group</i>)
Technical cooperation/ Assistance	Technical co-operation is the provision of advice and/or skills, in the form of specialist personnel, training and scholarship, grants for research and associated costs.
Team member	An individual working on the capacity development interventions (alternates <i>intermediary stakeholder</i>)

INDONESIAN GLOSSARY

From Ecols and Shadily (1991)

ALTRUIS	Local Malang based NGO
Arisan	A regular social gathering whose members contribute to and take turns winning an aggregate sum of money
Batu	City in East Java – 17km from Malang
Bapedal Jatim	Environmental Impact Agency
Bappenas	National Planning and Development Agency
Blitar	City in East Java – approximate 75km from Malang
Bupati	Regent – government officer in charge of a regency
Camat	Sub-district head
Kabupaten	Regency, similar to a district
Kampung	Village (urban and rural)

KKN (Korupsi, Kolusi, Nepotism)	Corruption, collusion and nepotism
Kota	City, town
LSM (Lembaga-lembaga Swadaya Masyarakat)	Non-governmental organisation
Lurah	Village chief
Malang	City in East Java – location of case studies
MCK(Mandi Cuci Kakus)	Public bathing, washing and toilet facilities
Microlet	Small motorised vehicle (usually minibus) for public transportation
Passionis	Catholic seminary in Malang
PDAM (Perusahaan Daerah Air Minum)	Government water corporation operating municipal waterworks and water supply services
PKK (Pendidikan Kesejahteraan Keluarga)	Program at village level to educate women on various aspects of family welfare
Propaganda	Publicity, to publicise
PUSKEMAS (Pusat Kesehatan Masyarakat)	Local government health clinic
PU Pusat	Local public works department
RT (Rukun Tetangga)	Neighbourhood association, the lowest administrative unit, responsible for managing 100 households
RW (Rukun Warga)	Administrative unit at the next-to-lowest level in city, consisting of several <i>RTs</i>
Salak	Edible spiny plant
Taman tanaman air	Constructed wetland for waste water treatment
Uang rokok	Cigarette money, colloquial term for a petty bribe
Walikota	City mayor

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