

# Global OLDN Report 2021



COMMUNITY AND ORGANIZATION  
CAPACITY DEVELOPMENT

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# OLDN 2021 ANNUAL CONFERENCE

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## **2021 OLDN-COCD GLOBAL REPORT**

### **Editorial Comment**

Mahatma Gandhi beautifully said, “A small body of determined spirits fired up by an unquenchable faith in their mission can alter the course of history”.

It’s humbling to witness the fulfillment of the OLDN Mission as a result of the commitment of individuals to the mission and vision of the professional network. OLDN-COCD is one of the eight segments under Organization Leadership and Development Network (OLDN) professional membership structure. OLDN’s multidisciplinary approach appreciates the significance of enhanced ‘capacity’ at individual, team, organization and societal levels. It is against this background that OLDN facilitates membership conversations, provides a platform for members profiling, and publishes the Global Reports.

The OLDN segments’ activities are aimed at demonstrating commitment to the defining features of the professional membership model and values of the body and all other affiliates. The conversations and publications focus at enhancing technical, advocacy and organizational capacities.

The advent of technology has facilitated the creation of strong collaborative networks which OLDN members should capitalize on to enhance global intelligence and make far-reaching impact in their areas of engagement.

This inaugural OLDN-COCD Global Report is a compilation of the presentations that were made during the 2021 OLDN-COCD International Forum. The articles published in this report demonstrate the transformative power of Community and Organization Capacity Development. The contributors leveraged on Applied Behavioural Science and Action Research Method to put together the content published.

On behalf of the OLDN community, I take this opportunity to appreciate OLDN-COCD members for making this a ‘Living Vision’ and ‘Living Mission’. Appreciations to Mr. Sayed Ahmad Yama Kashifi and Mr. Samuel Osho for assuming and executing the leadership roles under this membership segment.

We look forward to more engaging and impactful 2021-2022 OLDN membership year.

**Igniting Insightful Conversations!**  
**#OLDN**

**Dr. Justine Chinoperekweyi**



## Overview – OLDN-COCD

During the year 2020-21 OLDN-COCD focused on topics related to strengthening SMEs, private and public organizations. The primary focus was on fostering economic and social resilience through community and organization capacity development. The discussions focused on community development, youth and women empowerment and building sustainable organizations. OLDN-COCD members explored the role of knowledge and stakeholder engagement in building and empowering youths and women; and building sustainable organizations and communities. Continuous engagements are being made to foster collaborations with international organizations, NGOs, pressure groups, social activists, and Civil Society Organizations. The 2021 OLDN-COCD International Forum discussed guiding theories and principles in COCD. Case studies of successful projects in this field were used as a way to strengthen private and public sector organizations and communities at large. Public sector initiatives from different countries were reviewed to cover the thematic areas of the Forum. OLDN-COCD Forum will continue to make reference to examples of OD interventions, effective leadership principles, and governance activities from different countries with strong recommendations for the global economy.

### Key Themes Covered

- Guiding Theories and Principles in COCD
- Community Development
- Youth and Women Empowerment
- Diversity & Inclusion
- Sustainable Organizations
- Humanitarian Leadership
- OD, Leadership and Governance Interventions for a nexus development.





# PRELIMINARY OLDN-COCD CONVERSATION

OLDN-COCD held its preliminary conversation on 19 February 2021. The conversation which was broadcasted live on OLDN TV focused at deliberating on some key themes of the segment and prepare members and non-members for the 2021 OLDN-COCD International Forum which was held on the 20th of February 2021. The following are the questions that guided the conversation:

1. Sustainable Development Goals Number 9 and 11 emphasizes Industry, Innovation & Infrastructure and Sustainable Cities and Communities respectively. It is also worth noting that Development Practitioners are increasingly in demand in organizations and communities. What is the significance of OLDN-Community & Organization Capacity Development?
2. The theme of OLDN-COCD 2021 International Forum is "Fostering economic and social resilience through community and organization capacity development." Could you elaborate on this?
3. It's evident that radical change is required in communities and organizations, and this demands enormous effort of will for individuals to begin to challenge the conventional and experiment with new forms of practice and organization. Change in any system is premised on individual initiatives. How can organizations and communities foster mindsets of positive change among all individuals?
4. The integrity and intentions of those who presume to practice and promote Community and Organization Capacity Development should always be put to test. What are some of the fundamental values that OLDN-COCD should promote?
5. Organization Capacity Development is central to this OLDN segment. What is it all about and what are the different capacities you are trying to instil in members?
6. The world will be a better place if we build nurturing and facilitative organizations; that is, open, flexible organizations --- organizations which listen and respond or organizations which work developmentally. We need organizations which empower others and yet remain focused in their core responsibilities. How can organizations strike a balance between empowering individuals and remaining focused in their core responsibilities?
7. What are some of the key elements which must be present and coherent for a community or organization to be said to have capacity?
8. One of the priorities of OLDN-Community and Organization Capacity Development is the growth and extension of individual skills, abilities and competencies. What is OLDN-COCD currently doing to help professionals translate individual skills, abilities and competencies into development in their communities and organizations?
9. Could you please share some of the work you are doing, in practice, towards Community and Organization Capacity Development?
10. Peter Drucker, the father of modern management studies is often quoted as saying that "you can't manage what you can't measure." How best can organizations measure their performance in the areas of Community and Organization Capacity Development?
11. We have seen the impact of engaging in best practices in various fields. Are there any best practices that you think can promote Community and Organization Capacity Development in a sustainable way?
12. To foster economic and social resilience, leaders must understand the importance of individual and collective efforts. How best do you think leaders can harness individual and collective efforts to promote an all-inclusive and sustainable growth?



## ***Keynote Presentation: OLDN-COCD International Forum***

***Theme: Fostering Economic and Social Resilience through Community and Organization Capacity Development***

***Dr Asha Bhatia, Director of Research, Universal Business School***



This report provides a summary of the Keynote Presentation by Dr. Asha Bhatia. The address was based on her research findings, the content of which is published in some international peer-reviewed journals. The Keynote presentation covered the following topics in line with the International Forum Theme:

- Community Development
- Community Capacity Building (CCB)
- Different Approaches to Community Development
- Social Resilience
- Sustainable Development
- Projects
- Project1: Agriculture : Empowering farmers
- Project 2: Diversity & Inclusion : Empowering the visually challenged

Community development broadly as "a process where community members come together to take collective action and generate solutions to common problems. The purpose of community development is understood by IACD as being to work with communities to achieve participative democracy, sustainable development, rights, economic opportunity, equality and social justice.

Community capacity building (CCB) focuses on enabling all members of the community, including the poorest and the most disadvantaged, to develop skills and competencies so as to take greater control of their own lives and also contributes to inclusive local development. Not only can communities be more cohesive but they can also be more resilient and better placed to confront economic and social challenges.





Today the world is faced with a never seen before phenomenon of the pandemic COVID 19 which has disrupted businesses and the society at large. There are many areas (from the neighborhood to the country level) that require economic and social strategies that enable them to build, or to continue rebuilding local communities and economies. Better jobs, increased levels of entrepreneurship, positive social capital indicators, business performance and sustainability are all potential indicators of the resilience which increased community capacity can bring to local areas.

### **Approaches to Community Development**

- Community Engagement
- Women Self-help Group
- Community capacity building
- Large Group Capacitation
- Social capital formation
- Nonviolent direct action
- Community economic development (CED)
- Sustainable development
- Community-driven development (CDD)
- Asset-based community development (ABCD)
- Faith-based community development
- Community-based participatory research (CBPR)
- Community organizing
- Participatory planning including community-based planning (CBP)
- Town-making; or machizukuri

### **Social Resilience**

Resilience is defined as the capacity of a community to adapt to disturbance, surprise and change in a way that still preserves its basic functions, and ability to thrive (Magis 2010). Longstaff (2010) has identified two major factors which can be used to assess resilience in a given community. The first is "resource robustness" or the presence of materials with which the community can work. The second is "adaptive capacity", the ability of a given community to accommodate its aforementioned resource robustness and alter its ways in response to changes therein. This adaptive capacity can be found in a community's institutional memory, connectedness, and its level of member-participation. Resilience is predicated upon the presence and involvement of multiple stakeholders, leveraging the depth and diversity of the community in question.

### **Sustainable Development**

Sustainability is defined in terms of the notion of "sustainable development", which is development which meets the needs of the present populations without jeopardizing the ability of future generations to meet their own needs (Bruntland, 1987). This concept will be at the forefront of the discussion going forward, since it is difficult to imagine the value of resilience if it does not provide a long-term adaptive strategy. Amartya Sen has noted that economists have tended to neglect the role of culture in evaluating the process of societal development. This includes the role that culture has in developing patterns of social solidarity and support (Sen 2004).



# Community and Organization Capacity Development Projects: Review

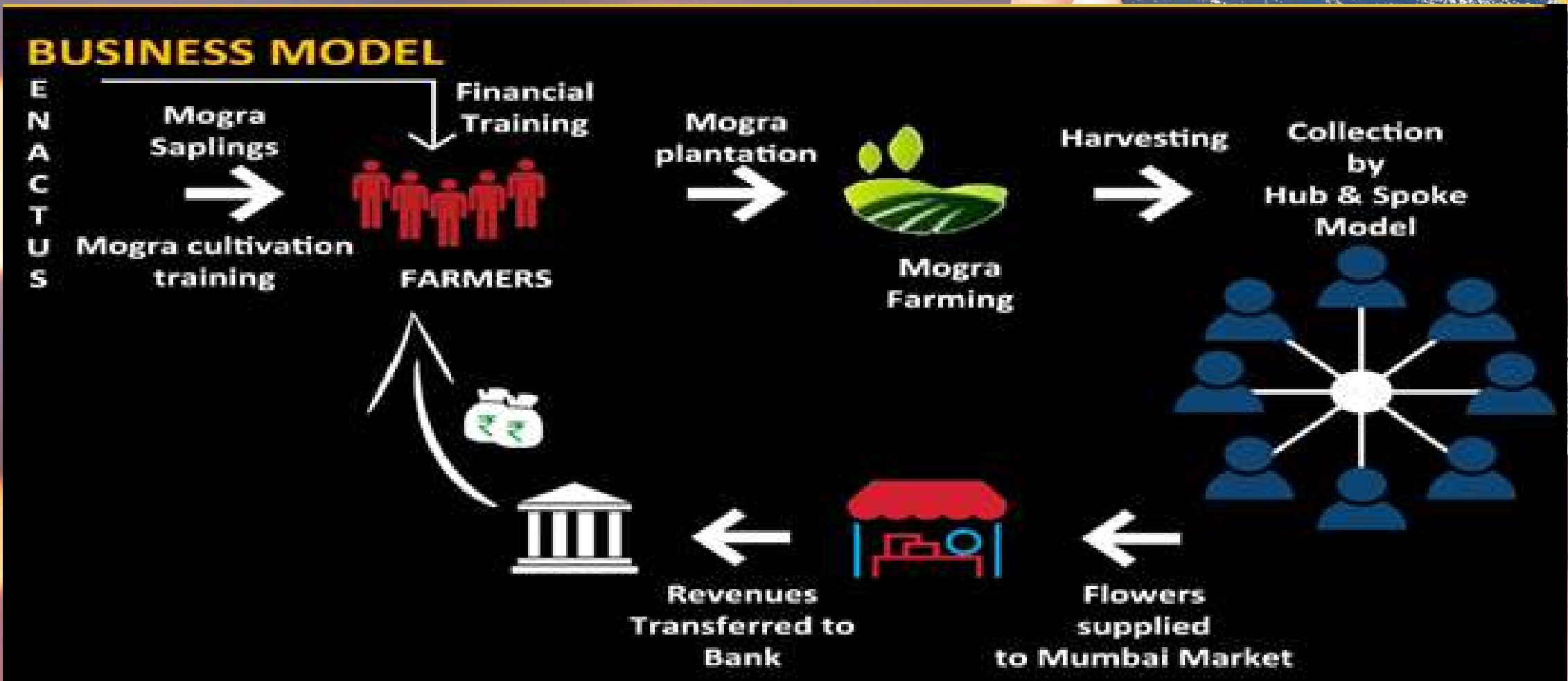
## Empowering Farmers

**Overview:** Agriculture plays a vital role in the Indian economy. 70% of rural households depend on it. It contributes to 17% of total GDP and provides employment to 60 % of the population.

**Aim:** Additional source of income to tribal farmers throughout the year thereby preventing their migration to construction sites. Jasmine being a perennial crop has a substantial market demand. It requires minimal water and can be cultivated in large scale by the farmers. Provided 200 saplings and trained the farmers in cultivation practices. Further they were educated in financial literacy.

**Target Audience:** Farmers who cultivate paddy using traditional agricultural technique. Demographics: 25-40 years. Mostly illiterate have 3-4 children in a family of 5-7 members. The average income was Rs 2000 (28 \$) per month.

**Key Associations:** Girivanvasi Educational Trust (GVET); Bhartiya Agro Industries Foundation (BAIF).



## Economic and Social Impact

ECONOMIC IMPACT	<ul style="list-style-type: none"><li>Revenue generated for 314 farmers is Rs. 1,256,000/ month</li><li>Monthly income increased from Rs 2000 to Rs 4000 -4500</li></ul>
SOCIAL IMPACT	<ul style="list-style-type: none"><li>Mitigating migration for 314 families and uninterrupted schooling of more than 500 children.</li><li>Improved health of the women and their children and a stable life in their villages.</li></ul>
ENVIRONMENTAL IMPACT	<ul style="list-style-type: none"><li>Maintaining fertility of land through Organic Vegetable farming</li><li>Avoiding soil and water pollution through Organic farming</li><li>Solar Lights initiative by Gram panchayat as an Indirect Impact</li></ul>
EMPOWERING PEOPLE IN NEED	<ul style="list-style-type: none"><li>Training in best practices for floral and Vegetable farming</li><li>Financially educating farmers and Inculcating Agricultural Entrepreneurship.</li></ul>
BUSINESS CONCEPTS & ENTERPRNEURIAL APPROACH	<ul style="list-style-type: none"><li>Connecting agricultural produce with Market for better prices.</li><li>Use of Efficient Supply Chain and Logistics-Hub and Spoke Model</li><li>Implementing standard operating procedures for consistent in Quality of flowers</li><li>Providing financial literacy - managing cash flows</li></ul>
QUALITY AND STANDARD OF LIFE	<ul style="list-style-type: none"><li>Social and economic resilience.</li><li>Improved quality of life.</li></ul>

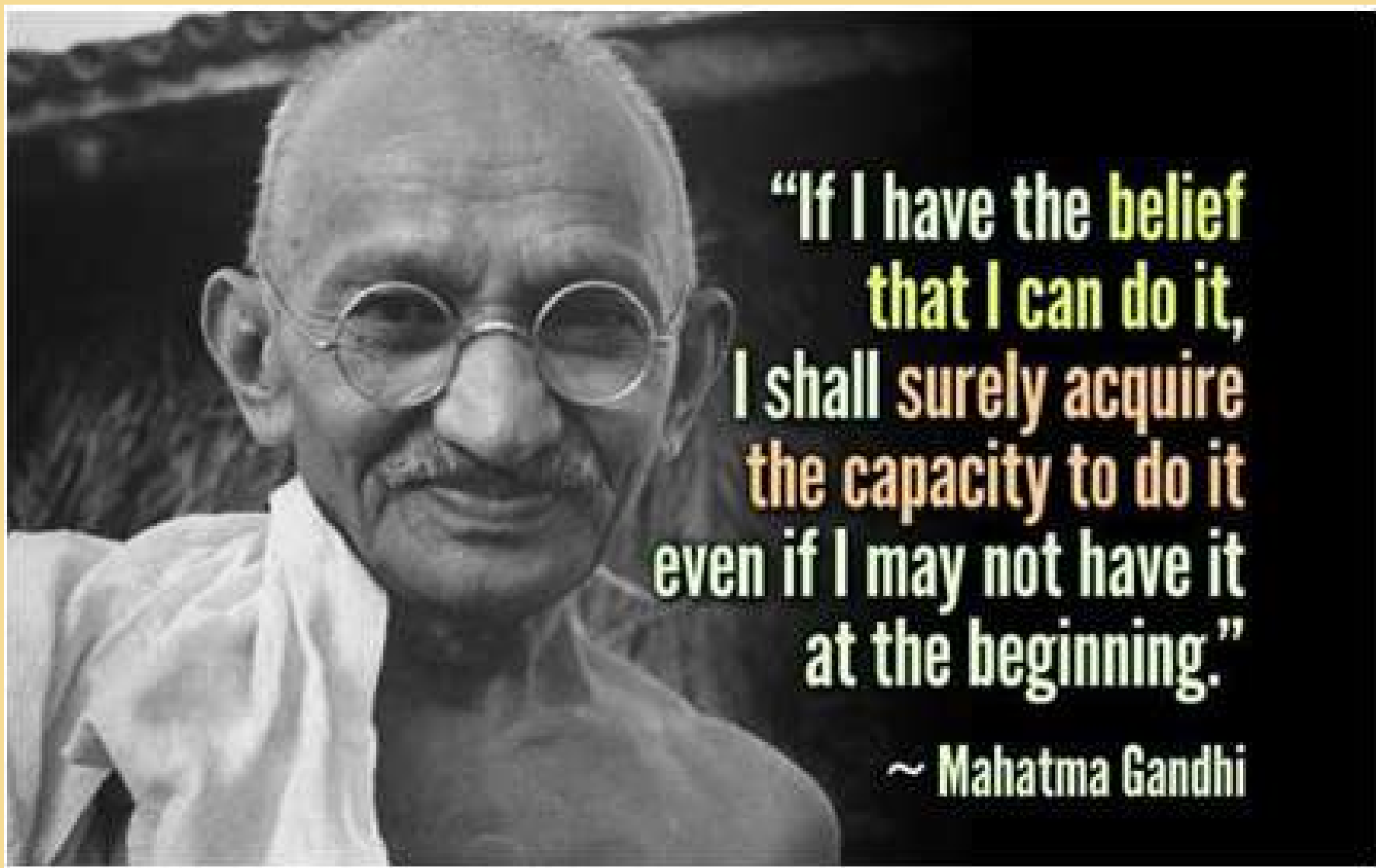


## Project 2 Review: Diversity & Inclusion

- **Community Impacted: Visually Challenged**
- **Facts & figures(WHO)**
- **Globally** -285 million visually impaired, 39 million are blind
- **India** - 62 million, 54 million have low vision, 8 million are blind
- **Challenges faced:** Poverty, lack of education, ostracized, ignored by family, low self esteem and self worth
- **Aim:** Provide vocational skills for economic and social development through training in Accupressure.
- **Curriculum created:** Certified by state government, train the trainer program. Content in Braille and 3-d format
- **Organisations:** National Association for the Blind( India) & My Foot Reflexology Centres

ECONOMIC IMPACT	<ul style="list-style-type: none"><li>• Income generated for 550 people @10000 per month</li></ul>
SOCIAL IMPACT	<ul style="list-style-type: none"><li>• Providers instead of dependents. Added to their self esteem.</li></ul>
ENVIRONMENTAL IMPACT	Moving towards nature, alternative therapies, Organic oils which were infused with herbs
EMPOWERING PEOPLE IN NEED	Capacity development through education and vocational skills. Training in reflexology along with soft skills like personal hygiene, grooming and communication.
BUSINESS CONCEPTS & ENTERPRNEURIAL APPROACH	<ul style="list-style-type: none"><li>• Train the trainer model.</li><li>• Developing small scale entrepreneurs to set up their own centers</li></ul>
QUALITY AND STANDARD OF LIFE	<ul style="list-style-type: none"><li>• Building social and economic resilience.</li><li>• Improved quality of life.</li></ul>





## Fostering Economic and Social Resilience Though Community and Organization Capacity Development: The Nigerian Context

Folake Adedeji

The focus of this report is on reviewing the economic and social realities in Nigeria and a way to devise and recommend interventions to foster economic and social resilience. As part of Organization Leadership and Development Network (OLDN) mission, community and organization capacity development is fundamental to economic transformation. This report leverages on the Nigerian context to create a model for other countries in Africa and beyond.

### Nigeria Economic Decline in Perspective

#### Unemployment/Underemployment

- Account for high rate of poverty and the steep drop in living standard over the years
- According to current statistics, forty percent (40%) of Nigerians live below poverty line while anticipated twenty percent (20%) who are most vulnerable are likely to add to this figure due to the negative impact likely to be caused by the global pandemic. Forty percent (40%) of the population totals eighty (80) million people. Economic power that can guarantee access to basic necessities of life is therefore lost.
- From available data, the Nigerian economy was growing at 6.3% before 2016. Just before COVID-19 struck in 2020, the growth has crashed to 2.2% while inflation rate which stood at 12% in 2019 has worsened.
- With the coming of COVID- 19, additional five (5) million Nigerians are expected to further fall into poverty as against two (2) million Nigerians originally projected figure for the year 2020.



#### Infrastructural decay/deficit

- Infrastructural decay has further accentuated the economic woes of the people. Lack of adequate infrastructures and basic amenities has continued to limit economic growth activities with its attendant weak economic power of the people.
- Disconnection of ideas: Lack of access to quality education, good healthcare, good road networks, reliable means of public transportation, electricity and portable water; all result to worsening the predicament that further aggravates the suffering.
- Life expectancy is taking a dive owing to exposure to stress, diseases and delay in accessing healthcare.
- Worthy of note is the lack of preventive maintenance plan to proactively tackle infrastructural decay, downtime and huge cost of replacing these assets.





## **Social Challenges in focus**

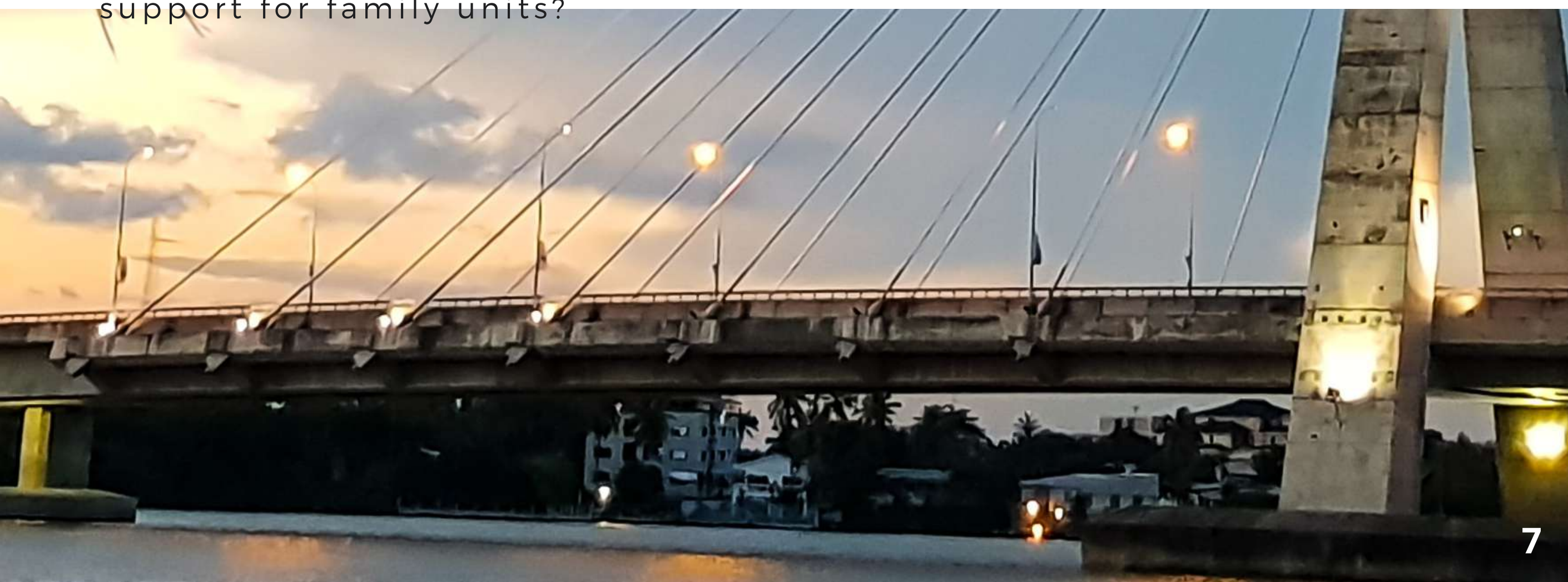
### **Population Explosion**

- Socioeconomic problem is exacerbated by the unfulfilled needs of the growing population. Population growth has outpaced economic growth at an incredibly alarming rate resulting to unemployment, where only disproportionate fewer job opportunities exist, (not enough jobs to go round), available resources became overstretched as more members of the household/family unit struggle to have their share of the meagre resources. Unmet needs become the order of the day.
- In their desperation to survive, able bodied young men and women have taken to social and economic vices such as internet fraud, cyber crime, prostitution, hooliganism, cultism and kidnapping which is now regarded as rewarding and more lucrative.
- Socioeconomic difficulties have precipitated aggression, anger and frustration . People have become so irritable that they are waiting to unleash frustration on /at anyone who is unwary including family members. Domestic violence has been on the increase in families as a derivative of rising despondency in people.

### **Nigerian Government in Retrospect**

Government at all levels initiated various policies and interventions to address problems of economic and social instability. It is pertinent to note that the initial causes of these adverse changes and their effects are traceable to bad governance, non proactive approach to proper planning and good policies that are seen in most African countries is responsible for the impoverished state of citizens. The impact of failure of government at various levels, gave rise to insecurity, political unrest and other socioeconomic challenges.

The issues confronting government is so daunting. It encumbered it that it lacks the strategies and adequate resources to efficiently solve the problems of most communities. Federal government which ought to provide a safe haven is faced with a whole lot of challenges which are consequences of mismanagement of collective wealth, lack of data and uneven distribution of resources over the years. Is it not surprising and equally appalling that during government ordered lockdown against COVID- 19, the Nigerian federal government failed to come to the rescue of the citizenry with meaningful, identifiable and specific support for family units?





## Nigerian Government Support Initiatives

Socioeconomic changes are traceable to:

- Bad governance
- Non proactive approach to proper planning and policies.

Past measures adopted to address poverty are:

- 1.NAPEP: National Poverty Eradication Programme
- 2.NDE: National Directorate of Employment
- 3.DFRRI: Directorate for Food, Road & Rural Infrastructure.
- 4.NEEDS: National Economic Empowerment & Development Strategy

Today, the federal government which ought to provide a safe haven is faced with a whole lot of challenges which are consequences of mismanagement of collective wealth, lack of data and uneven distribution of resources.

### Foreign Support

On the other side of the divide are the international communities of advanced and developed countries which have been known to provide assistance to developing countries on other continents. Their activities and interventions through the instrumentation of NGOs and Donor- funded programmes are notable.

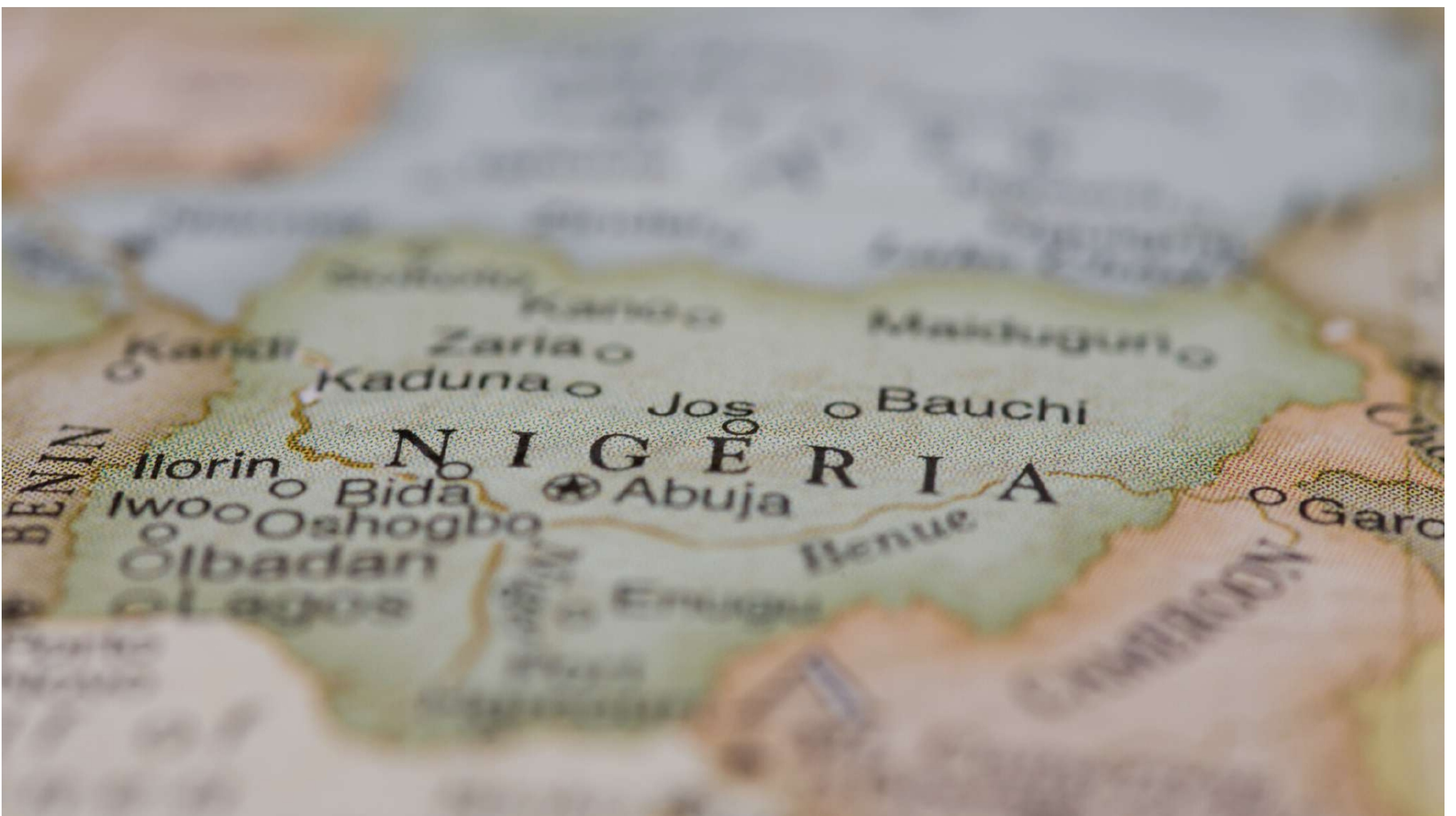
In spite of the remarkable contributions made, development and progress expected of nations and communities are grossly inadequate as the support obtained from these foreign nations are still considered relatively insignificant. According to the age long maxim, 'communities need to be taught how to fish and not to be given fish'.

However, owing to COVID- 19, foreign countries have gone on recess from giving assistance in order to be able to manage the internal problems confronting them in their own countries as well. The economic, social and political challenges encountered due to the coming of the pandemic is overwhelming on some of these nations and all focuses have shifted to savaging their various economies from going into imminent recession.

### Way forward

In the light of all that have been said, the question is what is the way forward for the people who made up the family units and the families who form communities and organization as basic units of every society? The following point are worthy of note.

- The responsibility for identifying means of taking control of their lives and seeking ways to advance their own empowerment in welcoming comfort, good life, peace and harmonious co-existent; rest with the people.
- Change is a fact of life. Communities and organizations would learn to adjust their goals, preferences and lifestyle in the light of current economic and social realities.
- Communities and organizations would embrace change to attain this new paradigm where communities and organizations will achieve economic and social focus, stimulating enterprise, social capital and empowerment that will cascade down to individual at household level up to public and private sector of the economy.





## **The need for Resilience**

Families are the basic units of the communities. They have become progressively unproductive due largely to their dependence on the state. The current effort is directed at alerting groups within the society; of the need to rethink its stand, think inward in times of economic downturn on ways to strengthen their resilience.

Resilience for families implies that they become sustaining a unit that utilizes their collective strengths and potentials intending it towards survival and growth in times of change. Inability to chart a course of resilience and adopt survival measures can subject individuals to attempted suicide, poor mental health, terminal illness, alcoholism/substance abuse among others as a result of frustrations and other social fallouts. Resilience on the part of communities will enable private sector investors to localize in an area and to build more economically and socially sustainable businesses in conjunction with local knowledge and networks. In times of economic hardship, economic resilience is to be recognized as a basic prerequisite for survival.

## **Community and Organization Capacity Development**

The aforementioned evidences are rational grounds for initiating and expanding the work on community and organization capacity development. The question that we, as scholars and professionals with interest in advancing the theory and practice of organization leadership and development on major continents of the world would like to ask and provide answers to are:

- What can organization development experts do?
- How can economic and social resilience be fostered in communities; among people in a way that will help the realization of long term gains of economic empowerment through sustainable effort at capacity development? (Organizations being considered as units within the communities)?
- What strategies can be designed and implemented to grow, develop and sustain continuous capacity development initiatives?
- What recommendations are to be made to policy makers and other institutions?



## **Proposed Interventions**

### **New age thinking**

- It is commonplace to hear people talk about having a global mindset today. Part of the empowerment that could be aimed at the poor and disadvantaged members of the communities is to begin to help develop their skills and competencies to broaden their vision towards a more active engagement of ICT to expand their businesses. Today, many businesses are growing due to opportunities created by online platforms. "Google my business" for instance; is a platform designed by Google incorporated to help small and medium size business owners to become visible, announcing what they do, their location and ultimately offering them opportunities to broaden their customer base and grow revenue. Google offers this service free of charge.
- Choosing to carry on business, leveraging on technology to deliver timely and improved service quality, promoting thoroughness and shunning mediocrity are the kind of competencies that are needed to be taught to many young adults particularly those among them who are artisans, unskilled and semi skilled labour.

### **Strategic Agility**

- Business performance today demands for a new form of core competencies to be possessed by every organizational member who wishes to remain relevant in the work environment. The world of business is fast moving away from the adoption of strategic thinking capable of leading the organization into strategic drift but a more recent concept - strategic agility, requiring every organizational member to creatively adapt strategic approaches as conditions changes while embracing opportunities within innovations.
- In undertaking community and organisation capacity development therefore, organization development experts and practitioners should engage the concept of strategic agility as part of the interventions needed to bring about desired change to communities and towards development of the organisations and the people in them for efficient performance and stability. Agility, adaptability, flexibility and evolution are the key words.

### **Corporate Social Responsibilities**

- The above could be used as a tool by organisations to facilitate capacity development for their host communities. This can be achieved when companies establish ICT/internet centers where community members can learn how to access the internet, seek information on the net, locate quality goods and services at good prices, create online platform to market their products and services and generally improve their knowledge above the world. They can engage same as an avenue to learn digital marketing, brand marketing etc. Globalization is one of the challenges of business today and only the responsive will not be left behind.
- Relating to the above, government at all levels will do well to support any such organization as stated above by way of tax relief, tax holiday and reduced interest rates on borrowings once there is evidence for CSR work
- Some NGOs might also look in this direction in utilizing donated funds to enhance capacity development.





In summary, fostering economic and social resilience demands deliberate effort to build and promote new skills and competencies among individuals in communities. There is also increasing need to redirecting focus to new ways of engaging ICT tools better and more efficiently to solve problems, achieve business performance and growth. Leaders should provide individuals with information and guide them to discover those other things that they are good at. Today, many businesses are growing due to opportunities created by online platforms. Communities need to embrace change. A lot is happening on the global scene today. No one should be left behind. Every member of the organization and community needs to adopt a global mindset. Communities should be taught to improve quality of products & services, discharge duties timely, deliver job thoroughly, shun mediocrity.



## **SOCIAL ENTREPRENEURSHIP AND WOMEN EMPOWERMENT: A CASE STUDY OF THE AFRICA DEVELOPMENT MISSION TRUST ZIMBABWE, AFRICA**

Shingirirai Chizanga



Social entrepreneurship and women empowerment are contributory factors towards the growth and development of a society. Whole systems thinking challenges us to appreciate and understand the interconnectedness of the whole organization or community, as what happens in one part of the system has a direct or indirect bearing on other parts of the system. This means including women and other marginalized communities in the development agenda. The 19th and 20th century thinking broke down organizations into compartments which operated independent of each other. This increased specialization as one could focus on the expected outcomes in their particular section, but it unfortunately failed to develop a mindset that could apply a whole systems approach to problem solving. However, with the influence of globalization, life cannot be seen in isolation of other systems or societies. The Covid-19 pandemic which is still fresh in our minds is a recent example and reminder of how connected and depended we are on each other, as well as how our actions can either positively or negatively affect those around us, near or far.

In Africa women represent a larger portion of the population, women have a higher life expectancy than men, and the rural population in Africa is more than 50% the urban population. More needs to be done for the girl child in terms of education and access to other resources such as health as well as economic empowerment. Our cultural norms and values should be celebrated but not at the expense of neglecting the value and contribution that females can make to improve the landscape of our society and nations. The Africa Development Mission Trust (ADMT), a christian non-profit established in 2002 in Zimbabwe is driven by an ethos of care and compassion. The marginalized and forgotten of our society are given a voice and platform to express and showcase their talents and entrepreneurial skills in collaboration with the different sectors of the community. A belief that we all belong and are all gifted and we all have something meaningful to contribute to society is inculcated in the communities we work in.

The entry point of our rural development work was in a community in Mhondoro where disadvantaged children were selected and assisted with financial resources through the payment of their tuition, school stationery and school uniforms. This provides peace of mind for both the child and guardian as the child can give full attention to their studies and not lag behind because of lack of resources. As at the year 2020 500 students have been sponsored with 11 students making it all the way to university. In the year 2020 alone the girls who were part of the sponsorship programme constituted 53%. Of that percentage the students wrote different public examinations (primary and secondary levels) offered in the country (Grade 7, Form 4, Form 6) and they excelled in their examinations. The pie chart and bar graph below shows the statistical representation of the results.

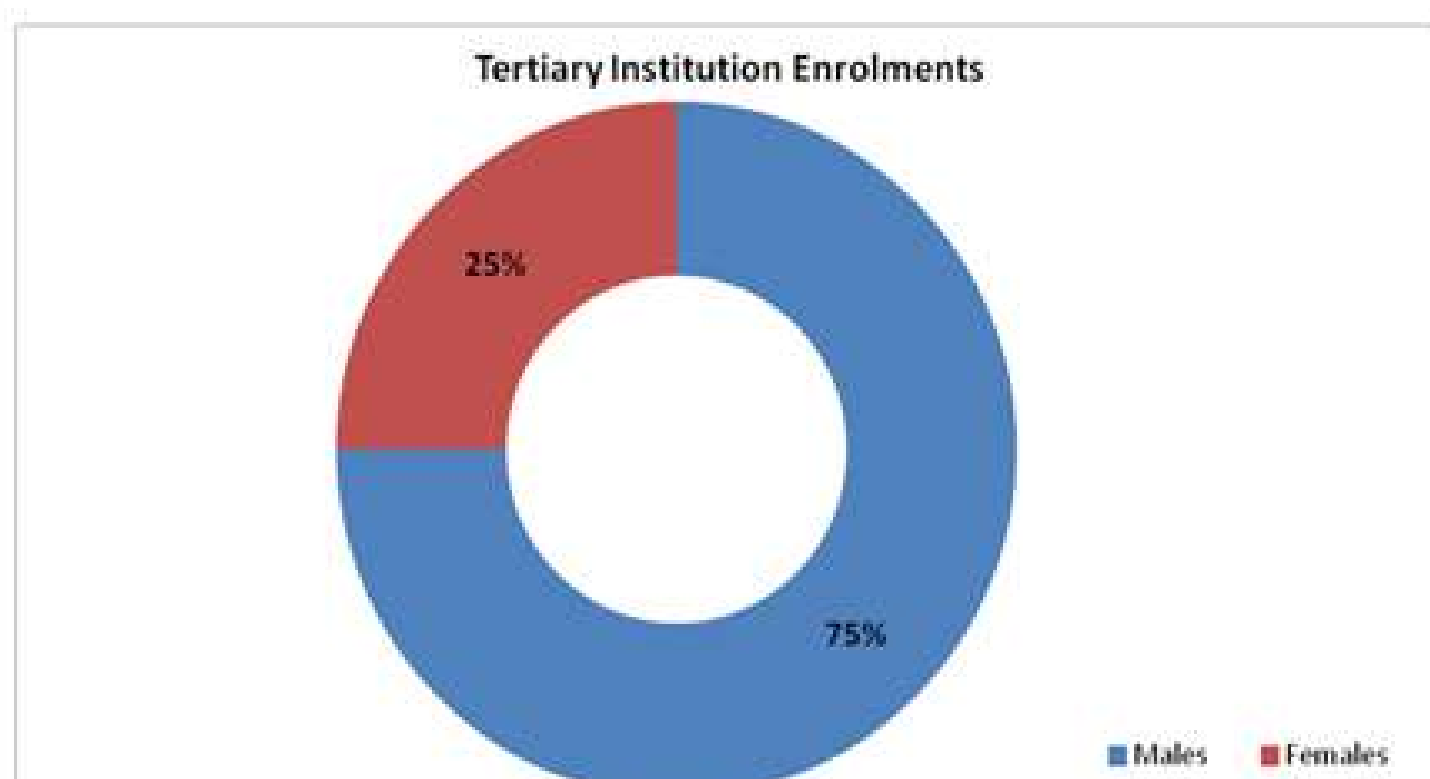


# FEMALE REPRESENTATION



The statistics above show how the girl child is excelling in their studies, proving their capability and potential. The tables however turn as they go higher the academic ladder. The pie chart below shows that only 25% of girls in our child sponsorship programme make it to university. The rural girl child is plagued with many struggles and challenges that hinder her growth, as the girls are the assistants of their mothers and guardians in ensuring the home is run and managed well.

## UNIVERSITY FUND BENEFICIARIES



### A WHOLE SYSTEMS APPROACH TO WOMEN EMPOWERMENT

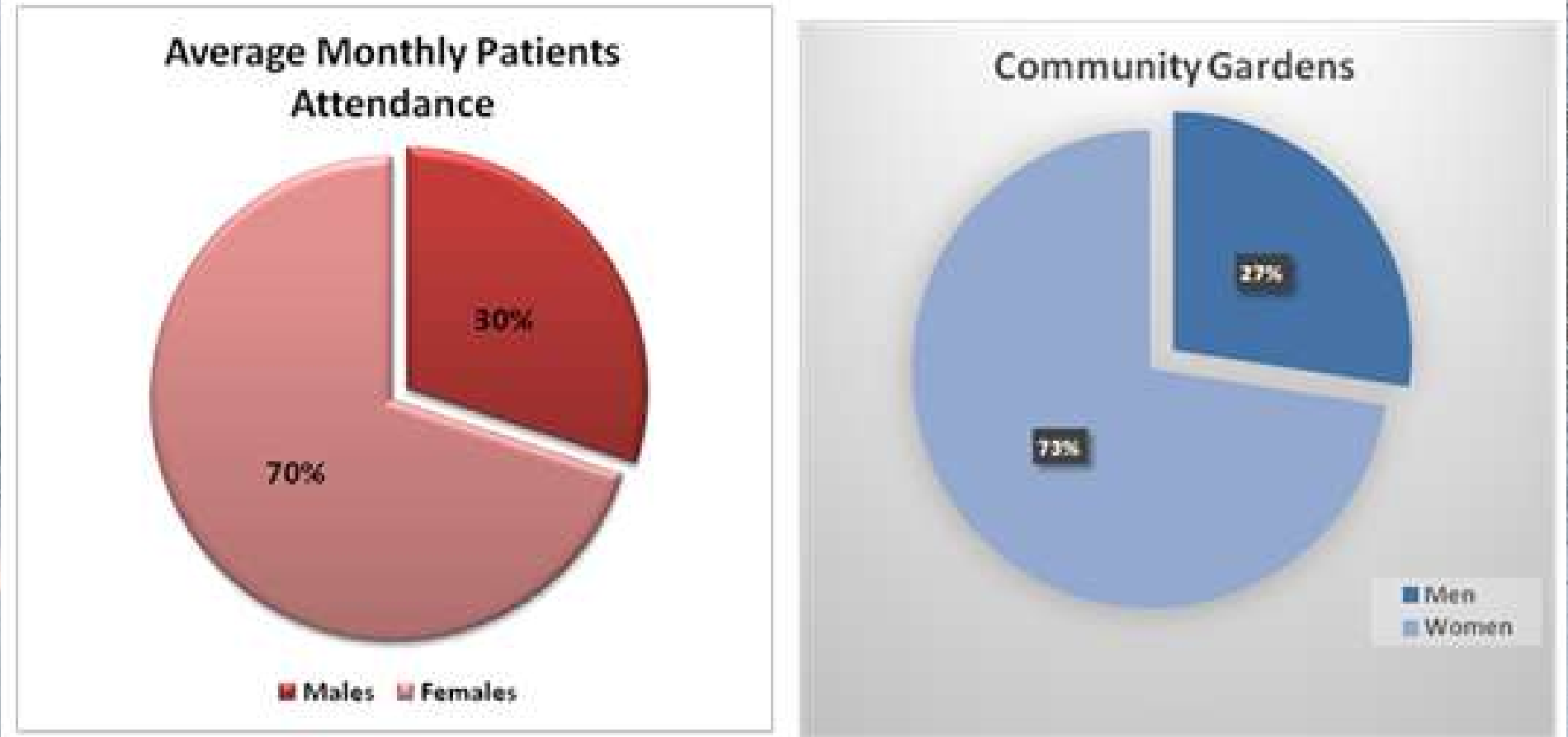
To further support women and children in their development and empowerment ADMT engages in spiritual awareness, training, health, water and sanitation, and economic empowerment programmes. The starting of churches in rural communities ignites their spiritual passion and connection with their creator which reinforces their self worth. Local rural clinics are provided with basic medical supplies to support them in their service delivery. Of note is one of the communities through its local leadership embarked on a project to construct a maternity wing at their local clinic. The community provided the locally available resources such as bricks and stones, ADMT provided financial resources to pay for the cement, roofing material as well as payment for the professional builders. A third partner (a mine in the area) also partnered with the community and provided the furnishings for the maternity wing. This level of collaboration resulted in the successful completion of the construction project, proving the power of collaboration for sustainable development.

Clean water is also being provided in rural communities at strategic community points including schools to lessen the burden that women encounter of travelling long distances in search of water in local streams and unprotected wells. To date 67 boreholes have been drilled in different communities. The abundant supply of water has also provided an opportunity for communities to start community gardens to provide food on the table and which is also a source of income generation. Women are thriving in the running of these community gardens as they occupy most of the leadership positions.

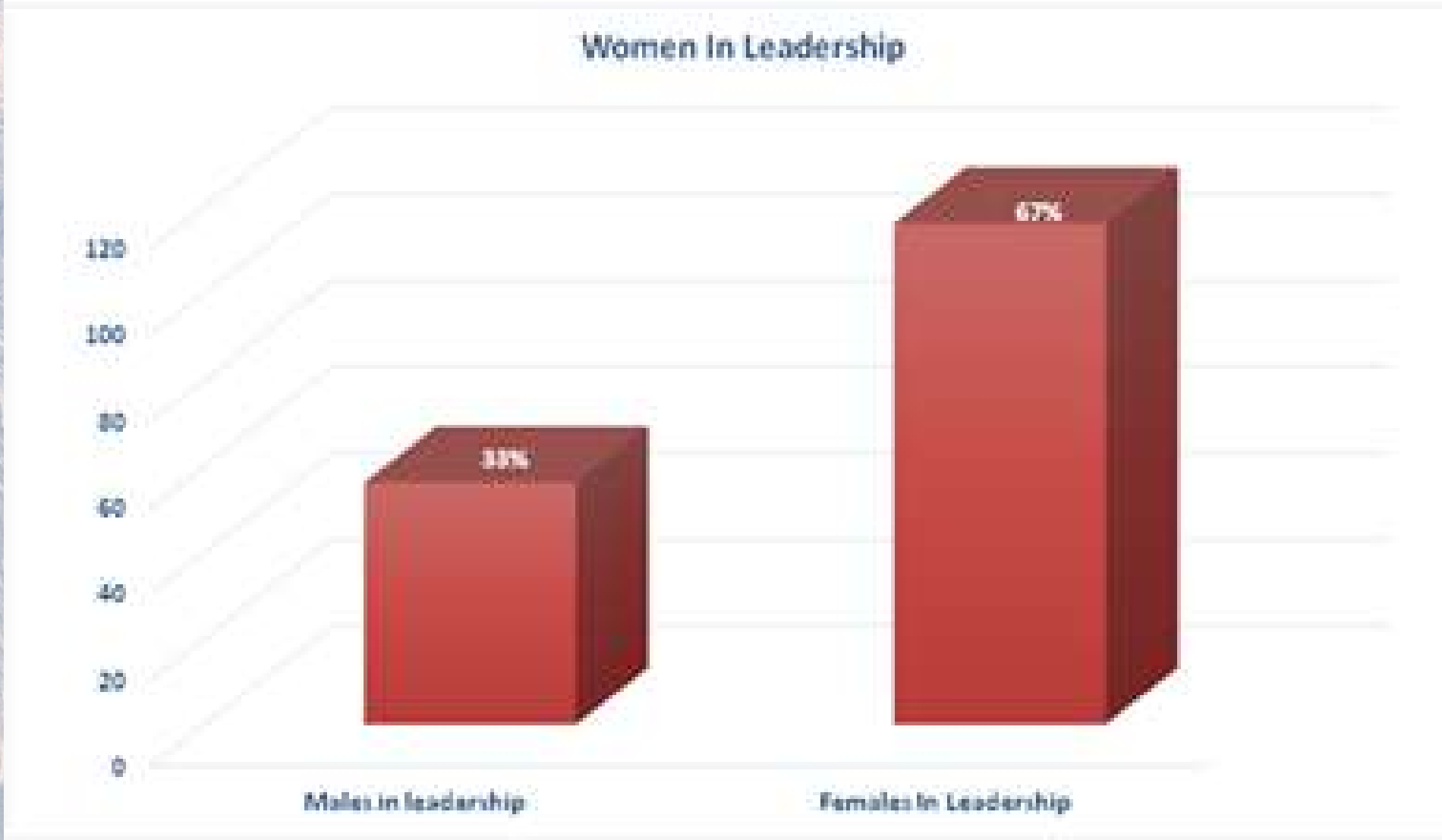


ACCESS TO HEALTH SERVICES

COMMUNITY GARDEN MEMBERS



COMMUNITY GARDENS LEADERSHIP



To close the gap of students struggling to proceed to university for various reasons the Africa Development Mission Training Centre was launched to provide skills that can assist in economically empowering individuals and communities. The learning institution is still under construction but courses such as brick and block-laying, computers and agriculture are being offered to provide an academic qualification as well as hands on training that will prove useful in providing for their families by starting their own businesses.

Social entrepreneurship and women empowerment requires the cultivation of long term relationships that assist in building trust and transparency. Relationships that have depth allow the proper buy-in of communities into the transformational vision as they see themselves as active participants in the development of their communities. We have been in working with these communities for more than a decade, and we have been excited to see the positive changes take place. Our words of advice to fellow development partners is to be determined and patient enough to see the change over time and not be in a hurry to wind up and leave, as people are not machines you can control, but human beings with a heart and soul.

**Shingirirai Chizanga** is a director of The Africa Development Mission Trust in Zimbabwe, an organization that focuses in church planting, training and community development. She has vast experience in working with marginalized and disadvantaged grassroots communities and a passion in Organizational Development. She has a B.Com (Hons) degree in Insurance and Risk Management from The National University of Science and Technology (Zimbabwe), and an M.A. in Leadership and Management from the University of Zimbabwe. Currently she is pursuing her Ph.D. in Leadership Studies with Johnson University (U.S.A).





## Organization Capacity Development: An Overview

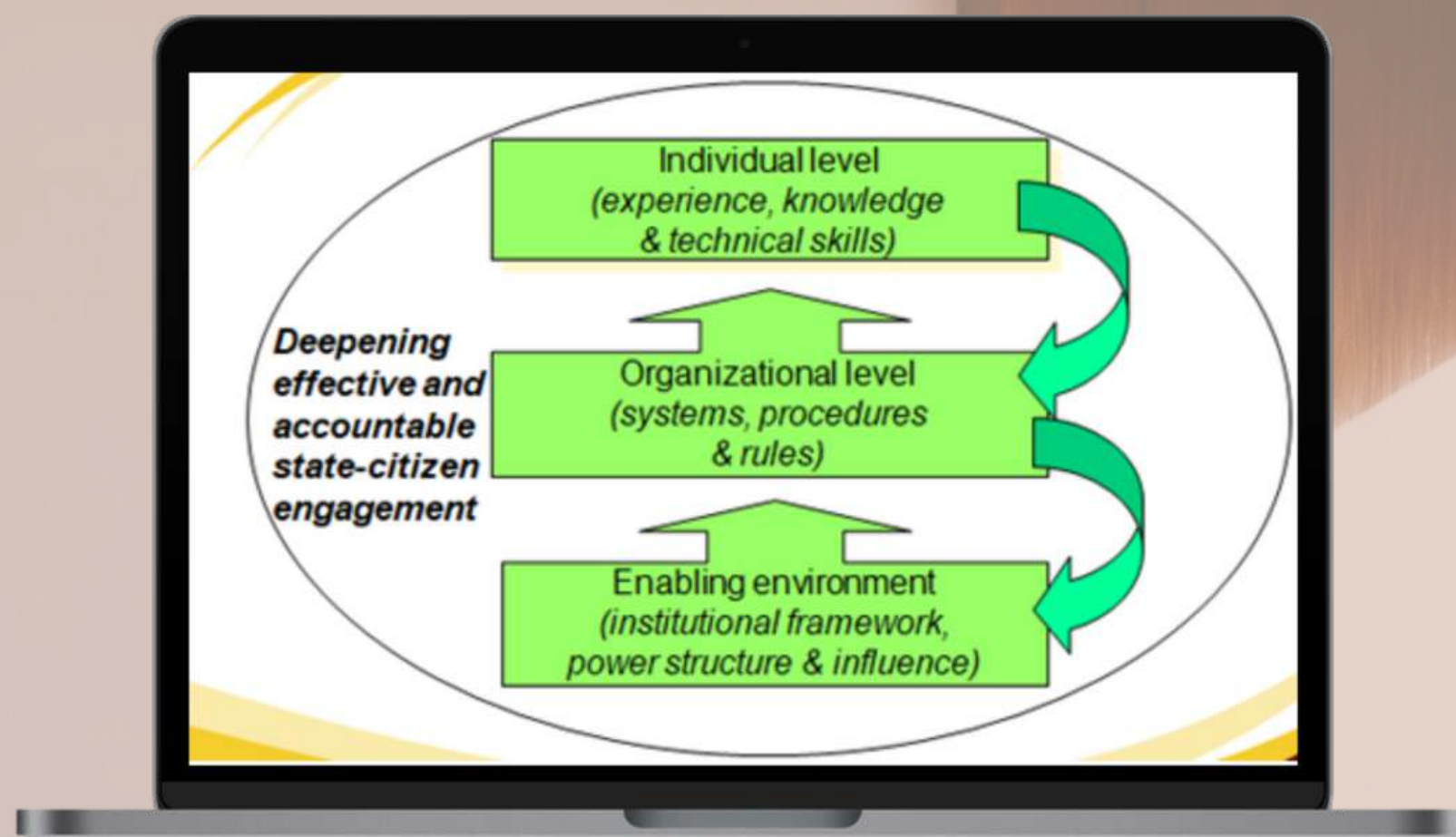
*Sayed Ahmad Yama Kashifi*

UNDP's Definition Capacity Related Definitions

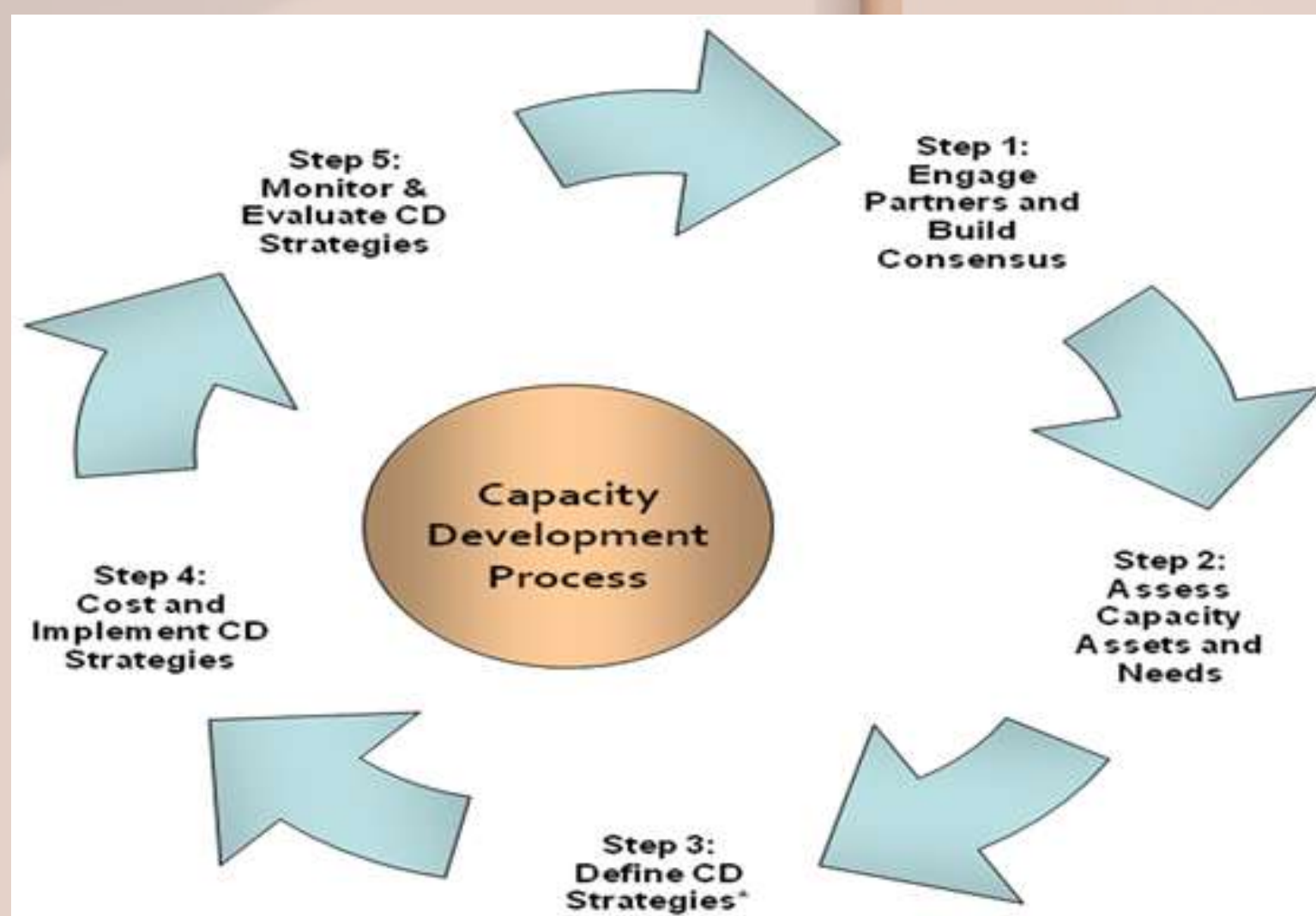
Capacity: The ability of individuals, institutions, and societies to perform functions, solve problems, and set and achieve objectives in a sustainable manner.

Capacity Development: the process through which the abilities to do so are obtained, strengthened, adapted and maintained over time.

Capacity Assessment: An analysis of current capacities against desired future capacities; this assessment generates an understanding of capacity assets and needs which in turn leads to the formulation of capacity development strategies.



### Capacity Development Process



#### Capacity for Why?

- Purpose
- Priorities of capacity development

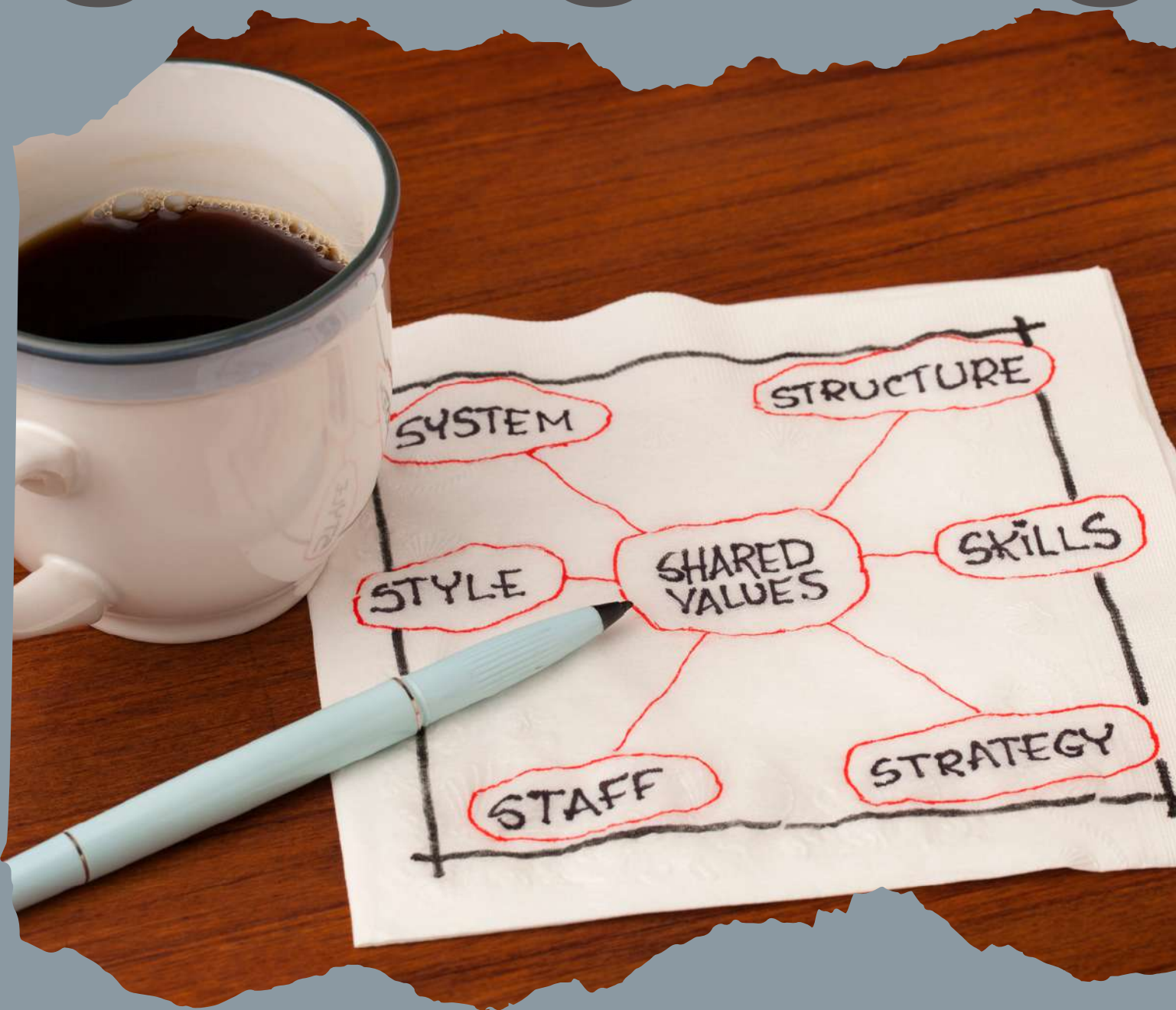
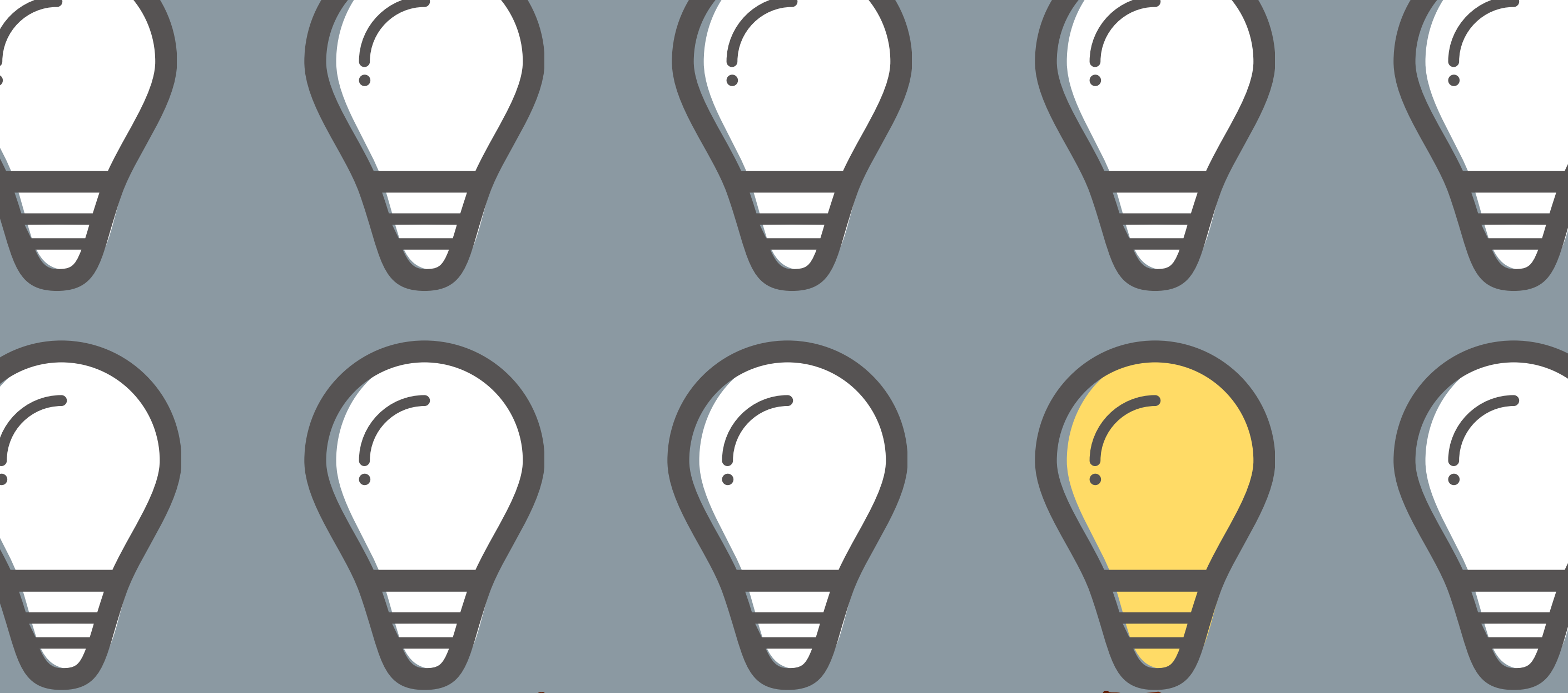
#### Capacity for Whom?

- Whose capacities need to be addressed, whether ministry (or several), a department or a unit

#### Capacity for What?

- What capacities (both functional and technical) and core issues are to be developed?

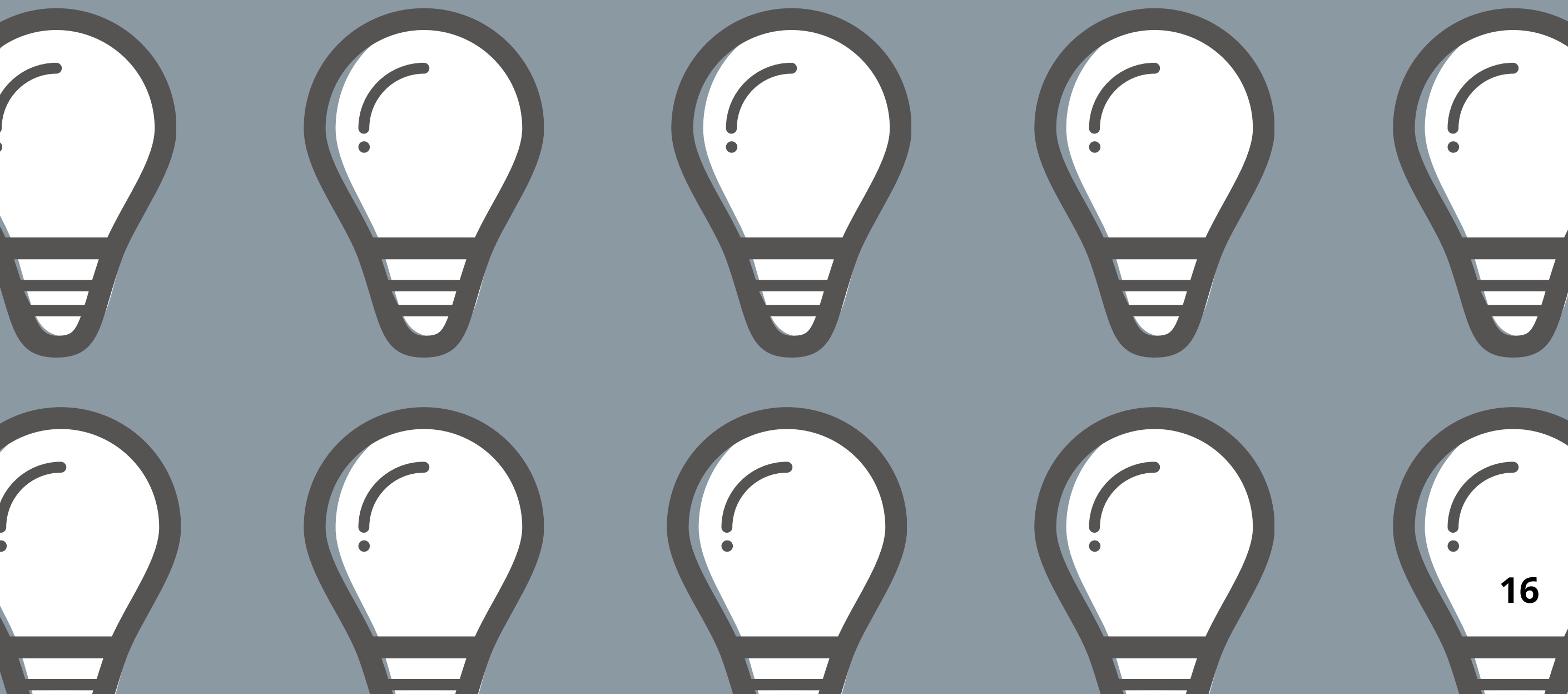




### **Organizational Capacity Development**

“Individuals, groups, and communities are actively engaged in and have brought about sustainable improvement in the quality of their lives. Collaborative, effective and accountable public and private entities actively promote and support community self-determination, access to quality services and social and economic justice”

Organizational capacity development is an intentional, collaborative effort to strengthen an organization's processes, knowledge, relationships, assets, or behaviors to improve its performance.





## Looking Ahead

Sustainable change is premised on effectively nurturing the individual human capacity to build strong communities and organizations. This has been elucidated by our various keynote speakers and contributors in the Community and Organization Capacity Development (COCD) segment of the Organization Leadership and Development Network (OLDN). In an age where much is being said about development but less is being done by the majority, there is every tendency to want to give up on failed institutions and societies.

Most third-world countries are victims of the parlance “the change I need begins with me” and this has continued to erode the essence of transformative leadership for sustainable development across these societies. The fact that change begins with us does not overrule the responsiveness and the responsibilities of the leadership of our society. While a positive change in any community or organization begins with an individual, much is expected of its leadership in nurturing such initiative towards fostering economic and social resilience. Sustainable change will remain evasive if the leadership lacks the willpower to engage and empower change agents at any given instance.

The basic assumption is that in every society, some things are perfectly working well. Those things essentially strengthen the fabric of the society with little or no efforts from the leadership. However, there is a need for the leadership of communities and organizations to leverage these strengths and make them sustainable for the greater good. We cannot force leadership on everyone in the society but we can influence everyone by appreciating their essence and presence within the society. In essence, the leadership must begin to pay attention to executing strategies that will promote the ideals of an economically and socially resilient society.

Positive change is mostly short-lived in many institutions and societies because of the absence of a framework to bring about a multiplier effect of the ideals facilitated by the change agents responsible for such feat. Not everyone will be at the helm of affairs and not everyone will be an active participant in policymaking for development. Hence, the leadership, in collaboration with various actors, must be ready to create a workable framework to address issues that are of significant impact on the lives of individuals within the ecosystem. A clear understanding of what people value can only be achieved through the open communication of their values.

We will be better off as a people ready to develop our human capacities for organization and community change when we start asking questions devoid of ethnic, religious, age, political and gender biases. It is better to appreciate our differences from the position of their strength rather than focusing on the division they bring. It is high time we gave thought to the consequences of not having the right leadership in our societies. This is a clarion call to everyone in their respective communities and organizations to demand accountable leadership and also the leadership to embrace ingenuity and inclusiveness at all cost.

To foster economic and social resilience through community and organization capacity development, we must have a purposeful leadership that can effectively create a promising future for everyone irrespective of their differences. It is time we started empowering the vulnerable people in our societies so that we do not lose them to societal vices occasioned by their vulnerabilities. It is then we can achieve an economically and socially resilient society with sustainable community and organizational capacity.



**Mr. Samuel Osho**



# Empowering The Neglected

Karen Kiaré,  
Women's Rights Activist  
2021 - Discussant White Paper







# A Brief Introduction to Empowerment

Empowerment- the most used yet misunderstood word in the community development dictionary.

In our African and Asian communities, the term 'empowerment' carries along with its connotations of rebellion, stubbornness, and civil disobedience. Women, children, and youth have been taught to submit and be subjected to social authorities that simply desire to exert power and cruelty on these individuals. The patriarchy in our communities has led women and youth to hide in a shell that consistently locks them away from the great things they could achieve and enjoy as human beings. This is the fundamental problem with the leadership in our developing and underdeveloped nations.

Rather than seeking to impart knowledge and information that will lead to the empowerment of these women, children and youth, our leaders simply fear being out-powered, overtaken and succeeded. This is why we see many leaders hanging on to their political positions for decades, causing the youth in these nations to simply seek to survive in the rooster coop rather than to break out of it and change their world.

This report seeks to explore this idea further and provide solutions to these problems.



# Problem Statement



Employment for women in African countries is characterised by low-paid and less secure jobs, so that 74% of women make up unemployment in the informal sector, compared to 61 percent of men.

Of Africa's nearly 420 million youth aged 15-35, one-third are unemployed and discouraged, another third are vulnerably employed, and only one in six is in wage employment. Youth face roughly doubles the unemployment rate of adults, with significant variation by country.

Women and youth play critical roles as advocates for peace and as community leaders and champions of human rights, things that are lacking in developing and underdeveloped nations. Denying them of this chance and opportunity not only goes against their human rights, but also locks nations in a closed and imprisoned state, socially, financially, economically and development-wise. This is the fundamental problem that this white paper seeks to explore and tackle. Not only are we focusing on the importance of freedom of speech, belief and action amongst youth and women, but also the freedom of will to change the globe and society for the better.

Women and youth bring a perspective that values not only competition but also collaboration to organisations and teams. Because feminine values are an operating system of a modern, social, open economy, while young perspectives are fresh and innovative. And with women and youth in leadership, we can improve not only society but business as well. It is said that women make up for nearly 57.4% of the labour force, of which youth make up for 57.3%. This is to say that the social and economic neglect these individuals are subject to is also harming the productivity of our nations. Where 1000 units of gross domestic product can be produced with full participation of men, women and youth, only 430 units are being produced. This highlights the main cause behind the development gap in developing and underdeveloped nations.



# Background



## Who Are The Neglected

In this context, 'The Neglected' refers to those that are socially and economically ostracised, and cut off from the major decision making in communities. Usually, these are women, youth, people of colour and those in the LGBTQ+ community. 'The Neglected' are those who have not been empowered to take control of the course of their lives and so remain subject to the dictation of the social norms around them. They are those that are locked and tied in the rooster coop of society. Roosters in a coop watch one another slaughtered one by one, but are unable or unwilling to rebel and break out of the coop, because they are simply not empowered to do so.

## Why do they matter

"Women (and youth) are key drivers of economic growth and that wealth in the hands of women leads to much more equitable outcomes in terms of the quality of life of families and communities," the study, entitled *State of Women in Cities Report 2012/13*, said. "Addressing the barriers to women's participation in cities creates a situation where women's potential is more fully realised and households, communities and governments also reap rewards."

## What is Empowerment

Empowerment can be defined as a process where individuals are encouraged to take charge of their lives. They do this by addressing their situation and then take action in order to improve their access to resources and transform their consciousness through their beliefs, values, and attitudes.

There are typically 5 types of empowerment- social, educational, economic, political and psychological.

For the holistic development of a society, it is important that each and every individual is empowered on all five levels of the spectrum of empowerment. This enables 'the neglected' to represent their interests in a responsible and self-determined way, acting on their own authority, undefined by social constructs and expectations. The limitations brought by social expectations often cause negative implications on one's human rights as it almost as if they are not living lives of their own but are simply playing out a predestined and predetermined script.

Empowering these individuals is essential to the health and social development of families, communities and countries. When women and youth are living safe, fulfilled and productive lives, they can reach their full potential. Empowering youth and women is the key to economic growth, political stability and social transformation.



# Solution



## Approach Empowerment with a New Look

### Top 2 Tactics to Empower 'The Neglected' amongst others

#### Use Social Media

Social media has become a vital element in nearly every individual's life. The present era has been enriched with social media, networks & ICT created to capture the minds and interests of the youth. Through this tool, effective steps can be taken to develop the skills of the youth and women in our communities, channelling their energies in the right direction.

Now is the time to spread awareness about the benefits of technologies and about their precious contribution in the development of the country. A country can achieve any goal if social media works in the right direction and manner, such as in introducing the youths and women with their capabilities and capacities in society. Social media can be more developed and enriched to move the youths and women towards sustainable development goals.

#### Conduct In-person Events

These initiatives aim to create a comfortable and friendly environment where people can enjoy each other's company while engaging in new collaborations and projects. Running interesting events for these individuals will increase their dedication and commitment to the cause, as well as boost their morale and confidence.

In these events, vital information concerning the empowerment of youth and women can be passed and taught. Similarly, making these events resemble volunteering opportunities, this may attract youth, and women to join in order to benefit from the pro bono items usually given like T-shirts, notepads, pens, brochures, seminars, etc.




# Conclusion




Youth and women empowerment can curb the rate of poverty to a large level. One of the keys to empowering the youth is with skill development. When a youth is equipped with essential skills, he or she can utilise them to feed, assist others, and even invest for future use, aiding the nation economically.

Similarly, this same policy can be implemented when dealing with women empowerment. The empowerment of women and the improvement of their political, social, economic and health status is a highly important and in itself, it is essential for the achievement of sustainable development. In all parts of the world, women are facing threats to their lives, health and well-being as a result of being overburdened with work and of their lack of power and influence. In most regions of the world, women receive less formal education than men, and at the same time, women's own knowledge, abilities and coping mechanisms often go unrecognized. The power relations that impede women's attainment of healthy and fulfilling lives operate at many levels of society, from the most personal to the highly public.


## Empower 'The Neglected.'

- 


1

Include youth and women in decision-making processes.
- 

2

Honor the youth and woman voice.
- 

3

Understand and implement their honest opinions and ideas.
- 

4

Be willing to share power and privilege in order to make the community a better place for both young people and women alike.





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