

BCTC CONFERENCE OCTOBER 2008
“FORGING LINKAGES & FINDING SOLUTIONS”

CAPACITY BUILDING WORKSHOP HANDOUT

THINKING ABOUT CAPACITY BUILDING

“Capacity Building”. Everyone is talking about it. Sometimes it seems like it is the latest buzz word. Usually it is used in the context of “we need to build capacity”. Sometimes it is used as an excuse for inaction like “they don’t have the capacity”. Does capacity building unfairly target First Nations? Trying to define it seems like trying to pin Jell-O to the wall. And yet, the concept has endurance. We use it all the time. So what is capacity building? What are we building capacity for? Does it have any real meaning or is this just another empty slogan?

In this workshop we will explore these ideas. This will be a highly interactive session with the following learning objectives:

- Provide a space for everyone to contribute their ideas;
- Allow for the cross-pollination of ideas;
- To learn from each others knowledge and experiences;
- To generate ideas and recommendations about “capacity building”.

We will be using an innovative facilitation technique known as the “interview matrix” to answer the following questions:

1. What does capacity building mean to you?
2. What are you building capacity for?
3. What works best when building capacity?
4. What would most help your First Nation to build capacity?

CAPACITY BUILDING – TWO DEFINITIONS

“The process by which individuals, organizations institutions and societies develop abilities to perform functions, solve problems and set and achieve objectives.” United Nations Development Program

“Assistance which is provided to entities (usually developing societies) which have a need to develop a certain skill or competence, or for general upgrading of performance ability.” Wikipedia Oct. 2008

CAPACITY BUILDING – WHAT, WHERE, AND WHEN

The language around “capacity building” comes from international aid experience and became a popular concept in the 1990’s. Since that time it has been adopted by federal departments like INAC and Human Resources. It is now a commonly used term throughout society and in our communities.

Capacity Building can be a very expansive concept and may include the following:

- Human resource development, the process of equipping individuals with the understanding, skills and access to information, knowledge and training that enables them to perform effectively.
- Organizational development, the elaboration of management structures, processes and procedures, not only within organizations but also the management of relationships between the different organizations and sectors (public, private and community).
- Institutional and legal framework development, making legal and regulatory changes to enable organizations, institutions and agencies at all levels and in all sectors to enhance their capacities ([citation: Urban Capacity Building Network](#)).

Capacity building is not something that anyone in society has a monopoly on. It is done cooperatively, in parallel to each other, and sometimes at odds with each other. Significant players include: governments, non-profit agencies, private businesses, families, colleges and universities, and community development groups. The United Nations Development Program recognizes that capacity building is a long-term, continuing process, in which all stakeholders participate.

CAPACITY BUILDING: LIST OF RESOURCES

About Capacity Building

“Sovereignty, Good Governance and First Nations Human Resources: Capacity Challenges”, Richard Missens. Research Paper for the National Centre for First Nations Governance. <http://www.fngovernance.org/research/index.htm>

“Capacity Building: A New Way of Doing Business for Development Assistance Organizations”, Mark Schacter. Policy Brief for the Institute on Governance. <http://www.iog.ca/publications.asp>

“Capacity Building”, Wikipedia. http://en.wikipedia.org/wiki/Capacity_building

“Capacity Building: Aboriginal Strategies for the Transition to Self-Government”, Report of the Royal Commission on Aboriginal Peoples. http://www.ainc-inac.gc.ca/ch/rcap/sg/shm3_e.html

Capacity Building Organizations

National Centre for First Nations Governance <http://www.fngovernance.org/>

New Relationship Trust <http://www.newrelationshiptrust.ca/home>

First Nations Technology Council <http://www.fntc.info/>

Aboriginal Financial Officers Association of BC <http://www.afoabc.org/>

Aboriginal Human Resources Development Strategy – link to local AHRDA
http://srv119.services.gc.ca/AHRDSInternet/general/public/HomePage1_e.asp

First Nations Fiscal Institutions Initiative <http://www.fnfi.ca/main.phtml>

National Aboriginal Capital Corporation <http://www.nacca.net/>

Technical Assistance Program for Aboriginal Not-For-Profits
<http://www.aboriginaltap.bc.ca/>

Healthy Communities <http://www.bchealthycommunities.ca/content/home.asp>

Harvard Project on American Indian Economic Development
<http://www.hks.harvard.edu/hpaied/>

Continuing Legal Education Society of BC <http://www.cle.bc.ca/>

Building Environmental Aboriginal Human Resources <http://www.beahr.com/>

First Nations Alliance 4 Land Management <http://www.fna4lm.ca/>

BC First Nations Forestry Council <http://www.fnmpb.ca/>

First Nations Environmental Assessment Technical Working Group
<http://www.fneatwg.org/index.html>

Early Childhood Development Intercultural Partnerships
<http://www.ecdip.org/index.htm>

First Nations Education Steering Committee <http://www.fnesc.ca/>

The Aboriginal Mapping Network <http://www.nativemaps.org/>

First Peoples Heritage Language Culture <http://www.fphlcc.ca/>

Capacity Building Tools

The Community Capacity Building Tool – Health Projects <http://www.phac-aspc.gc.ca/canada/regions/ab-nwt/downloads.html>

Arizona Native Net <http://www.arizonanativenet.com/index.cfm>

International Funders for Indigenous Peoples
<http://www.internationalfunders.org/>

“Capacity Building Activities: A Compendium – Second Edition January 2004”
http://www.ainc-inac.gc.ca/bc/proser/fna/ccp/tlrsc/cpcpdm/cpcpdm_e.html

Interview Matrix Guide http://www.chriscorrigan.com/facilitation/matrice_e.pdf

