

## **Capacity Building in Tamilnadu Council for Open and Distance Learning**

### **Capacity Building:**

Capacity building is the process by which individual and organizations obtain, improve, and retain the skills and knowledge needed to do their jobs competently. Capacity building and capacity development are often used interchangeably; however, some people interpret capacity building as not recognizing people's existing capacity whereas capacity development recognizes existing capacities which require improvement

Specifically, capacity building encompasses the country's human, scientific, technological, organizational, institutional and resource capabilities. A fundamental goal of capacity building is to enhance the ability to evaluate and address the crucial questions related to policy choices and modes of implementation among development options, based on an understanding of environment potentials and limits and of needs perceived by the people of the country concerned. Community capacity building often refers to strengthening the skills, competencies and abilities of people and communities in developing societies so they can overcome the causes of their exclusion and suffering. Organizational capacity building is used by NGOs & Governments to guide their internal development and activities.

### **Organizational Capacity Building in Open and Distance Learning:**

Another form of capacity building that is focused on developing capacity within organizations practising Open and Distance Learning. It refers to the process of enhancing the ODL organization's abilities to perform specific activities. An ODL Organizational capacity building approach is used by NGOs to develop internally so they can better fulfil their defined mission.

Steps to building ODL organizational capacity include:

1. Developing a conceptual framework
2. Establishing an organizational attitude
3. Developing a vision and strategy
4. Developing an organizational structure
5. Acquiring skills and resources
6. Preparing required tools, hand books, manuals, advisories, primers and guidelines etc.

Some common elements and learning emerge from the definitions above:

Capacity development is a process of change, and hence is about managing transformations. People's capacities and institutional capacity and a society's capacity change over time. A focus on what development policies and investments work best to strengthen the abilities, networks, skills and knowledge base cannot be a one-off intervention.

Capacity development is about who and how and where the decisions are made, management takes place, services are delivered and results are monitored and evaluated. It is primarily an endogenous process, and whilst supported and facilitated by the international development community, it cannot be owned or driven from the outside. At the end of the day, it is about

capable and transformational states, which enable capable and resilient societies to achieve their own development objectives over time.

### **Capacity Building by UGC:**

The UGC is committed to developing greater gender equity in the University system. 'Capacity Building for Women Managers in Higher Education' is the most ambitious thrust of the UGC in this direction. It plans to achieve Capacity building of Women Managers through the following activities.

#### a. Sensitisation/Awareness/Motivation (SAM) Workshops

i. Residential: Regional/Cluster of Sub-Regional neighbouring universities /colleges/state level institutions

ii. Non-Residential: University/College/City based Workshops

iii. Mixed type: residential/non-residential, as in "i" and "ii" above, will also be permitted. It has been found that there are greater gains possible in residential workshops for maximally utilising the time available through late evening/early night/early morning hours for interaction and activities between participants, and between participants and trainers.

b. Training of Trainers (SAMToTs) Workshops – Regional (Residential) For those selected by the Core Group Resource Persons and Regional/Sub-Regional Coordinators from above participants, and who volunteer for training as trainers.

c. Management Skills (MS) Workshops (new to be introduced in the XI Plan) – Regional (Residential, Non-Residential or Mixed Pattern)

d. Management Skills Training of Trainers (MSToTs) Workshops (new to be introduced in the XI Plan – Residential or Mixed

These workshops are to develop training skills and how to use the management skills modules among the trainers who will be selected from the above (MS) workshop participants. They will partner with subject specialists as required.

e. Research Stimulation (RS) Workshops (new to be introduced in the XI Plan)

### **Objectives in Capacity Building:**

1. Provide literature and data related to issues of women managers in higher education
2. Disseminate information
3. Support the building up of a community of sensitised women managers in academia
4. Network within the community of women managers and with other similar groups at national and international levels
5. Reinforce the capacity building activities initiated in the workshops
6. Support mentoring relationships