Participatory Local Governance for Sustainable Community Development, Approaches and Actions (Al- muizz street: analytical study)

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Abstract:

Social capital has been one of the important topics recently in the cultural heritage field. From "social management" to "social governance" which opened varies diversified possibilities in the participation valorization aspects. Since communities are considered as one of the most important stakeholders, partners and part of the society, thus the most important part of the social governance is the community governance. Numerous researchers had argued that public participation can build social capital, social cohesion and social inclusion, while establish communication channels with strengthen and enhancement of the social networks. Therefore, cultural institution projects are often seen as illegal if they do not contain forms of citizen engagement.

The paper addresses the effectiveness of the participatory development approaches in one of the valued

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and livable heritage sites in Egypt which is Al- Muizz Street (part of Historic Cairo). Moreover, it examines the hypothesis that community governance participatory development approaches are a vehicle for building social capital.

Keywords

Community governance, social capital, stakeholders, social inclusion, citizen participation, social cohesion

Introduction

Cultural expressions diversifications are one of the essential democratic principles in the social context. Participatory governance is a subset of governance theory, but putting the theory in a democratic way for engagement. As its known, participatory governance could be considered as a method to enhance the community participation in the governmental processes, a topic that has been recently important in social and policy science, which proofs that the important part of the social governance is the community governance.

Community governance structure was divided by Wei Shu into three categories as follow: *"traditional community, cooperative community and administrative community"*. Various studies emphasized that the community participation or citizen participation is essential strategy for the community governance, considering it as a main construction for the community democracy. In addition to, numerous researches still addressing the traditional methods and

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strategies of the community participatory approaches, which simply need to be more effecting and innovating for the implementation and participatory success.

The paper is addressing the influence of the participatory governance actions on the community sustainable development, mainly the socio- economic development. The sequence of the paper will be going through some theoretical aspects addressing the social capital and it's affected to the social networking, which is recently taking high attention worldwide. Later the paper discusses the different approaches of participation in order to achieving the participatory community governance and sustainable development projects. Addressing after the approaches the link between the social innovation and the participatory activities and how this can enhance the community social inclusion and social capital at the same time. The methodology of the paper is a chosen single case- study of Al Muizz Street, one of the successful selected case studies in Egypt, will be proposing some strategies and actions for successful participatory community governance.

Social Capital

Social Capital was first addressed by Bourdieu Pierre in 1980, as he had the first theorists to address the social capital[*]. Researchers have argued recently in many studies that social inclusion, public participation or community involvement are successful elements for sustainable development (Davies and Simon, 2012: 10). As a productive form of capital, social capital is an essential decision factor of democracy progress that leads people to achieve goals and building social networks (Fan, Lu and Zhang: 147).

The effects and indicators of social capital can be noticed in the social development, cultural expansion and the economic growth of communities as well (Davies and Simon, 2012: 11). Culture and heritage are almost included in numerous construction basis of the social capital studies and it's link to the socio- economic development. on the other hand, cultural heritage has always been a tool or a method for enhancing the social capital, a concept that has been important not only in researches, but also in the authorities and governance level (Murzyn and Kupisz, 2013: 36).

As a sequence, art as considered as a part of culture including its different types of values like the (intrinsic value, instrumental value, aesthetic value, institutional value, etc.) can simply effect on the enhancement of the social cohesion

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[*] Pierre Bourdieu, who argued that *"social capital is the sum of the resources, actual or virtual, that accrue to an individual or a group by virtue of possessing a durable network of more or less institutionalised relationships of mutual acquaintance and recognition"*.

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or inclusion of communities in different ways as Mohamed mentioned among them are:

- *"Promoting people feelings of pride and belonging*
- *Enhancing informal learning*
- *Developing people skills*
- *Preserving cultural heritage*
- *Strengthen the capacity building and knowledge of the cultural property*
- *Bridging the cultural diversity*
- *Creating collected memory and identity*
- *Enhancing the economic development"* (Mohamed, 2017: 48)

Defining the social capital in the policy relevant context is depending mainly on who is constructing the policy?, who will be engaged in the policy?, and understanding the values and the cultural symbolizes. As part of its success is to identify who are the target group needed for the social involvement mechanism. As it was addressed by McOrmond and Babb that *"Social capital is defined by its function; it is not a single entity, but a variety of different entities having characteristics in common: they all consist of some aspect of a social structure, and they facilitate certain actions of individuals who are within the structure"* (McOrmond and Babb, 2005: 3).

One important aspect is that there is a link between the social capital and financial capital, cultural capital, human capital. Social capital cannot be successful without conjunction with other forms of capital like the financial,

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human, environmental and cultural (Kay 2005, 168). On the other hand, cultural capital is a strong element to enhance social capital for instance: when community shares same cultural aspects (art, events, rituals, traditions, celebrations, etc.) (McOrmond and Babb, 2005: 3, 5). This can be a proof that social capital plays a great role in cultural community development (Kay, 2005: 169), while on the other side around, culture and art playing important role as tools for the enhancement of the social capital.

Effective Participatory Development Approaches

Community participation as a concept was recognized as an important element for development since early 1950's. Although participation was developed from the informing level to the cooperation then reaching the participation level, since the early presenting of the ladder of participation by Sherry R. Arnstein in 1969. It was a ladder that was the beginning of citizen empowerment and had various developments latter by many researchers (Nour, 2011: 79).

Participatory development was defined by the Asian Development Bank as *"Participatory development is a process through which stakeholders can influence and share control over development initiatives, and over the decisions and resources that affect themselves"* (Richard S. Ondrik, Asian Development Bank). The key principles of participation had been addressed by Egger and Majeres in 1998 as follow: "inclusion, equal partnership, transparency, sharing power, sharing responsibility, empowerment and cooperation" (Goulet, 2008: 17). Practically, to apply these

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principles depends on the situation analysis taking place by the responsible people for the implementation of the project upon the local community.

Recently, cultural institutions have implemented various strategic approaches to participatory governance by raising active involvement strategies in planning, decision-making, implementation, monitoring and evaluation of policies (UNESCO, 10 December 2017). Putnam addressed that *good governance was closely related to civic engagement*, which emphasis on the importance of the engagement or involvement of community for examining how good the governance is. This would easily contributing the enhancing the quality of life and community development while linking it with the social cohesion and social network (Kay, 2005: 162).

Amongst the processes of the participation are the integration, social investigation, problem identification, ground working, public meeting, action, evaluation and reflection (Community Development through Empowerment of the Rural Poor, Duncan Livingstone). Here comes the importance of inventing different participatory approaches, to make sure that these processes are going on the right track and achieving the main goal of the project. The beginning of the participatory approaches begin in the development projects after too many fails of the traditional top- down approaches, but according to the community's needs. Participation had always been a key to enhance the

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empowerment of the people among the key stakeholders, including the government.

Inventing new participatory approaches gives the advantages for communities to reach the decision making, planning and share the responsibility by being the primary actor affecting other key stakeholder's decisions and the governmental resources. Which could practically achieved after being integrated in the social and political system to be as a right for communities (Nour, 2011: 87). Community Participation requires commitment and contribution of all the stakeholders in the processes of the development projects (Zukosk and Luluquisen, 2002: Mannoun, 2014: 27). The importance of these approaches represents in building the relationships between the people and government (MacLellan-Wright, 2007: 102). Among the successful participatory approaches are the capacity approach, the community- based approach, the participatory approach, the top-down approach and the bottom- up approach. Four of them will be discussed in this paper as follow:

- **The Capacity Approach:** This approach was developed by Amartya Sen considering participation, human well- being and freedom as principles for human development to increase the knowledge and the better understanding of the involved community. People should consider as active participants for their development (Goulet, 2008: 21). Although this approach cannot be achieved without the planning, strategies and implementation of the government and

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other power holders towards building the capacity and increasing the knowledge of the people through different programs.

- **Participatory Evaluation Approach:** as it was defined by Zukosk and Luluquisen *"as a partnership approach to evaluation in which stakeholders actively engage in developing the evaluation and all phases of its implementation"*. The evaluation in this approach takes place by the stakeholders and the community as well, as partners in the processes (Zukosk and Luluquisen, 2002: 4). Participants in this approach are enabling to choose the methods, sources, data analysis and interpretation after defining the evaluation questions, but depending on the evaluation stage. Moreover, this approaches bridge the gap between the theoretical and practical processes by creating various opportunities (MacLellan-Wright, 2007: 101, 102).

      The important of the evaluation as Gharib addressed that it *"helps to provide reliable, useful, and correct information on intellectual facts and events to help build more objective decisions with appropriate direction. Evaluation is usually described as the systematic collection of information about the activities, characteristics, and outcomes of programmes to make judgements about the programme, improve programme effectiveness, and/or inform decisions about future programming"* (Gharib,

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2010: 58). Therefore, there are two main evaluation approaches:

- The first one takes place by different actors of the stakeholders who have decision rights or power to study the policies and their outcomes during implementation.

- The second take place by living community, as a policy from which enhances their opinion reflecting the affecting actions.

In both approaches, the evaluation tool should be flexible and influential according to the objectives expressed by the public authorities and the programmes structures, to gain the appropriate expected results based on the vision and goals of the projects (Gharib, 2010: 59).

- **Participatory Top- Down Approaches**

In a way to explain the stakeholder involvement, management and processes in the cultural field, top-down and bottom- up approaches were powerfully represented. The theory of these approaches gives a path to present the role of the governance in the development projects. Although the two approaches are not the same or totally the opposite, they are both depending on determining the stakeholder involvement level, identifying their roles and the development processes.

As Gharib mentioned in his study, that *"Scholars have agreed that this model is a Top-Down approach to policy making lacking the flexibility of reformulation, descriptive accuracy of the objectives and the practicality of problem solving"* . In this approach, the policy making comes in the first level, followed by the implementation then the examining of the objectives (Gharib, 2010: 11)

- **Participatory Bottom- Up Approaches**

According to Mannoun the bottom-up approach was defined by Johanson 1983 as follow *"... Individuals or groups take it upon themselves tough collective action to improve their income or perhaps make their escape from subjection to tyrannical exploitation"* (Mannoun, 2014: 10, 14). The sub approaches as we can call it under this approach are usually successful and achievable in the practical works in the cultural or management fields. Among these approaches are
- o Community participation
- o Community motivation
- o Community encouraging
- o Increasing the human development
- o Focusing on the financial access

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One of the main aspects in this approach is that there is an absence of trustiness and increasing of external leadership. Projects here are somehow moderate by the people of who are depending on their needs and requirements, under the supervision of the government of the controlling key stakeholder. In a way of increasing the ownership of the community and enhancing their social capital through the inclusion and involvement, not only in the steps of the processes, but also in the decision- making steps.

On the other hand, the top- down approach is totally the opposite in terms of power, control and leadership, as the government or leaderships are the ones who take the role here. Projects taking this approach are usually leads by professionals who are hired by the government. Trusteeship concept is one of the main keys usually take place in this approach ((Mannoun, 2014: 14- 18). The level of community involvement, implementation, monitoring, social cohesion and economic development in this approach exists in high level through the cultural and functional diversity (Gharib, 2010: 55).

Participatory Activities and Social Innovation

Social innovations are these new ideas turned into practical approaches. These approaches should be new in its context considered as more effective by using new strategies and methodologies. Although governance do innovate

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various approaches for social innovation that aims to developing services for the local people, some innovations influencing and changing the governance systems (Evers, Ewert and Brandsen (eds.), 2014: 11, 19). Moreover, social innovation approaches offering direct channels, solutions, tools, methods for supporting the communities in one hand, solving the problems or challenges and building communication channels or platforms between the people and the governance (Gaftoneanu, 2015: 6).

The social innovation term was defined by the European Commission as *"the development and implementation of new ideas to meet social needs and create new social relationships and collaborations"* (Gaftoneanu, 2015: 10). The arguments in the last few years for the social innovation took two different sections: the international development and the democratic regeneration, although in both of the division the focus is the local participation and engagement (Davies and Simon, 2012: 4).

The importance of social innovation could simply presented in strengthen and enhance of communities education, individual identity, creativity and the sense of belonging. On the other hand, this is considered as a strong tool for engaging communities, which simply leads to the success of the community governance that contributes in improving the well-being of the people. Achieving this needs to innovate new spaces and processes of socializations instead of the traditional ones (Collin, Rahilly, Richardson and Third, 2011: 12, 20).

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Summing this part up, social innovation recently considered as the best way to solve the social participation problems or challenges facing the community governance based on new forms to develop the economic and social level of the people. Some experts also see the social innovation as *a new answer to as unsatisfactory situations facing the community development projects, using new social practices and actions* (Bittencourt, Figueiro and Schutel, 2017: 7). Community governance including its innovation approaches has to be linked to the participatory activities otherwise it will be substantial waste if it failed to give the community the benefits that it was expected to generate, in different words, it has to give the beneficial outcome they promised (Davies and Simon, 2012: 5).

The Case Study: El Muizz Street

El Muizz Street is a part of Historic Cairo World Heritage Site (fig 1), which was inscribed in the World Heritage List in 1979 under criteria (I) (V) (VI)[†] (Eldaidamony and El Shetawy, 2016: 112- UNESCO, 10 December 2017). An area which recently has faced various governmental involvement and planning development projects, that as it was described by El Fouly and Ghaly it is *The main commercial lifeline for the Historic Fatimid Cairo* (ElFouly and Ghaly, 2015: 399).

[†] For further information about the criteria, please read in http://whc.unesco.org/en/list/89
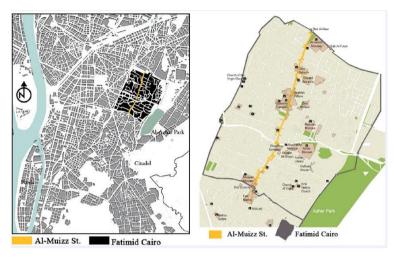
Figure 1: Al Muizz Street

In 1998 a project was planned to take place after a meeting between the Ministry of State of Antiquities, UNESCO and the UNDP, as a development project for the whole Historic Cairo. The project were focused on the environmentally, demographically, urban and cultural changes and development in the area, defining the changes during the period of 12 years from 1986 until 1998 (Ministry of Culture, 2002-2006). The aim of the project was to develop a number of polices and guidelines for urban development, restoration, set new construction, rehabilitation, services, markets and occurring number of workshops and seminars. The area was already facing many problems and challenges, among them the public health of the inhabitants, the preservation of the historic buildings, the industrial pollution, the low economic and social level of the hosted community and the poor infrastructure in the area (Ministry of Culture 2002-2006).

According to Sutton and Fahmi, the governmental policies for historic Cairo remained *insufficient and fragmentally and the community participation was ignored.* Since there were no clear participation indicators for community members in the rehabilitation project of the UNDP, UNESCO and the Egyptian Authorities in 1997, governance approaches supposed to take place for involving and developing local people (Sutton and Fahmi, 2002: 73, 89). As other high population density areas that have low social cohesion, low level of ownership or social capital or even social pride, Al Muizz Street was exactly the same (Nour, 2011: 87). The beginning of the development projects in this area was in 1997.

The previous project of the Egyptian Government in 2006 was mainly for restoring the monuments in the street and turning it to be an open air Museum. In 2009, there was a co-operation between the UNESCO and the Egyptian authorities for *Safeguarding of Cultural Heritage in Egypt* (UNESCO, 2012). The first phase was finished in 2010 with the restoration of the area starting from Al Futuh gate and ending at the Azhar street intersection. While the second is still on-going aims to restoring the part of the street starts at the Azhar street intersection and ends at Zuwela gate (El Nabawi, Hamza and Dudek 2014). However, the guideline of the project mentioned various unexpected results that had been achieved including: community confidence and capital pride enhancement among the people and link them to the historic buildings that were increasing the cooperation

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between the government and the community. On the other hand, enhance the ability of the people to face the problems in the city (Ministry of Culture, 2002-2006).

The role of the stakeholders in the whole area of Historic Cairo represented in building the capacity of the community, including the awareness and knowledge. Increase the economic resources and developing the financial level of the people through enhancing the cultural heritage tourism channels and offering jobs (UNESCO, 2012: 99). The communication channels between the key stakeholders have been increased in the last couple of years, to achieve the various development goals and plans. The key stakeholders in Al Muizz Street could be identified as follow in table 1:

Governmental Bodies (Public Sector)	- Ministry of State of Antiquities - Ministry of Tourism - Ministry of Culture - Ministry of Al Awqaf - Cairo Governorate - Ministry of Transportation - Ministry of Urbanization
International and	- United Nations

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Foreign organizations	Educational, Scientific and Cultural (UNESCO) - United Nations Development Program (UNDP) - Aga Khan Trust Commission- AKTC
Community and social organizations	- Local community and residents - Private Charity Organizations - Non- Governmental Organizations (NGO's)
Developers and Business Investors (Private Sector)	- Private Sector Investors - Egyptian and Foreigners Banks

Table 1: Key stakeholders of El Moizz Street

As they are considered recently as partners in the cultural heritage management, local communities are considered as well as part of the properties including the tangible and the intangible heritage that can be a tool for the

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cultural protection (UNESCO, 2012: 100). Local community in Al Muizz Street can simply be divided into two sections:

A. People living in the street (considering their gender, age, abilities and education)

B. Business sectors (craftsmen, services, local businesses)

Analyzing the situation in Al- Muizz Street development project based on the research theoretical concepts, the used approaches were mainly top- down approach mixed with the bottom-up approach. Although at the beginning of the project it was mainly, Top- down approach. The involved stakeholders were mainly the power holders and the private sector, emphasizing on the restoration of the historic building and the development of the street services. Later on, they realized the need of community involvement and the community governance for the successful of the development project, so they mixed the two approaches together.

On the other hand, developing not only the area and historic buildings, but also developing the economic and social level of the local people. The community was mainly involved in the processes, implementation and decision making. Rather it was a partial involvement or a full involvement; it was meaningful for the entire key stakeholder including the local citizens. That were mainly achieved by sharing the ideas of all the key stakeholders, understanding the community needs and requirements. Then the main

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decisions were taken by the government and power holders. A joint committee took place later from both selected community members and key stakeholders representatives (Mannoun, 2014: 147).

Regardless the scale and objectives of the success of any development projects the community plays important role. In Al- Muizz Street, the economic situation had faced numerous changes in each of the business activities, revenues, customer base and properties (ElFouly and Ghaly, 2015: 405). To get into different innovative types of residential activities considering the social dimensions for people whom the historical property presents either their houses or shops. One important aspect that was innovatively achieved is the shifting in the function of the historic buildings integrating the community through the re-use of the property, such as the museum of textile, the cultural or educational centers or for local NGO's (Ministry of Culture, 2002-2006).

A change in the community situation was noticeable in that before the project, the local residents were having different types of activities taking place in the shops located in the first floor of the historic buildings. The stakeholders of the project agreed to move the people who are not working in touristic industry relevance jobs and offered different places for them to practice their works, while these people remained were linked to the touristic participation jobs. For instance, these people who were selling different types of vegetables in the shops in front of one of the historic Mosques in the area

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called (Al- Hakim Mosque) were moved to sell it in different areas like Al- Oubour Market (A market especially for selling food productions) This has been changed to determine the number of activities in the street to be selling in the Bazars like handicrafts and other tangible heritage elements (Tadamun, 28 November 2017).

Since the attitude and behavior of communities have various differences, reflecting to the values of the cultural property of the site, which frequently expressing the dependency on governmental efforts. However, they are always expecting that they get their rights from the government offering the m jobs and services. These requirements usually are the reasons for conflicts and problems between the community and the government (El Safty, 109). Practically speaking, some of the locals searching for improving the economic level, while governmentally or international stakeholders are usually seeking the aim of increasing the awareness or preserving the cultural property. That is frequently the main reason behind the clashes existence which needs to innovative planning for achieving the *win win situation* between the key stakeholders.

Analyzing the situation of the street nowadays for visitors, the street is accessible, safe, and quite calm and the shops are enjoyable. Furthermore, one of the results of the safeguarding and development project was the transformation of the street to be as a walking area (from car

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use to pedestrian use) and the improvement of the interpretation signage (Tadamun, 28 November 2017). On the other hand, numerous events and celebration usually take place in this street, although recently some of these events are totally not linked or connecting to the culture, which make it not convenient somehow for the locals living in the area (Abdel-Hadi, El-Nachar and Safieldin, 2009: 7). Among the events taking place in the street is the International festival of Drams for Peace, which is one of the famous festivals taking place in the area in April and very well known in the national and international level.

One important contribution in the area was the contribution of the NGOs that plays smoothly roles easily in Egypt in terms of communicating with the local people and gaining their trust (Nour, 2011: 87). Among them is Megawra NGO[‡] that has achieved various community involvement activities and contributed in the capacity building enhancement by giving various seminars, workshops, activities etc. especially for young people. Their works were successes in increasing the knowledge of the people and increase their understanding of the Outstanding Universal Vale of the historic area.

Most of the programs successes in the area when they only take the innovative approaches of participation, based on the community governance, as people became the source

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[‡] For further information about the NGO achievements please see:
http://megawra.com/about/

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of the innovative ideas according to their needs. These methods make it more understandable for the local situation by the stakeholders or the shareholders, which made it more effective by solving also the people problems and generating benefits from the development (a key element for the sustainability).

What happened in the case of Al Moizz Street in Historic Cairo makes it one of the best examples in Egypt for community governance, which recently appear in the Arabian region. Part of the positivity of the community governance in the area of Historic Cairo is that it had various sustainable indicators (Davies and Simon, 2012: 9). The achieved innovative and development strategies and actions in the street, considering different approaches of top-down and bottom- up made also the place as a destination for the tourists from all over the world coming to enjoy the cultural diversity in the place. Therefore, the case study example approve the research hypothesis that community governance participatory development approaches are a vehicle for building social capital.

Strategies and Actions

Worldwide, community governance is a rapidly growing topic that is importantly creating different ways of development in democratic ways. A method that is contributing in developing the local community levels socially and economically. In social context for instance: it enhances the social pride (by contributing in the decision making and being involved in the different processes of the development projects), cohesion and inclusion, improve the capacity building and knowledge and strengthen the educational level among the youth and young generations. On the other hand, in increases the economic level through opening new innovative ways for jobs and investments.

As Alhadad addressed in her study in 2015, that there are five participation stages that could perfectly use in the community governance projects. These stages are: identification and understanding, analysis, planning, implementation (Alhadad, 2015: 30). Following these stages come the implementation and monitoring. One important aspect is that involving communities even in any development project has to take place through community governance systems and approaches to achieve its goals and objectives (Fahmi, 2012: 26).

Numerous strategies can be proposed for the achieving of the successful community governance. Most of the proposed strategies have been first used in the economic field, although they can successfully use in the cultural field as well.

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- Community governance improvement strategy
- Communication and community engagement strategy
- Stakeholder involvement strategy (CGIS, 2004: 5,9,11)
- Investment strategy

Since culture are different in communities and different from country to another, researchers can hardly set up fixed strategies to be followed in all the community governance participation projects that aim or contribute in the socio- economic development of the local people. However, some of the ideal or best actions could be recommended in this paper to be applied in such projects, among them are:

- Information sharing between the key stakeholders, contribute perfectly in the improvement of the community governance in the cultural field
- Encourages dialogue and fosters cooperation among the people and other partners in one hand and the other key stakeholders on the other hand, as not all the stakeholders involved in the project have the same interests
- Enhance the encouragement of the local business and industrial practices, in case if the project deals with a cultural heritage community governance projects (ElFouly and Ghaly, 2015: 410).
- Empowering community members by strengthen their capacities and their contribution in the decision-making processes

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- Increase the credibility and transparency among the people, as they are two magical keys to gain the local trust and increase their sense of belonging, social pride and ownership (Bhargava, 2012: 6)
- Early involve of communities in all the processes of the projects and share the timeline, information, project processes and results with them
- Build up formal and informal communication channels between the local community and different key stakeholders
- Presenting social innovation meeting social needs and linked to the participatory activities to achieve the expected required outcome. Moreover, locals can be the resource of the innovative ideas to make it more effective
- Provide the locals with the information, objectives and the goals of the projects, in order to make them understand more the situation and the processes (Davies and Simon, 2012: 5)

Strategies and actions in community governance should not only allow locals to participate in the decision making, but also reaching to build up meaningful communication channels between the governmental representatives and local community (Chakrabarty, 15).

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Conclusion

Since local governance is a process in which local community level of involvement increase rather they are individuals or groups, the level of empowerment, responsibilities a long side formal local government get more and more developed. In any sustainable development project, if it has no participatory elements are considered as failures. Community participation in local economic and social development projects has been largely limited to communication channels. The investments in community development in general contribute directly or indirectly to the development of the civil society.

Since community governance is taking the locals from the informing stage to the empowerment after going through the stages of consulting, collaborating and involving. It requires variety and diverse of the participatory activities to achieve these stages, connected socially and linked to the purpose or the goal of the project.

One important aspect in the community governance is innovating or develops the way of thinking to enhance the community knowledge and integrate them with their culture or art to find the appropriate passages for developing the economic, environmental, cultural, sociological and educational levels. One can ensure that the community governance is one of the best outcomes of democracy that could be given to people who are linked to a place culturally. Some of the benefits or advantages of the local governance are strengthen of social capital, social cohesion,

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empowerment, development and democracy. These benefits also contributed to individuals in increasing levels of capabilities and confidents, citizenship skills, increase knowledge, building the capacity etc.

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