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**"The Role of Community Capacity Building (CCB) in Promoting Local  
Development: Analyzing Leadership as the specific characteristic of CCB in context  
of Community of Hyderabad Cantonment"**

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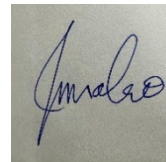
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A square image showing a handwritten signature in blue ink on a light-colored background. The signature is cursive and appears to read 'Imola'.

Student's Signature

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## **ABSTRACT**

This study explores the role of Community Capacity Building (CCB) in promoting local development, with a specific focus on leadership as a key component within the context of the Hyderabad Cantonment community. Being the 7th biggest city of the country and one of the oldest Urban area of the country (established in 1874), Hyderabad Cantonment is in a critical stage of urban development. The role of leadership is pivotal in bringing local development in the city and this area has been explored as an important aspect as we have to examine its role in ccb for the development of this city analyzed thematically and statistically.

Using a mixed-methods research design, the study combines qualitative and quantitative approaches to provide a comprehensive understanding of how leadership influences development outcomes at the local level. Qualitative data were collected through in-depth interviews with 13 individuals from diverse backgrounds, including local residents, businessmen, and community leaders. These interviews, conducted in Urdu and Sindhi, were transcribed into English and analyzed using thematic analysis to identify key themes and community insights. A deductive thematic analysis was made to reach comprehensive results addressing the research objectives. Furthermore, in order to reach at more conclusive results, the quantitative data were gathered through structured questionnaires administered from 50 purposively selected respondents, targeting specific aspects of leadership effectiveness and community engagement. The responses were statistically analyzed using SPSS version 26 to identify patterns and trends. The findings reveal that strong, participatory, and transparent leadership significantly contributes to community mobilization, trust-building, and the effective implementation of community development initiatives which has been a lacunae in Hyderabad Cantonment. Further, the role of woman leadership is also lagging behind with some social and cultural barriers revealed in interviews. The local leadership also lack the support and vision to take practical measures for collecting funds and requisite resources from public as well as private forums, thus

community engagement is untapped in the area. However, the study also highlights limitations, including the lack of comparable sister organizations and the respondents' inability to benchmark their leaders against others within the same city.

## ***EXTENDED SUMMARY (IN ITALIAN)***

*Questo studio esplora il ruolo del Community Capacity Building (CCB) nella promozione dello sviluppo locale, con particolare attenzione alla leadership come componente chiave nel contesto della comunità di Hyderabad Cantonment. Essendo la settima città più grande del paese e una delle aree urbane più antiche del paese (fondata nel 1874), Hyderabad Cantonment si trova in una fase critica dello sviluppo urbano. Il ruolo della leadership è fondamentale per favorire lo sviluppo locale in città e quest'area è stata esplorata come un aspetto importante, in quanto è necessario esaminarne il ruolo nel CCB per lo sviluppo di questa città, analizzandolo tematicamente e statisticamente. Utilizzando un disegno di ricerca misto, lo studio combina approcci qualitativi e quantitativi per fornire una comprensione completa di come la leadership influenzi i risultati dello sviluppo a livello locale. I dati qualitativi sono stati raccolti attraverso interviste approfondite con 13 persone di diversa estrazione, tra cui residenti locali, imprenditori e leader della comunità. Queste interviste, condotte in urdu e sindhi, sono state trascritte in inglese e analizzate utilizzando un'analisi tematica per identificare temi chiave e approfondimenti sulla comunità. È stata condotta un'analisi tematica deduttiva per raggiungere risultati completi in linea con gli obiettivi della ricerca. Inoltre, al fine di raggiungere risultati più conclusivi, i dati quantitativi sono stati raccolti tramite questionari strutturati somministrati a 50 intervistati appositamente selezionati, focalizzati su aspetti specifici dell'efficacia della leadership e del coinvolgimento della comunità. Le risposte sono state analizzate statisticamente utilizzando SPSS versione 26 per identificare modelli e tendenze. I risultati rivelano che una leadership forte, partecipativa e trasparente contribuisce in modo significativo alla mobilitazione della comunità, alla creazione di fiducia e all'efficace attuazione di iniziative di sviluppo comunitario, lacune che hanno caratterizzato il Cantonment di Hyderabad. Inoltre, anche il ruolo della leadership femminile è in ritardo, con alcune barriere sociali e culturali emerse dalle interviste. La leadership locale manca inoltre del supporto e della*

*visione per adottare misure concrete per raccogliere fondi e risorse necessarie da forum pubblici e privati, il che rende il coinvolgimento della comunità poco sfruttato nell'area. Tuttavia, lo studio evidenzia anche dei limiti, tra cui la mancanza di organizzazioni sorelle comparabili e l'incapacità degli intervistati di confrontare i propri leader con altri nella stessa città.*

## **INSPIRATION**

It gives me an immense pleasure in sharing the inspiration for this thesis as it is truly close to my heart. Before I come to the thesis inspiration, the broader area which inspired me is pursuing the foreign studies even after qualifying the national competitive exam for civil service of Pakistan. The motivating force behind this target was childhood fascination and dream of studying in foreign university. Who knew that I would land in one of the oldest universities in the world- University of Padua and in one of the most tourist region-Veneto.

The dream did not get dormant even after getting into professional job in Pakistan and even having the family with three kids; the youngest one was just over one month old. For this I am hugely indebted to my beautiful wife Nimra who supported me to make my dream a reality and took care of herself and our Children at her own with limited resources.

Then it would also be interesting to share the thoughts on choosing the topic of my thesis which is related to my job/profession in Pakistan. The topic covers the organizational issues in Cantonment Boards which is my organization. I can proudly say that no research exists in this area so I have sown a seed which will grow in a tree in times to come.

## **PREFACE**

In Pakistan, Local development is quite neglected and undermined for various reasons. In comparison, the local development is still better in Cantonment area for which Cantonment Boards are the local government organizations. One of the key ways of bringing the local development is through involvement of community. However, for this community capacity needs to be enhanced. The community pushes the local development to new heights as the resources are meagre in third world countries.

The Community Capacity Building has been studied and presented by various authors and scholars, however the dimensions and domains presented by Robert J. Chaskin(1999) and Goodman et. al., (1998) and Labonte and Laverack (2001) and the characteristics opined by Chan has been the foundations of this thesis. The literature review has also covered the aspects of definitions of various key concepts related to community.

The characteristic of Leadership in Community Capacity Building has been taken as a yardstick to study the role of leadership in Community Capacity Building of Hyderabad Cantonment. The leadership has been studied as per the parameters defined in literature review of this thesis which covers the areas of Community Capacity Building. It is a useful tool to see how leadership is important in the community and local development? How the leadership is perceived by the community? How the leadership can mobilize the resources? How is much the inclusive governance practiced? How the community see woman in leadership role?

In short, this work is an effort to understand the community capacity building with leadership being more specific area of study. The study is a reflection and review of local development and the community perception about local development and community development in Hyderabad.

## Chapter 1: INTRODUCTION

In the contemporary world, the role of community for fostering sustainable development has achieved tremendous attention and success. This is more so in the third world countries like Pakistan where financial inability of the institutions to finance and envisage the local development. There are many approaches, dimensions and characteristics of community capacity building (CCB) , however, the characteristics of leadership has been selected to study the community capacity building of Hyderabad Cantonment. In this regard, Hyderabad city which is the 8<sup>th</sup> largest city and one of the oldest urban settlements of the country dating as far back as 17<sup>th</sup> century, has not seen the desired development if compared to other cities of same population and history. The reason, among many, could be role of leadership in community development initiatives. Community Capacity building is an enhancement of capacity to address many of its issues and play an active role in community redevelopment (Chaskin 2001). Community Capacity building has been an inter-related discipline which involves the administration, community and the private sector to bring place-based solutions to the problems in the arena of local development. As the old Chinese saying says, “*Give a man a fish, and he will eat for a day. Teach a man how to catch a fish, he will eat his entire life*” (Lao Tze). Thus, the old Chinese saying defines the importance of Community Capacity Building for community development.

The theoretical framework of Community Capacity Building is spread and stretched in many areas, however this study has made an effort to comprehensively connect the concepts with one another. Three aspects have been included in this thesis which are Dimensions of CCB, Domains of CCB, and Characteristics of CCB. Various authors have attempted to explore CCB in many aspects and among them Robert J. Chaskin(1999) and Goodman et. al., (1998) and Labonte and Laverack (2001) stand-out.

To start with Chaskin’s work, the dimensions fundamental characteristics of the community with its core attributes which leads to problem-solving mechanisms, and

resource access. The Capacity building heavily relies on levels of social agency at individual, organizational and networking levels. There are functions of community capacity i.e the governance and service delivery aim to achieve tangible goals. There are strategies for building capacity which rely on leadership and skills development. Chaskin also considers Conditioning influences which brings the Outcomes of the capacity building.

On the other hand, Goodman et.al.,(1998) has opined similar dimensions of Community Capacity building. The nine dimensions of goodman et. al., are quite close to the dimensions of Chaskin with more practicality. As a strategy, the leadership is the most important dimension.

The third work on Capacity building has been done by Labonte and Leverage(2001) by presenting nine domains for Community Capacity starting with the domain of development of leadership which aims to lead from the front within community. Organizational structure is another domain which allows individuals to interact with one another to address their issues. Through the domain of resource mobilization, the community can find ways and means to effectively manage its issues. The External linkages between the community on one hand and the networks and organisations on the other hand lead to solving the problems. Another important theoretical basis of community capacity building is the characteristics of CCB defined by Chan, (2023) in his work, “Understanding Community Capacity-Building in the Community Development Context (Doctoral dissertation, Hong Kong Baptist University”. There are nine characteristics opined by Chan which encompass Participation, Leadership, Learning and Skills development, Resource mobilization, Partnership(s)/ Linkages/ Networking, Sense of community, Asset-based approach, Communication and Development pathway(s). In this thesis, the aspect of leadership has been made the focus point with impact on other characteristics. The role of leadership has been analyzed with prism of other characteristics in local development of Hyderabad.

Leadership development is considered a CCB strategy that contributes to increasing the

human capital of the potential community members (Chaskin et al., 2001; Skinner, 2020). Lempa et al., 2008 opined that the leadership plays an essential role in community improvement. Emphasizing these experiences in leadership training programs is a way to improve leaders' ability to lead (Wells, 1990). Community development includes, but is not limited to leadership development. Thus, the aspect of leadership has been thoroughly analyzed in Community Capacity Building in Hyderabad.

The research objective set for this thesis are:

- To understand the role of CCB process towards Local Development
- To understand the role of Community Empowerment towards CCB.
- To understand the role of Leadership with respect to CCB Characteristics towards Local Development

In order to reach at the above objectives, the research questions were developed cover aspects of leadership. The primary research question is : RQ1: How far leadership as a characteristic of Community Capacity Building (CCB) contribute to promoting local development in Hyderabad Cantonment? To magnify the main research question, three sub-research questions have been designed which are: RQ2: How does leadership influence participatory governance and community decision-making? RQ3: How does leadership contribute to the mobilization of resources and infrastructure development in Hyderabad Cantonment? RQ4: How do local community members perceive the effect of the absence of women leadership on community development?

To reach analytical results, this research has been designed on mixed method approach involving the qualitative method as well as quantitative method. The qualitative part is based on semi-structured interviews of 14 respondents hailing from various walks of life including administration, political diaspora, academia, business community and general residents as well. The interviews were arranged physically and have been recorded with the consent of the interviewee. Since, the interviews were conducted in local languages

(Urdu and Sindhi), therefore same were first translated and then transcribed verbatim. The most common and appealing themes and patterns were didactically created to analyze the emerging responses.

Further, the qualitative part was conducted by designing a questionnaire having 23 questions which were taken from 50 respondents based on snowball sampling. the responses are analyzed by SPSS which includes frequency distributions, corresponding pie charts, reliability analysis and hypothesis testing to uncover prevailing opinions and patterns among residents on the subjects. Further, in order to augment the analysis, the responses were then analyzed on R studio in order to give a cross-reference analysis. Finally, the study culminated in mixed method approach by integrating the results drawn from qualitative and quantitative analysis for reaching a conclusive result focusing on the research objectives and questions.

The thesis has followed the following structure: the first chapter is a comprehensive introduction, the second chapter is literature review with focus on definitions and framework of Community Capacity Building and related concepts. The third chapter covers the Research methodology and approach adopted for research on the subject. The fourth chapter minutely defines and elaborates the researched process and questions. The fifth chapter covers the discussion and conclusion part.

## Chapter 2: LITERATURE REVIEW

### 2.1 Definitions:

In order to understand the concept of Community Capacity building, it is imperative to review some definitions of related concepts for clarity of purpose. The concepts like Community, Community development, Local Development, and Capacity building needs an understanding which is developed with the help of literature review



Figure 2.1

### **2.1.1. Community:**

To begin with the definitions, it is important to understand the definitions of Community, which is the central pillar of society. The definition of Community has evolved over times with aspects of geographical ties to social interaction, however here the closest definitions have been reproduced in order to serve the purpose. Based on a study of 94 definitions, the American Sociologist Hillery (1955) concluded that community is *'connected persons in social interaction in a geographical area with one or more other common ties'*. This broad perspective was also provided by Israel et al. (1998) who define communities as *'a group of people as related to each other, particularly by geographical proximity, special interest or similar situation.'* Though Tönnies (1887) added a relational dimension with his concept of *Gemeinschaft*, which focuses on personal, intimate and reciprocal social ties as the heart of community, he did not move far enough. The definition of International Standards Organization define community as a *“group of people with an arrangement of responsibilities, activities and relationships”* (ISO, 2016). To analyze the definitions quoted above, the Hillery’s and Tönnies definitions are overly geographically bound and does not apply to diverse, non-geographic communities whereas the definition of International Standard Organization is somewhat general in nature.

However, Israel et al.’s (1998) definition, as opposed to other definitions, is broader because it is flexible and inclusive, both geographically and by interest, making this definition more applicable to contemporary capacity building efforts.

### **2.1.2 Community Development:**

After exploring the definition of the term community, we come to the concept of community development. The concept of community development has been into literature since 1950s (Craig, 1989). Community Development is a term to describe efforts to improve the quality of life in the communities in which we live. However, it is important to reach a relevant definition of Community Development. United nations have defined

community development as “a process for the development of economic and social progress for and of the whole community, with its active participation in it.” (United Nations,1955). Campfens (1997) defines community development as “a process of organizing (or supporting) community groups in identifying important concerns or issues and in developing and carrying out strategies to overcome these concerns and resolve these issues” (Campfens,1997). A more elaborated definition has been opined by International Association for Community Development (IACD): “a practice-based profession and an academic discipline which promotes participative democracy, sustainable development, rights, economic opportunity, equality and social justice, through the organization, education and empowerment of people in their communities.”(IACD, 2016).

The above definitions have touched on the aspects of development in one way or the other, however the definition of IACD serves the purpose as it covers a wide range of participation and attention to mechanisms. The definition is practical and action oriented, with a focus on organizing and empowering community groups. It covers the aspects of sustainable development, local democracy and participation as well as social justice which form the core of community development.

### **2.1.2 Local Development:**

After explaining the definitions of community and community development, it is necessary to explore the definitions of Local Development. Targeted efforts at improving the quality of life in a particular place are called Local Development. “Local development is the process of strengthening and reviving local areas, where economic opportunities abound and people can live well”. (OECD, n.d). World Bank(WB group) has defined, local economic development as “the process whereby public, business and non-government sector partners combine efforts to promote better economic growth and job generation conditions.”(Swinburn et. al., 2006).

To analyze, the OECD's definition is holistic in a way that it focuses on attempt on

improvement of local areas by generating economic opportunities and improving the quality of life through a place-based approach. It is consistent with the multilayer character of local development which considers economic, social, and environmental aspects. While the World Bank's definition emphasizes economic growth and job creation through multi stakeholder collaboration, which is essential for sustainable development but rather narrower in focus. Both definitions are very useful, but the OECD's definition is more complete covering both quality of life improvement as well as economic goals.

### **2.1.3 Capacity building:**

The next important concept is Capacity building that deals with developing necessary skills, knowledge and resources to enable individuals, organizations and communities to do their activities. *“The process of developing and strengthening the skills, instincts, abilities, processes and resources needed for organizations and communities to survive, adapt and prosper in a fast changing world.”*(UNDP,1996). James, R. (2002) in his work , *“People and Change: Exploring Capacity Building In NGOs”* has defined community capacity as, *“Community Capacity is an ongoing process of helping people, organizations and societies improve and adapt to changes around them’* (James, 2002). The definition of UNDP covers the broader aspects of the Capacity Building and can be considered as a wholesome definition.

## **2.2 Theories and Concepts**

### **2.2.1 Defining Community Capacity Building:**

The concept of Community Capacity Building was first introduced by the United Nations in 1997. The term was considered as important components for the project of capacity improvement (United Nation, 1997). Interpreted within the discourse of community capacity building, sustainable neighborhood development, and development to address process and systemic issues of poverty and social inequity, is a critical framework. The concept conveys human, social and organizational resources being leveraged for

collective problem solving for the benefit of the community. Although the concept is widely used, the term rarely has operational clarity and so needs careful investigation of its dimensions and use (Chaskin, 2001). A detailed and well elaborated analysis of definitions of Community Capacity Building has been compiled by Trivedi (2016) in his work, “*Adopting collaborative planning for redevelopment of built environment as a means for capacity building of the urban poor* (Doctoral dissertation, Curtin University)” which is reproduced below:

| Author( s),<br>date                | Definition  | Breakdown of definitions  |  |  |
|------------------------------------|---|---|--|--|
|                                    |   | Process   | Areas of influence   | Rationale  |
| <b>Aspen Institute (1996)</b>      | It is the combined influence of a community's commitment, resources and skills that can be deployed to build on community strengths and address community problems and opportunities. | <ul style="list-style-type: none"> <li>○ By combining the efforts of the community</li> </ul>                     | <ul style="list-style-type: none"> <li>○ Community's commitment</li> <li>○ Resources</li> <li>○ Skills</li> </ul>                                    | <ul style="list-style-type: none"> <li>○ To build on community's strengths and address community problems and opportunities</li> </ul> |
| <b>Atkins on and Willis (2006)</b> | The networks, organisations, attitudes, leadership and skills that allow communities to develop according to their own priorities and needs.  | <ul style="list-style-type: none"> <li>○ By taking part in the decision- making process</li> </ul>                | <ul style="list-style-type: none"> <li>○ Community networks and organisations</li> <li>○ Attitude</li> <li>○ Leadership</li> <li>○ Skills</li> </ul> | <ul style="list-style-type: none"> <li>○ The power to choose based on their priorities and needs.</li> </ul>                           |
| <b>Backer et al. (2010)</b>        | To develop the internal resources (technological equipment, management expertise) a non-profit needs to accomplish its mission.   | <ul style="list-style-type: none"> <li>○ By developing internal resources or by training the community</li> </ul> | <ul style="list-style-type: none"> <li>○ Technological equipment</li> <li>○ Management expertise</li> </ul>  | <ul style="list-style-type: none"> <li>○ To implement and take charge of the project.</li> </ul>                                       |

|                                    |  |  |   |   |
|------------------------------------|--|--|---|---|
| <b>Bush et al. (2002)</b>          | A collection of characteristics and resources which, when combined, improve the ability of a community to recognise, evaluate and address key problems.  | ○ By combining community abilities and skills                                      | ○ Participatory monitoring<br>○ Evaluation<br>○ Community network                           | ○ To improve the ability of a community<br>○ To strengthen community networks           |
| <b>Chaskin (2001)</b>              | It is the interaction of human capital, organisational resources, and social capital existing within a given community that can be leveraged to solve collective problems, and improve or maintain the wellbeing of that community. It may operate through informal social processes and/or organised efforts. | By connecting with individuals, households, or community groups to combine efforts | ○ Knowledge, skills and labour<br>○ Links with external organisations<br>Community networks | ○ To solve collective problems<br>To improve or maintain the wellbeing of the community |
| <b>Goodman et al. (1998)</b>       | Characteristics of communities that affect their ability to identify, mobilise, and address social and public well-being problems.   | ○ By identifying and using community ability                                       | ○ Problem assessment<br>○ Critical thinking   | ○ To resolve community well-being problems  |
| <b>Labonte and Laverack (2001)</b> | A generic increase in community groups' abilities to define, assess, analyse and action on development concerns of importance to their members.  | ○ By combining community abilities and collectively making decisions               | ○ Skills<br>○ Resources<br>○ Leadership<br>○ Monitoring and evaluation                      | ○ For issues important to the community   |
| <b>Lavergne (2004)</b>             | The process whereby individuals, groups, organisation and societies enhance their capacities in terms of human, organisational, institutional and social capital.  | ○ By working towards strengthening the existing capacity                           | ○ Knowledge, skills and labour<br>○ Links with external organisations                       | ○ To develop human, organisational, institutional and social capital                    |

|                     |   |   |  |  |
|---------------------|---|---|--|--|
|                     |   |   | ○ Community networks   |  |
| <b>OECD (2005)</b>  | The ability of people, organisations and society as a whole to manage their affairs successfully.   | ○ By combining efforts                                    | ○ Program and relationship management                                    | ○ To enhance inter-relationships within community and with the actors  |
| <b>UNCED (1992)</b> | Skills, knowledge and technical know-how at the individual and institutional levels are necessary for institution-building, policy analysis and development management, including the assessment of alternative courses of action with a view to enhancing access to and transfer of technology and promoting economic development. | ○ By combining community assets and resources             | ○ Skills, knowledge and technical know-how<br>○ Problem assessment       | ○ Institution-building, policy analysis and development management<br>○ To enhance access to services and for economic development |
| <b>UNDP (2002)</b>  | The ability of individuals and organisations or organisational units to perform functions effectively, efficiently and sustainably.   | ○ By combining abilities of individuals and organisations | ○ Skills<br>○ Community resources<br>○ Links with external organisations | ○ To perform functions effectively, efficiently and sustainably  |

Table 3.1

Source: (Trivedi, 2016). Edited by Author to select the most relevant as per the specific area of thesis

The definitions quoted above shed useful insights into various aspects of community Capacity building. It also shows the vast horizon which the concept of CCB possesses. The most common concepts have been repeated in most of the definitions. Key areas like networking, skills, leadership, resource mobilization and problem-solving have been mentioned in many definitions. Almost all definitions lay emphasis on improving the overall progress of the community with the help of community members.

### **2.2.2 Theoretical Frameworks of Community Capacity Building:**

Terms such as community driven development and community capacity building (CCB) have gained prominence and a lot of funding (Moreno et al., 2017). Many scholars have attempted to research on various aspects of Community Capacity building. However, four aspects have been included in this thesis which are Dimensions of CCB, Domains of CCB, and Characteristics of CCB. Various authors have attempted to explore CCB in many aspects and among them Robert J. Chaskin(1999) and Goodman et. al., (1998) and Labonte and Laverack (2001) stand-out. In their respective works have presented dimensions and domains of CCB.

To start with Chaskin's work, the dimensions proposed by him have broader rather theoretical settings. Chaskin begins with fundamental characteristics of the community with its core attributes which leads to problem-solving mechanisms, and resource access. The Capacity building heavily relies on levels of social agency at individual, organizational and networking levels. There are functions of community capacity i.e the governance and service delivery aim to achieve tangible goals. There are strategies for building capacity which rely on leadership and skills development. Chaskin also considers Conditioning influences which brings the Outcomes of the capacity building.

On the other hand, Goodman et.al.,(1998) has opined similar dimensions of Community Capacity building. The nine dimensions of goodman et. al., are quite close to the dimensions of Chaskin with more practicality. Goodman et.al., laid emphasis on citizen participation, resources and critical reflection of a community to increase its capacity. The stress on skill set, social and interorganizational networks are important dimensions to set the tone for capacity building. Community values also determine the aim of the community for achieving the goals. As a strategy, the leadership is the most important dimension. Goodman et. al., opined that for bringing outcomes, the history of community is to be understood. The last two dimensions are community power and sense of community which

help in delivering the outcomes.

The third work worthy of mention on Capacity building has been done by Labonte and Leverage(2001). They have opined nine domain for community Capacity starting with the domain of development of leadership which aims to lead from the front within community. Organizational structure is another domain which allows individuals to interact with one another to address their issues. Through the domain of resource mobilization, the community can find ways and means to effectively manage its issues. The External linkages between the community on one hand and the networks and organisations on the other hand lead to solving the problems. Another important domain is assessment of the problem which helps in reaching at right solutions of the problems. Labonte and Leverage has presented project management as key domain which helps in control over project activities and resources. The last two domains are critical assessment and outside agents which enable the community in critically assessing the political, social, economic equalities. To draw similarities, an analysis has been tabulated below:

|  | <b>Chaskin</b>  | <b>Goodman et.al</b>  | <b>Labonte and Laverack</b>                             |
|--|---|---|---|
| D<br>I<br>M<br>E<br>N<br>S<br>I<br>O<br>N<br>S | Core attributes: sense of community, commitment, access to resources.   | i. Citizen participation<br>ii. Resources<br>iii. Critical reflection | i. Community Participation<br>ii. Resource mobilization |
|  | Levels of Social Agency<br>i) individual (skills and knowledge)<br>ii) organizational (community institutions)<br>iii) network (relationships). | i. Skills<br>ii. Social and interorganizational networks              | i. organizational structure<br>ii. Outside agents       |
|  | Functions of Community Capacity: governance, service production and mobilization for better service delivery                                    | Community values  | Project management                                      |
|  | Strategies for Building Capacity: Leadership and organizational development, community organizing   | Leadership  | leadership  |

|  |   |  |   |
|--|---|--|---|
|  | Conditioning Influences:<br>i. Internal (stability, safety, networks)<br>ii. External (policies, economic shifts) | Understanding of<br>community history        | i. External linkages<br>ii. Critical assessment |
|  | Capacity outcomes (problem-solving,<br>self-sufficiency) and targeted   | i. Community power<br>ii. Sense of community | Problem assessment                              |

Table 3.2 By Author

There are lot of similarities in among all three dimension/domains of Chaskin, Goodman et. al., and Labonte and Leverage. However, Chaskin’s dimensions are broader level aspects like social agency and external influences, focusing on systemic and structural factors. On the other hand, Goodman et al. and Labonte and Leverage lay emphasis on particular aspects of those broader aspects of Chaskin. All the aspects of put focus on aspects external to the main features of community such as "Conditioning Influences," and "Understanding of Community History" and “external linkages”. Labonte and Leverage added the aspect of Project management as a unique domain which could be linked to some extent with the some dimensions of the other two works such as service delivery and production.

### **2.2.3 Importance of CCB:**

Capacity Building stands as the vital process which enables communities to solve their problems through sustainable change efforts. Through CCB, communities develop engagement and ownership and resilience because it strengthens capacities and resources at both personal and group levels. According to Chaskin (1999) communities gain the power to create beneficial changes by working together while raising resources and involving residents. The aspect of leadership together with social capital and networks act as fundamental elements of community empowerment processes which help resolve systemic problems such as poverty and inequality. (Goodman et al., 1998). CCB maintains sustainability through its development of human and social capital which creates shared ownership while establishing dialogue channels between residents. The collaborative framework demonstrates wide applicability because it has delivered successful results in both urban renewal initiatives (Trivedi, 2016) and educational programs (McGinty, 2023). Community-Centered-Based approaches facilitate structured empowerment processes which allow communities to effectively navigate political and social and economic environments (Laverack (2001). The framework establishes a durable platform which supports integrated community-based approaches to tackle modern challenges. The general characteristics of CCB well define the importance of the CCB which is next section.

### **2.2.4 General Characteristics of CCB:**

Quite close to the earlier works as explained in previous section(3.2. **Theoretical Frameworks of Community Capacity Building**), Chan, (2023) in his work, “Understanding Community Capacity-Building in the Community Development Context (Doctoral dissertation, Hong Kong Baptist University” has analyzed the models in Liberato et al. (2011) which has refined the models in Goodman et al. (1998) and Laverack (1999, 2001, 2003, 2006a, 2006c; also in Labonte & Laverack, 2001a, 2001b). Liberato

et., al(2011). Chan has reached to nine general characteristics of CCB and 6 sub-characteristics which have been tabulated below as presented by Chan(2023):

| <b>Operational Characteristic</b>    | <b>Explanation</b>   |
|--------------------------------------|--|
| Participation                        | Participation is defined as a way of addressing the root causes of the issues identified by the community, being actively involved in identifying concerns and problem-solving.                                      |
| Leadership                           | Leadership attributes such as mobilising community participation and understanding the big picture, articulating a clear vision, consensus building, and collaboration that fosters positive outcomes                |
| Learning and skills Development      | Skills development concerning CCB involves the identification of knowledge gaps as well as the provision of learning opportunities.  |
| Resource mobilization                | Resource mobilisation refers to the ability of communities to identify and access external and internal resources to help achieve their vision.  |
| Partnership(s)/ Linkages/ Networking | Relates to a group of organizations and individuals who share interests, information and resources and are working towards one or more shared goals beyond the reach of any one organization or individual.          |
| Sense of community                   | Among members and feeling part of the community.   |
| Asset-based approach                 | The unique knowledge, skills, gifts, and talents of community members.<br><br>Also means the strengths that are found at the community level.  |
| Communication                        | Honest and open sharing of thoughts, ideas and information between people, where everyone is informed, takes responsibility to seek and share information and has the chance to talk without retaliation or censure. |

|                        |  |
|------------------------|--|
| Development pathway(s) | A process of supporting community members to achieve work plans and goals via organizational structures, including standards, guidelines and tasks and responsibility-sharing. |
|------------------------|--|

Table 3.4

Sources: Adapted by Chan (2023) from Liberato et al. (2011) and Warwick-Booth et al. (2020)

Analysing the different aspects of Literature review on Community Capacity building, Chaskin highlights the non-human social nature of community poverty and stress focus on understanding the structural and systemic dimensions including 'Levels of Social Agency' and 'Conditioning Influences'. Chaskin presents a more theoretical lens to understand communities' interactions within broader socio-political contexts. While Goodman et al. (1998) take their focus on the practice-based aspects of 'Leadership', 'Citizen Participation', and 'Skills' which are essentially pragmatic areas for direct community involvement. Labonte and Laverack's dimensions are focused on specific areas such as 'Resource Mobilization' and 'Problem Assessment' and lends itself more to project-based interventions. Chan's work on general characteristics of Community Capacity building is synthesis of previous works. These frameworks together describe CCB that involves structural, functional, and relational dimensions that converge to explain and guide theory and practice.

### **2.2.5 Leadership as a Characteristics of CCB:**

Leadership development is considered a CCB strategy that contributes to increasing the human capital of the potential community members (Chaskin et al., 2001; Skinner, 2020). Lempa et al., 2008 opined that the leadership plays an essential role in community improvement. Emphasizing these experiences in leadership training programs is a way to improve leaders' ability to lead (Wells, 1990). Community development includes, but is not limited to leadership development. Research highlights three essential skills necessary for leaders: Interpersonal, cognitive and strategic (Day et al., 2014).

Problem solving and creative thinking, along with the real world complexity of issues are cognitive skills (Carmeli et. al, 2013; Reiter-Palmon et. al, 2004). In this context, adaptive leadership is a prominent framework for tackling 'wicked problems' of neoliberalism (Heifetz et. al., 2009), referring to a mobilization of people around 'problems' that cannot be completely resolved or defined at the outset.

As with leadership working in diverse communities, individuals must understand how to be culturally humble and competent (García, 2018b; Michie & Gooty, 2005). These are social change skills such as conflict resolution, effective communication and collaboration (Narayandas & Moldoveanu, 2019; Sternberg, 2008). Social capital is one of the focus of leadership development programs and methods to develop them include practices to connect and work with others (Apaliyah et al., 2012).

Planning, implementation and evaluation are strategic skills important to leaders in community development (Bingham & Mier, 1993; Cousins & Whitmore, 1998). Thus, they allow leaders to lead projects, resource mobilization and achieve sustainable outcomes. In CCB, leadership means the skill of one or several people or groups to promote the intensification of community capacity towards working on local challenges. In most cases, leaders come from within the community, but also through intentionally developed leadership programs. As Goodman et. al., put it, they are intended to empower others, hold position of inclusive decision making, and provide a vision of sustainable community development. (Goodman et. al., 1998)

To develop community leadership, we need a robust framework that defines collaboration, inclusiveness and systemic transformation. Kirk and Shutte (2004) present a community leadership development framework consisting of three core components: connective leadership, collective empowerment and dialogue leading change. Together, these elements form a basis for the cultivation of leadership that is based in cultural context, includes relational and process focus, and contributes to leadership development overall.

### **2.2.5.1 Leading Change through Dialogue**

Community Leadership is based on dialogue-gathering representatives and addressing them in a way to enable collective thinking and organizational learning. This will work with diversity and begin to address power imbalances (Isaacs,1993). As Isaacs (1999) tells us, dialogue creates a 'container' of mutual understanding in which it is possible to explore and suspend assumptions. In South Africa's transitional government such approach proved notably effective as it patched polarized ivors political belief with integration and cooperative decision making (Kirk and Shutte, 2004).

### **2.2.5.2 Connective Leadership**

The connective leadership places the focus on functionality of integrating individual goals and group objectives emphasizing teamwork among diverse groups. Another way is an approach that encourages people to locate themselves in a system and promotes interdependent relationship (Lipman-Blumen,1992). This leadership subscribes to the premises of ubuntu, which stresses the communal value and interconnectivity, while still holding it in African cultural traditions (Mbigi & Maree,1995).

### **2.2.5.3 Collective Empowerment**

Individuals' understanding and their role in a system lead to collective empowerment. Fostering mutual respect, clarity of purpose and effective interdependence is involved. Collective empowerment boosts alignment between organizational goals, and organization itself, through rounding out leadership across the system – by empowering others to own their role (Krantz, 1998).

## **Chapter 3: RESEARCH APPROACH & METHODOLOGY**

### **3.1 Time & spatial boundaries**

#### **3.1.1 Subjects and Territories Involved:**

This chapter outlines the time and spatial framework of the study, specifying the geographical and temporal limitations. By defining these boundaries, the research ensures a focused and context-specific analysis of Community Capacity Building (CCB) in Hyderabad Cantonment. This study focuses on the period of Community Capacity Building from 1999 till 2024. The year of 1999 has been selected because the city saw bloody intercommunal violence of 90's, therefore after the military coup in 1999, the city saw much peace and stability which is a need of community development.

Further, the boundary of the research is the area of Hyderabad Cantonment. There are many reasons of selecting this boundary. First, in Hyderabad city, this is the area which has been most developed in terms of residences as well as business opportunities. Secondly, it is one of the oldest area of the city. Thirdly, it is the center of the city, hence the impact of any development is maximum. The study has been limited to the Cantonment area of Hyderabad city which falls in the center of the city. The population of the study area is 99,767 (Pakistan Bureau of Statistics, 2017). The study has been focused on longitudinal data from period ranging 1990 till 2024. This period starting from 1990 saw return of democracy, hence the public-oriented policy initiatives could be studied and focused. The research includes Community leaders, government officials of important community based organizations, teachers and local influencers.

### **3.2 Research design**

This study adopts a mixed-methods research design, combining both qualitative and quantitative approaches to explore the research objectives comprehensively. The integration of these methods allows a more robust analysis by addressing both contextual

insights and numerical trends. Details of the both qualitative and quantitative parts will be discussed in the following subsections.

### **3.2.1 Qualitative Analysis:**

The qualitative component of this study involves collecting data through semi-structured interviews with key stakeholders to explore their perspectives and experiences in depth. The interview responses will be analyzed using thematic analysis to identify recurring patterns, themes, and insights relevant to the research objectives. This approach allows for an exact understanding of complex leadership dynamics that may not be captured through quantitative methods hence qualitative analysis will be the key to cover that aspect.

### **3.2.2 Quantitative Analysis:**

The quantitative component of this study involves the use of structured questionnaires designed to gather measurable data on various aspects of leadership within the Hyderabad Cantonment. The survey includes closed-ended questions aimed at assessing perceptions, effectiveness, and community engagement of local leadership. The collected data will be analyzed statistically to identify patterns, relationships, and overall trends. This method provides a broader understanding of leadership dynamics based on responses from a larger population sample.

### **3.3 Research Approach:**

This study employs a mixed-methods research approach, combining both qualitative and quantitative approaches to gain a comprehensive understanding of local leadership in the Hyderabad Cantonment. Qualitative data were gathered through interviews and analyzed using thematic analysis to capture in-depth perspectives. Quantitative data were collected through structured questionnaires to identify patterns and trends related to effectiveness leadership. This methodological approach ensures to cover both the depth and horrison of a wide aspect of leadership in addressing the research objectives.

### **3.3.1 Reasons to choose: purpose and techniques**

For the Qualitative part, the data will be analyzed using a thematic approach to identify key patterns and insights, while quantitative data will be processed and analyzed using SPSS version 26 to explore trends and relationships. This combination strengthens the reliability and depth of the findings. The use of interviews and structured questionnaires ensures both subjective experiences and objective data are effectively captured.

### **3.3.2 Selection criteria of sample and characteristics**

For the qualitative part of the study, 13 participants were selected for detailed interviews using purposive sampling, focusing on residents of Hyderabad Cantonment from diverse backgrounds, including local residents, businessmen, current and ex- community leaders and retired employee from administration. This diversity ensured a broad range of perspectives on local leadership.

For the quantitative part, a sample of 50 respondents was also selected through snowball sampling focusing on the background of the respondents who are literate, aware about the key concepts of local development and community participation. This combination of samples allows for both depth and wider understanding of the research problem.

### **3.3.3 Data collection and recording**

The qualitative data were collected through in-person interviews conducted at a designated location within the Hyderabad Cantonment. Participants were first provided with the interview questions in hard copy to allow them time for reflection and preparation. The interviews were then conducted in the participants' native languages (Urdu or Sindhi), and audio recorded with consent. These recordings were later transcribed into English, with careful attention given to correcting language inaccuracies to ensure a clear, smooth, and understandable accurate representation of participants' responses.

For the quantitative part, a structured questionnaire was designed based on the study's objectives, focusing on key leadership attributes and community engagement that were not

fully captured in the qualitative section. The questionnaire targeted specific aspects of local leadership relevant to the residents of Hyderabad Cantonment. As noted in the earlier subsection, snowball sampling was used who could provide relevant and meaningful data.

### **3.4 Ethical Considerations:**

All interviews were conducted with the informed consent of participants, including permission for audio recording. The data collected will not be published with personal identifiers, and strict confidentiality has been maintained throughout. Respondents' personal information is used solely for analysis purposes and kept secure.

### **3.5 Delimitations, Limitations, Assumptions:**

This study is specific to the Hyderabad Cantonment area and does not include comparative analysis with other regions or sister organizations since the administrative system of other organizations is entirely different, hence they are not comparable with the one under study. A key limitation is the absence of similar local bodies within the same city for benchmarking leadership effectiveness. Additionally, respondents were limited to expressing views about their own local leaders, restricting broader comparisons across different leadership models. It is assumed that participants responded honestly and thoughtfully based on their experiences.

## **Chapter 4: RESULTS AND FINDINGS**

This section presents the qualitative results derived from in-depth interviews conducted with selected residents of Hyderabad Cantonment. Using thematic analysis, key themes and patterns were identified to highlight community perspectives on local leadership. The findings provide a deeper understanding of experiences, expectations, and challenges related to leadership effectiveness in the area.

### **4.1 Qualitative Analysis:**

The qualitative analysis of the information gathered from in-depth interviews with particular Hyderabad Cantonment stakeholders and community members is presented in this section. Thematic analysis, a technique that enables the identification, arrangement, and interpretation of significant themes arising from the narratives, was used to analyze the responses. This method aids in gaining a deeper understanding of people's lived experiences, viewpoints, and worries about community involvement, local leadership, and development obstacles. The study intends to supplement the quantitative results and offer a deeper, more complex understanding of the problems influencing community development and governance in the area by examining these themes.

**Result 1: The leadership is characterized by the glaring qualities such as accessibility, representativeness and the inclination towards service-delivery**

**Theme : leadership in Community Capacity Building**

**Subthemes:**

**1: Accessibility and Presence of Local Leaders**

Community leaders must maintain physical access apart from employing multiple strategies of contact to interact with members of their community and address their problems.

While accessibility is crucial for leaders to effectively connect and serve their communities, it is also important for them to establish healthy boundaries and utilize efficient time management strategies. By doing so, leaders can maintain their own well-being, avoid burnout, and ensure their accessibility which shall be sustainable in the long term, ultimately maximizing their positive impact on the community."

## **2: Representation and Advocacy**

Leaders serve community interests by communicating problems to authorities in order to enhance community strengths.

The role of community representatives in advocacy is inherently complex because they must navigate a landscape of diverse and often conflicting interests within the community. As manifested in the interviews, leaders are expected to represent the needs of all community members, but these needs can vary significantly. For example, some community members may prioritize infrastructure development, while others are more concerned with social services or environmental issues. This creates a challenge for representatives who must balance these competing demands and make decisions that serve the greater good.

## **3: Problem-Solving and Service Delivery**

Managers view leadership as an operational expertise dedicated to addressing community issues and improving social conditions.

Leaders drive effective problem-solving and service delivery by addressing complex challenges, efficiently allocating limited resources, and balancing competing community demands to meet essential needs."

**Result 2: The perception of the community about the role of leadership is not healthy and it is darkened by the fact that leadership focus is on local development with infrastructure development but they lack initiatives to address community issues as they don't believe much in inclusive approach of governance.**

**Theme: Perception on Leadership role in Hyderabad Cantt**

The subsequent discussion examines how people view and what tasks local leaders perform in the Hyderabad Cantonment Board.

**Subthemes:**

**1: Role of leadership Role in Community Development**

The leaders embody significant importance in the improvement process for infrastructure and basic service delivery. The survey participants identified several instances where leaders executed projects to develop road networks, drainage structures and water filtration plants.

Leaders who want to maintain their positions must show capability in resolving practical problems and bettering the quality of life. Community well-being experiences direct effects from the leadership actions taken throughout these domains.

Infrastructural development represents a crucial operational leadership role in community development, though its success requires comprehensive approaches that address interconnected social, economic, and environmental factors."

## **2: Challenges in Addressing Community Needs**

It is highlighted that the leadership confronts the operational challenges in coordinating with governmental authorities. These administrative barriers limit leadership efforts in addressing urgent community needs effectively.

Leaders serve as communication link that bond the government with communities by fighting for needed resources while removing obstacles.

The capacity of leaders to deliver results becomes limited by operational barriers coupled with absence of requisite motivation and initiative-drive of a leader that generate both annoyance in community and impede development progress.

## **3: Community Participation and Support**

Development projects depend fundamentally on community members getting involved as well as providing their backing to the leaders.

Community initiatives supported by local residents increase the chances of sustainable achievements because they create feelings of ownership among residents.

The involvement of the community remains essential but obstacles exist to achieve equal participation from population sectors with specific focus on marginalized communities.

**Result 3: The leadership of Hyderabad also fall short in the initiatives such as participatory governance and inclusion of community in decision-making as their presence and contact with community reduces after elections.**

## **Theme 3: Participatory Governance and Decision-Making**

The section studies how much local leadership encourages community engagement during governance activities and official decision-making processes.

## **Subthemes:**

### **1: Responsiveness of Leadership**

People express different thoughts regarding how well their community leaders respond to community requirements. The people of Hyderabad Cantonment display varying perspectives on leadership responsiveness because some feel their voices reach leaders but others think leaders cannot address their problems effectively due to lack of taking pain in resolving the issues.

Leaders who pay attention to community concerns together with their proactive response build trust along with legitimacy levels.

The community faces the problem of comprehension capacity of the leaders which most of the times have

The diverse ways people perceive their leader's responsiveness might result from difference of opinion over certain issues. Although, the effectiveness along with leadership communication approaches and public expectations about leader responsiveness must be addressed.

### **2: Post-Election Responsiveness and Engagement**

Some interviewees expressed that many leaders become inactive and inaccessible after winning elections, engaging with the public only during election campaigns.

Post-election disengagement hampers community capacity building because consistent leader-community interaction is vital for trust, accountability, and effective service delivery. Sustainable community development requires leaders to maintain visible, accessible, and proactive relationships throughout their tenure, not merely during electoral periods

### **3: Inclusion in Decision-Making**

The inclusion of community in decision-making practice vary from case to case. Some members of the community feel that their advice gets heard during decision-making while other members think decisions are made in closed-doors without their input.

The inclusion of community members in decisions about themselves brings empowerment through better sustainable outcomes. Competing interests along with power dynamics create obstacles when attempting to achieve inclusive decision-making.

The inclusion of community members in decisions about themselves fosters empowerment through better sustainable outcomes. However, strong competing interests, secrecy in governance, and entrenched leadership practices obstruct genuine participatory decision-making in many cases.

**Result 4: The leadership of Hyderabad also lag behind in community participation in decision-making as the community has some segments which are not well represented especially the women.**

### **Theme 4: Inclusive Governance**

The research investigates how well governance proceedings serve the community through inclusive governance.

#### **Subthemes:**

#### **1: Community Participation in Decision-Making**

People living within the community hold different opinions concerning their role in inclusion in decision-making. While inclusion of community members is also relative as

whole community cannot be included and the public might not understand the complex but genuine limitations of the administration and governance.

Community participation helps to achieve policies and projects that address the genuine needs and priorities of the community members.

People face obstacles to participate effectively because they do not have enough information or power in decision-making processes.

## **2: Fair Representation of Community Interests**

Some interviewees expressed concern that leadership often fails to represent the full range of community interests, instead prioritizing political allies and personal supporters.

Partial or selective representation undermines trust, unity, and sustainable progress within communities. Genuine community development requires leaders to embrace inclusivity, ensuring that decisions reflect the needs and voices of all groups, not just those aligned with particular political or social factions.

## **3: Collaborative Role of Stakeholders in Inclusive Governance**

The analysis highlights how government officials, religious leaders, and social influencers contribute to inclusive governance and community development. Their participation ensures that diverse voices are included in community decision-making processes.

Engaging a wide range of stakeholders strengthens governance by bringing different resources, experiences, and perspectives into problem-solving. However, several interviewees indirectly indicated that tensions and conflicting interests sometimes arise among political, religious, and civic actors, suggesting the need for effective coordination and conflict resolution strategies to maintain inclusive governance.

**Result 5: Although the aspect of accountability is systematically not a litmus test for assessing the leadership's role in Hyderabad Cantt due to no financial involvement, yet the responsive of leadership towards the community matters a lot and the community has not been satisfied in terms of trustworthiness.**

## **Theme 5: Accountability and Responsive Leadership**

Leadership holds two primary duties: Accountability and Responsiveness .

### **Subthemes:**

#### **1: Righteousness leads to Trust on leadership**

The community believe that leaders must be righteous by resolving their local issues so that the trust of the community is not hurt.

Leadership performance that does not meet public expectations results in the collapse of trust relations with community members.

#### **2: Mechanisms of Accountability**

This subtheme explores methods and systems available for accountability by using reporting systems with public observation. However, it has been revealed that the local leadership does not hold direct financial power to make them accountable.

Accountability systems which operate with strength function as antivirals for corruption because they maintain leaders within public service boundaries.

The success rate of accountability systems is directly influenced by their design approach combined with proper execution along with strict enforcing processes.

#### **3: Answerable to Public**

The leadership is not answerable to public in direct way, however the community can hold the leadership answerable by channel of using power of vote in elections.

The leadership is expected to stay connected with public which is evidence that there is transparency.

An accessible leadership combined with effective communication allows public concerns to surface as it enhances transparency.

Accessibility improves through different communication channels including new technologies although proper administration becomes necessary.

**Result 6: Although according to many respondents, the resources are sufficient if the leadership desires to use it for community benefit, however there has been almost consensus that barring a one or two exceptions, there is no such drive and initiative to acquire the funds from other forums.**

## **Theme 6: Resource Mobilization**

Community development initiatives receive their support from resource mobilization initiatives.

### **Subthemes:**

#### **1: Challenges in Resource Acquisition**

A shortage of resources prevents leaders from successfully putting their development plans into effect and resolving community requirements.

Community leaders need to overcome essential obstacles in their pursuit of necessary resources to seek financial support and workforce capabilities for project implementation.

For effective resource acquisition leaders might need to establish innovative approaches by uniting public and private entities.

## **2: Strategies for Resource Mobilization**

For effective resource acquisition leaders might need to establish innovative approaches by uniting public and private entities. Leaders activate several different means to obtain funding by seeking money from the central government and local contributors while also seeking outside backing.

Increasing alternative funding streams along with developing extensive relationships leads to better resource acquisition potential.

Equity issues along with sustainability requirements matter during the process of developing resource mobilization plans

## **3: Community Contribution**

Both monetary and physical resources given by the community hold crucial importance for the successful implementation of development initiatives.

Projects become more sustainably managed when residents help develop them because they gain greater ownership. The resource mobilization is weaker on part of local leadership of Hyderabad cantonment.

**Result 7: There has been some doubts on woman's role in leadership and nor there has been any successful example in the past. A few woman leaders have come forward but none has left a mark,although potential is there in many woman.**

## **Theme 7: Women in Leadership**

Though the society has no problem with woman in the role of leadership yet there is doubt on her impact on the society as a leader with many view no such strong woman leadership examples in the past and present.

**subthemes:**

**1: Societal Barriers and Constraints:**

The participants recognize that cultural expectations and social traditions produce obstacles for women who want to assume leadership positions.

Social barriers enable men to exclude women from public spaces which obstructs their capacity to participate actively in community growth.

**2: Women's Potential and Effectiveness:**

Numerous participants realize that women hold substantial leadership possibilities that generate beneficial outcomes.

Male officials receive fewer responses because females are respected in the community and they are heard.

Leadership positions of women hold promise to benefit development projects along with the overall community.

Development projects benefit from including women in their process of implementation. The development projects will be finished without any problems while facing no opposition throughout their execution.(will discuss)

**3: Need for Support and Representation**

A supportive environment needs development while women must be present in leadership roles.

The general mechanism of leadership role of women for improving community capacity emphasizes the value of including everyone while providing them with empowerment opportunities.

#### **4.2 Quantitative Analysis:**

The quantitative part of this research attempts to provide a thorough examination of public attitudes towards the performance of local leadership in Hyderabad Cantonment. Based on structured survey information gathered from 50 respondents, the section attempts to examine different aspects of leadership performance, outcomes of development, participation of the community, and representation of the genders. The frequency distributions and percentages are applied to analyze the responses in order to identify prevailing attitudes and tendencies among the inhabitants. Along with descriptive statistics, this section comprises reliability analysis with Cronbach's Alpha for measuring the internal consistency of the questionnaire, as well as hypothesis testing for measuring important research goals. These analyses enable evidence-based conclusions and suggestions on the role of leadership in building community capacity.

#### **4.3 Sampling Technique and Sample size justification:**

Data were gathered in this study through the snowball sampling method to have a sample size of 50 respondents from Hyderabad Cantonment. Snowball sampling was utilized because it is efficient in accessing people in tightly-knit or hard-to-reach communities, especially where formal lists or sampling frames are not present. Consistent with the sociopolitical realities of the region and leadership and governance sensitivities, this approach was effective in establishing trust and securing referrals from early participants and thus enabling deeper access into the community. The sample size of 50 used is

sufficient for exploratory analysis and yields useful insights into community perceptions and local leadership performance.

#### 4.4 Reliability Statistical Tool:

To maintain the internal consistency and reliability of the research instrument for this study, a reliability check using Cronbach’s Alpha test was conducted. This measurement assesses the degree to which a set of items is able to measure a single, unidimensional latent construct. Usually, a higher Cronbach's Alpha shows internal consistency of the test items in the questionnaire. The range of the Cronbach's Alpha test is:

| Alpha Coefficient Range | Strength of Association |
|-------------------------|-------------------------|
| < 0.6                   | Poor                    |
| 0.6 – 0.7               | Moderate                |
| 0.7 – 0.8               | Good                    |
| 0.8 – 0.9               | Very Good               |
| 0.9 – 1.0               | Excellent               |

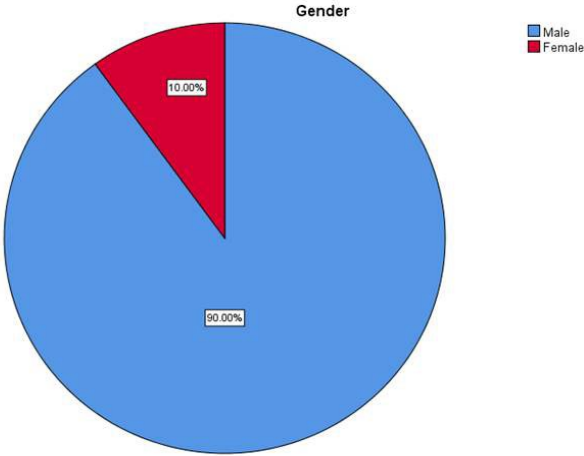
The test was performed for all sections of the questionnaire concerning the perceptions of local leadership and community development in Hyderabad Cantonment. This assessment confirms dependability concerning accuracy of the responses as well as trust in the conclusions drawn from the data.

| Reliability Statistics |            |
|------------------------|------------|
| Cronbach's Alpha       | N of Items |
| <b>.615</b>            | 23         |

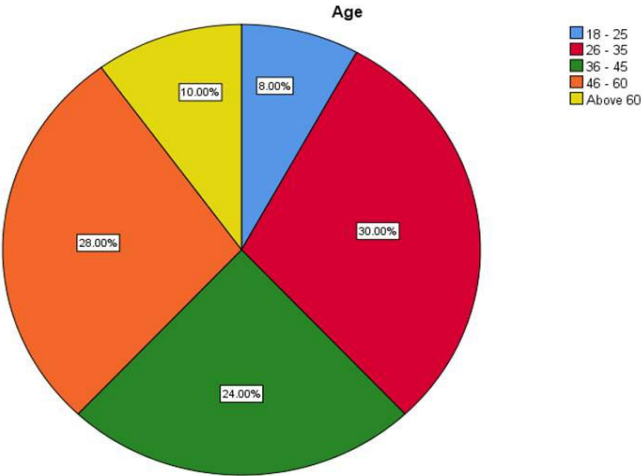
The Cronbach's Alpha value of 0.615 for the 23 items reflects an acceptable level of internal consistency for this research. This moderate reliability supports the use of the

instrument in assessing perceptions of local leadership and community development, indicating that the questionnaire items are sufficiently cohesive for our research objectives.

### 4.5 Demographic representation of the sample:

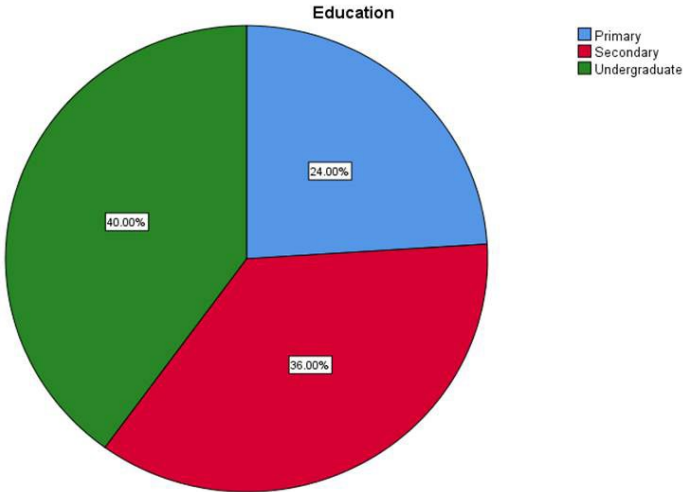


There was a notable gender disparity in survey reach or community participation, as the vast majority of respondents (90%) were men. This discrepancy might be a result of wider cultural expectations or restrictions on women's participation and representation in local government, which could result in a lack of representation of women's viewpoints in methods for development planning and consultation.



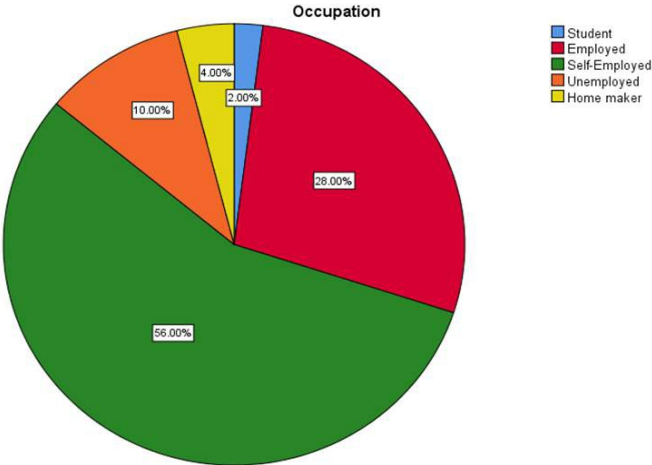
The age distribution shows that 82% of respondents were in the 26–60 age range, which indicates that working-age adults primarily influence opinions on local development.

Potential gaps in intergenerational engagement and inclusivity in local governance processes are indicated by the low participation rates among youth (8%) and seniors



(10%).

The majority of respondents (76%), according to the educational profile, have secondary and undergraduate degrees, suggesting that the population is reasonably informed and able to comprehend and participate in development discussions. The lower percentage of people with only a primary education (24%) may indicate obstacles to involvement brought on by a lack of educational exposure, which could have an impact on inclusivity in community decision-making.

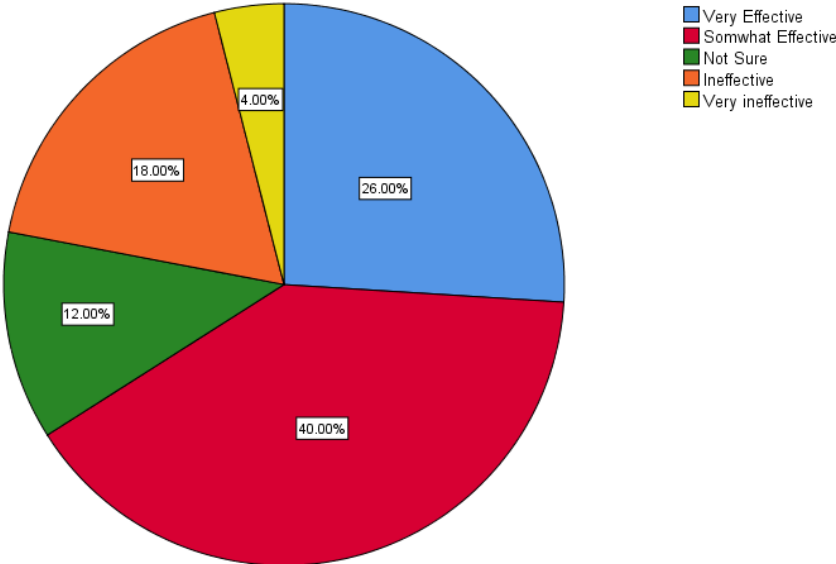


The majority of self-employed people (56%) demonstrate a strong entrepreneurial presence, which could sway local development priorities in favor of business-friendly projects. While the small percentage of students, stay-at-home moms, and unemployed people (16%) indicates that dependent or economically inactive groups are not well represented in community consultations, the employed respondents (28%) represent a stable working segment.

### 4.6 Graphical Representation of Responses:

**Q.1: In your opinion, how effective are the current local leaders of Hyderabad Cantonment in success in delivering development outcomes?**

In your opinion, how effective are the current local leaders of Hyderabad Cantonment in success in delivering development outcomes?

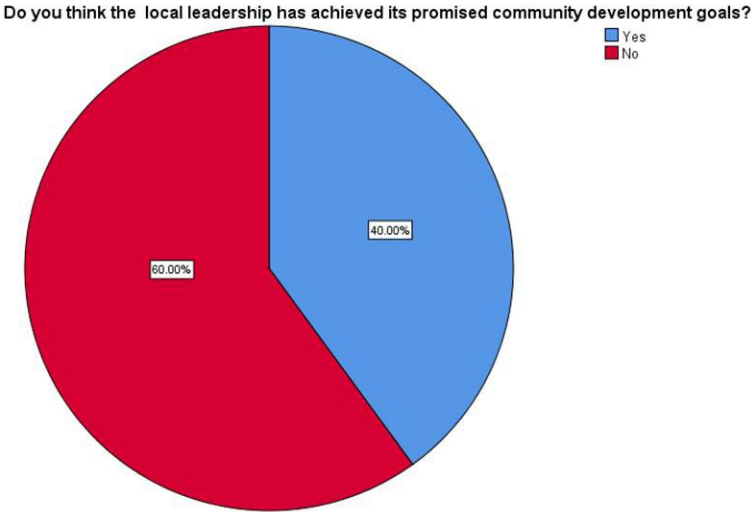


Interpretation:

In Hyderabad Cantonment, opinions on the efficacy of leadership differ according to age, gender, and educational attainment. While highly educated respondents, especially postgraduates across age groups, show a more critical or unsure stance, younger and

middle-aged males with secondary education tend to rate leadership more favorably. It's interesting to note that older male respondents have differing views; some acknowledge effectiveness, while others report ineffectiveness. Despite being less numerous, female participants—particularly those with postgraduate degrees—generally express positive opinions. These trends show that although some demographic groups view leadership as effective, more educated and seasoned people typically evaluate performance more critically and expectantly.

**Q.2: Do you think the local leadership has achieved its promised community development goals?**



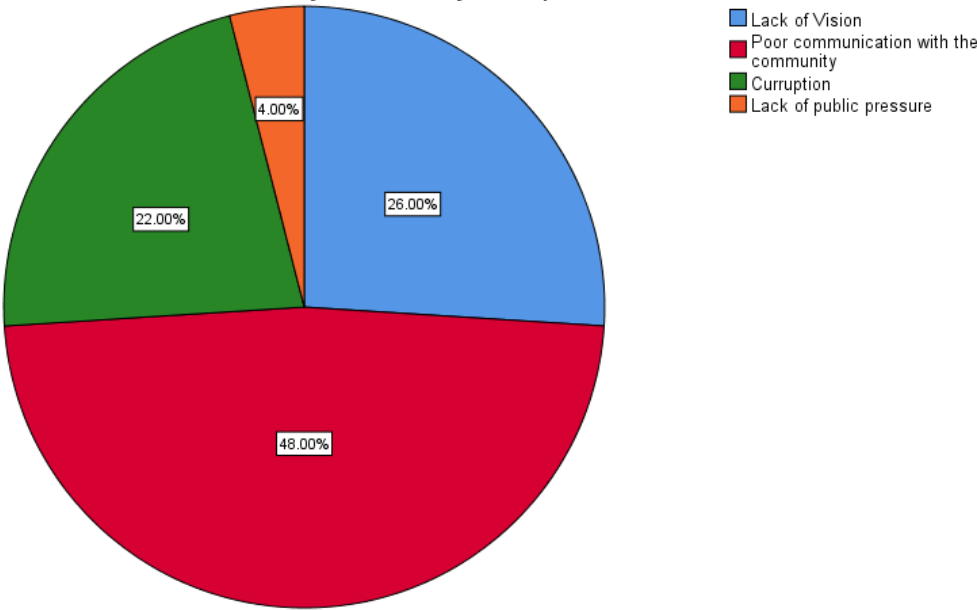
**Interpretation:**

There are significant differences in how different demographic groups perceive local leadership's performance in achieving community development objectives. Respondents with less education are slightly more likely to affirm leadership success, especially younger and middle-aged males with only a primary or secondary education. Nonetheless, dissatisfaction rises among men aged 36 to 60, particularly those with graduate degrees,

where a sizable portion express discontent. Although few, female responses point to a somewhat more positive outlook, particularly among those with more education. Critically analysing these observations show a trend where critical evaluations of leadership effectiveness tend to increase with age and educational level, suggesting that these groups have higher expectations, thus lead to dissatisfaction.

**Q.3: Which essential factors lead to poor performance by local leaders of your locality (Hyderabad Cantonment) in their delivery of community development results?**

Which essential factors lead to poor performance by local leaders of your locality (Hyderabad Cantonment) in their delivery of community development results?



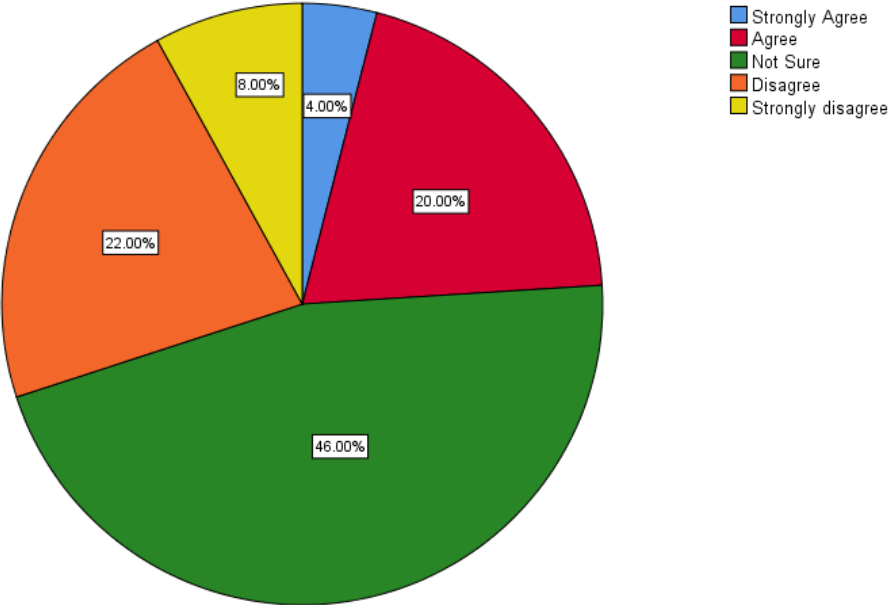
Interpretation:

The factors contributing to poor local leadership performance appear to differ across segments of the population. Poor communication with the community is most frequently highlighted by those with secondary and graduate education, especially in the middle-aged and older groups. Respondents with lower educational backgrounds frequently identify lack of vision as the key issue, particularly among younger males. In contrast, concerns

about corruption has been opted by 22% which is 2<sup>nd</sup> last opted option for the reason that the local leaders do not have resources under their command. The lack of public pressure is cited less often, indicating that institutional or systemic issues, rather than civic disengagement, are more widely perceived as barriers to effective leadership.

**Q.4: To what extent would you accept that substandard leadership has contributed to loss of faith in local development?**

To what extent would you accept that substandard leadership has contributed to loss of faith in local development?

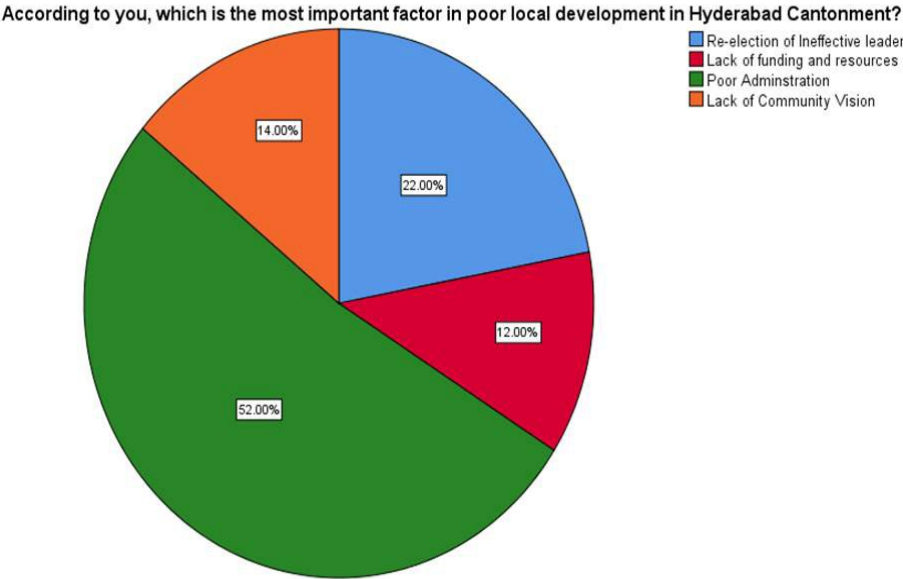


**Interpretation:**

There is a general lack of clarity or mixed experiences within the community, as evidenced by the large percentage of respondents (46%) who were unsure if poor leadership has contributed to a loss of faith in local development. Particularly among younger age groups and those with less education, who might not have had as much exposure to leadership techniques, this hesitancy was observed. Those with moderate levels of education or community involvement were more likely to agree or strongly agree (combined 24%),

indicating first-hand knowledge of poor governance. In contrast, a significant 30% disagreed or strongly disagreed, especially among older or better educated people who might have higher expectations or better access to areas where decisions are made.

**Q.5: According to you, which is the most important factor in poor local development in Hyderabad Cantonment.**

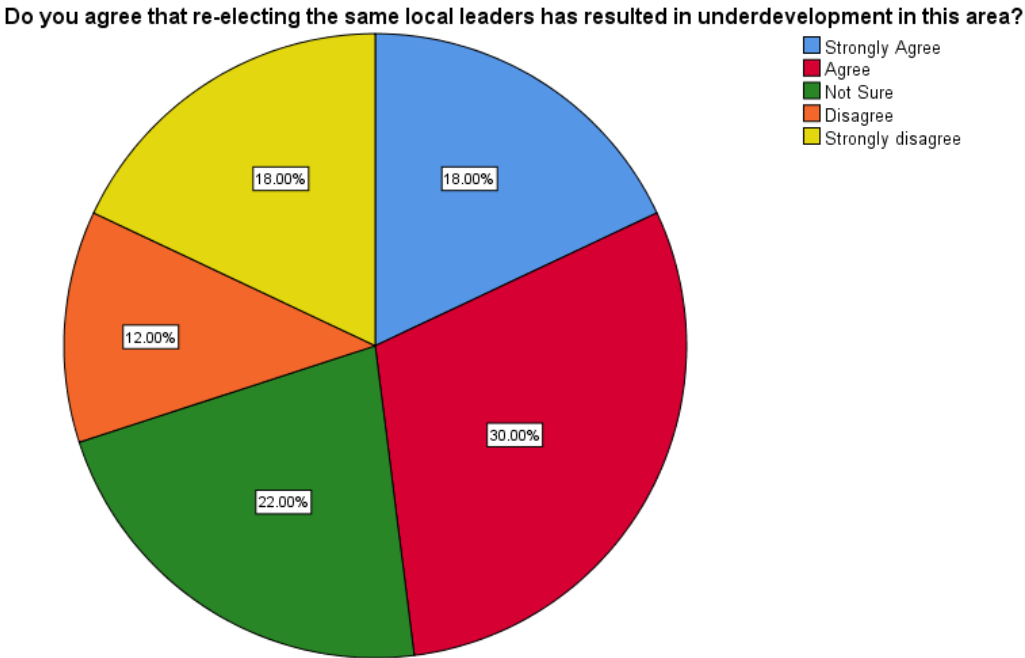


**Interpretation:**

Age, gender, and educational attainment all influence perceptions of the most important causes of Hyderabad Cantonment's subpar local development, which reflects a range of community experiences. The most commonly mentioned factor was poor administration, especially among middle-aged and more educated respondents, indicating a more knowledgeable assessment of governance procedures. Younger age groups or those with less education were more likely to observe the re-election of ineffective leaders, which may be a sign of dissatisfaction with recurring political trends. While lack of community

vision was only mildly acknowledged, primarily by older and more seasoned people, lack of funding and resources received comparatively less attention.

**Q.6: Do you agree that re-electing the same local leaders has resulted in underdevelopment in this area?**

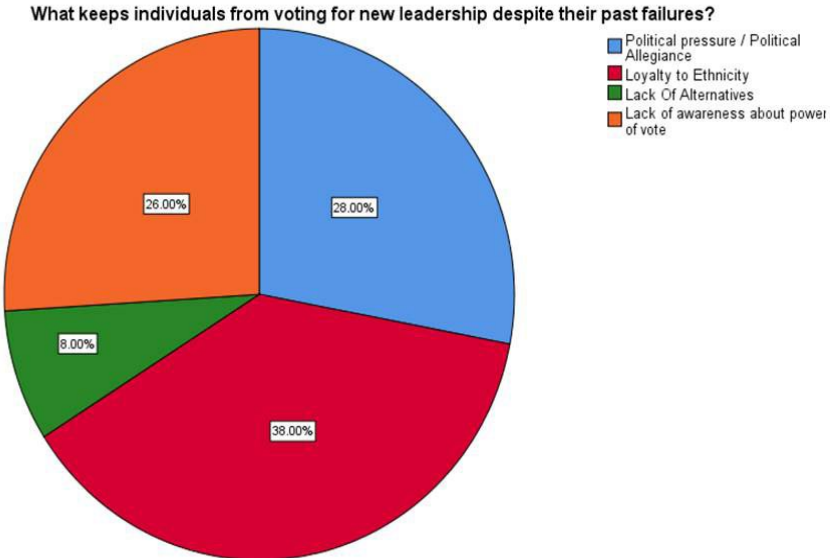


Interpretation:

Despite varying degrees of agreement, it is clear that a variety of demographic groups believe that Hyderabad Cantonment's underdevelopment is a result of the local leaders being re-elected. Stronger agreement is shown by younger and less educated respondents, which may be a reflection of their dissatisfaction with unfulfilled promises and stagnation. More uncertainty or disagreement is expressed by those who are older or more educated, perhaps as a result of exposure to more comprehensive governance dynamics or different theories of underdevelopment. A complex perception influenced by a range of individual and collective experiences is suggested by the presence of dissenting and unsure voices,

even though a sizable portion of participants confirm the detrimental effects of recurring leadership.

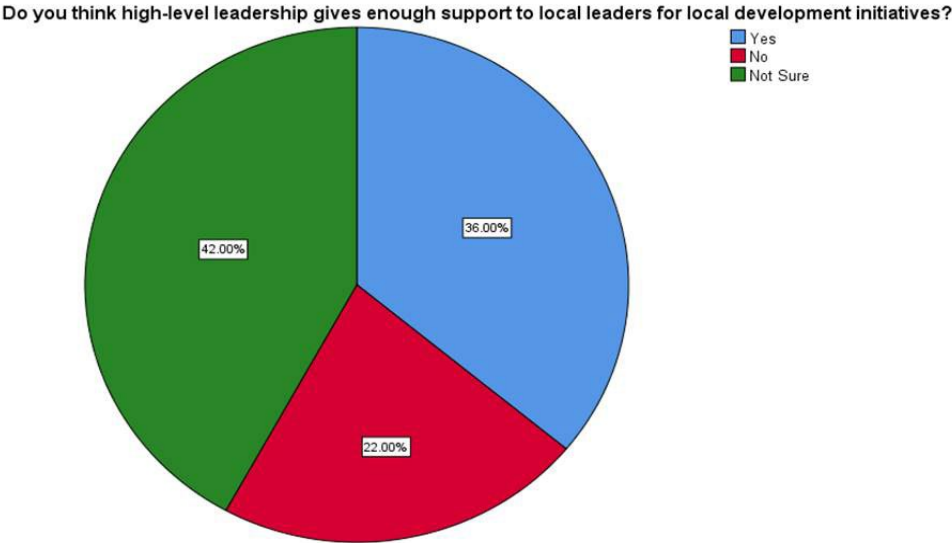
**Q.7: What keeps individuals from voting for new leadership despite their past failures?**



**Interpretation:**

Numerous interrelated social and political factors seem to have an impact on Hyderabad Cantonment's continued support for underperforming leaders. The most commonly stated explanation was loyalty to ethnicity, especially among younger and less educated respondents, indicating a significant influence of identity politics. Another important factor is political pressure and loyalty, which are a reflection of ingrained party influence or loyalty. People with less formal education are more likely to be unaware of the importance of voting, whereas people with slightly higher levels of education are more likely to believe that they have no other options. These observations draw attention to the various obstacles that stand in the way of choosing the alternative leadership.

**Q.8: Do you think high-level leadership gives enough support to local leaders for local development initiatives?**

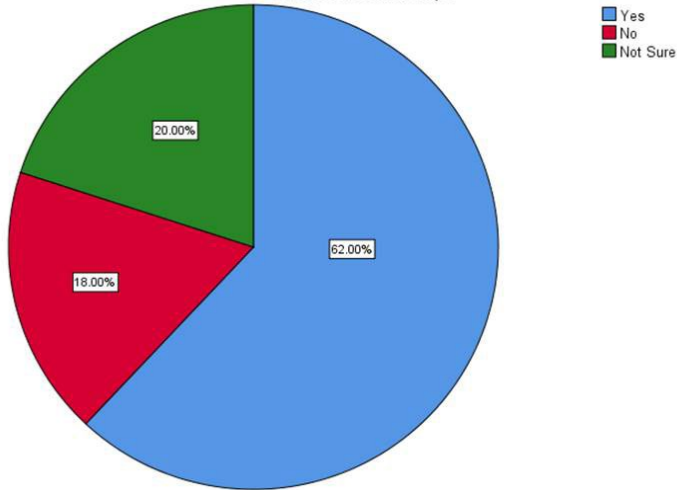


**Interpretation:**

The answers show differing opinions about how high-level leadership supports local development projects. In general, younger and less educated respondents are more likely to be confident that they will receive support, whereas older and more educated respondents are more likely to be unsure or unhappy. Male opinions are typically mixed, with a sizable percentage being uncertain or unfavorable, particularly among those with more education. Despite being less numerous, female respondents tend to give ambiguous or unfavorable answers. These trends imply that opinions about leadership support might vary based on demographic characteristics, representing a range of expectations and experiences across age, gender, and educational attainment.

**Q.9: Do you believe the community development enhancement depends on improved cooperation between main and local leadership?**

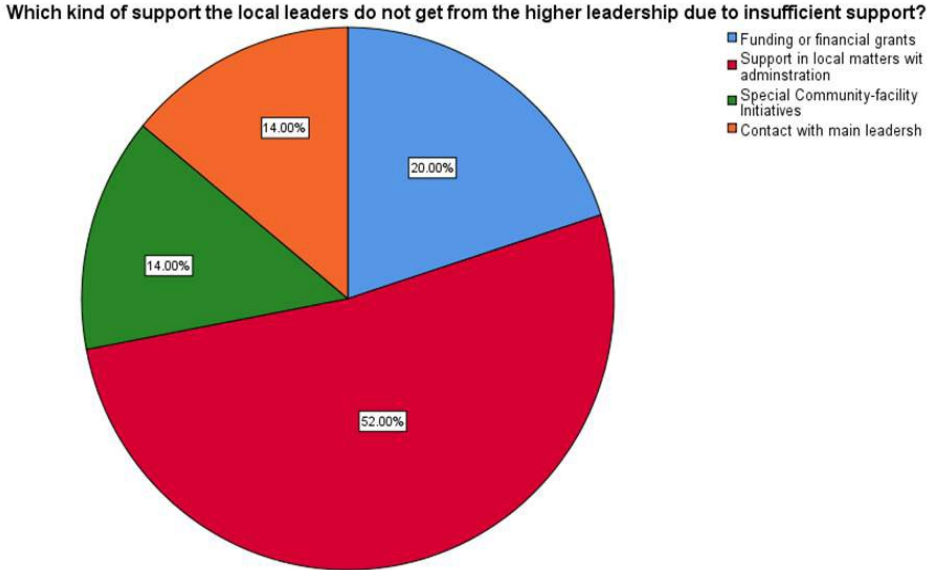
Do you believe the community development enhancement depends on improved cooperation between main and local leadership?



**Interpretation:**

Most respondents acknowledge that better collaboration between main and local leadership is essential to enhancing community development. Higher educated individuals and those in the middle to older age range are more likely to express this belief, as evidenced by their more positive answers. Participants who are younger and less educated exhibit a range of viewpoints, including some hesitancy and disagreement. Although some are unsure, most female respondents agree that teamwork is important. These discrepancies imply that although the majority agree that collaboration is essential to growth, opinions vary slightly among demographic groups, reflecting a range of experiences and perspectives on the role of leadership in advancing a community.

**Q.10: Which kind of support the local leaders do not get from the higher leadership due to insufficient support?**

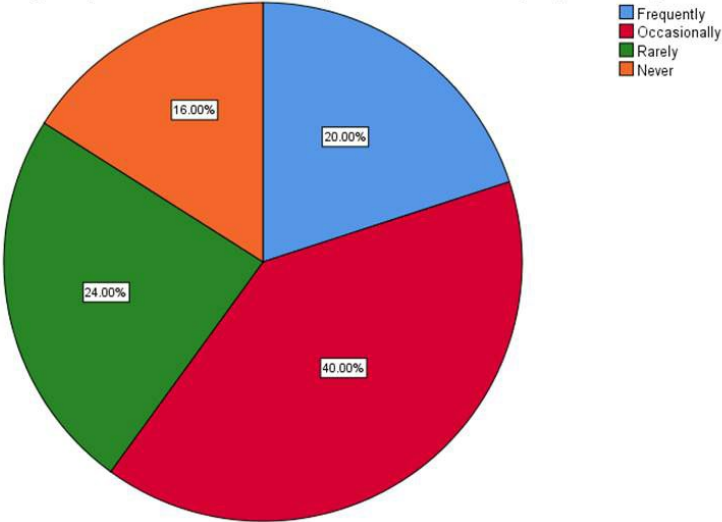


**Interpretation:**

According to the data, local leaders encounter inadequate support from higher leadership in a number of areas; administrative backing and financial grants are the most frequently reported gaps. People with secondary or graduate education and those in the mid-career age range are more likely to report this lack of support, suggesting a greater awareness of systemic flaws. Even though there is little interaction with main leadership, it is still a serious issue, especially for younger and less seasoned participants. Only a small percentage of respondents specifically acknowledge that special community-facility initiatives seem to be the least supported area. These trends reveal varying opinions depending on the backgrounds of the respondents.

**Q.11: What is the regularity with which main leadership meets local leadership to provide support to local leaders?**

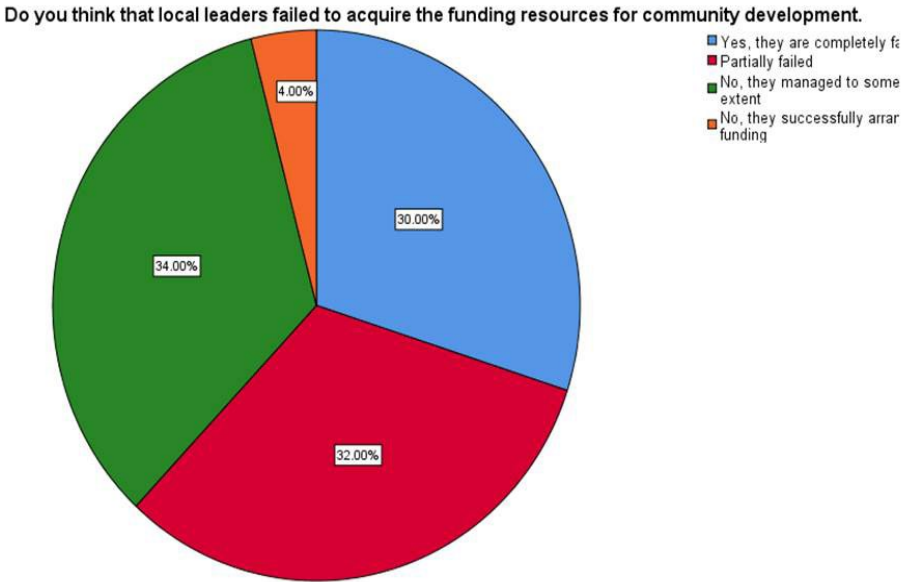
What is the regularity with which main leadership meets local leadership to provide support to local leaders?



**Interpretation:**

The most common response, especially among those who are mid-aged and have greater education, is "occasionally," suggesting that interactions between main and local leadership are generally irregular. "Frequently" is rarely chosen, indicating little regular interaction. Such meetings "never" happen, according to a number of respondents, particularly those in older age groups or with more education, suggesting a perceived disconnect. Younger and less educated participants are less likely to report more frequent interactions, which may be a reflection of their differing experiences or expectations. All things considered, the data points to a general feeling of irregularity in the support system, which is impacted by different leadership styles and demographic viewpoints.

**Q.12: Do you think that local leaders failed to acquire the funding resources for community development?**

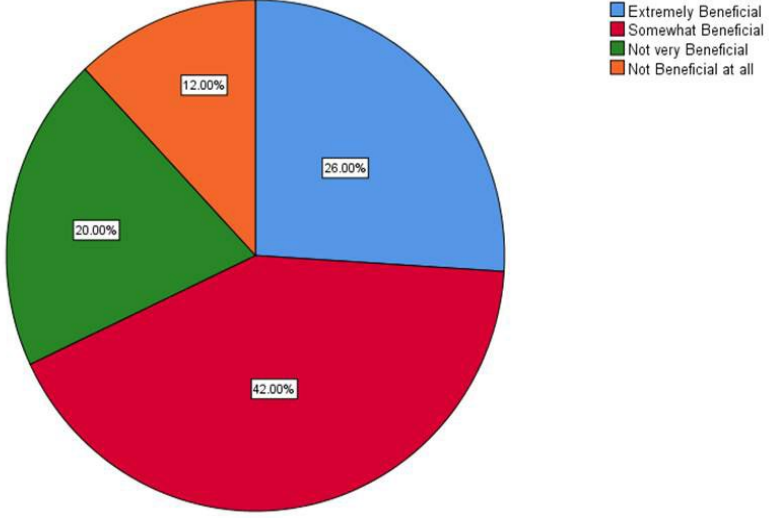


**Interpretation:**

With many respondents reporting total or partial failure, the data supports the widely held belief that local leaders have had difficulty obtaining funds for community development. Those in their early to mid-adult years and those with less education tend to hold this opinion. A moderate percentage of respondents, particularly those with more education or wider exposure, think that leaders managed to some degree. Only a small percentage of participants believe that the funding efforts were completely successful. These answers point to a general discontent with local leadership's ability to acquire resources, which is influenced by disparities in awareness, expectations, and experiences among various social and demographic groups.

**Q.13: To what extent the funding from business community will prove beneficial in better progress of local and community development?**

To what extent the funding from business community will prove beneficial in better progress of local and community development?

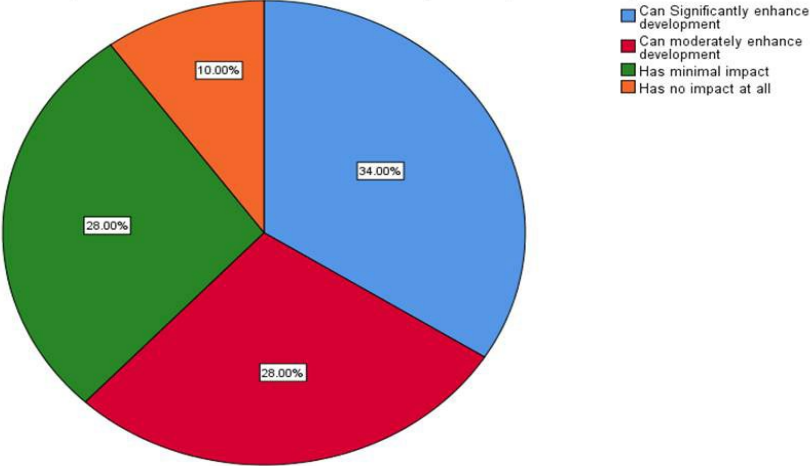


**Interpretation:**

A sizable percentage of respondents (42%) thought that business community funding was somewhat advantageous for community and local development. This opinion was frequently held by people who worked for themselves or in formal jobs, especially those with a high school diploma or higher, and it reflected real-world experience with the effects of funding community projects. Furthermore, 26% of respondents, primarily employed and self-employed, thought that such funding was very helpful, presumably acknowledging its contribution to local advancement. However, 32% of respondents (who combined the phrases "not very beneficial" and "not beneficial at all") expressed skepticism, which is frequently seen among those without jobs or with only a primary education. This could be because they haven't had much opportunity to engage with business-led development initiatives.

**Q.14: To what extent do you think the funding from main leadership can help in community and local development?**

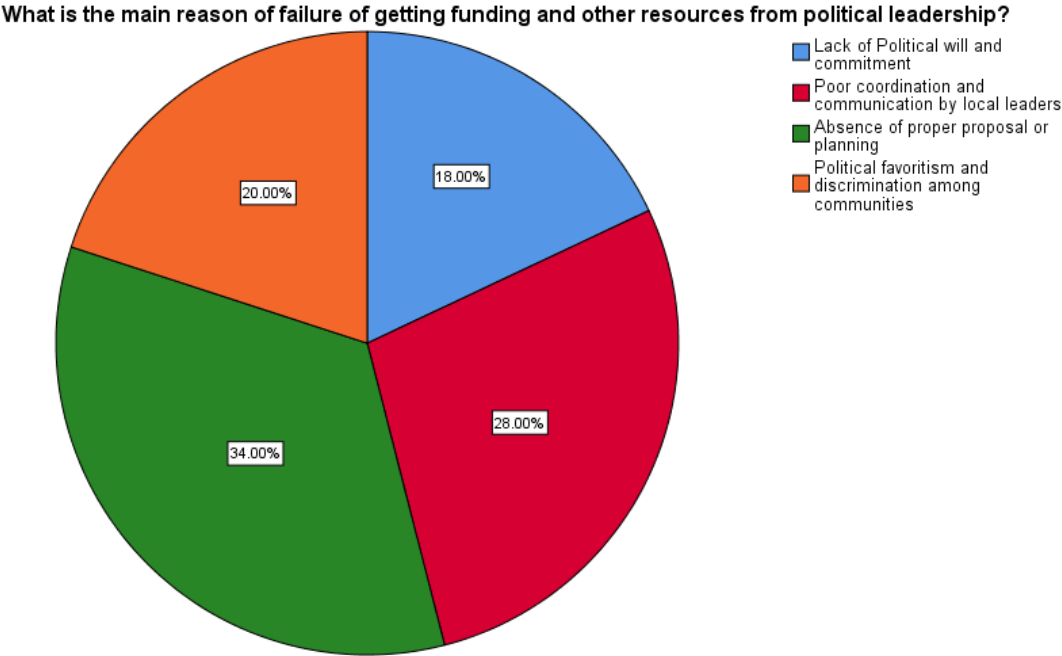
To what extent do you think the funding from main leadership can help in community and local development?



**Interpretation:**

According to the data, there is a strong belief that main leadership funding can have a positive impact on local and community development. The majority of respondents, especially those with more education and exposure to governance dynamics, believe it to be either moderately or significantly improving development. A smaller group, frequently with less education or experience, believes its impact is small or unclear. Growing awareness of leadership processes tends to increase the perception of significant impact. Though opinions vary depending on personal viewpoints and life experiences, most responses acknowledge the financial contribution of central leadership to local advancement.

**Q.15: What is the main reason of failure of getting funding and other resources from political leadership?**

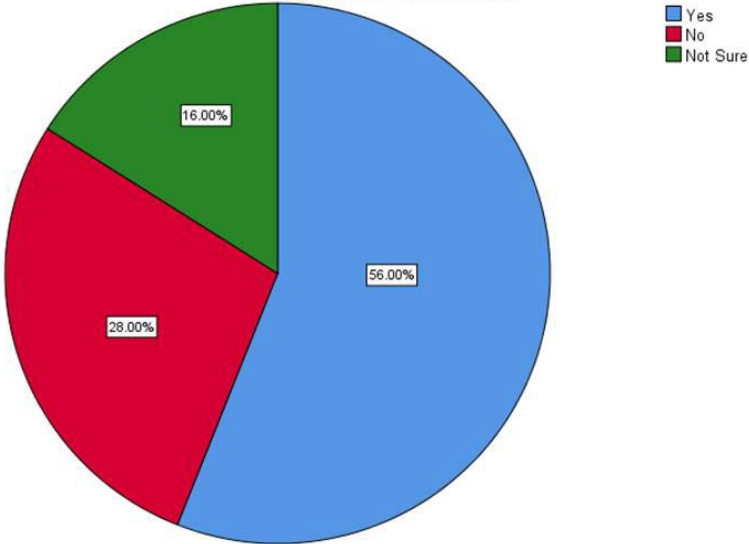


**Interpretation:**

According to the responses, there are a number of interconnected reasons why political leadership has not provided funding and resources. Concerns regarding technical preparedness and strategic capability are raised by the large percentage of participants who name the lack of appropriate proposals or planning as a primary obstacle. Others draw attention to both governance and leadership deficiencies by pointing to a lack of political will and inadequate coordination by local leaders. Discrimination and political favoritism are also observed, particularly among those who are more civic-minded. These opinions are indicative of a larger discontent with the administrative and political procedures that go into allocating funds for community development.

**Q.16: Do you think the role of NGOs working for community development can be beneficial for local development in Hyderabad Cantonment?**

Do you think the role of NGOs working for community development can be beneficial for local development in Hyderabad Cantonment?

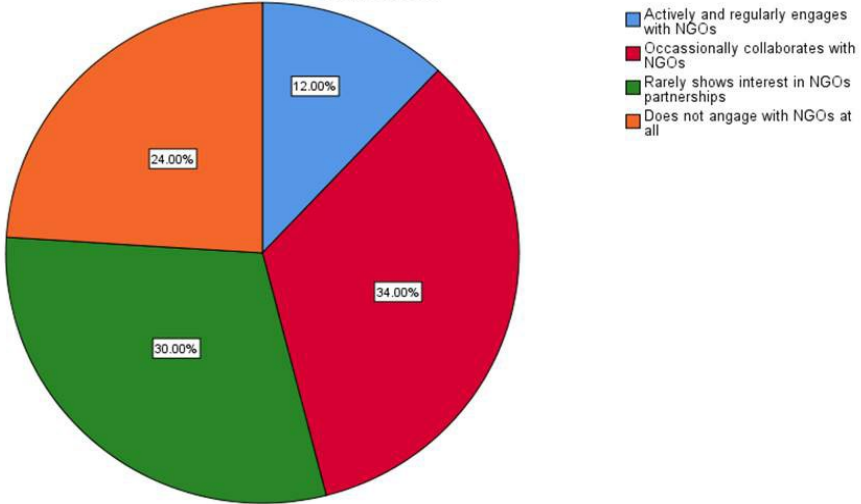


**Interpretation:**

According to the data, Hyderabad cantonment residents have a generally favorable opinion of NGOs' potential contribution to community development. The majority of respondents believe that involvement from NGOs is beneficial, especially for younger and middle-aged people as well as those with a variety of educational backgrounds. A portion of participants, however, show skepticism or uncertainty, which could be the result of their lack of familiarity with NGO operations or their skepticism regarding their efficacy. This perspective seems to be influenced by professional maturity and educational attainment, with some groups having greater faith in NGOs' ability to close gaps in local development. These trends demonstrate how external civil society actors are seen as being crucial to advancing grassroots initiatives.

**Q.17: To what extent the local leadership tries to engage NGOs in collaboration for community facility-initiatives and programmes?**

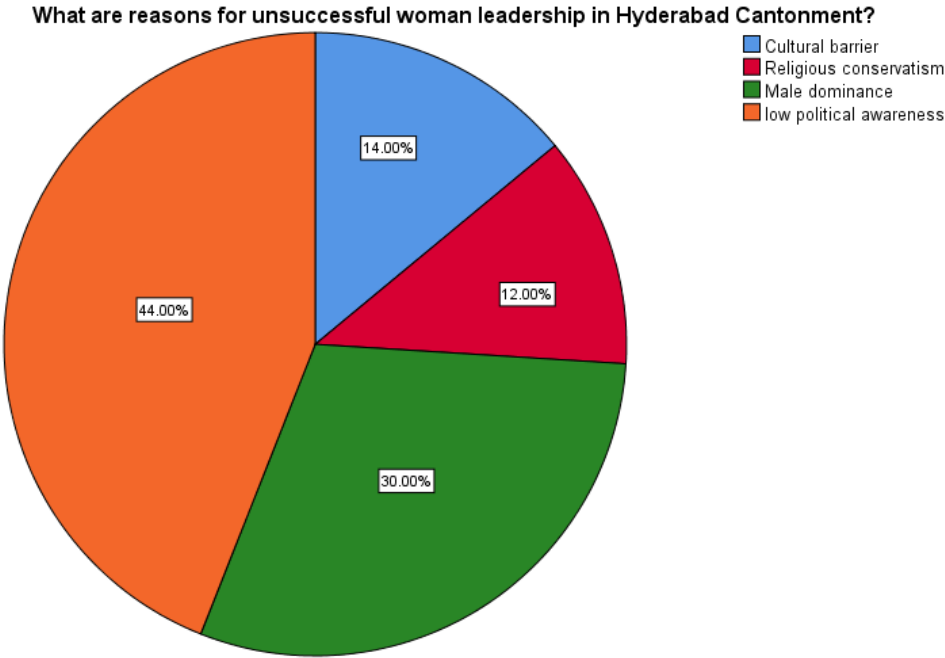
To what extent the local leadership tries to engage NGOs in collaboration for community facility-initiatives and programmes?



**Interpretation:**

According to a sizable percentage of respondents (34%) local leadership only sometimes works with NGOs, indicating a limited but present involvement in community projects. Nonetheless, a total of 54% think that leaders either donot interact with NGOs at all or only occasionally do so, indicating a general lack of reliable collaborations. Middle-aged and less educated people seem to be more affected by this trend, as they see little coordination or outreach. On the other hand, younger age groups and those with greater educational attainment were marginally more likely to perceive active or sporadic engagement. These trends point to gaps in leadership outreach by indicating that opinions about NGO collaboration differ among demographic groups.

**Q.18: What are reasons for unsuccessful woman leadership in Hyderabad Cantonment?**

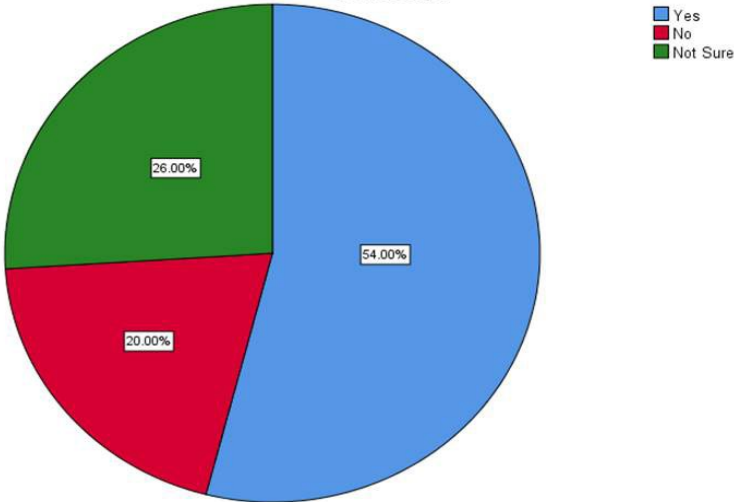


**Interpretation:**

The information shows that the perceived underperformance of women in leadership positions within Hyderabad cantonment is caused by combination of low political awareness and coupled with male dominance. This further has been augmented by 14% choosing the cultural barrier as a cause of unsuccessful woman leadership. It can be deduced that the society as a whole has created number of obstacles for woman in leadership role.

**Q.19: Do you believe that woman leadership would establish better community development than merely male leadership?**

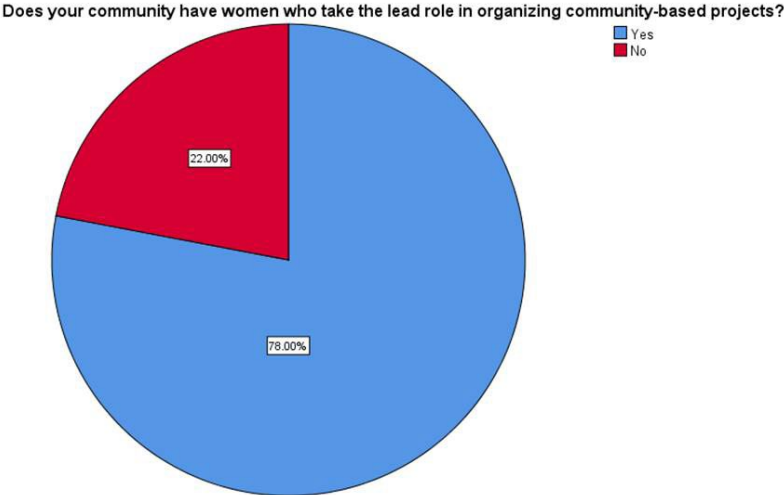
Do you believe that woman leadership would establish better community development than merely male leadership?



**Interpretation:**

Most respondents (54%) said they were confident that women's leadership would advance community development more successfully than leadership dominated by men. Those in younger to middle age groups and those with lower to moderate levels of education were particularly likely to hold this belief. Nonetheless, a sizable percentage (26%) expressed uncertainty, indicating a lack of knowledge or expertise regarding female leadership positions. Opinions are still influenced by cultural and generational perceptions, as evidenced by the 20% of respondents who were against the idea being more likely to be older or more traditionally inclined. A cautious but growing optimism regarding inclusive leadership in community development is reflected in the data.

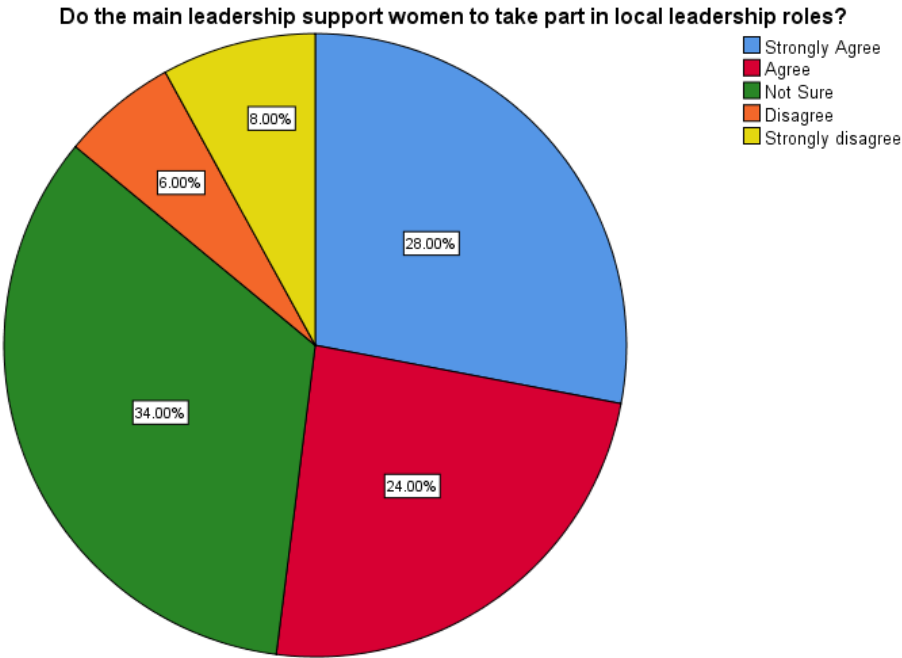
**Q.20: Does your community have women who take the lead role in organizing community-based projects?**



**Interpretation:**

The vast majority of respondents (78%) attested to the existence of women in their community who actively assume leadership positions in planning community-based initiatives. This favorable reaction held true for people of all ages and educational backgrounds, particularly those with elementary through graduate degrees. Female leadership seemed to be more prevalent in communities with younger to middle-aged residents and higher educational attainment, indicating a growing acceptance of women's contributions to local development. Indicating uneven progress in gender-inclusive community engagement, the 22% who denied such involvement were relatively rare and tended to come from groups where traditional beliefs may still limit women's leadership visibility.

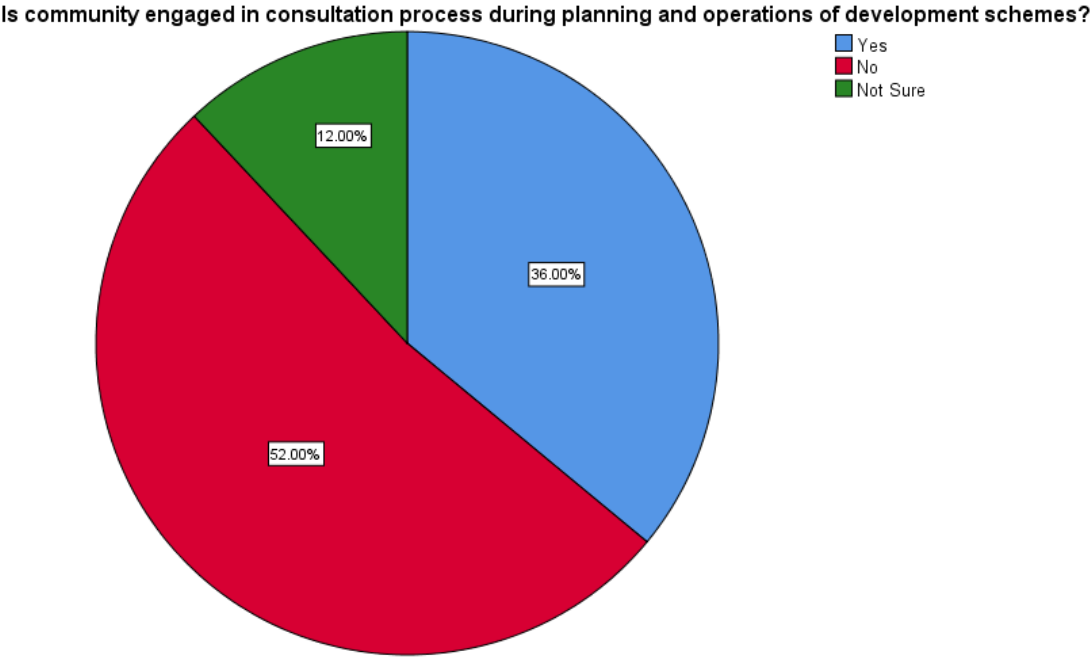
**Q.21: Do the main leadership support women to take part in local leadership roles?**



**Interpretation:**

Uncertainty or lack of visibility in leadership actions was highlighted by the largest percentage of respondents (34%) who were unsure if main leadership supports women in local leadership roles. Nonetheless, a total of 52% agreed or strongly agreed, indicating that a sizable portion do believe that women's political participation is supported. Younger and middle-aged groups, as well as those with primary to secondary education, showed a stronger sense of support. Although it was only 14%, disagreement was more common among older people and those with more education, suggesting that they may be disillusioned or that they are more critical of leadership's performance when it comes to gender inclusivity in governance.

**Q.22: Is community engaged in consultation process during planning and operations of development schemes?**

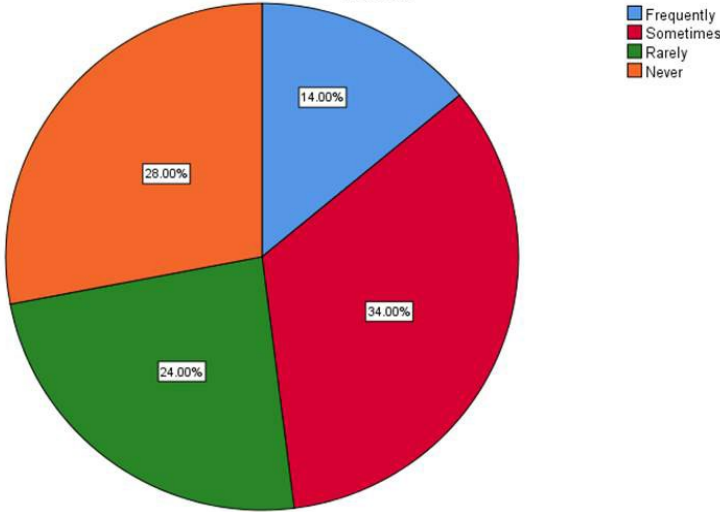


**Interpretation:**

According to the majority of respondents (52%) the community is not consulted when development schemes are being planned and carried out. There may be a disconnect between leadership processes and more educated or seasoned community members, as this perception is especially noticeable among adult males aged 26 to 60 with varying educational levels, particularly those with graduate and secondary qualifications. Conversely, 36% of younger and middle-aged people with secondary and primary education reported being involved in the community, suggesting some degree of inclusion in particular groups. A variety of participants made up the 12% who were unsure, which may indicate a lack of knowledge or experience with participatory planning initiatives.

**Q.23: How often the local leadership meets the community for public discussions on local development decision-making?**

How often the local leadership meets the community for public discussions on local development decision-making?



**Interpretation:**

A total of 52% of respondents indicated limited engagement through \*rarely\* or \*never\* meetings, whereas the majority of respondents (34%) said local leadership \*sometimes\* meets the community for discussions on local development. Males between the ages of 36 and 60 and those with graduate or secondary education are especially affected by this limited interaction, which suggests a disconnect between leadership and those with more education or experience. Conversely, a smaller percentage (28%) indicated \*frequent\* or \*occasional\* engagement, mainly among younger adults and those with only a primary education, indicating inconsistent attempts to include particular groups. These patterns show that different demographic backgrounds have varying levels of leadership presence in participatory dialogue..

## 4.7 Hypothesis testing:

**RQ 1: How far leadership as a characteristic of Community Capacity Building (CCB) contribute to promoting local development in Hyderabad Cantonment?**

- **Null Hypothesis (H<sub>0</sub>):**

Local leadership in Hyderabad Cantonment is effective in delivering community development outcomes.

- **Alternative Hypothesis (H<sub>1</sub>):**

Local leadership in Hyderabad Cantonment is ineffective in delivering community development outcomes.

|      | t      | df | Sig. (2-tailed) |
|------|--------|----|-----------------|
| RQ_1 | 32.922 | 49 | .000            |

Interpretation:

With a t-value of 32.922, degrees of freedom (df) = 49, and a significance level (p-value) of .000, the results offer compelling evidence against the null hypothesis. The alternative hypothesis is accepted and the null hypothesis is rejected because the p-value is less than 0.05. This suggests that Hyderabad Cantonment's local leadership is thought to be incompetent at achieving the goals of community development. Within the larger framework of Community Capacity Building (CCB) to promote sustainable local development, the statistically significant result reveals a significant discrepancy between leadership efforts and community expectations or needs, highlighting a crucial area for improvement.

**RQ 2: How does leadership influence participatory governance and community decision-making.**

- **Null Hypothesis (H0<sub>2</sub>):**

Leadership does not have a significant influence on participatory governance and community decision-making in Hyderabad Cantonment.

- **Alternative Hypothesis (H1<sub>2</sub>):**

Leadership has a significant influence on participatory governance and community decision-making in Hyderabad Cantonment.

|      | t      | df | Sig. (2-tailed) |
|------|--------|----|-----------------|
| RQ_2 | 29.117 | 49 | .000            |

Interpretation:

With 49 degrees of freedom and a significance level (p-value) of .000, the statistical results for RQ\_2 show a t-value of 29.117. The alternative hypothesis is accepted since the p-value is significantly lower than the traditional cutoff point of 0.05. This demonstrates that in Hyderabad Cantonment, leadership does have a statistically significant impact on community decision-making and participatory governance. The outcome emphasizes how important good leadership is in promoting community involvement, transparency, and inclusive decision-making processes that lead to improved governance and long-term local development results.

**RQ 3: To investigate the leadership contribution in the mobilization of resources and infrastructure development in Hyderabad Cantonment?**

- **Null Hypothesis (H0<sub>3</sub>):**

Local leaders in Hyderabad Cantonment have been successful in acquiring sufficient funding and resources from the community and higher forums.

- **Alternative Hypothesis (H1<sub>3</sub>):**

Local leaders in Hyderabad Cantonment have failed to acquire sufficient funding and resources from the community and higher forums.

|      | t      | df | Sig. (2-tailed) |
|------|--------|----|-----------------|
| RQ_3 | 28.454 | 49 | .000            |

Interpretation:

With 49 degrees of freedom and a significance level (p-value) of .000, the t-test result for RQ\_3 shows a t-value of 28.454. The alternative hypothesis is supported since the null hypothesis is rejected because the p-value is significantly less than 0.05. This suggests that Hyderabad Cantonment's local leaders have not been able to secure enough funds and resources from the public and higher authorities. The results point to a leadership effectiveness gap in terms of infrastructure development and resource mobilization, which could impede long-term community advancement and the execution of sustainable development projects.

**RQ 4: How do local community members perceive the effect of the absence of women leadership on community development?**

- **Null Hypothesis (H0<sub>4</sub>):**

The absence of women in local leadership does not affect community development in Hyderabad Cantonment.

- **Alternative Hypothesis (H1<sub>4</sub>):**

The absence of women in local leadership has a significant negative effect on community development in Hyderabad Cantonment.

|      | t      | df | Sig. (2-tailed) |
|------|--------|----|-----------------|
| RQ_4 | 28.160 | 49 | .000            |

Interpretation:

With 49 degrees of freedom and a significance level of .000, the t-test result for RQ\_4 displays a t-value of 28.160, well below the 0.05 cutoff. This results in the alternative hypothesis being accepted and the null hypothesis being rejected. According to the findings, Hyderabad Cantonment's community development is thought to suffer greatly from the lack of women in local leadership positions. People in the community understand that balanced development, social responsiveness, and more representative decision-making within the local governance structure depend on inclusive leadership, especially the participation of women.

## **Chapter 5: DISCUSSIONS AND CONCLUSION**

This chapter presents the discussion and the findings thereof, specifically in relation to the role of the local leadership in community development in Hyderabad Cantonment. However, there is a complicated, but important relationship between leadership techniques and a number of community advancement factors, including gender inclusion, resource mobilization, participatory governance and efficacy of decision-making, as the results show. Through analyzing perceptions from different groups in detail, the study demonstrates how leadership dynamics have help development results, showing what works and what doesn't. Major problems included dearth of qualified leaders and the absence of participatory leadership, particularly related to women. These discoveries have been summarized in the chapter and concluding thoughts.

This research being a mixed method study firstly thoroughly analyzed the role of leadership in Community Capacity building in Hyderabad through a semi-structured and in-depth interviews to get insights and thematic understanding of the patters of the leadership roles in study. Thereafter, a statistical and analytical method was important to elucidate processes in how local leadership support community development in Hyderabad Cantonment. By gathering data in structured form, across demographic segments and systematically applying structured analysis, the study revealed patterns of involvement, inclusivity and governance that are otherwise impossible to discern from observation alone.

Now, a thorough mixed method analysis of research questions is presented below, utilizing qualitative as well as quantitative findings to check the role of leadership in local governance, community participation and development of Hyderabad Cantonment:

**RQ1: How far does leadership as a characteristic of Community Capacity Building (CCB) contribute to promoting local development in Hyderabad Cantonment?**

In qualitative research, it was found out that the people in Hyderabad Cantonment perceive their leadership to be accessible, representative and service oriented. But some leaders do have operational strengths handling community issues, though perceptions about public are still mixed. A lot of community members complain that leadership is anything but inclusive and is more concerned about infrastructure than the broader social needs. Communication challenges; resource coordination challenges; and lack of community participation especially of marginalized groups undermine trust in leadership effectiveness and inclusivity.

Education, age and gender all of which have an effect on perceptions of leadership effectiveness are reflected in the responses to the survey. Respondents with higher education are more critical, pointed to poor communication and lack of vision as key barriers. The less educated and younger, tend to show a bit more optimism, but the more educated and older, are dissatisfied with leadership. Poor administration of elections, re election of ineffective leaders, failure to provide resources were major concerns according to fewer respondents while poor administration of elections attributed to lack of resources or pressure from public was rated higher.

The results of the qualitative and quantitative findings were integrated to suggest a gap between leadership's operational visibility as compared to community expectations. Both data strand reveal a systemic underbelly of weaknesses concerning governance, inclusivity and accountability and leaders, though regarded as accessible and service driven, are proving ineffective. Triangulation shows that, though it is a necessary ingredient to development, leadership has no positive power in development especially if limited by structure and there is lack of trust from the public, notably more educated and experienced community members.

**RQ2: How does leadership influence participatory governance and community decision-making?**

The finding on leadership in Hyderabad Cantonment describes that there is no consistency in advancing the participatory governance. While community engagement takes place post election, disengagement kicks in conveniently after the election to the point of lack of response and poor attitudes of inclusion in making decisions. Some residents feel heard, while others feel leadership is disengaged particularly when it comes to representing marginalized groups (i.e. women). They exist outside of accountability structures, lack transparency and work less in collaboration with stakeholders, all of which make for poor governance.

Recurrent leadership is met with widespread dissatisfaction, according to survey responses which younger and less educated respondents associate with underdevelopment. People do not vote for new leaders because there is more loyalty and the press for political pressure as well as lack of awareness. Similarly, respondents receive irregular and inadequate support from the higher authorities in terms of finance and administration which eventually leads to poor decision and poor implementation.

Once both strands are combined, it can be seen that ineffective leadership, not being inclusive and poor vertical collaboration are limiting participatory governance. Qualitatively, underperformance and systemic support break down point towards an understanding of disengagement and poor accountability which usefully confirms the quantitative evidence of underperformance and systemic support failures and accentuates the need for sustained, inclusive and accountable leadership to connect the community to involvement in decision making.

**RQ3: How does leadership contribute to the mobilization of resources and infrastructure development in Hyderabad Cantonment?**

The qualitative results indicate that although there may exist enough resources, leadership is often not driven to use them fully. This effort lacks innovative funding strategies, proactive planning and very little effort to involve external or private stakeholders. However, leadership fails to consolidate an enabling sustainable resource mobilization framework, underutilizing community contributions which stunts infrastructure development efforts.

With moderate optimism in the role of business and main leadership funding in local development such survey data indicates educated, employed respondents. There are many impediments but poor planning, substandard proposals, minimal political will and favouritism are among the most celebrated. Though a fair portion of the public supports the involvement of NGO's, especially among younger, more educated groups, there is a significant amount of skepticism, particularly among those who know little about the work of NGO's.

Both data strands indicate that effective mobilization of resources depends on limited leadership activities. Both qualitative insights show the existence of leadership inertia and quantitative responses point out technical and political shortcomings. Together, they signify deficient leadership in envisioning, planning and partnering with stakeholder, thus poorly nourishing sustainable infrastructure development in Hyderabad Cantonment.

**RQ4: How do local community members perceive the effect of the absence of women leadership on community development?**

Qualitative findings indicate that overt resistance to women in leadership is minimal and although cultural norms and a lack of strong past examples add to these doubts. Women's leadership potential and respect for women are acknowledged by participants, but formal and informal institutional barriers to women's full participation remain, including limited representation and external social norms. All these notwithstanding, there is acceptance

that when women participate in project and development process, projects go on smoother and are also inclusive having institutional support in place.

There is a cautious optimism about quantitative responses. Majority view women's leadership as good, especially among younger and lower educated strata. There is uncertainty still, however, due to a lack of visibility of successful female leaders. Though it is recognized that women participate in organizing community activities, their formal leadership recognition is uneven and marked by traditional perceptions.

The overall data also show an ongoing mode of transition. Conceptual acceptance of women's role in development exists, but structural and perceptual gaps prevent them from having real impact. If existing female contributions are supported simply by being represented, enabled and seen, where their contributions are not enhanced, we risk a passive support of their role and impact.

### **Conclusion:**

In short, the study has uncovered the effectiveness of local leadership in community development in Hyderabad Cantonment by means of mixed method, i.e. qualitative insight as well as quantitative survey data. This research looked at how perceptions, challenges and practices of leadership can help the dynamics of leadership around resource mobilization, participatory governance, gender representation and grassroots engagement influence progress of local development.

There are multiple findings of this study. The study has reaffirmed the believe that strong and inclusive leadership is the way forward to bring local development. It is also revealed that the performance of leadership tends to be obstructed by weak political will, weak strategic planning and poor coordination. However, because the community considers leadership can mobilize appropriate resources, the current levels and efforts to get support from external bodies including government agencies or individual contributors is heavily

criticized for the main reason that the community believes that there are ample resources available. In addition, even though community participation is theoretically desired, in reality decision making is made in closed-doors and frequently denies marginalized groups including women from participating.

An important theme that actually arose was underrepresentation and underutilization of women in leadership positions. Though there are some views that the society has some barriers for open participation of women yet there is sufficient evidence that women leadership can grow. Despite significant societal openness to women leaders and general recognition of their ability, cultural barriers, lack of successful role models and lack of supportive structures prevent them from actually participating in leadership. However, the data also show a clear tilt among people under 30 and among those with a high level of education toward an inclusive approach to leadership modeled after community elders.

To sum up, leadership in Hyderabad Cantonment is not effective because of the conjunctive problem of entrenched challenges and emerging opportunities. Now, for leadership to become a real transformative force in community development, there's an urgent need for more participatory governance, transparent resource mobilization strategies and proactive effort to give voice to women and other marginalized voices. The building of institutional capacity, promotion of civic engagement and nurturance of inclusive leadership models in the cantonment area is an essential step in sustainable and equitable development in this area.

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