

Introduction to Capacity Development and Capacity Needs Assessment

ASSESSING CAPACITY DEVELOPMENT NEEDS OF EXTENSION AND ADVISORY SERVICES (EAS): A REVIEW

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What is Capacity?

Capacity

- is the overall ability of an individual or a group to perform their responsibilities (IUCN, 2009)
- is the ability of individuals, organizations, organizational units and/or systems to perform functions effectively and in a sustainable manner(UNDP, 1998)
- Is the ability of people, organizations and society as a whole to manage their affairs successfully(FAO)

TAP, 2015

Capacity Vs Competency

Competencies

- Are core knowledge, skills, attitudes and energies that individuals need to effectively work within the AIS.
- Innovation competencies include abilities to
 - ✓ create, access and use information and knowledge
 - ✓ work and learn with others to improve the performance of innovation systems;
 - ✓ facilitate the innovation process.

Capacity

- the ability of individuals and organizations to use competencies in such a way that the collective potential is realized.
- This includes the “collective” ability of a group or system to
 - ✓ function as effective organizations;
 - ✓ provide space for organizational learning;
 - ✓ adapt to changing circumstances;
 - ✓ build effective partnerships;
 - ✓ take risks;
 - ✓ act towards organizational goals; and
 - ✓ acquire and manage the necessary resources.

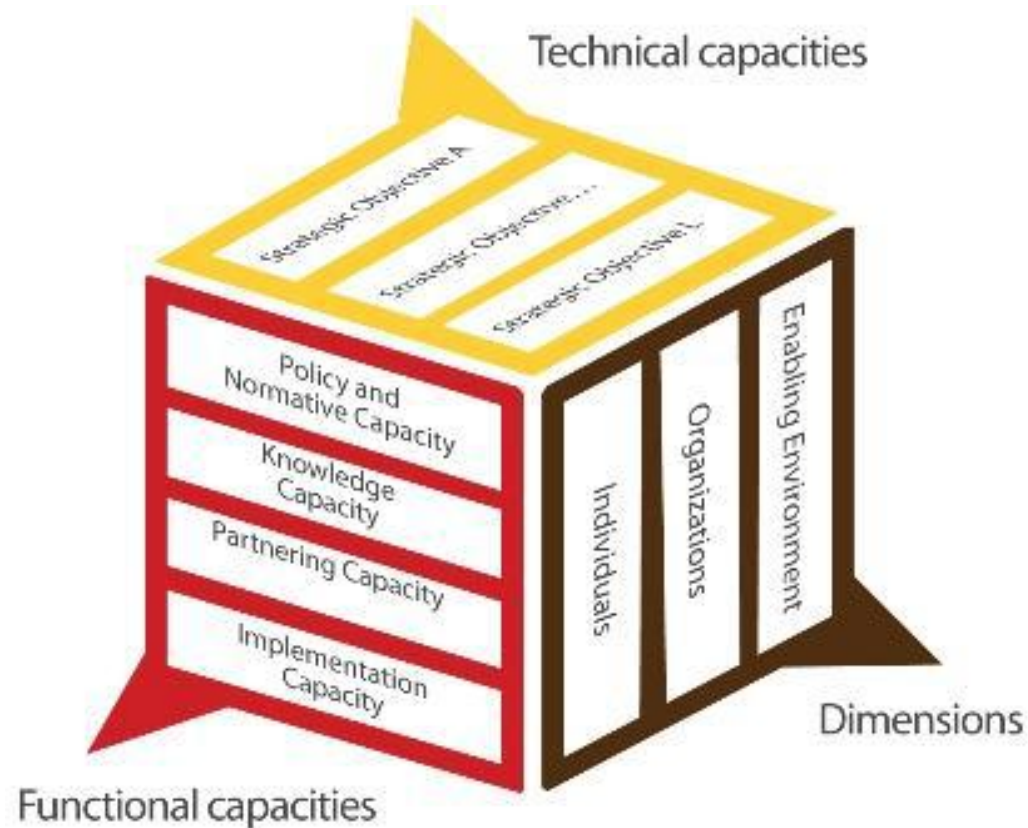
What is Capacity Development(CD)

- the sum of efforts needed to nurture, enhance and utilize the skills and capabilities of people and institutions at all levels- locally, nationally and regionally and internationally (FAO)
- process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time. (UNDP capacity development approach).
- process whereby individuals, organizations and society as a whole unleash, strengthen, create, adapt and maintain that capacity over time (OECD/)

Capacity Development

- is the process by which people, organizations and society systematically stimulate and develop their capacities over time to achieve social and economic goals, including through improvement of knowledge, skills, systems and institutions.
- Capacity development is fundamentally about change and transformation- at individual, organizational, sectoral and societal levels with long-term investments.
- Experience shows that capacity development cannot be confined to training although this has often been the case in the past.

Types of Capacities (FAO's CD framework)



Capacity assessment

- is the process by which the capacity of a group is reviewed against desired goals, and the capacity gaps are identified for further action.
- **Capacity Need Assessment (CNA)** is not only about recognizing gaps, but also about identifying existing capacity and latent capacity (current capacity that is neither used nor recognized) and ensuring that both are enhanced and clearly linked with the outcomes to achieve a desired result.

Capacity Need Assessment (CNA)

Incremental approach

What capacity is already in place ?



Capacity Need Assessment (CNA)

Gap analysis approach

How should it be and what is missing ?

