

# Capacity development

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## Definitions of capacity development

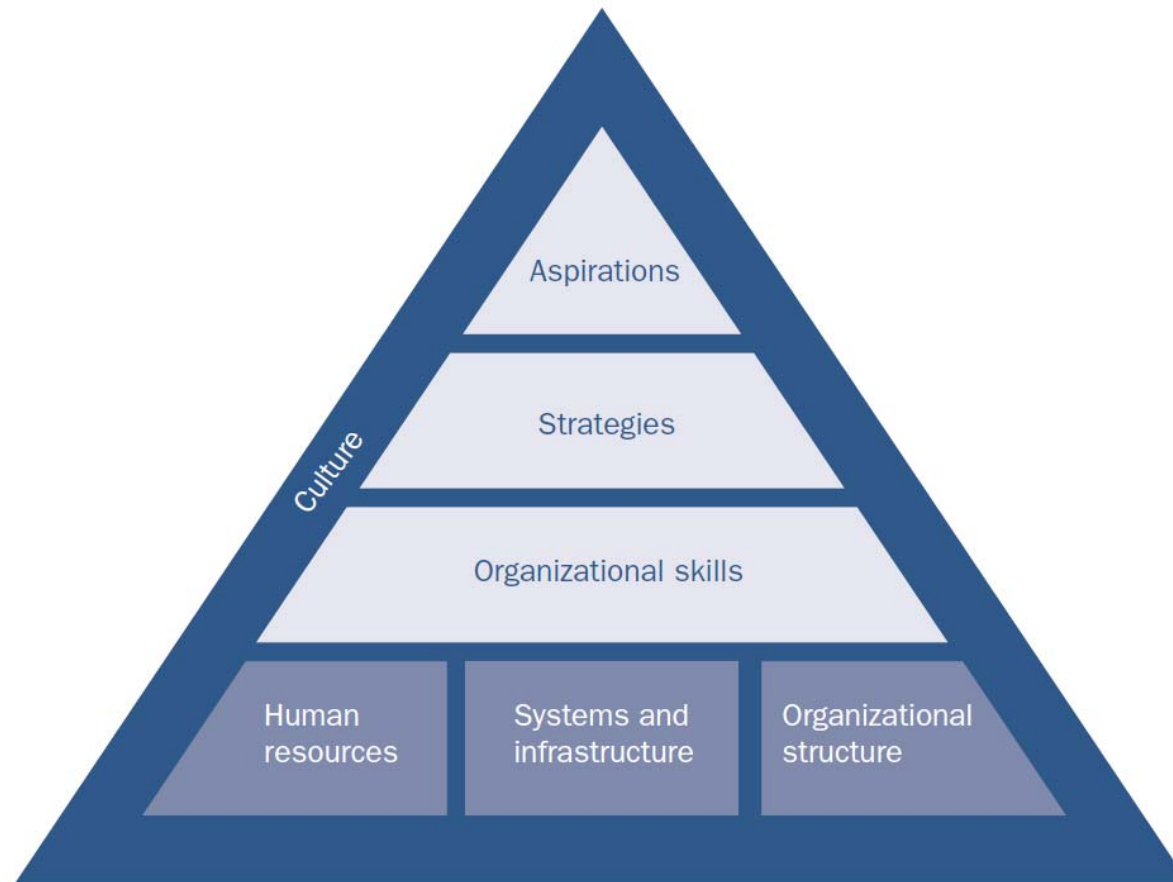
- *The process whereby people, organisations and society as a whole unleash, strengthen, create, adapt and maintain capacity overtime (OECD/DAC)*
- *Capacity building is a complex notion – it involves individual and organisational learning which builds social capital and trust, develops knowledge, skills and attitudes and when successful creates an organisational culture which enables organisations to set objectives, achieve results, solve problems and create adaptive procedures which enable it to survive in the long term (DFID, 2008)*

## **In other words, capacity building is ....**

- A complex process between elements in an open system, that involves changes in relationships.
- A process involving changes in identity and power structure.
- A primarily endogenous process based on the concept of local ownership.

# Seven Elements of Capacity

Adapted from McKinsey & Company 2002



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# Integrated capacity development (OECD-DAC 2006)

Capacity building takes place at three levels:

- **individual** (professional development of individuals);
- **organizational** (strengthening the operational capacity of organizations);
- **institutional** (development of rules and conditions which allow organizations to function properly).

The three levels of capacity building are **interdependent** and interventions at one level cannot produce sustainable results without also incorporating capacity building at the other levels.

## Conditions for integrated capacity development

- Capacity development activities are based on a **thorough analysis of the context**, of the capacity needs and the implementation capability of the partner organization.
- They are **linked to broader capacity needs** at sectoral and national level.
- ICD efforts must be **anchored in the development strategies** of the organization.
- ICD needs to be **flexible and adaptable** to the future needs and changes.
- These ambitions can only be realized if projects design and implement capacity building in a **holistic and integrated manner**.

## Implementation of ICD – identification stage

Individual	Organizational	Institutional
Identify capacity gaps and training needs related to tasks and career paths	Assess the abilities of an organization to analyze problems, needs, issues and opportunities;	Analyze the structures, systems and interests which constitute the enabling environment  Map relevant stakeholders, donors and training providers

# Implementation of ICD – formulation stage

Individual	Organizational	Institutional
<p>Decide who should be targeted, at what level, and how. Choose the appropriate training approach</p>	<p>Assess organizational policies and procedures and decide which ones may need to be redesigned</p> <p>Assess the presence of vision and strategy documents</p> <p>Assess the capacities of the organization to plan, manage, implement and monitor, availability and quality of the infrastructure and facilities of the organization.</p>	<p>Determine to what extent the project can or should influence the enabling environment.</p> <p>Design strategies to influence the enabling environment or mitigate its negative influence.</p> <p>Design strategies to involve stakeholders, other donors and training providers</p>



# Implementation of ICD – implementation stage

Individual	Organizational	Institutional
<p>Acquisition of knowledge skills and insights.</p> <p>Trainees need to be made aware of the broader (organizational) objective of their individual training</p> <p>Ensure that training is adapted to local culture and context.</p>	<p>Strengthening of policies, management, processes, systems and facilities.</p> <p>Ensure the commitment and active involvement of management and project implementers</p> <p>Make sure that trainees can apply their newly acquired knowledge and skills in their workplace</p>	<p>Influence the enabling environment or mitigate its negative influence</p> <p>Establish partnerships and networks with relevant parties</p> <p>Inform stakeholders about the output and outcome of the project and involve them in project activities where possible.</p>

## The 5 Cs (1-3) Morgan 2006

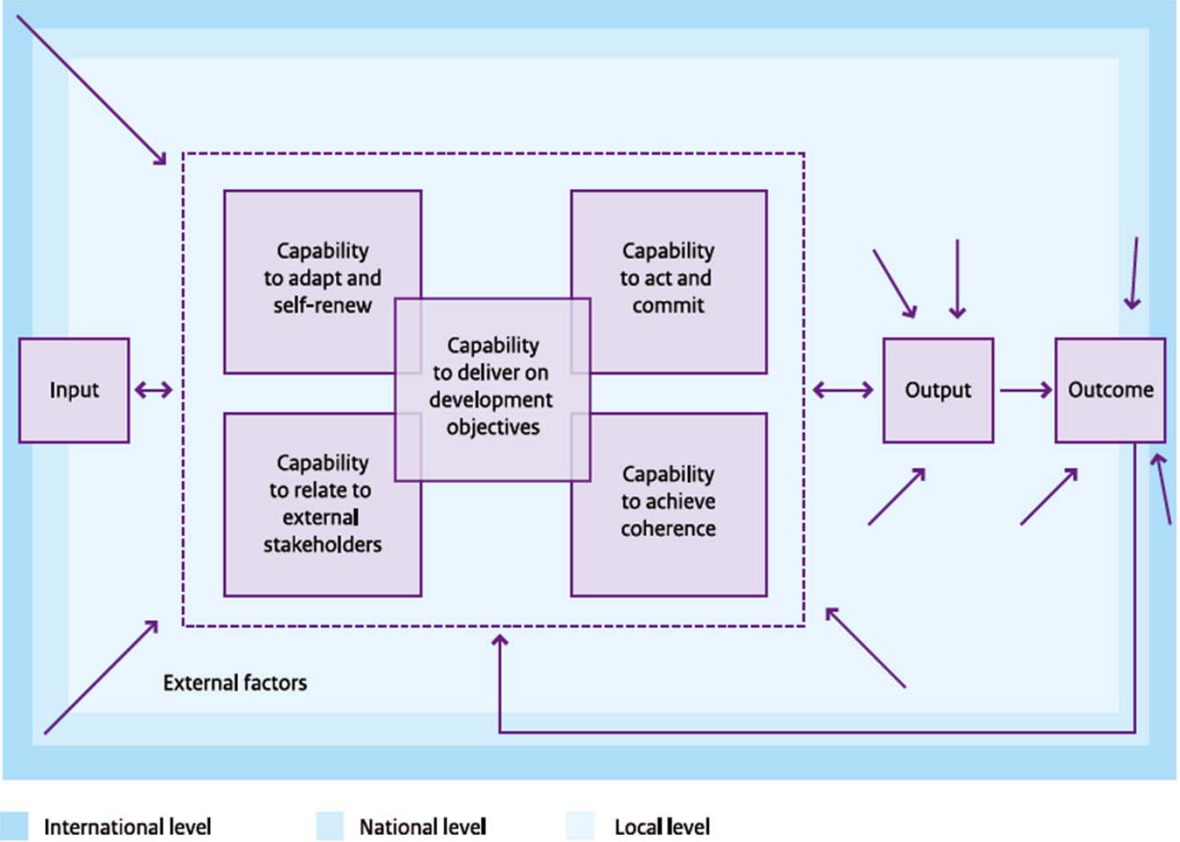
- **Capacity to act and commit** (organizational level)
  - The ability to work properly: to plan, take decisions and act these decisions collectively. *What things should we be good at in order to take charge and act efficiently and effectively?*
- **Capability to adapt and self-renew** (organizational level)
  - To learn internally and to adjust to shifting contexts and relevant trends. *What internal or external trends and factors should trigger internal and/or network change and innovation? Did we respond to these?*
- **Capability to deliver on development objectives** (content level)
  - Skills to ensure that it is producing what it is established to do. *What results should we achieve in order to satisfy our target groups and donors? Have we really achieved such results?*

## The 5Cs (4-5)

- **Capability to relate to external stakeholders** (Inter-institutional level)
  - Building and maintaining networks with external actors. *What space/relationships should we uphold to be able to achieve our objectives.*
- **Capability to achieve coherence** (policy level)
  - The strength of an organisation's identity, self-awareness and discipline. *What? When? With whom? How?*

# Analytical Framework

Lange & Feddes 2008



Thank you for your attention!

Reactions are welcome  
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