

Capacity Development for Enhanced Sustainability and Impact

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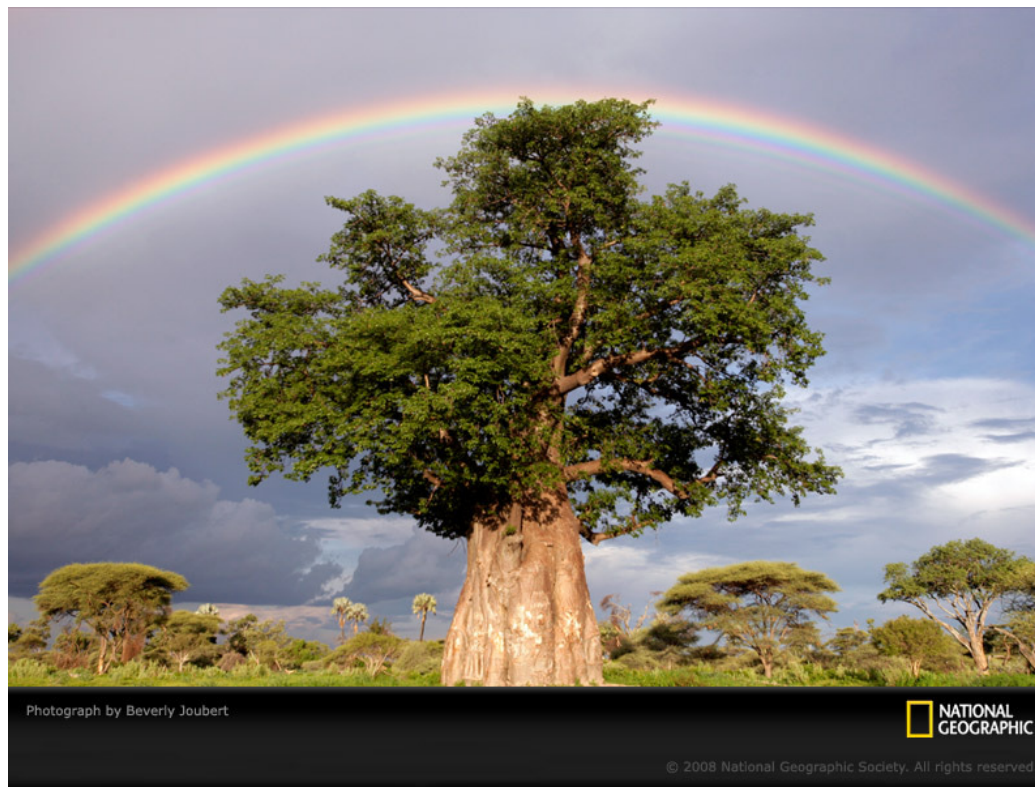
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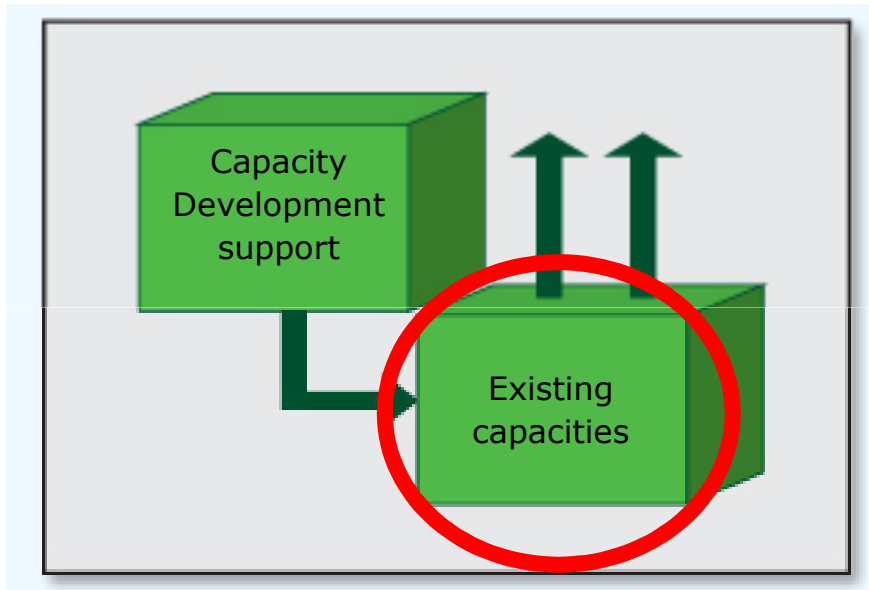
Social Protection and Agriculture Workshop
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What is Capacity Development?



- **“Development is like a tree: it can be nurtured in its growth only by feeding its roots, not by pulling on its branches” I. Serageldin**

What is Capacity Development?



"One quarter of annual donor aid- more than **15 billion US\$** aimed at capacity development" (OECD)

- **Capacity is:** *"the **ability** of people, organizations and society as a whole to manage **their affairs** successfully"*.
- **Capacity Development is:** *"the **process** of unleashing, strengthening and maintaining of such capacity"*.

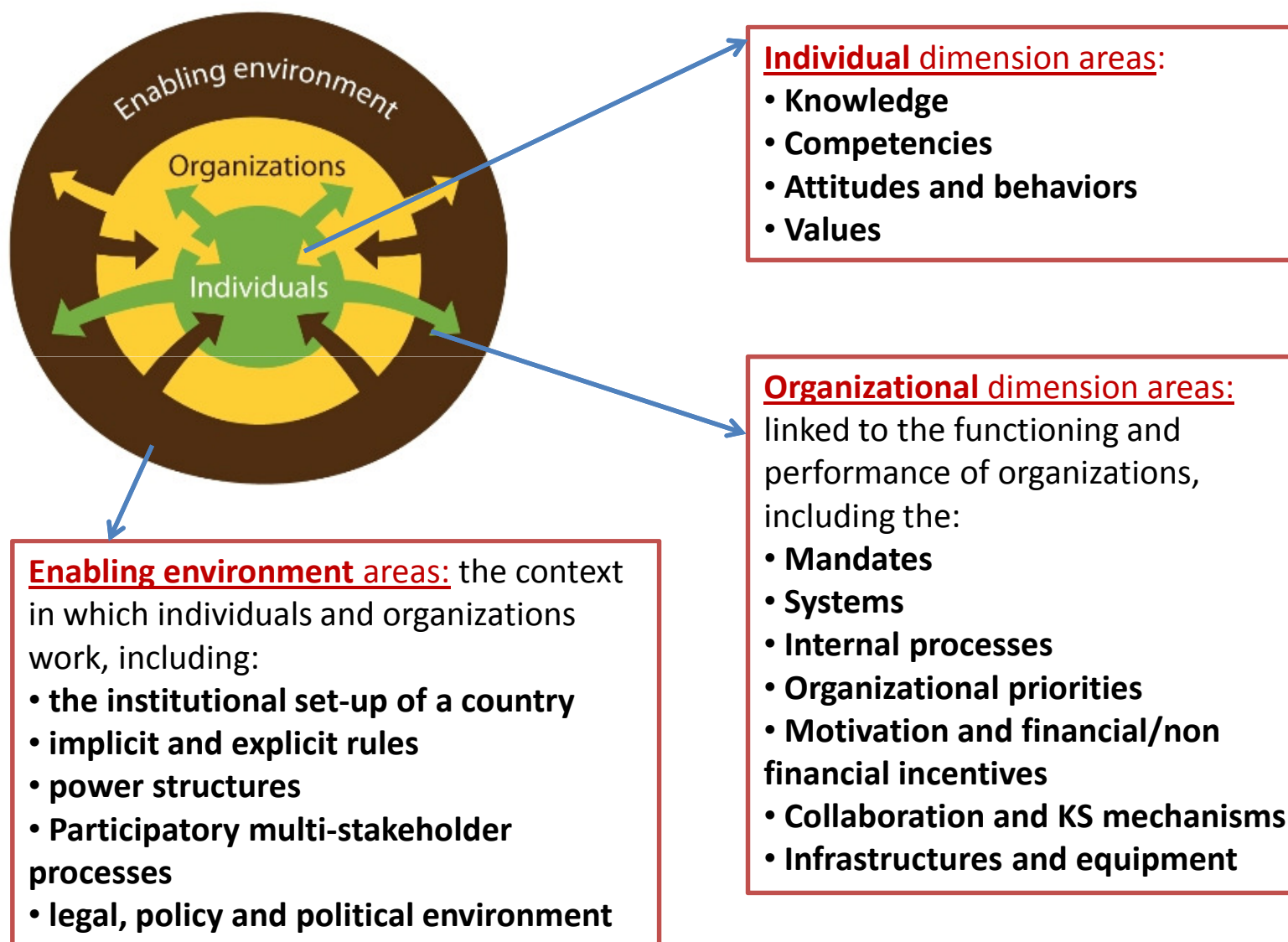
Capacity Development means.....



- ✓ **Development effectiveness**
 - from assistance to partnership
 - Country **ownership** & Leadership
 - **Empowerment** of all Stakeholders
- ✓ **Beyond Capacity Building/Training** – reaches across **three dimensions of CD**
- ✓ **Beyond Technical capacities to Functional capacities**

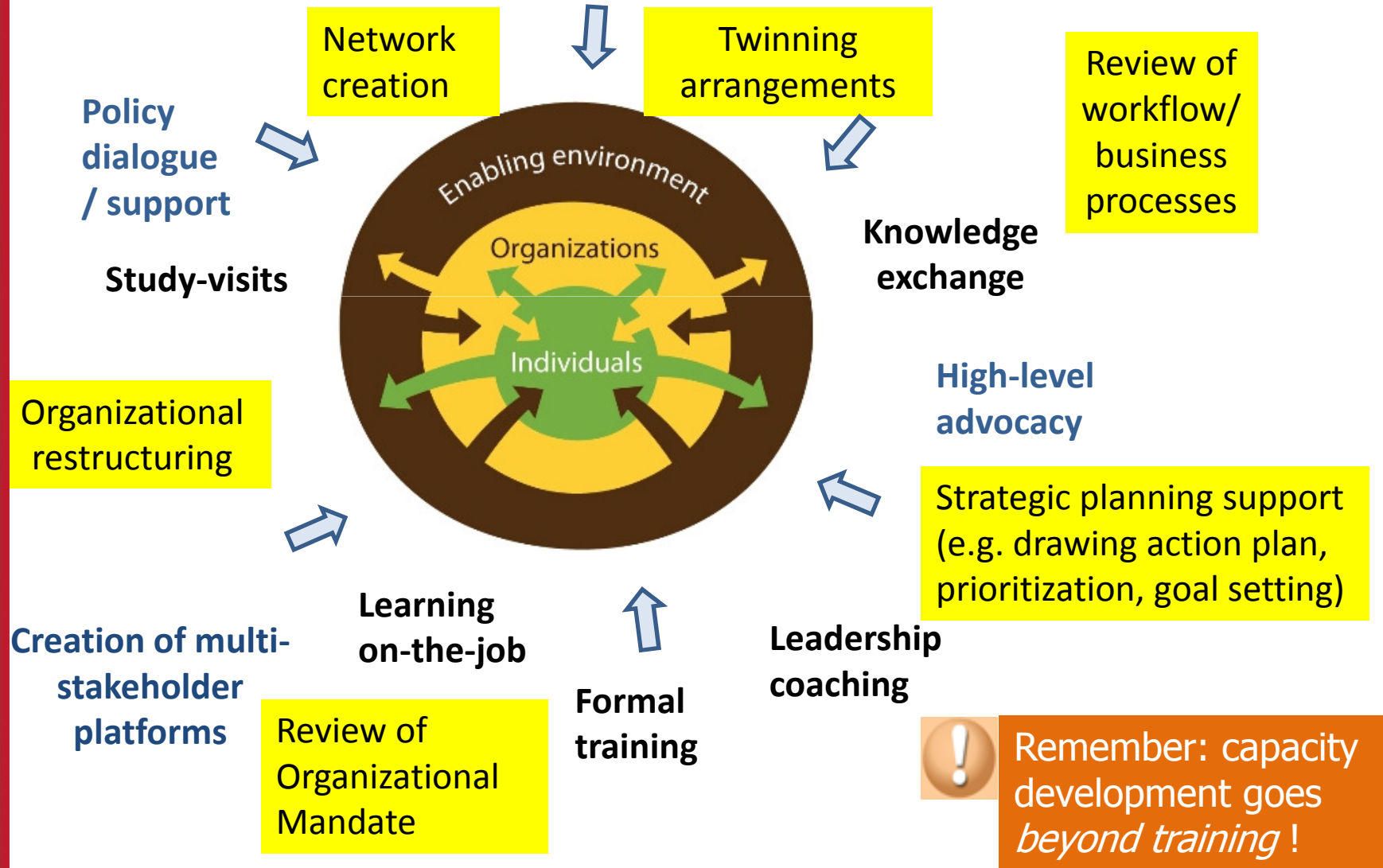
Capacity Development = good development practice to increase **Sustainability** and **Results**

Three Dimensions of CD



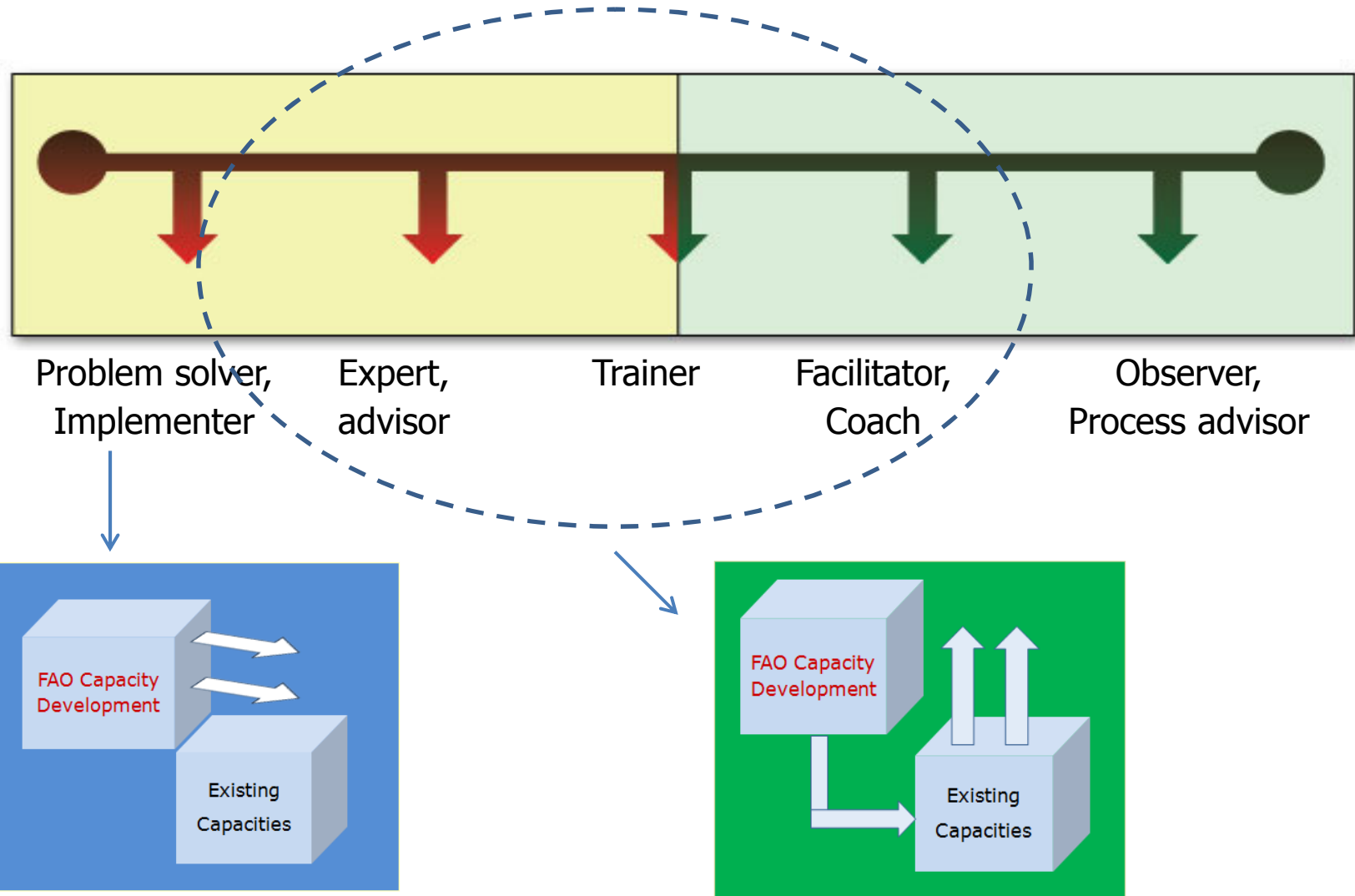
CAPACITY DEVELOPMENT MODALITIES

No single CD modality can address a need. **Combination** of different CD modalities across three CD dimensions is key



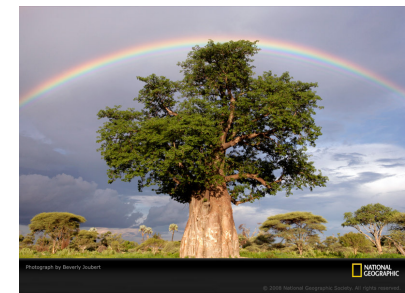
Remember: capacity development goes beyond training!

THE ROLE of Development Actors in CD (e.g. FAO)

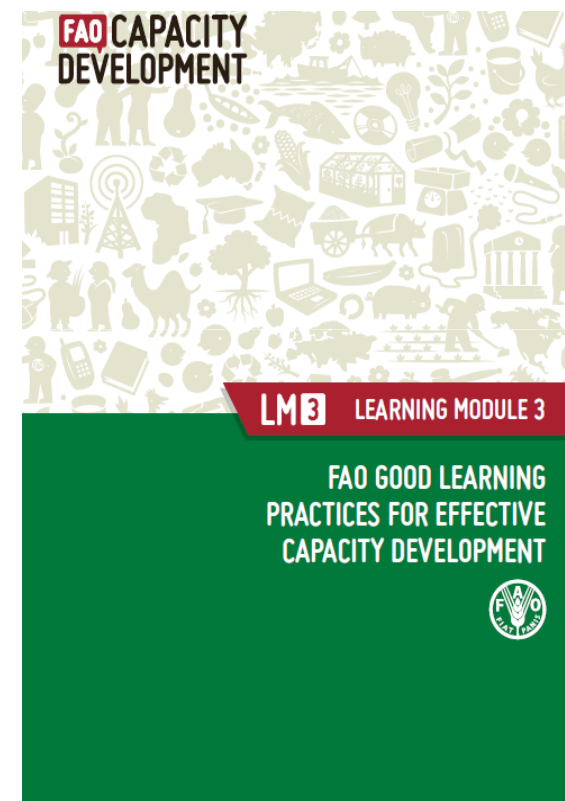
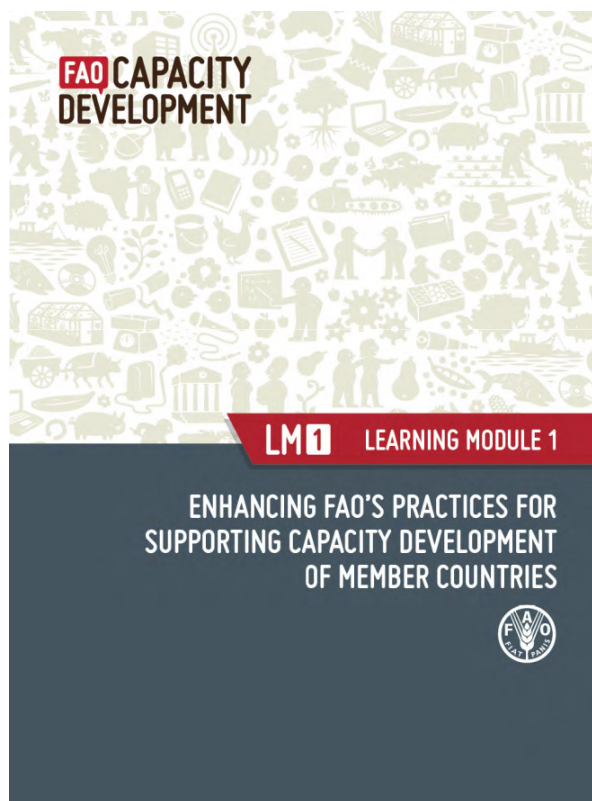


Evaluation of FAO CD Activities in Africa (2000-2010)

- Many CD interventions relevant but few **sustainable** (shooting star syndrome- light up sky, fade away quickly)
- FAO has intervened unevenly **across CD dimensions** and with little systemic interconnections
(Individuals **80%**, Organizations **25%**, Enabling Env. **50%**)
- Limited **local ownership** and institutionalization of initiatives into local systems needed to provide services and funding for **scaling-up**
- “Good Capacity Development is not only about **‘what’** we do, but primarily **‘how’** we engage in it”



Practical Learning Modules on Good CD Practices and Tools



Contact Capacity-Development@fao.org for information or guidance

Relevance to Social Protection and Agriculture?

Synergies and **coordination** between social protection and agriculture.....

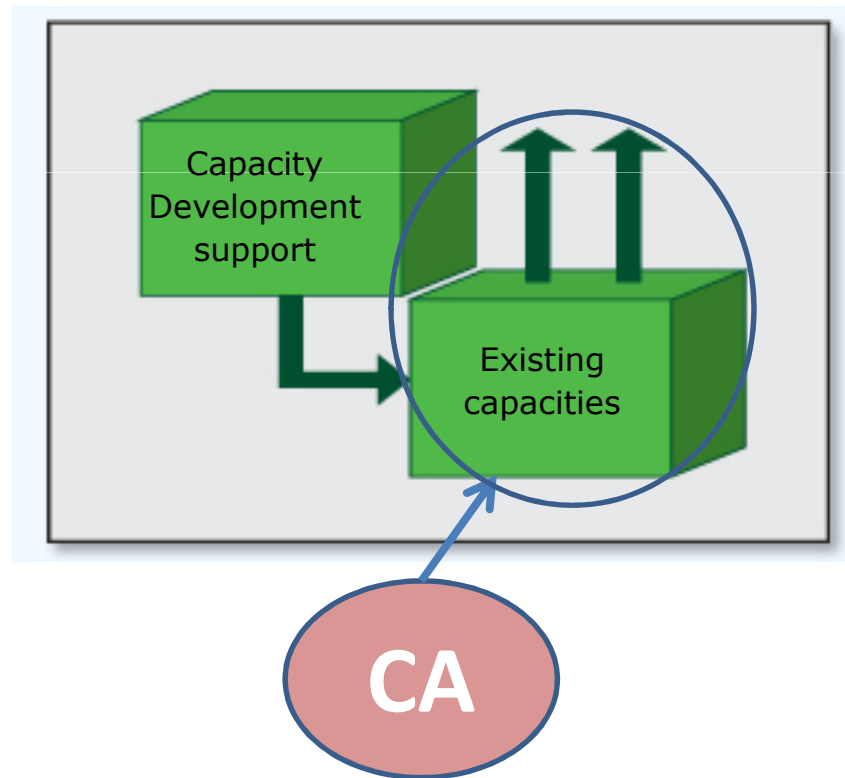
may require strengthening country-level capacities among all stakeholders across all CD dimensions

- Capacity Development **Roadmap** at country-level?
- **What** and **Whose** capacities to be developed?

Capacity Needs Assessment

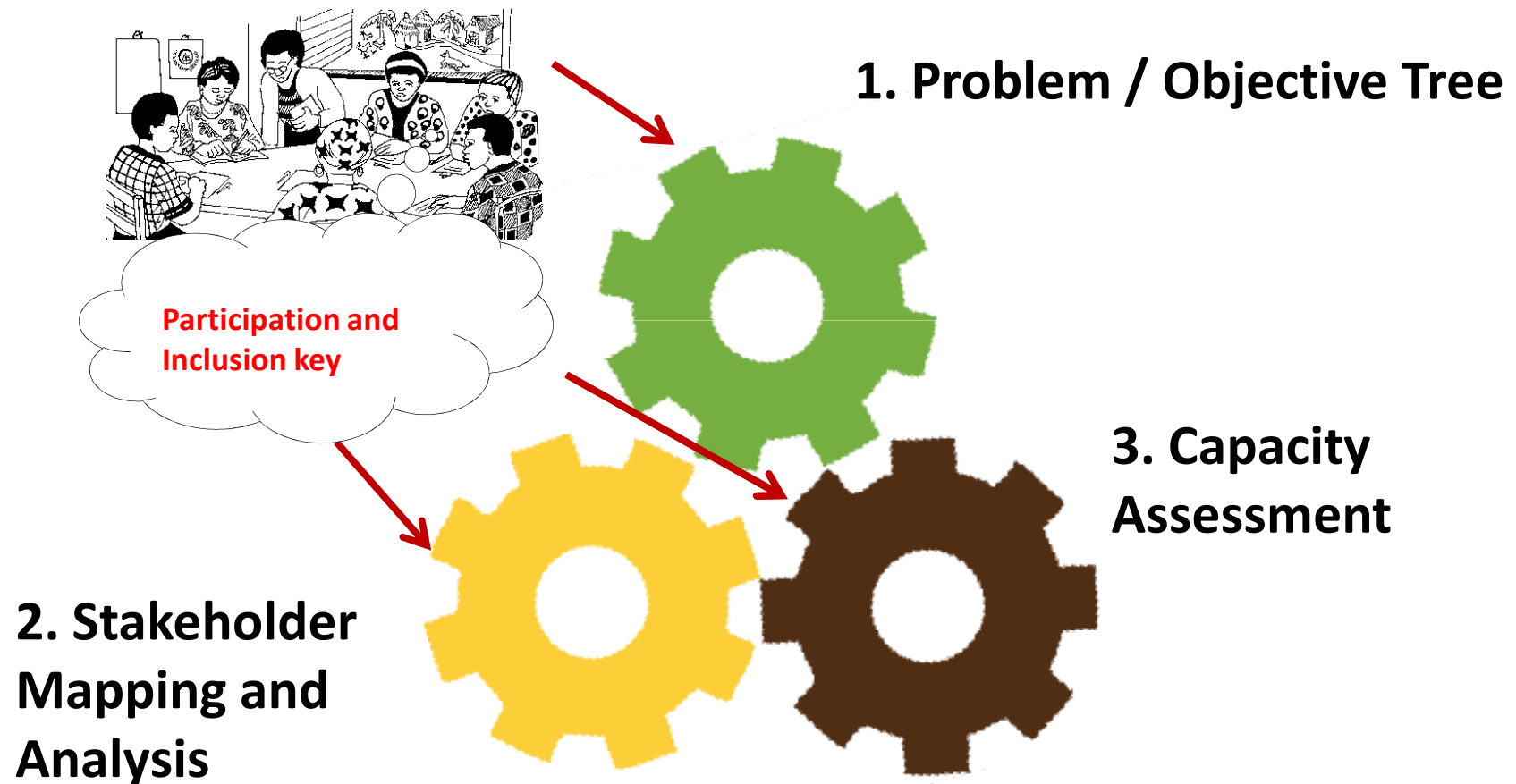


Why assess capacities comprehensively and with broad participation?



- **Whose** and **what** capacities are to be developed?
- Nurture broad **ownership** and **leadership** and **commitment** for **CD journey**
- **Strategic** and **targeted** interventions (starting from *existing* capacities)
- **Baseline** across all CD dimensions

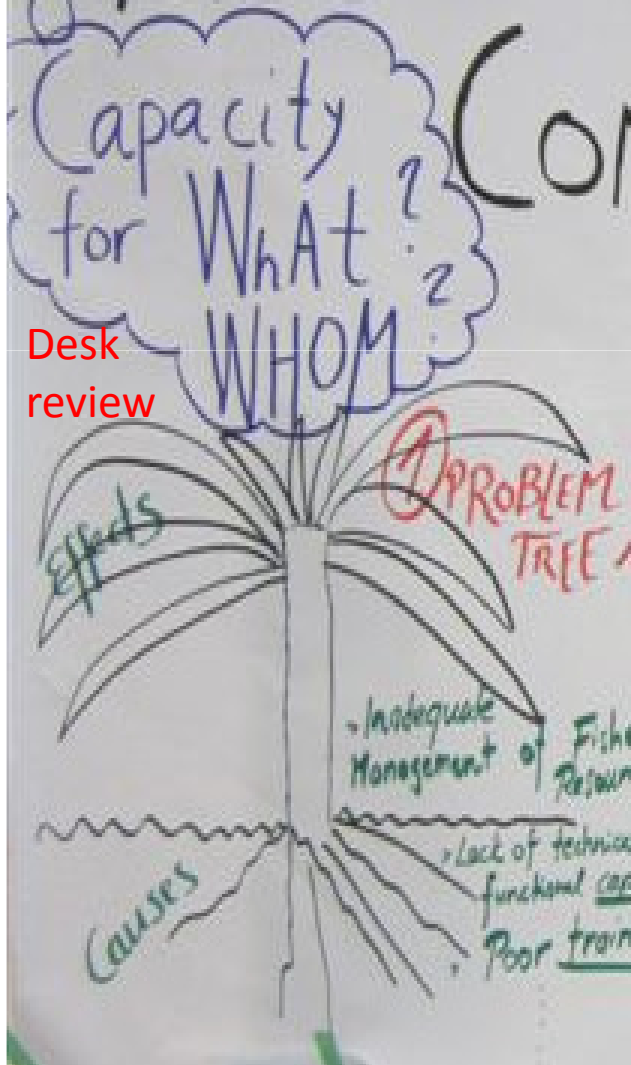
Three Key Steps in CA Process



ASSESSING COUNTRY

3

CONTEXT & CAPACITY



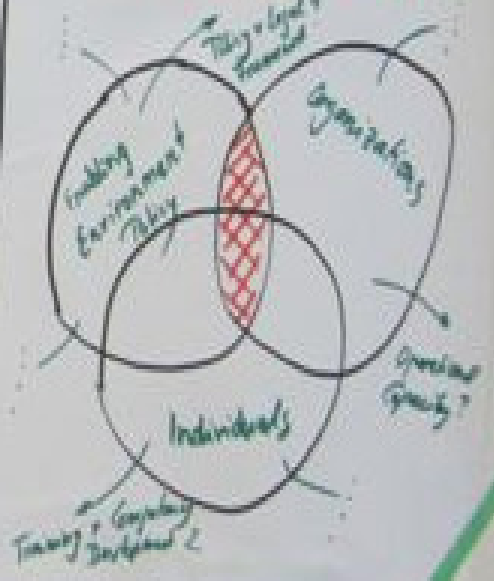
Desk review

2 Stakeholder MAPPING

How to assess
500+ fishery
stakeholders?

		Opposition		Support
		Active	Neutral	Active
Stakeholder Power	High			X
	Medium	X	X	
	Low	X		

3 Capacity Assessment Matrix



Capacity Assessment Matrix

Dimensions	Categories	Present state	Desired state <i>(after project)</i>	How to get there
Individual	<ul style="list-style-type: none"> - Knowledge - Skills - Attitudes - Etc. 	●		
Organizational	<ul style="list-style-type: none"> - Mandates - Processes - Linkages and synergies - etc 	○		
Enabling Environment	<ul style="list-style-type: none"> - Legal framework - Governance - Etc. 			

Baselines for Monitoring

A word about SUSTAINABILITY

SUSTAINABILITY = CHANGES ARE MAINTAINED and even UPSCALED AFTER PROGRAMME HAS ENDED
Good CD assessment are the basis for sustainability

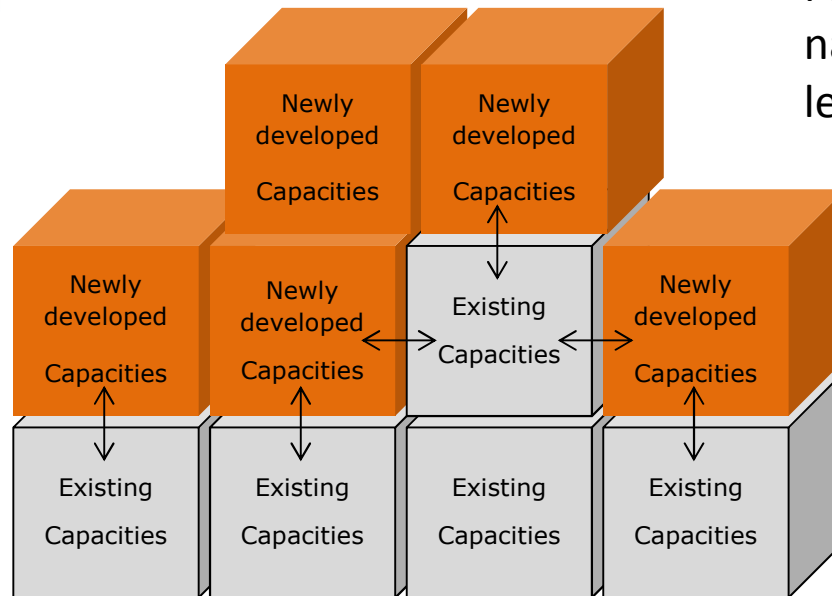


Defining after-project vision

Conducive policy environment

Partnering at local, national and regional level

Building on national process and procedures



Institutionalizing results and processes

Adapting to context

National ownership

Empowerment

Interview Marco Knowles (FAO) Bangladesh Case Study

Objective: enhanced capacity to formulate, monitor and implement comprehensive food security policies to facilitate the attainment of MDG1 & WFS

Outcome 1

FPMU capacity to monitor food security and provide policy support

Outputs

1. Organizational development
2. Development of human capacities
3. Inter-ministerial collaboration

Outcome 2

FPMU capacity to provide research based policy guidance on medium and long term

Outputs

4. Food security research to inform decision making
5. Policy dialogue with GoB and other stakeholders