

CAPACITY NEEDS ASSESSMENT

*The roadmap to capacity
development*



Capacity Needs Assessment

INTRODUCTION

Capacity Needs Assessment is a process of evaluating actual existing gaps within farmer groups in terms of knowledge, skills, strengths, weaknesses, opportunities, threats, assets and other elements required for them to achieve the pre-specified objectives.

Despite the existence of capacity development process over the years, it has been mostly considered in the form of supportive training programs to strengthen skills, processes and systems as a need to achieve goals and meet objectives.

As described in the UNDP Report of 2007 on Capacity Development, Capacity Needs Assessment stands out as an important part of the capacity development process.

Capacity is interrelated in three levels; Individual, organizational and enabling environment.

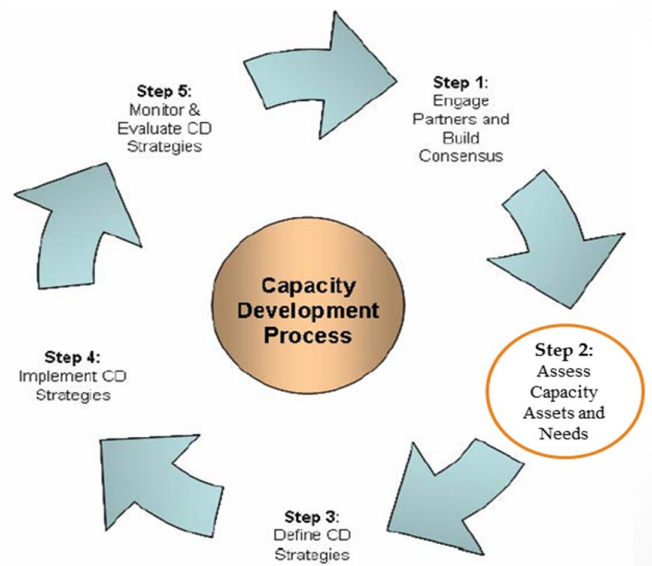


Fig 1: Capacity development steps, (UNDP 2007)

Summary:

- ◆ CNA is a preliminary stage of any capacity development process and forms the basis of planning
- ◇ CNA involves identification of gaps in the capacity to achieve
- ◇ CNA process involves three steps; identification of existing capacity, identification of the desired capacity and the gap between the two.
- ◇ The CNA process is a structured and participatory approach through workshops and one on one discussions.

MTAKA YOUTH - KENYA	
WORK PLAN	
KITENGO	MUDA
1 KUONGEZA ELIMU KATIKA KUMBIKA ENDO LA JAMIA YA KUSIKUZA ENDO LA NYUMBANI NA KUMBIKA	OCTOBER 2012 - MARCH 2013 (WAKATI KUMBIKA WAJAZI)
2 KUTANUA ENDO LA KUSIKUZA ENDO LA KUMBIKA ENDO LA NYUMBANI NA KUMBIKA ENDO LA NYUMBANI	JAN 2013 - DEC 2013
3 KUONGEZA IDADI YA NGWEC KUTIKA 2 HADI 15 NA MABANDA 1 HADI 5 KUTIKA 5 NA MABANDA 15	JAN 2013 - DEC 2013 (BCC 2013 makanda 2 na ngweco 4, 2014 ngweco 12 na makanda 4, 2015 ngweco 15 na makanda 5)
4 MATENGENCIO WA ODI KUMBIKA ENDO LA NYUMBANI	MAY 2013 - MAY 2014
5 KUMBIKA ENDO LA NYUMBANI KUMBIKA ENDO LA NYUMBANI KUMBIKA ENDO LA NYUMBANI KUMBIKA ENDO LA NYUMBANI	MAY 2014 - DEC 2014

Capacity Needs Assessment

Strengthening Rural Institutions

Capacity to achieve its objectives is determined by three interrelated levels; Individual level capacity, organizational level capacity and an enabling environment.

At Individual level, formal training and education has built a mix of capacities in form of skills and knowledge but group capacity development still has a lot lacking.

Dealing with dynamism of groups has made meeting group objectives a difficult task. Therefore Capacity Needs Assessment provides a structured and participatory approach to assessing capacity needs and filling gaps by uniting several minds towards a common vision. The tested and robust CNA tool does not only focus on technical capacity building but also on soft skills through self-identification of needs.

Capacity Needs Assessment acts as the entry point to the components of the Strengthening Rural Institution model including capacity development, enterprise development e.g. linkages to markets and finance; and platform development and platform development.

We believe that the CNA tool can prioritize capacity needs for investment purposes building up to the existing skills present.

HOW IS CNA DONE?

Three steps are involved in the capacity needs assessment. The first step involves identifying the existing capacity amongst farmer groups. At this stage, existing assets, SWOT analysis, existing knowledge and skills and existing policy environment are identified. The second step involves identification of the desired levels of capacity. This is the capacity level necessary for the farmer groups' objectives to be achieved. A consideration is given to the farmer groups' ability to achieve this capacity. Finally, the gap between the two steps is identified which is the difference between the desired and the existing levels of capacity. The process can be summarized as in fig 2. These steps can be done through:

- o One on one discussion with groups
- o Participatory workshop process with community groups: leading to work plan development.



A Participatory workshop process

Capacity Needs Assessment

These workshops are also a learning avenue due to interaction between different groups, and also an opportunity to identify other opportunities for partnerships.

- o SRI has also developed a maturity assessment tool (software) that aids in capacity needs assessment.

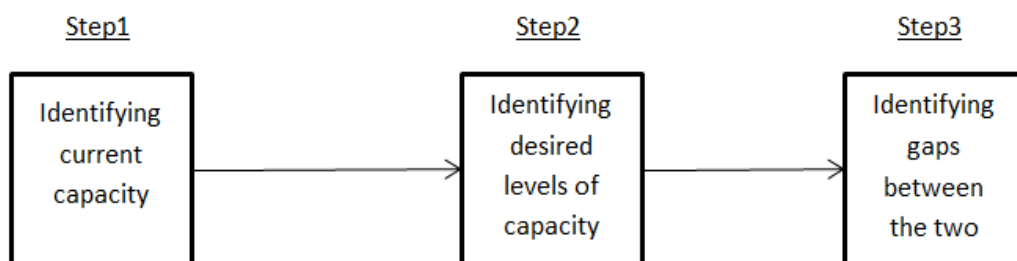


Fig 2: A flow diagram of the capacity needs assessment process

Capacity Needs Assessment should be conducted before any interventions are done with the community as it will act as a guide on the activities to be carried out and how to incorporate them in the development process. The responsibility of Capacity Needs Assessment lies with the Project teams of institutions implementing a program with community groups .

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Role play during a workshop