Capacity Need Assessment (CNA): Methods and Results

Mr. Bastian Mueller, ICARDA
b.mueller@cgiar.org

Capacity Needs Assessment (CNA)

- To assess capacity needs and knowledge management (KM) gaps
- The gaps were determined and desired capacity development activities formulated
- These gaps will then be addressed through organizational learning capacity development activities across partners and across countries

Intention of the CNA

The intention of the CNA was to assess the KM capacity needs of project partners in order to enable them to deliver the following focus points of the Strengthening Knowledge Management project:

(i) Financial inclusion of rural women and youth;
(ii) Natural resource management and climate resilience; and
(iii) Productive agricultural technologies (e.g. water management technologies, conservation agriculture and drought-resilient crops)
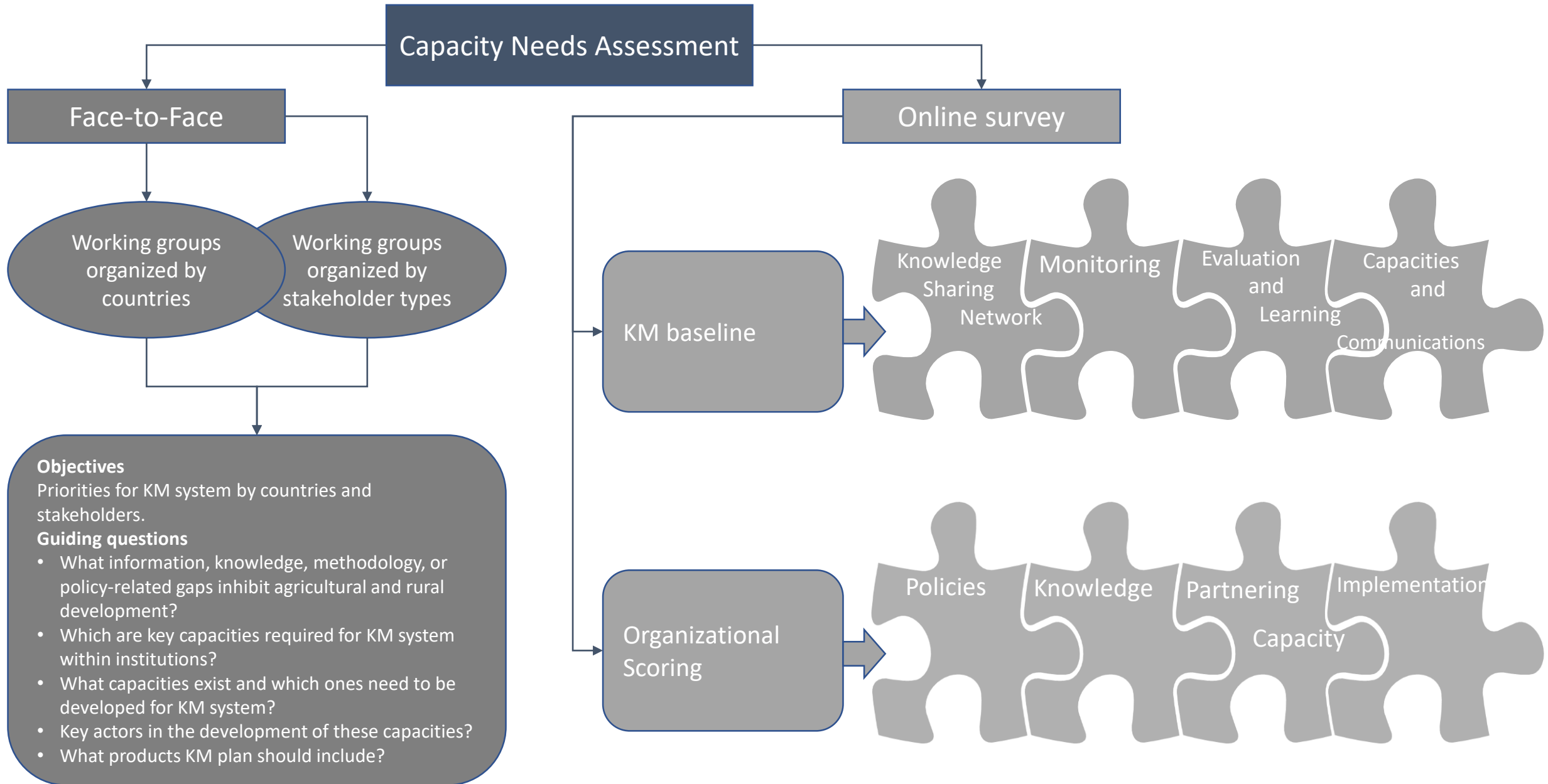
Goal of this CNA

The Goal is to answer the following questions for the partner organizations

- Where are we now?
- Where do we want to go?
- What is the best way to get there or what is missing?

Methodology

- A set of capacity assessment tools have been selected
- Tools were derived from a toolkit created by ILRI and ICARDA based on different publications
- Adapted and selected to the needs of this project
- A mix of on-site on online interventions were chosen

Workflow of CNA

Capacity Needs Assessment

Face-to-Face

Working groups organized by countries

Working groups organized by stakeholder types

Objectives
Priorities for KM system by countries and stakeholders.
Guiding questions
- What information, knowledge, methodology, or policy-related gaps inhibit agricultural and rural development?
- Which are key capacities required for KM system within institutions?
- What capacities exist and which ones need to be developed for KM system?
- Key actors in the development of these capacities?
- What products KM plan should include?

Online survey

KM baseline

Knowledge Sharing Network

Monitoring

Evaluation and Learning

Capacities and Communications

Organizational Scoring

Policies

Knowledge

Partnering

Implementation

Capacity

Envisioned Activities to be implemented

- Online Courses (Webinars, Courses)
- Symposia (in exchange between project partners)
- Forming of Communities of Practice (CoP)
- Learning routes (cross country visits to different for exchange of experiences and sharing best practices)
- Implementation of different tools and technologies (KM System, M&E Platform)

Working Groups by Country Example Morocco

- What information (I), knowledge (K), methodology (M), or policy-related (P) gaps inhibit agricultural and rural development?

- What key functions are required for an efficient KM system?

- What capacities already exist BUT need to be developed for the KM system of your institution?

- Who are the key actors in the development of these capacities?

- What communication products should a KM plan include?

- What communication channels are needed?

Working Groups by Institutions Example Academia

Common topics of interest among partners

- Youth Employment (Startups);
- Water Management;
- Land Management;
- Animal Health;
- SLM (Sustainable Land Management);
- Seed, Variety, Multiplication;
- Conservation Agriculture;
- Food Quality;
- Farm Management;

- IPM (Integrated Pest Management);
- Innovation in local products/ecological products;
- Soil & Fertilization;
- Machinery.

KM Baseline based on Infrastructure Readiness Tool

Conducted as online questionnaire via MEL platform with a key informant of the partner organization

Areas of interest

- Knowledge Sharing Networks
- Monitoring
- Evaluation and Learning
- Capacities and Communication

Organizational Scoring

- Conducted as online questionnaire via MEL platform with a key informant of the partner organization
- To get insight in different dimensions (Policy, Knowledge, Partnering Capacity Implementation)
- Conducted between during 2019 and finalized in Nov 2019

Organizational Scoring

- Online Courses (Webinars, Courses)
- Symposia (in exchange between project partners)
- Forming of Communities of Practice (CoP)
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Results

1. The answers have been collected, summarized and analyzed
2. A table with gaps and recommendations for each organization has been compiled
3. Gaps and recommendations that have been mentioned several times per country were further listed in a summary per country

The recurring gaps/recommendations for the Moldovan partners

- Establishment of an M&E platform as well as clear M&E processes. There is a desire for training for existing and new staff in this field
- KM strategies, plans and processes are lacking and need to be developed
- Standardized KM glossaries and vocabulary are mostly not in place, and where they are, they need to be better implemented
- Development and strengthening of partnership and networking capabilities would be beneficial for the Moldovan organizations
- Solutions need to be found to make the organizations attractive for a new generation of researchers

For the Moroccan partners, the following appear to be the most important gaps/recommendations:

- To implement an effective, nation-wide KM system in Morocco, the failings of previous KM systems should be analyzed
- The Moroccan partners would benefit from training with respect to M&E, KM setup processes, as well in how to develop KM and KS plans
- Greater exchange of knowledge between the Moroccan partners would enable them to learn from each other's experiences, establishing CoPs
- To prevent knowledge loss due to staff turnover, the digitization of publications / documents should be established / enhanced

The trends in recommendations for the Sudanese partners are as follows:

- Create a KM plan and establish a KM system and defined KM processes
- Setup an M&E platform that considers the e-Agriculture Strategy and SUDNAIP
- Engage in more partnerships to learn from other institutions / countries and setup a CoP

Further Steps

- Present results and discuss with the project partners which recommendations can be implemented within the project
- Prioritize these activities according to needs and setup an action plan

Thank You