From ‘Capacity Building’ to ‘Capacity Development’: Definitions and Approaches

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What do we mean when we use the term *capacity development*?

Is there confusion about capacity development’s meaning within your team / organization / sector?
**Background & Historical Trends**

**1970s Capacity Building**
- U.S. Government agencies
- Passive Participants / Recipients lacking skills / perceived shortcomings

**1990s Capacity Building**
- Institutional systems
- ‘Missing link in African Development’ (World Bank, 1993)

**2000s Capacity Development**
- Local Actors / Communities
- Active participants
- Strengthening existing skills and abilities

**Present Capacity Development**
- Specific types of localized capacity (Ex: resilience)
- Local ownership of the process; not only the outcomes
- Culturally relevant and localized capacities
# Capacity Building

“A process that supports only the initial stages of building or creating capacities and assumes that there are no existing capacities to start from.”

- Lack of ownership
- Incapacity to affect sustainable change
- Lack of inter-sectoral coordination
- Insufficiently tailored-made approaches
- Participants are passive recipients of aid

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# Capacity Development

“A process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time.”

- Locally owned
- Focus on strengthening existing skills and abilities
- Action is required at multiple levels: (enabling environment, organizational, individual)
- External partners do not own this process, but rather support it

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2 Capacity for Disaster Reduction Initiative (CADRI) accessed on July 19, 2018

This information is confidential and not intended for public distribution.
Questions to Consider

1. Is the shift from capacity building to capacity development just “old wine in a new bottle?” Or is this shift in terminology a realization that local solutions are essential to achieving localized impact?

1. How can we ensure a unified understanding, messaging and application of these key terms?

1. How can capacity development support community-led development?
Nuru’s Integrated Capacity Development Approach

Hyperlocal training curriculum

Capacity development approach based on IDEO’s Human-Centered Design principles:

Nuru focuses capacity development resources on both Farmer Organization leaders and Farmer Organization members across three integrated levels:

Whose capacity is developed?

FO Leaders
FO members

Enabling Environment - market linkages, advice on social services, leadership and management training

Organizational - legal registration support, business plan training

Individual - Coaching, feedback trainings, exchange visits, best agronomic practices,
Nuru International’s Capacity Building Shift

- Capacity building for managers
- Capacity building for all staff
- Capacity development for farmer leaders
- Capacity development for individual farmers

2008 → 2019
Who are Nuru’s local leaders?

<table>
<thead>
<tr>
<th>Emerging Leaders</th>
<th>Established Leaders</th>
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<tbody>
<tr>
<td>Farmer organization members</td>
<td>Farmer organization board members</td>
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<tr>
<td>Healthcare volunteers in Ethiopia</td>
<td>Program managers in Kenya</td>
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References and Additional Resources


