

# **CAPACITY FOR CHANGE**

## **Common Framework on Capacity Development (CD) for Agricultural Innovation Systems (AIS)**

### **Definitions & basic concepts**



# Agricultural Innovation

## **Definition:**

***“Agricultural innovation is the process whereby individuals or organizations bring existing or new products, processes and forms of organization into social and economic use to increase effectiveness, competitiveness, resilience to shocks or environmental sustainability, thereby contributing to food and nutritional security, economic development and sustainable natural resource management.”***

# Agricultural Innovation

***Innovation ≠ Invention → Innovation implies application***

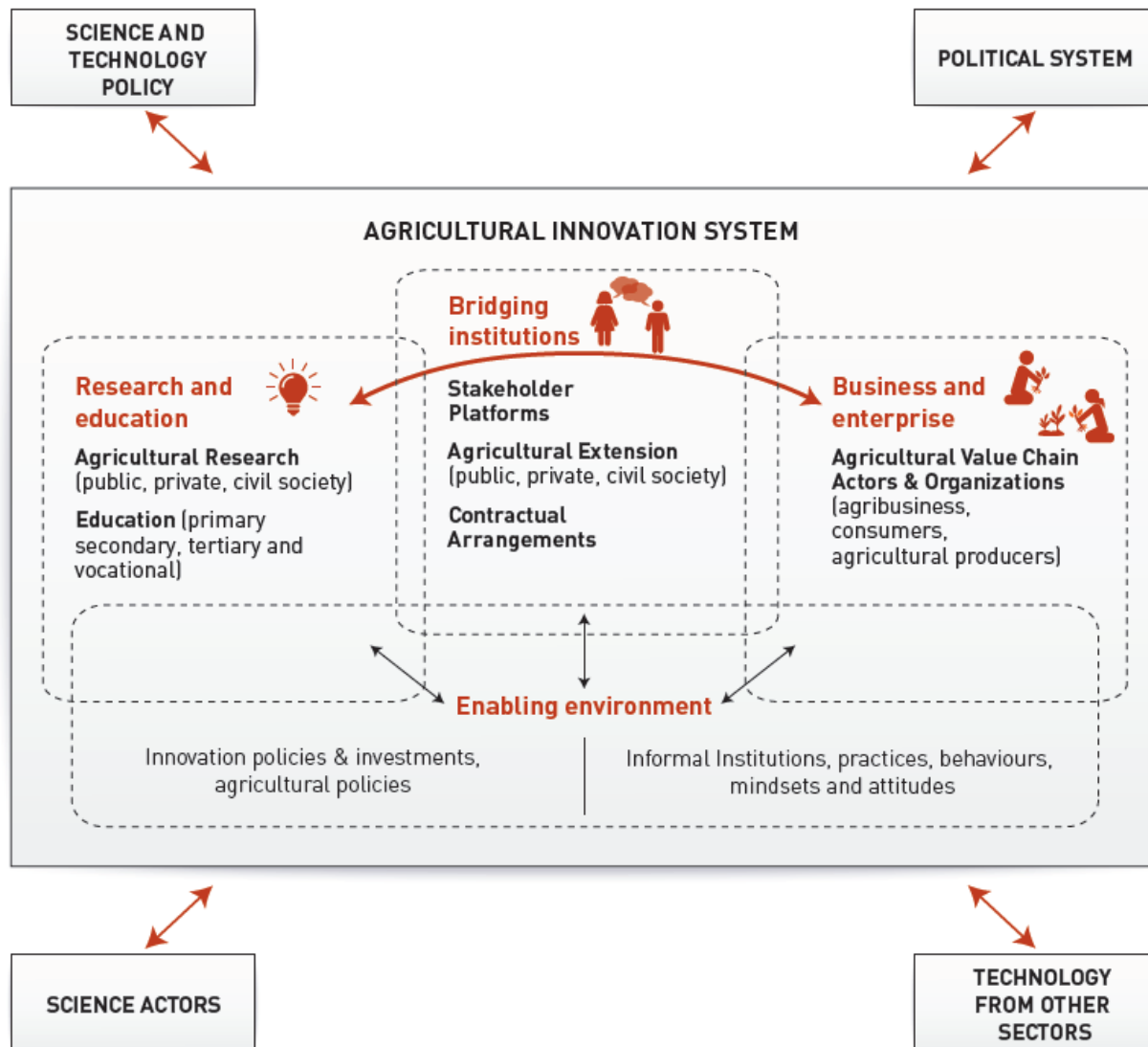
***Innovation refers to technologies and practices***

- Improved varieties
- Sustainable land management techniques
- Methods to reduce post-harvest losses
- Etc.

***BUT it also refers to processes and organizational forms***

- Public-private partnerships
- Farmers' cooperatives
- Performance contracts
- Etc.

# Agricultural Innovation System (AIS)



As agriculture increasingly involves complex interactions among stakeholders at multiple levels, agricultural innovation needs a **system perspective**.

# Capacity and Capacity Development

***“Capacity is the ability of individuals, organisations or society as a whole to set and implement development objectives as well as to identify and meet development challenges in a sustainable manner.”***

***“Capacity development is the process whereby individuals, organisations and society as a whole unleash, strengthen, create, adapt and maintain that capacity over time.”***

OECD/GAT, 2006

# Dimensions of capacity development

The Framework recognizes **3 CD DIMENSIONS**  
*(individuals, organizations, enabling environment)*

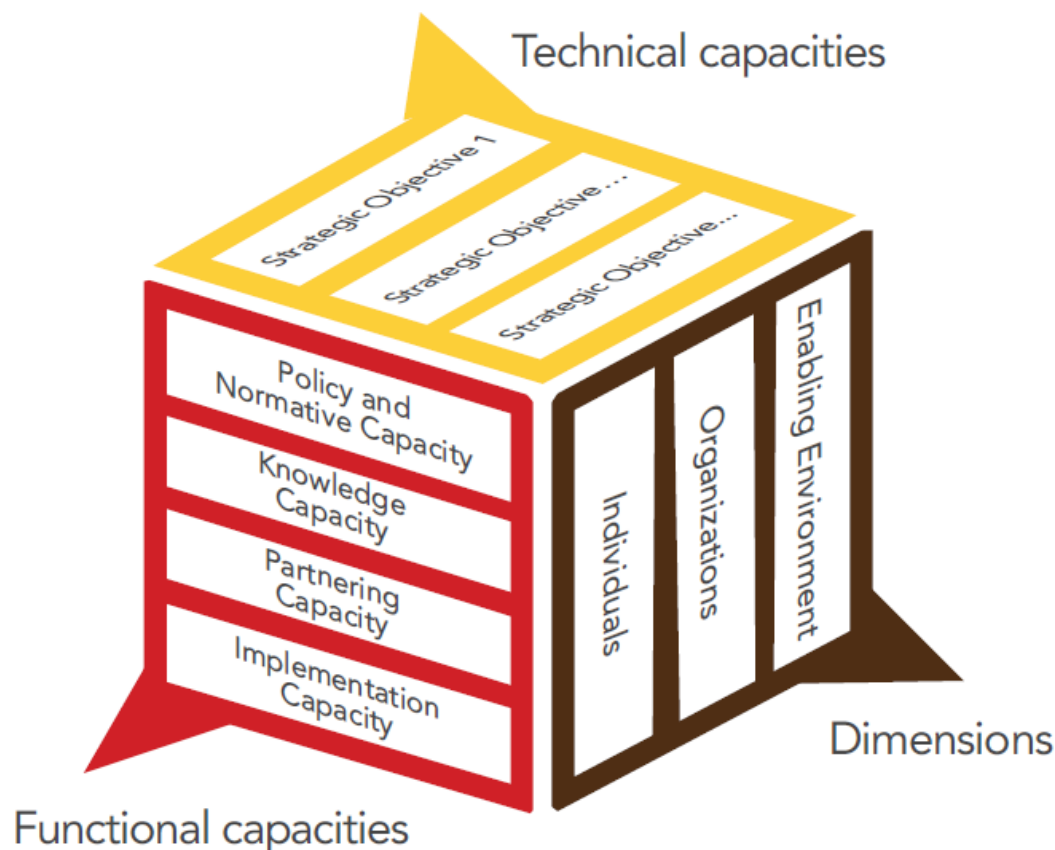


The CD dimensions are interdependent and must be addressed together. The Framework pays special attention to the **enabling environment**.



# Integrated approach to CD

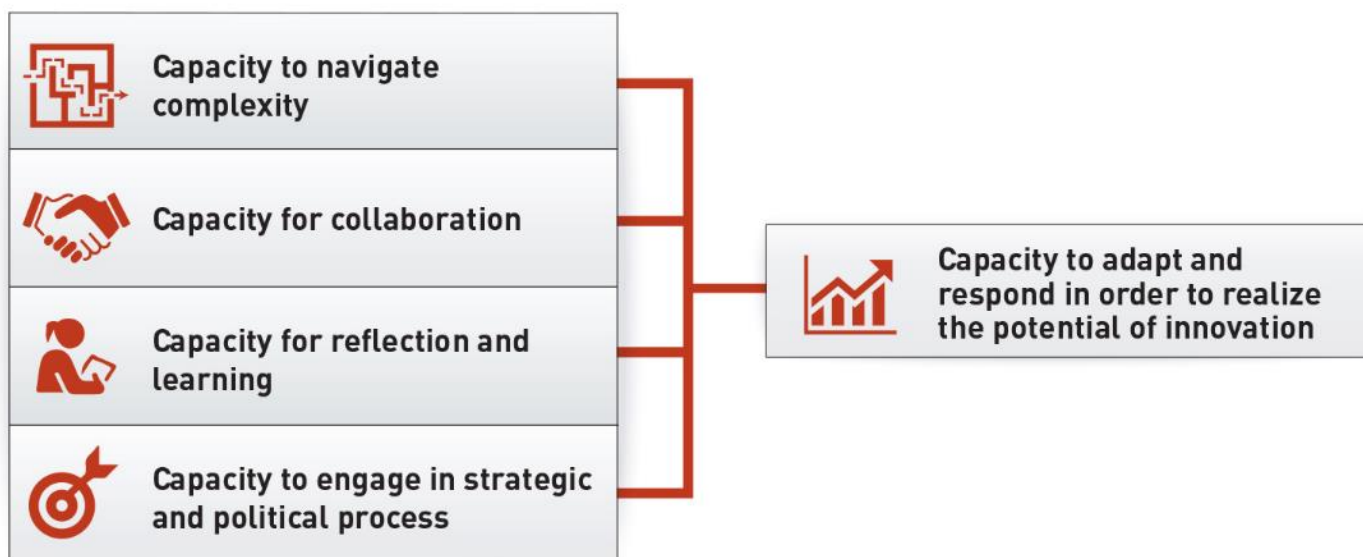
The Framework emphasizes the need to strengthen **functional capacities** alongside **technical skills**.



Technical and functional capacities must be seen as complementary and should be developed in an integrated manner across the three CD dimensions.

# Functional capacities

The Common Framework identifies **4 + 1 key capacities** for AIS to perform effectively. These apply to all three dimensions of CD.



The 4 capacities on the left are the core of an overarching capacity to **adapt and respond in order to realize the potential of innovation.**



# Functional capacities

## The key capacities in detail

 <b>Navigate Complexity</b>	 <b>Collaboration</b>	 <b>Reflect &amp; Learn</b>	 <b>Engage in Strat. &amp; Polit. Process.</b>
<p>Value chain analysis</p> <p>Proposal writing</p> <p>Strategy / vision development</p> <p>Assessment of requirements</p> <p>Evidence-based decision-making and scaling-out</p>	<p><b>Team building, conflict resolution, leadership</b></p> <p><b>Incentives for networking, partnering, multi-stakeholder interaction</b></p> <p><b>Diversity management</b></p> <p><b>Creating enthusiasm, shared responsibility</b></p>	<p>Methods to track progress and feed back results</p> <p>Documentation of lessons learned</p> <p>Encouragement to reflect and learn jointly and to try new approaches</p> <p>Improvement of transparency and knowledge flows</p>	<p><b>Policy analysis</b></p> <p><b>Understanding power relations</b></p> <p><b>Building linkages and partnerships across organizations</b></p> <p><b>Influencing decision-making processes</b></p> <p><b>Creating mechanisms for collective decision-making</b></p>