

# Analysis of Needs for Capacity Development

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SWEDISH INTERNATIONAL DEVELOPMENT  
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# Analysis of needs for capacity development

## Determinants of sustainability

This is a simple analytical tool that has been developed as part of Sida's action programme for capacity development.

It is intended to provide guidance in project preparation and project assessment. It shall assist Sida staff and other actors to define needs for capacity development. It will thus help to identify factors that are important for sustainable development.

Experience shows that capacity development cannot be confined to training although this has often been the case in the past. It is also important to look at the need for organisational change and at legal and other institutional frameworks.

When we start to ask ourselves why training is not enough, it is useful to look at the following dimensions:

- what I *can* do (= have knowledge of),
- what I believe I *am allowed to* do (according to existing norms and/or formal rules and regulations),
- what I *want to* do,
- *external limitations* such as shortage of financial and material resources.

These categories have been developed by Dr Ulrik Nitsch of the University of Agricultural Sciences in Uppsala, mainly for the analysis of extension work in agricultural sector. It has prompted questions to be asked that go far beyond extension work as a method of providing advice. It has made it necessary to discuss prices of agricultural products, possibilities for loans, environmental considerations, gender issues etc.

The same method can also be used for the analysis of capacity development programmes in other contexts – i. e. not only for advisory services in the agricultural sector. Then the four dimensions can be combined in a matrix with the three areas/objectives of capacity development that have been identified in Sida's action programme:

	Reasons for not putting knowledge into practice		
	Don't know what to do (= lack the knowledge).	Don't want to do it, or not allowed to do it.	External limitations (money or material)
<b>Individual level</b>			
<b>Organisational level</b>			
<b>The institutional framework</b>			

On the next page this matrix is used in an example on the promotion of human rights among policemen.

The matrix is a useful tool in participatory discussions for analysing the possibilities of sustainability. On page 3 an empty matrix is enclosed for this purpose.

## Overall problem: Human rights are not respected in the police force

	Reasons why policemen do not respect human rights		
	Don't know what to do (= lack the knowledge)	Don't want to do it, or not allowed to do it.	External limitations (money or material).
<b>Individual level</b>	<ul style="list-style-type: none"> <li>– Lack of knowledge about human rights</li> <li>– Lack of knowledge about police methods, e.g. methods of interrogation (which might lead to the use of force to make a suspect confess).</li> </ul>	<ul style="list-style-type: none"> <li>– Believe that criminals have forfeited their rights.</li> <li>– Consider the traditions of their own ethnic groups to be superior (e. g. in respect of women's rights). Their own living and working conditions are not in accordance with human rights standards, e. g. the staff quarters are as bad as the lock-ups.</li> </ul>	<ul style="list-style-type: none"> <li>– Lack of tools, e.g. for examining the scene of the crime, for taking fingerprints, and so on.</li> <li>– The wrong equipment, e. g. automatic weapons instead of batons.</li> </ul>
<b>Organisational level</b>	<ul style="list-style-type: none"> <li>– There is no human rights perspective in the ordinary police training.</li> </ul>	<ul style="list-style-type: none"> <li>– The police authorities do not take action against violations of human rights by policemen.</li> <li>– Corruption among police management.</li> </ul>	<ul style="list-style-type: none"> <li>– Lack of resources for improving the condition of the lock-ups. (e. g. latrines, sleeping mats).</li> </ul>
<b>The institutional framework</b>	<ul style="list-style-type: none"> <li>– There is no clear division of responsibilities between the authorities where education and training in human rights is concerned.</li> </ul>	<ul style="list-style-type: none"> <li>– The penal code has not been reformed in accordance with the human rights conventions (e.g. corporal punishment...)</li> </ul>	<ul style="list-style-type: none"> <li>– Other authorities do not fulfil their obligations (e. g. the court proceedings for detained persons are not carried out within the time laid down in the law).</li> </ul>

If the analysis had shown that the only reason was a lack of knowledge of human rights among individual policemen, then a training course in human rights would have been sufficient. However, to deal with the reasons given in the other boxes in the matrix, other measures have to be taken as well. This is the normal situation. Training activities have to be combined with other measures if you want to bring about sustainable change.

	<b>Reasons for not putting knowledge into practice</b>		
	<b>Don't know what to do</b> (= lack the knowledge).	<b>Don't want to do it,</b> or <b>not allowed to do it.</b>	<b>External limitations</b> (money or material)
<b><i>Individual level</i></b>			
<b><i>Organisational level</i></b>			
<b><i>The institutional framework</i></b>			





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