

GHANA

Strategy Support Program



Session 9: Strengthening Organizational Capacity for Development

SESSION SUMMARY

Chair: Samuel Adams

Panel: Shashi Kolavalli, Suresh Babu, Hon. Owusu Afriyie Akoto

It is widely recognized that capacity is not just capabilities of individuals to perform certain tasks. Organizational and institutional capacities need to be understood as well to make effective use of human capacity. The UNDP's 5-C approach describes capacity as the intersection of five core capabilities of organizations: (1) capability to commit and engage; (2) capability to carry out tasks; (3) capability to relate and attract resources and support; (4) capability to adapt and self-renew; and (5) capability to balance diversity and coherence. Capacity assessment and capacity strengthening activities must be country-specific taking in to account the cultural, economic, social, historical, environmental, and geographical factors that influence how a country operates. IFPRI's approach to capacity assessment begins with an assessment of both the supply of and the demand for capacity at three levels: the individual, the organization and the environment. The demand is largely determined by the complexity of country strategies, goals and plans for development. Capacity development investments are then prioritized by identifying the weakest areas and targeting them first.

To bring specificity to our discussion, a recent self-evaluation of Policy Planning Monitoring and Evaluation Department (PPMED) of the Ministry of Food and Agriculture was presented which identified, among others, the following challenges: lack of team effort; weak collaboration among departments; poor communication; absence of an annual performance assessment [[GSSP Discussion Note #023](#)]. This list confirms the role that organizations need to play in creating incentives and good working conditions for staff as an important component of capacity strengthening. In our discussion, it was commented that the Green Revolution was not a revolution about crops, but rather one about capacity. In Ghana, it seems that the focus is often on improving data and working with parliamentarians and the private sector rather than developing individual capacity alongside better incentive structure and stronger accountability. Currently, government employees earn substantial per diems when traveling and attending meetings. Though contentious, it was suggested in our discussion that this structure imposes tremendous costs and encourages employees to seek handouts. A more clear system of accountability is needed; particularly one that punishes leaders if they fail to perform their duties.

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