

## Report on the Capacity Needs Assessment of Extension and Advisory Service (EAS) Providers in India



ICAR-National Academy of Agricultural Research Management,  
Rajendranagar, Hyderabad-500030, Telangana, India



Centre for Research on Innovation and Science Policy (CRISP),  
Road No 10, Banjara Hills, Hyderabad-500034



Agricultural Extension in South Asia

DECEMBER 2015

## CONTENTS

<b>INTRODUCTION</b> .....	<b>1</b>
<b>PROCESSES</b> .....	<b>2</b>
WORKSHOP .....	2
Pre-Workshop Activities.....	2
E-Discussion.....	2
Literature Review .....	3
Interactions with different stakeholders .....	3
Development of the Working Paper .....	3
Workshop .....	3
<b>OUTPUTS</b> .....	<b>4</b>
CAPACITY NEEDS .....	4
CAPACITIES REQUIRED AT FIELD LEVEL FOR EAS FUNCTIONARIES .....	4
As a technical advisor:.....	4
As a mobiliser: .....	4
Capacities to use ICTs to provide timely advice to farmers and other stakeholders.....	5
CAPACITIES REQUIRED AT MIDDLE LEVEL FOR EAS FUNCTIONARIES .....	5
Networking, Co-ordination and Partnership development .....	5
HRD, Team building, Leadership .....	6
Planning, Developing Programmes and undertaking M&E (Monitoring and Evaluation) .....	6
CAPACITIES REQUIRED AT SENIOR LEVEL FOR EAS FUNCTIONARIES.....	6
Visioning and Strategic Planning -- Futuristic approach .....	6
Advocacy for policy change.....	7
Convergence/Networking and Partnership .....	7
CAPACITIES REQUIRED AT ORGANIZATIONAL LEVEL .....	7
Development and articulation of the Goal, Vision, Mission and Functions.....	7
Communication strategy that support knowledge exchange, networking and convergence .....	8
Human Resource Management .....	8
FACILITATORS GUIDE (DRAFT) .....	8
<b>REFERENCES</b> .....	<b>9</b>
<b>ANNEXURE</b> .....	<b>10</b>
Annexure 1: Summary of E-Discussion on Capacity Development for Extension and Advisory Service (EAS) Providers, 4-25 June 2015 .....	10
Annexure 2: List of Participants .....	16
Annexure 3: Proceedings of National Workshop on Capacity Needs Assessment of Extension and Advisory Service Providers, 6-7 October 2015 .....	19

## INTRODUCTION

The Global Forum for Rural Advisory Services (GFRAS) has articulated a new vision for Extension and Advisory Services (EAS) within the Agricultural Innovation Systems (AIS). This vision articulated in its position paper, called “New Extensionist”, argues for an expanded role for EAS (Box 1) within AIS and development of new capacities at different levels. The motive behind the development of ‘New Extensionist’ comes from the realisation that the existing EAS need new capacities to respond effectively to the emerging challenges in agricultural development (declining water availability, increasing soil degradation, and changing and uncertain climate and markets). In the past few years, capacities in EAS to perform their traditional roles such as training and communication of technical information have eroded. Meanwhile, the extension landscape has become increasingly pluralistic with greater participation of the private sector. All these warrant new knowledge, skills, and expertise among EAS providers.

### Box 1: What is EAS?

Extension and Advisory Services (EAS) consists of all the different activities that provide the information and services needed and demanded by farmers and other actors in rural settings to assist them in developing their own technical, organizational, and management skills and practices so as to improve their livelihoods and well-being’. It recognizes the diversity of actors in extension and advisory provision (public, private, civil society); much broadened support to rural communities (beyond technology and information sharing) including advice related to farm, organizational and business management; and facilitation and brokerage in rural development and value chains.

Source: (GFRAS, 2012)

In addition to linking research to farmers, EAS is crucial for all other actors in the AIS involved in (a) delivery of credit and inputs; (b) provision of training and other services; and (c) marketing and policy development (Figure 1). To undertake the linking or bridging role effectively, EAS need to broaden their mandate and strengthen their capacities. The increasing pluralism in EAS delivery has also brought an additional challenge of ensuring quality, collaboration and synergy among diverse EAS providers.

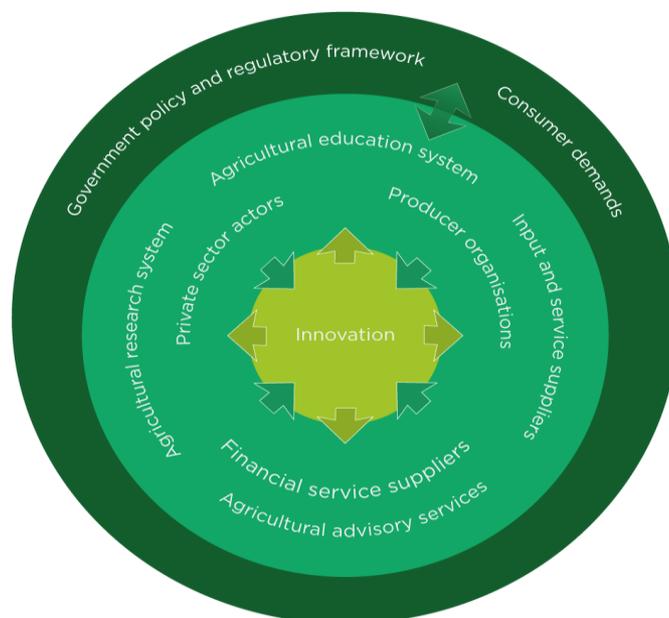


Figure 1: Agricultural Innovation System (Source: GFRAS, 2015)

One of the major priorities identified during the first meeting of the AESA (Agricultural Extension in South Asia) network was capacity development of EAS providers. The participants agreed that much more needs to be done to strengthen the capacities and deal with the rapidly evolving challenges in agriculture (AESA, 2014).

## PROCESSES

### WORKSHOP

AESA organised a workshop on Capacity Needs Assessment for EAS in India in collaboration with the ICAR-National Academy of Agricultural Research Management (NAARM) and the Centre for Research on Innovation and Science Policy (CRISP) during 6-7 October 2015 at Hyderabad with the following objectives.

1. Identify capacity gaps among EAS providers
2. Finalise a methodology for undertaking capacity needs assessment.



Figure 2: Pre-Workshop Activities

### Pre-Workshop Activities

Several preparatory activities were undertaken before this workshop. These are depicted in Figure 2.

#### *E-Discussion*

From 4 June 2015 to 26 June 2015, AESA organized an e-discussion on “Capacity Development for Extension and Advisory Service Providers in South Asia”. Twenty-four extension professionals participated in this discussion. See Annexure 1 for summary of this e-discussion.

## **Literature Review**

An essential feature of capacity development is a common understanding of what capacity and capacity development mean. To some the terms are synonymous with workshops and training. For senior managers, it might mean organizational development. Non-Governmental organizations (NGOs) associate the terms with empowering individuals and grassroots organizations. In the case of international agencies and donors, capacity and capacity development is about national institutions, governance and economic management (Horton 2002). Another related issue is the lack of systematic efforts to identify the capacity needs of EAS providers, which should be the starting point for organizing capacity development. Though a range of tools and approaches exist for assessing capacity at different levels, the tools are not used in designing capacity development interventions in EAS. We undertook a literature review on different dimensions of capacity, capacity development and capacity need assessment.

## **Interactions with different stakeholders**

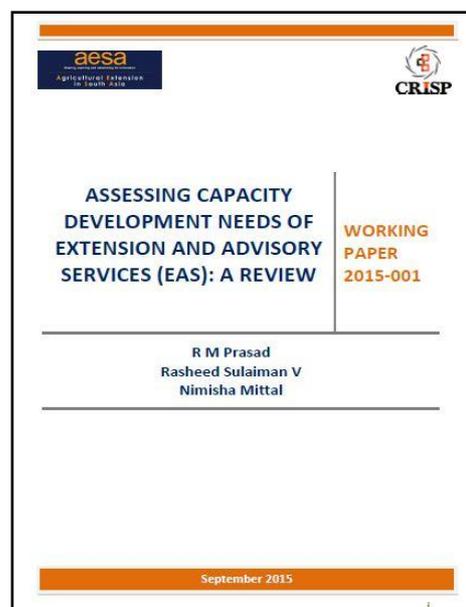
To know more about the current approaches followed in capacity needs assessment, we interacted with different stakeholders involved in capacity development of EAS in India. We interacted with some of the major extension training centres such as MANAGE, EEI, SAMETI, NAARM, Training Unit of Directorate of Extension (Ministry of Agriculture), PRADAN and BASIX, two major institutions involved in agriculture and livelihood promotion. This helped us in understanding some of the existing mechanisms for capacity development and capacity needs assessment followed in the country.

## **Development of the Working Paper**

This paper discusses the key concepts and dimensions of capacity, capacity development and capacity need assessment and provides the outcomes of the e-discussion and insights from interactions with the different stakeholders. It also presents the findings from the need assessment of capacities to support or enable agricultural Innovation, drawing from the work of the Tropical Agricultural Platform, aspects related to capacity development of EAS and specific experiences from India (CRISP, 2015).

## **Workshop**

34 participants representing over 20 organizations with diverse backgrounds and experiences across sectors in EAS delivery participated in this workshop. Annexure 2 has the list of participants.



## OUTPUTS

### CAPACITY NEEDS

The workshop identified the capacity needs of EAS providers at the individual and organizational level. These are presented below.

#### CAPACITIES REQUIRED AT FIELD LEVEL FOR EAS FUNCTIONARIES

##### *As a technical advisor:*

As technical advisors, EAS functionaries should have the latest knowledge related to the life cycle of crops grown, animals/birds domesticated and other livelihoods pursued by farmers at the blocks/districts they are working. They should possess sufficient knowledge on different schemes/programmes implemented by the Government that are related to agricultural financing and marketing; the eligibility criteria and information on the nature of supporting documents needed for availing financial support from Government and other financial institutions; and also the initiatives of other agencies involved in agricultural rural development in their geographical area. Field level functionaries should also support development of master farmers in specific crops and enterprises to enhance farmer-to-farmer extension activities. They should also have knowledge on the field level data collection techniques so as to generate reliable data from the field to those at the district and state levels who need these for monitoring as well as for new programme development.

The capacities could be enhanced through the following activities:

- Organizing regular programmes to enhance the knowledge and skills related to technical aspects through the existing training centres such as SAMETIs, KVKs, Directorate of Extension of Agricultural/Veterinary Universities and other training centres at the district and state levels.
- Reviewing the curricula for capacity development for field level EAS providers every year based on the needs, challenges and opportunities emerging at the field level.
- Organizing monthly interface with senior officials of the respective organization (to familiarize the staff on new programmes, new guidelines, etc.) and organizing monthly interface meetings with all the EAS providers at the block/district level (to explore and build joint/complementary activities around specific interventions).

##### *As a mobiliser:*

Field level EAS providers should have good understanding about group dynamics [system of behaviours and psychological processes occurring within a social group (intragroup dynamics) or between the social groups (Intergroup dynamics)] and skills related to community mobilization and farmer organizational development. They should possess ample soft skills for effective communication, facilitation, collaboration, and conflict management. EAS functionaries also have to be equipped with operational guidelines on formation as well as guidelines on promotion of groups at the field level.

The capacities could be enhanced through the following activities:

- Designing and developing appropriate capacity development programmes involving specialists having theoretical and operational knowledge about mobilization.
- Utilising the experience and knowledge of NGOs that have demonstrated their competence in community mobilization and group formation to train EAS staff. In a sense, effective convergence with other actors and recognizing the experts in the pluralistic EAS system.
- Developing cases (through research) to illustrate successes and failures on mobilization and handholding support to groups and support staff to reflect on these.
- Deputing EAS staff to NGOs and Producer Organizations for short periods to work with them, and learn and practice soft skills and imbibe the learnings.
- Developing and promoting guidelines on formation, promotion and providing hand holding support to farmer groups.

### ***Capacities to use ICTs to provide timely advice to farmers and other stakeholders***

ICTs (Information and Communication Technologies) can play an important role in supporting EAS in providing timely and relevant advice to different stakeholders. For that they should have access to ICTs, resources to make use of the different ICT tools and also expertise in accessing relevant information and disseminating information through ICTs.

The capacities could be enhanced through the following activities:

- Developing databases, expert systems and online package of practices showcases technical suggestions that are adapted and made relevant to the specific locations (say, a district).
- Providing exposure from successful cases of effective application of ICTs.
- Providing tablets, smart phones and other accessories to EAS staff at the field level.
- Providing resources to use these (data card, data plans) and impart training.
- Providing training to enhance written (eg; writing for social media, designing text messages) and oral communication skills (delivering radio talks, development of videos, use of pictures/images, designing voice messages etc).

## **CAPACITIES REQUIRED AT MIDDLE LEVEL FOR EAS FUNCTIONARIES**

### ***Networking, Co-ordination and Partnership development***

EAS personnel at the middle level should have more of networking, coordination and partnering skills and they need support in identifying the different agencies and organizations working in their area. Ideally they should have access to a database on different EAS providers and their programmes. They also need support in identifying areas for collaboration, developing MoU (Memorandum of Understanding), access to guidelines on fund sharing and fund flows and documents that presents good practices on partnership management. They also need training on developing convergence (building synergies between inter-sectoral programmes dealing with similar issues and similar regions/communities).

The capacities could be enhanced through the following activities:

- Developing (locally relevant) database on priorities and programme area of different actors in a geographic region (say a district).
- Training on identifying and promoting convergence and collaboration based on real case studies.
- Developing good practices in convergences and collaboration.

- Issuing guidelines on promoting collaborative work.
- Organizing face-to-face meeting of key stakeholders at regular intervals.
- Coming up with a clear mandate at the organizational level to be able to try and build capacities.

### ***HRD, Team building, Leadership***

The middle level officers work very closely with the field level EAS functionaries and supervise their activities. So they need capacities to build teams, lead the staff and enhance the capacities of their subordinates. They should also have capacities to organize capacity needs assessment (CNA) of the field level functionaries and link the staff to appropriate capacity development interventions.

The capacities could be enhanced through the following activities:

- Organizing MDP (Management Development Programmes) for the middle level functionaries to develop/enhance their capacities in team building and provision of leadership.
- Developing their skills in undertaking CNA of their staff.

### ***Planning, Developing Programmes and undertaking M&E (Monitoring and Evaluation)***

The middle level officials are often in charge of designing, implementing and evaluating EAS interventions. To have relevant programmes, they should have expertise on participatory approaches to programme design. In other words, they should know how to develop programmes based on a bottom-up approach. They should also have skills in monitoring programmes, make mid-course corrections, undertake contingency planning, etc. They should be able to use ICT applications such as GIS (Geographical Information Systems), use of relevant databases, collection and use of field level data and designing micro level studies that can support planning.

The capacities could be enhanced through the following activities:

- Organizing training programmes in planning and monitoring extension programmes including participatory approaches to programme design.
- Developing training programmes on undertaking socio-economic investigations (field level data collection, statistical analysis, etc.) and use of ICTs in designing and monitoring programmes.

## **CAPACITIES REQUIRED AT SENIOR LEVEL FOR EAS FUNCTIONARIES**

### ***Visioning and Strategic Planning -- Futuristic approach***

The senior officials should have capacities for visioning (the action of developing a plan, goal, or vision for the future) and should be able to plan different approaches suited to varied scenarios/situations that might emerge. They should have the capacities to identify the Strengths, Weaknesses, Opportunities and Challenges (SWOC) of different scenarios/options and designing solutions that are appropriate to each of these scenarios. They should also be able to think through the input-output-outcome-impact pathways and using tools such as logical frameworks and also skills related to financial management.

The capacities could be enhanced through the following activities:

- Organizing Executive Leadership Training Programmes (national and global levels)
- Deputing/Sponsoring their participation in national and international training programme meant for senior executives that inculcate/strengthen many of these capacities

### ***Advocacy for policy change***

Senior officials should have capacities to influence policy makers and to influence/shape the enabling environment around EAS so that it can better contribute to the effectiveness of the Agricultural Innovation System (AIS). They should be able to appreciate the importance of evidence in influencing policies and should have capacities to generate the type of evidence that support appropriate policy changes. They should also have effective communication (written, oral, presentational) skills to influence the policy process and to work as part of inter-departmental and inter-ministerial, multi stakeholder platforms.

The capacities could be enhanced through the following activities:

- Organizing Training Programmes on advocacy and influencing policy
- Developing modules on advocacy and influencing policy
- Developing case studies on successful examples of influencing policies
- Organizing training on enhancing policy relevant communication
- Developing guidelines for policy advocacy.

### ***Convergence/Networking and Partnership***

Senior officials should have expertise in drawing guidelines and promoting best practices in the area of convergence, networking and partnership development. They should be able to build interfaces with other actors/stakeholders in the AIS including the private and NGO sector at the state and national levels. They also should have capacities to evaluate these arrangements and also draw lessons on improving these functions.

The capacities could be enhanced through the following activities:

- Developing good practices on convergences and collaboration.
- Training on promoting convergence and collaboration based on real case studies.
- Training on development of guidelines and manuals on promoting convergence.
- Convening face-to-face meeting of key stakeholders at regular intervals.
- Organizing training on evaluation and lesson learning.

## **CAPACITIES REQUIRED AT ORGANIZATIONAL LEVEL**

### ***Development and articulation of the Goal, Vision, Mission and Functions***

Every organization should have a clear goal, vision and mission. The functions performed should be linked to achieving the mission of the organization. Development of clear vision and missions statements and revisiting these statements every 5 years or so is critical for any organization. The organization should have the capacity to engage in consultations with its stakeholders. For instance, in the case of EAS it should have consultations with farmers, donors, investors, researchers, policy makers and other relevant actors in the AIS to undertake this exercise.

External consultants can add much value in organizing consultations, visioning exercise and development of strategic documents that are critical for development and evaluation of vision, missions and functions. Carrying such exercises away from the routine place of work (e.g., annual retreats for 2 days) would also enhance participation of all in such a process.

### ***Communication strategy that support knowledge exchange, networking and convergence***

Communication is a critical function in organizations and so it is important to have a communication strategy which is organizationally driven and well aligned to the organizational objectives. Social media applications are currently providing new opportunities for organizations to communicate with their internal and external audience. The new ICTs based on mobile, computer and internet applications offer new opportunities for organizations to enhance knowledge management, networking and convergence. EAS need support of specialists who can design, evaluate and adapt communication strategies to meet the needs of the organization.

### ***Human Resource Management***

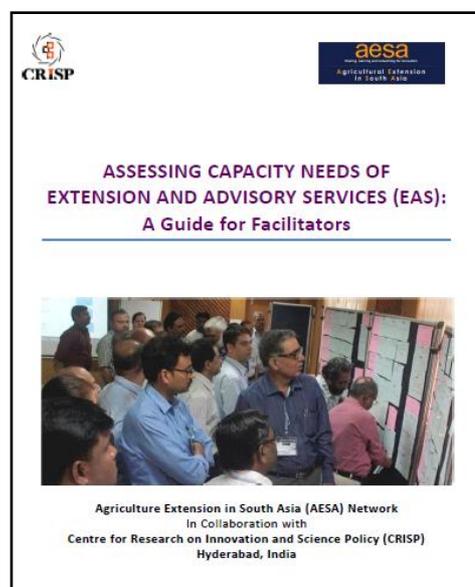
Considering the different functions, EAS has to perform to remain relevant to the changing support needs of farmers, it needs a broader range of specialization. It also needs a mix of generalists and specialists. To attract and retain relevant staff and to enhance their capacities on a continuous basis, organizations do also need strategic Human Resource Planning and Assessment system. One could use performance management as a tool for team building and motivation and have different kinds of rewards/appreciations, skill games/facilitation skills. Job rotation between cross-functional teams is another option to enhance skills on a broad range of tasks. Several national agencies have capacities to support EAS in this area and their services could be sought to enhance this capacity.

The proceedings of the workshop is given in Annexure 3.

### **FACILITATORS GUIDE (Draft)**

This guide intends to enable the use of a blend of interactive approaches that include sessions on reflection of participants' personal experience, card exercise and group work. This guide encompasses methods and modules for each session inbuilt with tips for facilitators for effective delivery.

We developed a draft methodology which was adapted at this CNA workshop. We are trying to enrich the same currently with experiences from CNA workshops proposed to be held in Sri Lanka, Bangladesh and Nepal in 2016.



## REFERENCES

AESA, 2014. Proceedings of the first face to face meeting of AESA Network, Kathmandu, Nepal. Available at: <http://www.aesagfras.net/Resources/file/PROCEEDINGS-First%20AESA%20Meeting%2014-15%20Jan%202014-Kathmandu.pdf>

CRISP, 2015. Assessing Capacity Development Needs of Extension and Advisory Services (EAS): A Review. Working Paper 2015-001. Available at: [http://www.aesagfras.net/Resources/file/Assessing%20Capacity%20Development%20Needs%20of%20Extension%20and%20Advisory%20Services%20\(EAS\)%20A%20Review.pdf](http://www.aesagfras.net/Resources/file/Assessing%20Capacity%20Development%20Needs%20of%20Extension%20and%20Advisory%20Services%20(EAS)%20A%20Review.pdf)

## Annexure

### Annexure 1: Summary of E-Discussion on Capacity Development for Extension and Advisory Service (EAS) Providers, 4-25 June 2015

#### Context

While everybody recognizes the need for extension and advisory service (EAS) professionals to have new capacities (also articulated in the first meeting of the Agricultural Extension in South Asia AESA Network) to deal with the emerging challenges (declining natural resource base, supporting adaptation to climate change, linking farmers to high value markets, conforming to new standards and certification norms, etc), very little is known regarding how these capacities could be really developed. AESA ([www.aesa-gfras.net](http://www.aesa-gfras.net)) organised an e-discussion on the “Capacity Development for Extension and Advisory Service Providers” during 4-25 June 2015. Twenty-four extension professionals participated in this discussion.

#### Questions

The questions posed for the e-discussion are given in Box 1.

##### **Box 1: Questions posed for e-discussion**

1. Do you think EAS providers need new capacities? GFRAS Position Paper: The New Extensionist (<http://www.g-fras.org/en/knowledge/gfras-publications/file/126-the-new-extensionist-position-paper.html>) lists several areas where capacity needs to be developed at the individual, organisational and the enabling environment levels. What are the other areas which you think capacities need to be developed? What methods and approaches are to be followed in developing these capacities among EAS providers?
2. As you are aware, capacity development is not confined to training, though many consider training as the main strategy for capacity development. Quite often, the topics for training are often decided by the training organisations. Do you think this type of supply driven approach to training is helping capacity development among EAS providers to improve their performance? What is your experience in this regard?
3. Capacity Needs Assessment (CNA) is considered as the first step in organising effective capacity development programmes. What are your experiences (methodologies/approaches) with CNA in your organisation/ sector?
4. EAS providers need new capacities at the organisational level too (<http://www.g-fras.org/en/knowledge/gfras-publications/file/126-the-new-extensionist-position-paper.html>). These include capacities related to (a) strategic management functions, (b) operational capacity (relationships, processes, systems, procedures, sanctions, incentives and values), (c) human and financial resources (policies, deployment and performance), (d) knowledge and information resources and (e) infrastructure. How can we develop these capacities? What is your experience in this regard? Where to start?
5. How do you assess capacity gaps in your organisation? What are your experiences (methodologies/approaches) with CNA (both at the individual and the organisational level) in your organisation/sector? Should there be a National Policy Framework for Capacity Development of EAS providers? If so, how to implement it?
6. How do you assess the impact of capacity development programmes at the functional level? Or in other words, how do you assess the contribution of capacity development to individual and organisational performance?

A number of interesting issues related to capacity development of EAS providers were raised in the e-discussion. These are summarized below.

### New Areas for Capacity Development

Capacity development is important not only at the production/cultivation stage, but across entire value chain including processing, packaging, marketing etc. The conventional extension approaches have traditionally focused on production advice only. But with the new set of demands from the ground, farmers as well as EAS providers have to equip themselves with information related to the entire value chain. Capacity development for EAS should focus on these new knowledge demands at different levels. Capacity development of young farmers needs emphasis as they will be taking care of farming in the coming years.

The new requirements for trading/agri-business such as traceability, good agricultural practices etc, especially those requirements which have emerged after WTO agreements, have created new demands for enhanced capacities of extension personnel on these aspects. This is not going to be addressed by simply opening new Agricultural universities and research institutes but by improving the quality of education at existing institutions so that scarce funds are better utilized.

Almost every participant recognised the need for developing new capacities among EAS providers. The New Extensionist document articulates some of the major areas for developing capacities among EAS at the individual, organisational and enabling environment levels. The major areas identified in this e-discussion are as follows:

- Developing producers as effective producer groups/organisations- mobilising farmers into groups and developing forward and backward linkages,
- Management of natural resources
- Contingency crop planning to better adapt to climate change
- Capacities for partnering and implementation
- Developing value chains and sustainable farmer business enterprises
- Entrepreneurship and business management
- Support farmers to move from subsistence farming to commercial farming
- EAS providers should become more of a facilitator than disseminator of technologies
- Developing specific competencies among extension providers and certifying them as recognised advisors

However, all these competencies are not required by all EAS providers. Depending on the job profile and area of work (production, processing, marketing etc), the EAS providers should develop specific or core competencies at each level. For instance what core competencies are required at the levels of (a) field extension personnel, (b) extension research level and (c) extension educator (teachers) level? We need to identify these to really support capacity development of EAS.

The discussion also raised the issue of capacity development of researchers and faculty in extension. The areas suggested include the following:

- Research methodology
- Impact evaluation
- Designing, testing and evaluation of new modes of EAS delivery
- Development of intrinsic motivation to participate in e-discussions, webinars etc.

### Challenges in Identifying the Capacity Gaps

- Lack of role clarity: If the roles of EAS providers are not clear and if different stakeholders have different expectations of EAS, how can they self assess their capacity gaps?
- Focus only on individual capacity: More focus on addressing individual capacities and low or no emphasis on addressing capacity gaps at the organisational and enabling environment level
- No mechanisms to undertake capacity needs assessment that should ideally determine the content of the capacity development programmes. Sometimes individuals are asked to identify their training needs, but that alone cannot determine the capacity development requirements at different levels
- Low personal motivation: There is neither a desire to provide or acquire new competencies nor the ability and willingness to pay for it, both from the trainer and trainee side.
- Different EAS providers need different types of capacities: Requirements of public sector EAS providers which focus more on free advice vary with those from the private sector where the cost of services is directly or indirectly paid by the farmers.
- No framework or specific manpower for providing EAS in the livestock sector and so no effort to identify the capacity gaps of EAS

### Limitations of Existing Programmes for Capacity Development

- Mostly restricted to training individuals
- More focus on sharing knowledge and less emphasis on developing skills
- Mostly supply driven and not based on the analysis of capacity development needs
- Learning objective is not set and the contents are not decided based on meeting specific learning objectives
- Training organisations in most cases decide on the training topics (mostly title of the lecture only and leave the rest to the available faculty)
- Trainings are evaluated based on number of participants and expenditure utilised. However, these trainings are not evaluated based on the behavioural changes that are brought about.
- Trainers are not exposed to other forms of capacity development.
- Content, duration and purpose of training are inconsistent in many cases
- Seminars and workshops are often attended by researchers and teachers and only a few field professionals participate in such events
- While designing training and capacity development interventions, gender perspective is ignored or underrepresented

### Varying Perception on Capacity Development

There is no clarity on the use of the term “capacity development” and people have different perceptions on this topic. Capacity development is not merely training individuals and it is more about organisational development. We need to do more to make our research and extension

managers aware about the role of capacity development in organisational development. There is also a need to address rivalry among different layers of the organisational hierarchy (eg: Para veterinarians vs veterinary doctors) in having specific types of knowledge, keeping in view the interest of the sector.

Capacity development is a long term process. Therefore, there should be a strategy for continuous capacity development for EAS including KVKs & ATMA that lead extension provisions at the district level.

### **Training vs Other Forms of Capacity Development:**

- Capacity development is an organic process of developing new competencies through experimentation and continuous learning. There is a need to recognise that participation in one or two trainings is not enough.
- Trainings (including workshops, seminars, conferences etc) in most cases only help in building awareness and less in developing analytical and decision-making capacities.
- Apart from building awareness, capacity development should also include, exposure visits, documentation of good practices, networking, dissemination of relevant information, programmes for self-paced learning etc
- To be effective, EAS providers should be exposed to real field problems through placing them in farms, farmer organisations, mandies (markets), retail chain aggregation points, contract/corporate farming enterprises, agri business outlets, implementation sites of NGOs and development departments etc
- Need to build the capacities of training organisations to organise effective capacity development programmes
- Partner with NGOs and organisations in the private sector to support capacity development on soft skills
- Undertake nation-wide survey on capacity development needs of EAS providers (differentiated by their role- example; KVKs, agri-business companies, ATMA, NGOs, producer organisations, agripreneurs etc)
- Other methods might include (a) organising intensive Focus Group Discussions to elicit capacity gaps, (b) using self-assessment questionnaires(c) monthly review meetings, (d) suggestion boxes and(e) discussions on the current challenges and limitations in project management meetings.
- Development of a competency framework for Extension personnel (similar to competency framework for Civil Services in India)
- Undertake research on effective methods of capacity development
- Use of distance education – web-based interactive learning to support capacity development among EAS providers
- Linking of promotions with capacity development
- Development and use of a database (Management Information System) for a systematic selection of trainees (e.g., who has participated in which type of training and when?)

Capacity development is required not just for delivering information related to technology, but on the enabling processes as well. Design of a training course for maximum impact, conflict resolution, negotiation skills, formation and management of farmer producer organizations etc

are some areas to be paid attention too. It is also important to introduce paid training courses to improve trainee and trainer commitments.

Agricultural Technology Management Agency (ATMA) happens to be a key agency at district level responsible for overall management of agriculture extension system including preparation of Strategic Research and Extension Plan (SREP). ATMA personnel, including Project Director, Deputy Project Director, Block Technology Managers, Assistant Block Technology Managers and Farmer Friend, should be targeted for continuous capacity development.

### **Lack of Supporting Environment**

A “supporting environment” is required to take advantage of enhanced knowledge and skills gained by individuals through training. Quite often, lack of supporting environment such as lack of facilities in the host organization constrains those trained in new approaches and methods to put new knowledge into use. In some cases, lack of clear directions or thinking at the organisational level can be a disabling factor.

### **Lack of Efforts to Match Individual Competencies with Organisational Outputs**

Lack of systematic efforts to identify the individual and organisational capacity gaps leads to mismatch of individual competencies and output. Most of the programmes are supply driven. The programmes often come with specific budget allocations for training in areas which are less important and the schemes are mostly funded centrally. Efforts aimed at linking or skilfully matching individual competence with organisational output are few or non-existent especially in the agricultural sector. This often gives freedom to individuals to choose their own interests not necessarily linked to enhancing knowledge, but linked to places of their interest to visit for personal reasons.

### **Biased Selection of Training Topics**

A lot of training in animal husbandry unit is organised for the field veterinarians. The focus of these trainings is on advanced disease diagnostic methods, though under real field conditions (with limited field facilities), which is not practical. Though there is an increasing demand for extension training, only few programmes are organised. In India, many veterinarians need training in “group dynamics” as this knowledge is important for implementing government schemes such as “dairy/poultry venture capital fund” that involves selection and organisation of beneficiaries into groups. Similarly “computer based expert system in animal husbandry” is required if Kisan Call Centres (KCCs) have to effectively answer the queries on animal husbandry.

### **Lack of Capacity among the Training Organisations**

Many training organisations lack capacity to train farmers or village youth in matters related to entrepreneurship development, value chain development or linking farmers to markets (e.g., Krishi Vigyan Kendras in India). Much of this knowledge is available with the private or NGO sector and the people in the sector should be invited to train the extension staff. Training in

some of the new areas which are critical for extension (the core competencies) needs to be outsourced. Therefore, a strategy for capacity development of EAS at the organisational level is necessary. The strategy should focus on areas and organisations with different expertise and ways of accessing the knowledge and services.

“Anyone can be a trainer?” This is the kind of perception many managers have. While staff at the training institutes have to be highly motivated and intellectually strong, the staff should have capacities to execute training programmes, posting at the training centres is often considered as a punishment posting (depending on the location of the training centre too). It is felt that unwanted and incapable staff members are posted at the centres. Most of the staffing in the training centres is based on seniority and not on skills or aptitude needed for training. This adversely affects the quality of trainings.

Poor competency of extension personnel is a reflection of poor standards of agricultural education system in the country. This leads to incompetent institutions including teachers and scientists. The capacity development can be effectively dealt with through qualified and experienced internal staff and by outsourcing. New training processes and methods like experiential learning, travel workshops and, mentored sessions need to be explored and standardized for different situations. The titles of training courses should be attractive. For example, "How to produce 100 tonne sugarcane from one acre" is better than "Improved sugarcane cultivation practices".

### **Policy on Capacity Development of EAS**

Every organisation involved in agricultural development should have a capacity development policy. Some areas for prioritized attention towards enhanced capacities of EAS providers are as follows:

- Moving capacity development sessions out of the classrooms
- Reducing emphasis on numbers while stressing on quality
- Reducing pressure on training institutes by de-emphasising on quantitative outputs
- Phasing out supply driven training courses
- Designing customized training/capacity development courses
- Building capacity of extension professionals to articulate current agrarian policies and generate evidence on the implementation of these policies

Different sectors viz fisheries, horticulture and livestock have varying requirements for capacity development. EAS in the aquaculture sector is generally very weak. It has fewer human resources and lacks infrastructure facilities to organize extension activities. Majority of public extension service providers in aquaculture are often engaged with implementing welfare and other schemes rather than providing information, knowledge and skill to fish farmers. In order to improve fish production scenario, EAS in fisheries/aquaculture sector must be strengthened.

## Annexure 2: List of Participants

S.No.	Name of participants	Organization	Contact details
1.	C Sashidhar	Manager - Agri Services, ITC Limited - Agri Business Division	9849137168 <a href="mailto:c.sashidhar@itc.in">c.sashidhar@itc.in</a>
2.	Prabu M J	Senior Journalist	9841562472 <a href="mailto:prabu73@gmail.com">prabu73@gmail.com</a>
3.	Mahesh Chander	Principal Scientist and Head, Division of Extension Education, ICAR-IVRI Izatnagar, Bareilly	9411087833 <a href="mailto:drmahesh.chander@gmail.com">drmahesh.chander@gmail.com</a>
4.	Saravanan Raj	Associate Professor, CAU, Pasighat, Arunachal Pradesh	8730808062 <a href="mailto:saravananraj@hotmail.com">saravananraj@hotmail.com</a>
5.	Mandeep K Pujara	Project Director, ATMA, Amritsar	8872248887 <a href="mailto:doctorpujara@yahoo.com">doctorpujara@yahoo.com</a>
6.	P V K Sasidhar	Associate Professor, School of Extension and Development Studies, IGNOU, New Delhi	9910050413 <a href="mailto:pvksasidhar@ignou.ac.in">pvksasidhar@ignou.ac.in</a>
7.	Pradip Neog	Director, EEI, Jorhat	9678003670 <a href="mailto:pradipkneog@gmail.com">pradipkneog@gmail.com</a>
8.	P S Geethakutty	Professor and Project Coordinator, Centre for Gender Studies in Agriculture, KAU, Kerala	9447801236 <a href="mailto:geethakutty@gmail.com">geethakutty@gmail.com</a>
9.	R M Prasad	Associate Director of Extension (Retd.), KAU	4872372217 <a href="mailto:drmrprasad@gmail.com">drmrprasad@gmail.com</a>
10.	R K Tripathi	Director (I.T & Ext), Directorate of Extension, MOA, New Delhi	9910343043 <a href="mailto:rktripathi@gov.in">rktripathi@gov.in</a>
11.	G G Sohani	President, BAIF Development Research Foundation, Pune	9422306338 <a href="mailto:ggsohani@baif.org.in">ggsohani@baif.org.in</a>
12.	Anish Kumar	Team Co-Lead, Transform Rural India (TRIF), New Delhi	9868284648 <a href="mailto:anish@trif.in">anish@trif.in</a>
13.	K Vasumathi	Vice President, BASIX, Hyderabad	9912222180 <a href="mailto:vasumathi@basixindia.com">vasumathi@basixindia.com</a> <a href="mailto:vasuharsha@gmail.com">vasuharsha@gmail.com</a>

14.	V Suresh Babu	Assistant Director of Agriculture, Government of Kerala	9447840666 <a href="mailto:svbthanal@gmail.com">svbthanal@gmail.com</a>
15.	S N Ranadive	State Nodal officer, ATMA, Maharashtra	9422519157 <a href="mailto:snranadive@gmail.com">snranadive@gmail.com</a>
16.	M Nagaraju	Agripreneur, Hyderabad	9391144445 <a href="mailto:mnr.agri@yahoo.in">mnr.agri@yahoo.in</a>
17.	Harmeet Kaur	Deputy Director- PAMETI, PAU Campus, Ludhiana	8146067700 <a href="mailto:harmeetchadha007@rediffmail.com">harmeetchadha007@rediffmail.com</a>
18.	B T Rayudu	Principal Scientist, Zonal Project Directorate, Bangalore	9742845377 <a href="mailto:btrayudu@yahoo.com">btrayudu@yahoo.com</a>
19.	S N Ojha	Principal Scientist, ICAR-CIFE, Mumbai	7506604769 <a href="mailto:snojha@cife.edu.in">snojha@cife.edu.in</a>
20.	Soumen Biswas	Lead- Partnership & PMRDF, NRLM, GOI, New Delhi	9868183528 <a href="mailto:soumen.rd@gmail.com">soumen.rd@gmail.com</a>
21.	Subhash M Lode	Founder, Agrowbook.com Hyderabad	9666556197 <a href="mailto:slode@agrowbook.com">slode@agrowbook.com</a>
22.	Mayuri Hazarika	Manager, BASIX, Hyderabad	9676401232 <a href="mailto:mayuri.hazarika@basixindia.com">mayuri.hazarika@basixindia.com</a>
23.	G Jaya	Deputy Director, HRD, MANAGE, Hyderabad	9848016127 <a href="mailto:gjaya@manage.gov.in">gjaya@manage.gov.in</a>
24.	D Rama Rao	Director, ICAR-NAARM, Rajendranagar, Hyderabad	+91-40-24581322, 24015070 <a href="mailto:director@naarm.ernet.in">director@naarm.ernet.in</a>
25.	R Kalapana Sastry	Joint Director, ICAR-NAARM, Rajendranagar, Hyderabad	+91-40-24581304 <a href="mailto:kalpana@naarm.ernet.in">kalpana@naarm.ernet.in</a>

26.	N Hanumantha Rao	Principal Scientist, ICAR-NAARM, Rajendranagar, Hyderabad	+91-40-24581333 <a href="mailto:nhrao@naarm.ernet.in">nhrao@naarm.ernet.in</a>
27.	Rasheed Sulaiman V	CRISP, Hyderabad	9849331610 <a href="mailto:rasheed.sulaiman@gmail.com">rasheed.sulaiman@gmail.com</a>
28.	Kanika Singh	CRISP, Hyderabad	9542984182 <a href="mailto:singh.kanika@hotmail.com">singh.kanika@hotmail.com</a>
29.	Nimisha Mittal	CRISP, Hyderabad	9958386688 <a href="mailto:nimisha61@gmail.com">nimisha61@gmail.com</a>
30.	B S Sontakki	Principal Scientist and Professor, ICAR-NAARM, Rajendranagar Hyderabad	9440965798 <a href="mailto:bharatss@naarm.ernet.in">bharatss@naarm.ernet.in</a> <a href="mailto:bharat235@gmail.com">bharat235@gmail.com</a>
31.	D Thammi Raju	Principal Scientist, ICAR-NAARM, Rajendranagar Hyderabad	9441491054 <a href="mailto:dtraju@naarm.ernet.in">dtraju@naarm.ernet.in</a>
32.	S Senthil Vinayagam	Principal Scientist and Professor, ICAR-NAARM, Rajendranagar Hyderabad	9666113756 <a href="mailto:ssvinay1@rediffmail.com">ssvinay1@rediffmail.com</a>
33.	P Venkatesan	Senior Scientist, ICAR-NAARM, Rajendranagar Hyderabad	8790667291 <a href="mailto:venkatesan@naarm.ernet.in">venkatesan@naarm.ernet.in</a>
34.	Surya Rathore	Principal Scientist, ICAR-NAARM, Rajendranagar Hyderabad	8897124519 <a href="mailto:suryarathore@naarm.ernet.in">suryarathore@naarm.ernet.in</a>

## Annexure 3: Proceedings of National Workshop on Capacity Needs Assessment of Extension and Advisory Service Providers, 6-7 October 2015

**Agricultural Extension in South Asia (AESA)**  
**Centre for Research on Innovation and Science Policy (CRISP)**  
**National Academy for Agricultural Research Management (NAARM)**

### CONTEXT

Extension and Advisory Services (EAS) need new capacities at different levels to effectively deal with the new and evolving challenges faced by rural communities. While the importance of developing new capacities among EAS providers is increasingly recognized, there is very little appreciation and acceptance on the need for a systematic Capacity Needs Assessment (CNA) to guide Capacity Development (CD) interventions. Undertaking CNA is critical for organising appropriate CD interventions. CNA is a capacity-strengthening process in its own right, and this process is as important as the outcomes. While several approaches and tools on CNA exist, these are yet to be adapted and used in the context of EAS. Lack of a clearly articulated list of core competencies for EAS adversely affect the recruitment of new staff, professional development of existing staff and also the quality of professional education in extension. The workshop was organized to achieve the following two objectives:

1. Identify capacity gaps among EAS providers
2. Finalise a methodology for undertaking capacity needs assessment

### PROGRAMME

#### SESSION 1: INTRODUCTION

The meeting started with a very brief and informal opening ceremony. D Rama Rao (Director, NAARM) welcomed the participants and this was followed by a one minute self introduction by each participant. This unique and short ice-breaking introduction helped participants to know each other and individual and / or their organization's role in EAS delivery in India. The introduction session revealed that the participants represent over 20 organizations with diverse backgrounds and experiences across sectors in EAS delivery.

Rasheed Sulaiman V (Director, CRISP) made a presentation to introduce the context, the preparatory work (e-discussion and the review paper) undertaken before the workshop and the objectives of the workshop. His presentation focused on the diversity of actors in EAS provision, the challenges EAS faces, the importance of performing new tasks and the need for new capacities at the individual, organizational, and systems/enabling environment level. However, to organize appropriate capacity development programmes, we need to



undertake a systematic assessment of capacity needs, he argued. This introductory presentation set the background for the rest of the two days meeting.



## SESSION 2: VISION MAPPING - FUNCTIONAL ASSESSMENT

This session started with a card exercise. The rationale behind this exercise was that before we explore new functions and new capacities, we should assess the current functions being performed by different organizations engaged in EAS provision. A perusal of the displayed functions reveal a diverse functions being carried out in EAS delivery across the public, private and NGOs sectors.



This was followed by two presentations. The first presentation by Rasheed focused on the new challenges before EAS and the new functions to be performed to address these challenges. The second presentation by R K Tripathi (Director - IT and Extension, Directorate of Extension, Ministry of Agriculture) focused on the National Mission on Agricultural Extension and Technology (NMAET). He discussed the changing nature of support farmers require (based on the calls received through Kisan Call Centres) and the need for convergence at ground level for effective EAS delivery. This was followed by a group exercise.

The participants were divided into four groups and they discussed the current and new functions of EAS based on the following three questions:

1. Are the current functions performed by EAS adequate?
2. What other functions have to be performed?
3. Why these new functions are not being performed or not performed effectively?

The outcome of this exercise was presented by the facilitator identified in each group:

Group	Are the current functions performed by EAS are adequate?	What other functions have to be performed?	Why these new functions are not being performed or not performed effectively?
Group 1	No (routine type of functions)	<ol style="list-style-type: none"> <li>1. Networking with other EAS providers</li> <li>2. Field interaction</li> <li>3. NRM extension in view of climate change</li> <li>4. Linkages - AAA ( awareness, acceptability and availability)</li> <li>5. Project formation</li> </ol>	<ol style="list-style-type: none"> <li>1. No accountability</li> <li>2. Lack of effective M&amp; E system</li> <li>3. Financial and human resources challenges</li> </ol>
Group 2	Inadequate ( farmers needs not addressed)	<ol style="list-style-type: none"> <li>1. Shift to demand driven from existing supply driven EAS</li> <li>2. Address entire value chain – end to end</li> <li>3. Inculcate entrepreneurship</li> <li>4. Address food safety</li> <li>5. Consumer focus</li> </ol>	<ol style="list-style-type: none"> <li>1. Gap in capacity assessment and frontline working in EAS</li> <li>2. Need assessment for different categories of farmers not done</li> <li>3. Lack of training resources for EAS ( TTCs)</li> <li>4. Lack of convergence.</li> </ol>
Group 3	Inadequate	<ol style="list-style-type: none"> <li>1. Knowledge management</li> <li>2. ICT / digitized EAS</li> <li>3. Market linkages</li> <li>4. Supply chain management</li> <li>5. Convergence</li> </ol>	<ol style="list-style-type: none"> <li>1. Farmer centered EAS</li> <li>2. Competency level of EAS?</li> <li>3. Human, financial and infrastructure resources?</li> <li>4. Need assessment?</li> <li>5. ICTs and location specific packages through KVKs.</li> </ol>
Group 4	Inadequate	<ol style="list-style-type: none"> <li>1. Focus on KASA changes</li> <li>2. Value chain &amp; input services</li> <li>3. ICTs</li> <li>4. Mobilizing farmers organizations</li> <li>5. Inclusiveness</li> <li>6. Enabling policy</li> </ol>	<ol style="list-style-type: none"> <li>1. Inadequate manpower Inadequate capacity</li> <li>2. Confining to mandates</li> <li>3. Administrative flaws</li> <li>4. EAS to Extension advisory and input services ( EAIS)</li> </ol>

The presentations were followed by group discussions.

### Introduction to the 'New Extensionist'

Rasheed while presenting the essence of “The New Extensionist: Roles, Strategies and Capacities to Strengthen EAS” summarized the new capacities needed at different levels. This was followed by a group discussion on the three levels of capacity development. The discussion highlighted the importance of technical (knowledge on new technologies/practices/standards/regulations) leadership, problem solving, partnership building, reflective learning, and brokering) capacities among EAS providers at the individual level and also the need for generalists and specialists in EAS provision. As all technical and functional capacities won't be found in one single individual/organization, emphasis was to be placed on targeting capacity development to the nature of the task to be performed.



### **SESSION 3: INTRODUCTION TO CAPACITY DEVELOPMENT AND CAPACITY NEEDS ASSESSMENT**

In two brief presentations, R M Prasad (Ex-Assistant Director-Extension, KAU) discussed the core concepts of competency, capacity, capacity development vs. training, capacity assessment; capacity needs assessment and types of capacities. The FAO and UNDP frameworks on capacity needs assessment were also discussed.

### **SESSION 4: CAPACITY NEEDS ASSESSMENT AT THE INDIVIDUAL LEVEL**

#### **Asset Mapping**

Two exercises were conducted as part of this session.

The first exercise was conducted to assess existing capacities at the individual level. Three cards (different colours) were provided to each participant (one for each level) and they were asked to list out existing capacities of extension staff in their organisations at three levels:

- field level – pink card
- middle management level – yellow card
- senior management level – green card

These existing capacities were organized on three flannel boards separately for field level, middle management level and senior management level by the participants.

In the second exercise, the participants were divided into four groups and each group discussed the areas where new capacities are required. The groups also discussed some of the existing capacities that need to be strengthened at the same levels (field, middle management and senior management) in EAS (irrespective of organisational affiliation). The identified functions were organized on the flannel boards by the four groups and from each group a facilitator presented the exercise outcome.

## SESSION 5: CAPACITY NEEDS ASSESSMENT AT THE ORGANISATIONAL LEVEL

This session started with a presentation by N H Rao (Principal Scientist, NAARM) on “Competency Based Management of Human Capital in Organizations”. He discussed the concepts of strategic management, competencies and competency models (Iceberg model of competencies), strategic challenges for ICAR/NARS in EAS delivery, interconnects between organizational strategy and competencies management, and Competency Management System (CMS) for agricultural extension.



This was followed by a presentation on new capacities that are needed at the different levels. Rasheed in his brief presentation introduced the new capacities required at organizational level:

- Institutions that enable sharing, interacting, learning
- Strategic management functions
- Structures and relationships
- Processes, systems and procedures
- Values, incentives/rewards
- Human and financial resource
- Infrastructure

### Appreciative Inquiry

In this session, through a paired card exercise, individuals reflected on significant past achievements in their organisations to identify factors that led to the success. Participants are paired and each one interviewed the other to enquire on the organisational elements that contributed to the success and recorded this in the cards. The identified success factors were organized on the flannel boards by the individuals.



The participants were again divided into four groups with one facilitator in each group. Each group identified the desired capacities at organizational level and presented the findings.

#### **Experiences Sharing:**

The workshop had several short presentations from different organizations belonging to the public, private and NGO sectors. The presentations were focussed on capacity development among EAS providers. Anish Kumar, (Team Co-Lead, Transform Rural India (TRIF), New Delhi) explained how capacities were developed among community resource persons at Pradan and how they were transformed to service providers who offer a wide range of services to farmers on cost basis. Vasumathi (Vice President, BASIX) shared the experiences of Basix in providing extension support to producers and the lessons the organization learnt during the three phases of its evolution. Girish G Sohani (President, BAIF Development Research Foundation), drawing upon the experience from the livestock sector, stressed the importance of regular CNA for EAS professionals as the context, perspectives and engagement with stakeholders are rapidly evolving. C Sasidhar (Manager - Agri Services, ITC) shared the experiences of ITC's Agribusiness Division in strengthening capacities of its staff mainly drawing from the experience of e-choupal. S N Ojha (Principal Scientist, CIFE) shared the experiences from the fisheries extension sector based on studies that focused on capacity gaps in this sector. P.V.K. Sasidhar (Associate Professor, IGNOU) shared the details of USAID- MEAS ongoing project 'Assessment of Core Competencies of Livestock Extension Professionals in India'. He presented the project survey instrument intended to measure core competencies of livestock extension professionals in India. Soumen Biswas (Lead- Partnership & PMRDF, NRLM, GOI) shared his experience from Pradan and NRLM on community based EAS and the challenges in ensuring convergence across different programmes.

### **SESSION 6: CAPACITY NEEDS ASSESSMENT AT THE ENABLING ENVIRONMENT LEVEL**

Rasheed in his brief presentation introduced the new capacities required at enabling environment level:

- Macroeconomic policies, incentives to increase production
- Political commitment to agricultural development
- Availability of policy framework
- Capacity of policy making bodies to adapt policies based on learning
- Capacity and willingness of other actors to share resources and engage in joint action
- Institutions that facilitate collaboration
- Availability and access to inputs.

This was followed by a group discussion. Everyone agreed that a different set of participants at higher level is required to assess capacity development needs at enabling environment level. Moreover, those who can fairly represent different actors in the Agricultural Innovation System (AIS) are also important for a discussion on this topic as capacities needed at the enabling environment cut across different actors in AIS.

### **SESSION 7: STRENGTHENING CAPACITIES OF EAS IN INDIA - WAYS FORWARD**

The capacity development needs at individual (field level, middle level and senior level) and organizational levels identified by the four groups in the above sessions were summarized on four charts under the following heads:

- a. Capacity development needs of field level individual
- b. Capacity development needs of middle level individual
- c. Capacity development needs of senior level individual
- d. Capacity development needs at organizational level

### Dotmocracy -- Priority Setting on Capacity Development Needs

Dotmocracy is a facilitation methods used to describe voting with dot stickers. Participants vote on their favourite options using a limited number of stickers. It works well with large groups (e.g., 20–30 participants), in situations when a quick 'read' of the group feelings are required and when participants are not able to engage in very rigorous and analytical ranking processes.



In this exercise, each participant was provided with three dots (red stickers) per chart and they were invited to place the dots on top three priority capacity needs in each chart. Thus each participant placed three dots in all the four charts and prioritized top three priority capacity development needs at the individual (field, middle, and senior) and organizational level.

#### Top Priority Capacity Development Areas

##### Field level individual

1. Providing handholding / technical know-how, farm advisory
2. Community mobilization / farmers organizations development
3. Timely advice

##### Middle level individual

1. Convergence, networking, coordination, linkages and partnership development
2. HRD, team building and leadership
3. Planning-identifying need based programmes

##### Senior level individual

1. Visioning, strategic planning and futuristic approach.
2. Advocacy - for policy changes / institutions based upon demand / feedback.

### 3. Convergence, networking and partnerships

#### **Organizational level**

1. Clarity in the role, goal, mission, vision and mandate
2. Networking / convergence
3. Focus on HRD of staff – motivation and team building

## **SESSION 8: HOW DO WE BETTER ADDRESS THE PRIORITISED CAPACITY DEVELOPMENT NEEDS**

### **The World Café**

This was a group interaction session focused on conversations to discuss the way forward on how to implement the top three priority areas identified through Dotmocracy exercise in the above session.

The participants were divided into four groups. They sat around a table and held a series of conversational rounds lasting for 10 minutes about the way forward to implement the above three top priority capacity needs at each level. At the end of each round, the facilitator in



charge of each table remained there as the host, while the others moved to other table. The hosts welcomed newcomers to their tables and shared the essence of that table's conversation so far. The newcomers deepened the conversations so far through their insights as the round progressed. This process continued until all the four tables were visited by everyone in four sessions. Finally the four hosts from the four tables presented the outcome of the discussions on ways to implement the top priority capacity development needs at each level.

## **SESSION 9: CLOSING SESSION**

Before the closing session, participants were given one card each for feedback on both the positive and negative aspects of the workshop anonymously. This was followed by an open feedback of the participants about the workshop. In her closing remarks R Kalpana Sastry (Joint Director, NAARM) appreciated the organisers of this workshop for their planning and implementation of this workshop.