



2 hours 25 minutes  
total

## Module Plan

# Capacity Development

### Overview of Activities

1. Introduction
2. What is Capacity Development
3. Analyze Capacity Development Needs
4. Design Capacity Development Plan
5. Implement and Monitor
6. Review

### Learning Outcomes

At the end of this session, the participants will be able to:

1. Explain the concept of capacity development
2. Assess capacity needs
3. Select appropriate capacity development activities for HWTS program stakeholders

### Materials

- Participant workbook (1 per participant)
- PowerPoint: Capacity Development (optional)
- Sticky Notes
- Flip chart paper and markers
- Prepare: 4 Placemat flip charts
- Handout: Capacity Assessment Role Cards (1 role per participant), print and cut out
- Handout: Capacity Assessment Interview Guide (1 per participant)
- Prepare: Paper Cabbage (see instructions under “Paper Cabbage: Review” in lesson)
- Music (on computer or other device) for paper cabbage activity

### Recommended Reading

- Technical Brief: Capacity Development
- HWTS Case Studies



## Introduction

If using PowerPoint, start on **PPT Slide 4** for this lesson.

1. Instruct participants to listen carefully to the situations of two individuals from “Panau”.  
Read the following excerpts:
  - My name is Sofia, I make ceramic water filters. I work with my family to build all kinds of pots and to fire them correctly so they harden and filter as they should. I received specialized training in the ceramic filter process a few years ago when there was a sanitation program run by another NGO. I have built many filters for my neighbors and shops in the city.  
  
Customers are satisfied with my filters, but I am still struggling to get more customers. How do I promote my services and build my business? I’ve already provided ceramic filters to all the households I know personally.  
  
I am thinking of just focusing on garden pots and decorative pots rather than filters because they sell better. There are big government programs working on sanitation, but I am not sure there is a focus on clean water. **(PPT Slide 5)**
  - My name is Mohammed, I am a volunteer community health worker. My aim is to improve the health of individuals in my community. I visit many households and promote the need for treating your drinking water and practicing good hygiene. Most households like it when I visit and usually invite me for tea. They can repeat back to me the reasons why having and properly using a water treatment system can improve their health.  
  
I don’t understand why, even with this knowledge, they continue to drink untreated water. How can I motivate them to change their behaviour? I can’t visit the households any more frequently because I also have to work to support my family. **(PPT Slide 6)**
2. Ask: “What skills, knowledge, resources or attitudes would each of these individuals need to succeed in our HWTS program?” Record their responses on flip chart paper or whiteboard. Possible answers:
  - Behaviour change
  - Demand creation
  - Marketing
  - Securing finances
  - Enabling environment: government initiatives
  - More support: more workers
  - Need to get paid for their work

*Trainer Tip: Keep this information as it will be used later in the workshop.*

3. Present the learning outcomes or an overview of the lesson. **(PPT Slide 7)**

## What is Capacity Development?



1. Ask: “how would you define capacity development?” (PPT Slide 8)
2. Review the definitions of capacity and capacity development.
  - a. **Capacity** is “the ability of individuals, organizations, and societies to perform functions, solve problems, and set and achieve objectives in a sustainable manner” (UNDP, 2009a).
  - b. **Capacity development** is “the process through which individuals, organizations, and societies obtain, strengthen, and maintain the capabilities to set and meet their own development objectives over time” (UNDP, 2009).
3. Explain that capacity is developed on three different levels - individual, organizational and enabling environments. All people function within each of these levels, therefore capacity development needs to be addressed on each of these levels. Define the three levels. (PPT Slide 9)
  - **Individual** – includes the experience, skills, knowledge, attitudes, capabilities, or competencies of people that allow them to function successfully within organizations and the enabling environment.
  - **Organizational** – are the internal systems and structures that allow an organization to function effectively. Includes policies and procedures, human resources, physical structures, and benefits.
  - **Enabling environment** - is the social and political system in which individuals and organizations function. Includes laws, policies, social norms, traditions, rules, politics.
4. Explain that HWTS program implementers should partner with other stakeholders to address capacity gaps within all three levels, recognizing that the ultimate goal of capacity development is:
  - Individuals gaining skills and knowledge, in functional and adequately resourced organizations being able to work effectively within the local and national operating environment. (PPT Slide 10)
5. As a large group return to the flip chart paper from the introductory activity and review the list of capacity needs created by the group for Mohammed and Sofia. Review the list with the group and ask: “which levels of capacity does this need belong to?”
  - Sofia (ceramic maker) - individual capacity level: marketing; and enabling environment: government support
  - Mohammed (community health worker) – individual capacity level: behaviour change strategies; and organizational capacity level: more community health workers to allow for more follow-up
6. Have participants return to their Panau groups.

7. Explain that groups will brainstorm two or more potential capacity development needs within their HWTS program for each level (individual, organizational, enabling environment). Have each group write down their ideas on sticky notes – one need per sticky note (for example, math skills, project management, policies). **(PPT Slide 11)**

*Trainer Tip: For more examples of capacities that fall within each level see Technical Brief: Capacity Development section 2.1.*

8. Draw the capacity levels diagram (below) on flip chart paper or a whiteboard. Instruct all groups to place their sticky notes within the right level.



60 minutes

## Analyze Capacity Development Needs



1. Explain that analyzing what is already known about stakeholders' capacity and capacity development in the context of the program is vital to the development of a successful capacity development strategy. **(PPT Slide 12)**
2. Ask: "What questions could an HWTS program designer ask to analyze capacity development needs?" Possible answers:
  - What capacity already exists that can be built on?
  - What are the key capacity gaps?
  - Why are we trying to develop this capacity?
  - Whose capacities need to be developed?
  - Who here is offering capacity development within the HWTS sector?
  - What capacity development activities have already been tried?
  - Were they successful or not?
  - What gender inequality exists in ongoing capacity development activities?

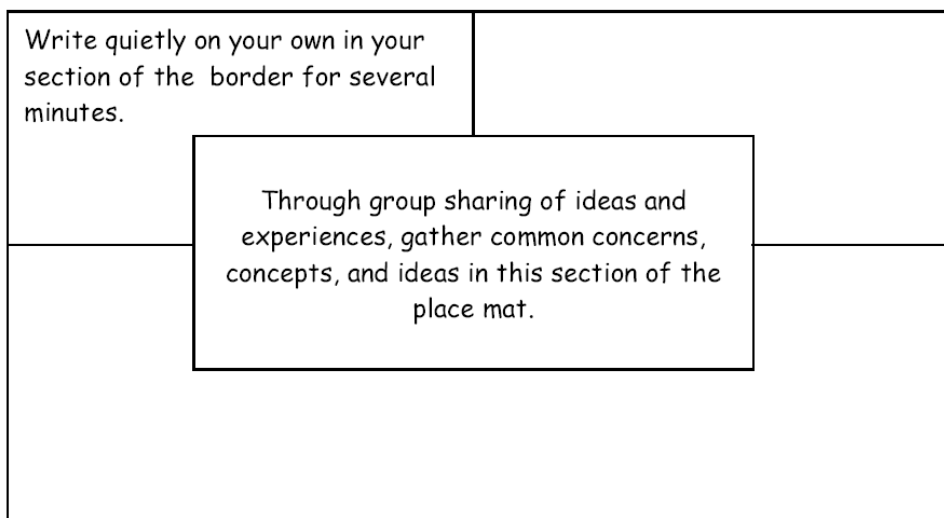
*Trainer Tip: Refer to Capacity Development Technical Brief section 3.1 Analyze Context.*

3. Explain that a **capacity assessment** is the analysis of the desired capacity an individual or an organization would like to have against the capacity they currently have. The goal is to identify any gaps. **(PPT Slide 13)**

4. Explain that both formal and informal methods should be used to identify capacity strengths and gaps, such as: surveys, focus groups, interviews, polls, face-to-face conversations, and assessments or evaluations.
5. Explain that often programs focus primarily on individual and organizational capacity development because intervening in the enabling environment often means getting involved in the social and political systems. This can be difficult, costly, and time consuming. However, it may be necessary to achieve your program goals.
6. Ask participants to form pairs.
7. Explain that they will receive role cards. They will be given 3 minutes to read their card and become familiar with their role.
8. Explain that one member of the pair will take a turn interviewing the other using the interview questions provided.
9. Explain that the purpose of the activity is for each participant to try and identify potential capacity development gaps or needs. They can take notes to help them later to share the information they collect. **(PPT Slide 14)**
10. Handout the Capacity Assessment Role Cards and Capacity Assessment Interview Guide. Ensure that 1 person receives a community card and 1 person receives a AguaBiz card.
11. Instruct the 'community member' in the pair to interview first. Give participants 5 minutes.
12. Ask partners to switch roles. The AguaBiz person will now interview the community member. Give participants 5 minutes.
13. Regroup the participants into groups of 5, with those who interviewed the community member in one group of 5, and those who interviewed AguaBiz employees in another.
14. Explain that each group will use the placemat layout to analyze the interviews. Distribute the Placemat flip charts to each of the groups. Have each group draw a medium-sized circle in the middle of their paper. Then draw lines from the circle to the edge of the paper to

**Trainer Tips**

- Encourage a relaxed atmosphere.
- Stress that the role on each card does not necessarily reflect the personal experience or perspective of that person.
- When questions require information that is not provided in the character card, encourage the interviewees to improvise.



make a section for each person to write notes from their interview. **(PPT Slide 15)**

15. Instruct participants to start by quietly writing the capacity needs they identified during the interview into their assigned section of the placemat. Give participants 3 minutes.
16. Invite each participant to give a quick 30 second summary of their interview within their small groups.
17. Instruct groups to analyze their placemat and to prioritize 4 common capacity needs and record them in the central circle.

*Trainer Tip: If participants are struggling to agree on the top 4 capacity needs, remind them to reflect on the goals of the Panau HWTS program, possible costs, value and impact of their chosen capacity needs, ways to connect the needs.*

*Trainer Tip: Hold on to these placemats as they will be used in later activities.*

**40 minutes**

## Design Capacity Development Plan



1. Invite participants to take a few minutes to think about the different ways that they have learned the knowledge, skills, and attitudes they have that help them complete their current job responsibilities. **(PPT Slide 16)**
2. Have participants turn to their neighbor and give them 1-2 minutes to share their thoughts.
3. Explain that capacity development must consider factors such as cross-cultural perspectives and context if a program intends to empower and be sustainable. Identifying local customs, beliefs and practices related to teaching and learning will allow a program to find ways to incorporate them into capacity development strategies. This not only lessens power struggles but enhances trust, and strengthens partnership.
4. Ask: “What are other factors that could impact the effectiveness of capacity development activities?” **(PPT Slide17)**

Possible answers:

- Literacy
- Gender
- Power discrepancies
- Learning preferences or styles
- Available time, space, and access to technology

*Trainer Tip: For more information on this topic refer to the Capacity Development Technical Brief section “3.1 The role of culture and context” and “3.3.1 Success factors in capacity development”.*

5. Ask: “How could identifying or ignoring these factors impact a capacity development strategy?”
6. Explain that capacity development can be accomplished through formal learning and non-formal activities. **(PPT Slide 18).**
7. Share the following definitions:

- **Formal Learning:** Follows a defined curriculum with specific objectives and results, including certification. (For example, public education, post-secondary education, vocational institutions)
  - **Non-formal Learning:** May have a defined curriculum with objectives, but does not result in certification (For example, training programs (non-accredited), on-the-job training, webinars, online courses and instructional videos, coaching and mentoring)
8. Ask: “Why do you think that using a combination of formal and non-formal training could be more effective than just one?”
  9. Explain that multiple methods are likely needed to develop one capacity need, using a mixture of activities reinforces knowledge, understanding, and skill level and increases long-term outcomes.
  10. Ask: “Who facilitates capacity development?” (**PPT Slide 19**) Possible answers:
    - Government
    - Nongovernmental organizations
    - Private sector
    - Community-based organizations
    - Educational institutions
    - Subject matter experts
    - Self-led (individuals or groups)
  11. In their ‘Community’ or ‘AguaBiz’ groups invite participants to fill in the Action Planning Matrix question 1 in their workbook under capacity development. Remind groups to consider how the factors they brainstormed earlier might impact the capacity development activities they choose.
  12. They will need to list 2 examples of capacity needs with the following information: desired outcomes, activities, who will carry them out, and a timeline for when each activity should be done. Give groups 20 minutes.
  13. Ask each Panau group to present their action plan for capacity development activities and have the other participants provide feedback. For example,
    - Was the needs assessment accurate?
    - Was anything missed?
    - Does this capacity development strategy meet the capacity needs?
    - Is it realistic?
    - Why do you think gathering feedback was important?”

5 minutes

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## Review



1. Add capacity development activities to workflow table on wall. (**PPT Slide 20**)

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## Review



1. Write the following questions on individual pieces of paper:
  - What are the 3 levels of capacity development?
  - Give 2 examples of possible capacity needs for community members?
  - Give 2 examples of possible capacity needs for the AguaBiz business owner?
  - Give an example of a group that would facilitate capacity development activities for community members.
  - Give an example of a group that would facilitate capacity development activities for an accountant?
2. Crumple the pieces of paper one at a time and place around each other to form a layered “paper cabbage.”
3. Ask the participants to stand in a circle and pass the paper cabbage around while you play music. When you stop the music, whoever has the cabbage should peel off a piece of paper, read the question, and give an answer.
4. Continue playing until all the questions have been answered.

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# Capacity Assessment Interview Guide

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**Handout**

What is your job / role?

What - if any - formal training (school or courses) have you had?

What – if any – on the job training (mentoring / coaching) have you had?

How do you usually learn new skills?

What issues / challenges do you face in your work?

What tools, resources, and support do you need?

Would you like formal training?

What time would you have available for training?

Are you comfortable reading and writing? Yes/No

Are you comfortable using computers? Yes/No

Are you comfortable using a smart phone? Yes/No

Are there resources, skills or procedures that other members of your organization are lacking that would make your work easier / more successful?

Do you feel supported by your organization? How? or Why not?

## Capacity Assessment Role Cards

Handout

## Stakeholder group: Community Members

Household Member 1	<p>I am the father of a large family, we have 5 children and my parents live with us also. We lived in Panau when that other NGO came and gave us all free filters. They were called candle filters but they made no light and they didn't last very long. After a few months the water was slower and slower and eventually it just stopped working. We had a manual but it was so big and I don't have time to read all the instructions.</p> <p>The last thing we need right now is more charity technology that doesn't even last. We are a hard working family and we pay our taxes, I think the government should provide us safe piped water.</p> <p>The local health worker taught us to boil our water, but my kids still get sick often. Boiling uses a lot of fuel so I try to boil a large pot that can last us a few days at a time. It takes up too much room in the kitchen so I store it outside on the patio, we scoop water out whenever we need it. I work hard and I want my family to see that we are not so poor; we should not have to boil our water like the poor.</p> <p>Safe water is important to me and my family. Being sick makes it hard for children to go to school and for us to go to work. When we miss out on work or if we have to buy medication we lose more and more money, we can't afford to spend our money this way.</p>
Household Member 2	<p>I work hard everyday to keep my family happy and healthy. It brings me pride that they are almost always healthy. I boil the water every day but do not have much storage for water so we each drink a cup of water in the morning and then drink soup at night.</p> <p>I told my children they can not drink water anywhere except at home or they will get sick and could die like my oldest son. I wish I could give them clean water everywhere they go, but this is just my dream.</p> <p>Sometimes in the rainy season the water is dirty and so I use a cloth to try and filter some of the dirt out before I boil. Many people tell me this is not necessary if I will boil my water, but I feel it is cleaner somehow. I have heard that many families only boil their water when there is illness in the family or community, they get scared so they boil water, but this only lasts as long as the illness and then they begin drinking dirty water again.</p> <p>I would like a filter but I don't think I will be able to understand all the instructions to make it work and what will I do if it gets broken? I have one hand that is weak and makes it hard for me to lift very heavy loads. I can still do my work and I will do anything for my family, but I am worried the filters will be too hard for me to use.</p>
Community Health Worker 1	<p>I was trained before I started working in the community as a health worker, they taught us about health promotion and illness prevention. We learned about family planning, HIV,</p>

	<p>cholera, nutrition, hygiene and the importance of clean water. Our role is to raise awareness, to convey health messages to the community and to provide health training. I spend a lot of time visiting house to house and running community health clubs where we talk and share stories. A lot of the women talk to me about concerns they have for the health of their children. Most of the women here have lost at least one child to diarrhea, cholera or a fever and they are always worried they will lose more, but they don't know what to do. I teach them to boil their water and wash their hands, but people don't always do what they know.</p> <p>I wish I could learn other ways to help people change their behaviour so that our community could be safe and healthy. The new NGO wants to do water treatment in the home, but I am worried it wont work. The women are so busy some of them don't even boil their water and they won't use chlorine because of the taste.</p> <p>I would like to know more about the water treatment options so I can tell the women they have more choices, but I am worried that once the NGO leaves all the support will also be gone. How can we make sure the households can get support, maintenance and replacement parts locally and not only when an NGO comes to help?</p>
Community Health Worker 2	<p>The people of Panau trust us to share the right information with them. They talk to us about their needs and concerns and they hope we can help them. We want to help them but there is not enough of us and we don't have the right supplies or equipment to do all the care and teaching the community needs.</p> <p>I would like to learn more about safe drinking water and how to make and keep it safe. I worry that there are lots of contaminants in our water like chemicals or arsenic that are making our community sick with rashes and cancer but I don't know how to figure it out so I would like to know about the signs and symptoms of chemical poisoning. I did not finish school and only read at a first-grade level, I want to learn but I am very embarrassed about my education and don't want the others to know that I have trouble reading all the materials previous trainers have given to us.</p> <p>We sometimes go to the schools and use role plays to help raise awareness about the importance of clean water and hygiene. One of the children told me they liked learning about it at school but there is nothing he can do at home because they have no money for soap or water treatment. I felt bad for him, but this is true in most of the community.</p>
Community Leader	<p>I work on the Panau council with the Chief of our settlement. She has agreed to let another NGO into our settlement to try and solve our "dirty water" problem. I think this is the wrong decision because it means that the government in Latrina will stop hearing our requests for piped water. The people trust us to advocate for them and if we just give up and start doing household water treatment and storage they will think we have stopped fighting for the best solution.</p> <p>I am not sure that the NGO will get the results they want, it isn't easy to get people to change tradition and everyday practice. I mean how are they going to get people to stop their cattle from pooing on the river banks, or from washing their laundry in the water sources they have available? Our people are too busy to have to maintain more technology.</p> <p>Most families here don't even think there is a problem with the water. They believe in traditional sayings and superstitions about how you get sick. They believe actions like drinking cold beverages in the winter, disrespecting your ancestors, and bathing when there is a full moon are what cause illness. People will remember what happened last time, the candle filters stopped working last time and the we were all left with these useless filters to dispose of. If water filters are so easy and good for the people then why don't</p>

	they put them in the school and at peoples work. What is the point of drinking clean water at home and then dirty water everywhere else?
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## Capacity Assessment Role Cards

**Handout**

### Stakeholder Group: AquaBiz

Business Owner/Director	<p>Before I started AguaBiz I worked as a pottery maker. Pottery has been a family business of generations and we are proud of the quality and beauty of what we do. About five years ago I received training on ceramic pot filters to make water safe for drinking. It made me so happy to know that I could make something with my hands that could improve lives. So, I eventually started this business and have been working hard to make it strong and reputable.</p> <p>Over the past 5 years my business has grown and we started investing in other filters that are inexpensive but reliable. My passion is still ceramic, but I have realized to have a strong business people need options. We have 21 people working in the business now, I even hired two women. They are paid less than the others because they physically can't do the same amount of work, but I don't think it bothers them, they are just happy to be working in such a respected company.</p> <p>I am very friendly and like to talk with my employees, however I don't always know how to get everyone working as a team. Sometimes my employees approach me with new ideas – such as water quality testing to increase demand for our filters. I don't know very much about this process and the idea of such a big change in my business makes me nervous. I know as the director it is my job to create a strategic business plan but I don't even know where to start.</p> <p>I want to keep growing but first I need to understand government regulations, potential technologies, designs and techniques. This is a lot for me to learn and my employees would have to learn all of this too. I think the best way for my workers to learn is through on-the-job</p>
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	<p>experience because training days cost too much money and time is money.</p>
<p>Accountant</p>	<p>This is my first job and I was put in charge of finances. My uncle (the owner of the business) says I am responsible for budgeting and finding funding. I have been trying to find grants but writing proposals seems really complicated, they want us to show how we are accomplishing our goals and want us to monitor so much I have asked to see our quality control records but they are inconsistent and disorganized.</p> <p>I did an online course to learn the basics of accounting, it was long and I worry I might be doing it wrong. Recently, the human resources person told me to find enough money to increase our staff's pay because she is worried they might find better paying jobs. There doesn't appear to be flexibility in the budget for this, in fact last year our budget didn't even balance.</p> <p>My uncle says he wants to grow the business more but he does not seem to know exactly what his long-term vision is. He just hired someone to market the company, she wants more money to start creating demand for our products and services, but she is waiting for clear plan. In my course about raising funds, the instructor said we should have a plan or a strategy. AguaBiz has a lot of potential, but a strategic plan would help me focus our search for resources.</p> <p>I just need more guidance and mentorship so I can better manage the money and find funding support. My supervisor doesn't have time to mentor me, at least that is what he says. I have a lot of responsibilities and no one to help me improve my skills.</p>
<p>Administration and Human Resources</p>	<p>Including me there are 21 staff in this business. I am in charge of human resources (HR), that means I am responsible for making sure people get paid on time. I recruit new staff and help with interviewing. We are a small business so I also help with other administrative duties and marketing.</p> <p>Our new marketing person has many new ideas to increase public support and awareness. One of them is to market to women! I am worried that men are the ones who decide how to spend money, so her plan might not work. I have been trying to learn more on my own time about marketing strategies and what kind of products people want, so we can get more business. I am beginning to realize how important customer service and user education is for creating demand and growing a business. This should be a priority in our staff training and marketing plan.</p> <p>I am worried if we don't do regular updates and training on the new regulations they might just do it the way they want which could get us</p>

	<p>fined by the government. We need the time and budget to train our staff on these best practices.</p> <p>It is a lot to manage and I worry that sometimes I don't have enough time or money to make it all work. I know some of our staff deserve to be paid more and I need to adjust their salaries but I am not sure what the current market trends are or how to determine what is fair for everyone. If we don't do something soon, I am worried we will start losing staff.</p>
Factory Worker	<p>I work in the factory producing ceramic water filter to be used in household water treatment. We use traditional methods and local clay to make one kind of filter and we are really good at it! One of my duties is quality control I have a whole system for how I record and test the kiln temperature and the ceramics. No one else understands it, so I am the only one that can do this task.</p> <p>The government has been asking us to report our quality control data, but I am worried that maybe what I do won't meet the standards. I have tried to stay updated on all the regulations, technologies, designs and skills, but what if I missed something. There is so much to learn but I have been told there is not enough time or money for training.</p> <p>It is important for us to offer customers choices and build demand, so a few years ago our director decided to start selling other local filters to try and boost our sales, which is good but we don't do any monitoring or quality control on them so I am not sure if we can report on those. The marketing lady needs to get us more clients.</p> <p>Another responsibility I have is to mentor new staff, so they learn what we do and they can do it well. Sometimes I get carried away talking and showing them what to do, that I am late with some of the other work I have to do. I need to learn how to manage all of my responsibilities more effectively. I am good at my job and have been told that many times by other staff members.</p> <p>I have the same pay and position as the other factory workers but have been given more responsibility. I am supposed to be in charge of their work, but they don't respect me as a supervisor. I need them to see that I am their leader. When I try to implement best practices many of my co-workers don't understand or care about the fines we can get if they don't follow the regulations. I am worried if something goes wrong I will be blamed.</p>
Marketing and Customer Services	<p>I was just hired three months ago because the company wants to grow and they need someone to focus on marketing, getting contracts and strengthening public support and awareness. I have experience in marketing for a pharmaceutical company, but I don't honestly know</p>

much about water filters. I am worried there are a lot of differences and I won't know how to get people interested in our products.

One area I am excited to focus on is user education, once they get their filters will be important for them to know how to use it, how to keep it clean, maintain it, repair it or when to replace it if needed. We don't have anyone who does this now, so I am not sure how to balance all the pieces. It would help if our strategic plan incorporated user education so that everyone in the company would understand its value.

The other day a factory work told me that he has been hearing a lot about NGO's who are teaching a multibarrier approach to household water treatment. I wonder if this is something we should try doing also? Or maybe we should try and partner with an NGO so we can learn from them and we can implement for them. I am not sure how to start that kind of partnership and how to market ourselves to them but I think we should try.

I am worried that as one of the only women in this company the director and other staff won't want to hear or accept my ideas. I have heard negative talk and attitudes about my capabilities because I am a woman so I want to work extra hard to prove that I can do it. I know from my previous work that women want to take care of their families and generally are in charge of cleaning and maintaining their homes. I believe if we start marketing and educating the women we will have more success. I am not sure how to discuss this topic with my boss, he seems to think that only men are involved in household decisions.

## Capacity Needs of Community Members

## Trainer Answer Key

	Household 1	Household 2	Community Health Worker 1	Community Health Worker 1	Community Leader
Capacity needs	Use and Maintenance	Community needs to understand Multibarrier (role of sedimentation)	Behavior change	Need more resources (staff and supplies)	Why HWTS vs. Piped
	Why HWTS vs. Piped – maintain pride of ownership	Community needs to understand that drinking safe water is important at all times, not just when sick	HWTS options available	How to test water, What are the contaminants	Community needs education on how water gets contaminated. Chief/ Leaders need to know how to encourage / enforce source protection behaviors.
	Safe storage and handling	Use and maintenance	Long term sustainability	What are the health effects from drinking contaminated water	Community don't understand causes of illness.
	How to get safe water everywhere (CCC)	Needs to know about different options			How to get safe water everywhere (CCC)
Potential barrier to capacity development	Attitude towards HWTS	Weak hand – might not be able to use all filters		Community has no money to implement safe water and hygiene practices  Level of education	



## Capacity Needs of AguaBiz

## Trainer Answer Key

	<b>Business Owner/Director</b>	<b>Accountant</b>	<b>Human Resources and Administration</b>	<b>Factory Worker</b>	<b>Marketing and customer services</b>
Capacity needs	Gender Sensitivity	Financial management and Fundraising	Marketing strategies - user preference, behaviour change	Technical capacity	Leadership, networking and collaboration
	Strategic Planning	Strategic Planning	Financial Management	Leadership, Mentoring and Project management	Marketing strategies - user preference, behaviour change
	Leadership and Management	Monitoring and Evaluation	Gender Sensitivity	Monitoring and Evaluation for Quality control	Technical capacity
Potential barrier to capacity development	Lack of understanding employees learning needs and styles  Gender Bias	No one available to mentor them	Lack of financial support and high staff turnover  Gender Bias	Their product may no longer be in demand  Lack of power and respect.	Lack of financial and strategic support from the company  Gender stereotypes work against her