

APPENDIX A: GENERIC INTERNAL CAPACITY DEVELOPMENT MATRIX

This matrix suggests a generic set of internal capacities and capabilities which might be developed by an agency such as the HEQC, which itself has sectoral capacity development objectives and functions.

Figure 3: Generic Internal Capacity Development Matrix¹¹⁷

Internal Capacities and Skills: Internally-Oriented (Management and Operations)	Internal Capacities and Skills: Internally- and Externally-Oriented	Internal Capacities and Skills: Externally-Oriented (Policy, Analysis and Access)
Goal setting	Sector-specific knowledge (e.g. higher education, QA and QM)	Policy development
Strategic planning	Policy and legal frameworks knowledge	Socio-political analysis
Organisational development	Information management	Sectoral analysis
Monitoring and evaluation	Facilitation	Needs analysis
General management	Team building and group dynamics	Research
Project management	Negotiation, mediation and conflict management	Networking and relationship-building (sectoral and other)
Proposal writing		Information access
Committee support		Accessing relevant power structures
Budgeting		Advocacy and lobbying
Computer skills		Fundraising and resource identification
Administrative (e.g. human resources, employee relations, bookkeeping)		Communications and mobilisation

¹¹⁷ This matrix was suggested by, and is adapted from, a 'capacity building matrix' developed by Alan Brews. See Brews (1994: 15).