INTERNATIONAL SYMPOSIUM ON
CAPACITY DEVELOPMENT
& AID EFFECTIVENESS

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ASIAN INSTITUTE OF MANAGEMENT (AIM)
CONFERENCE CENTER MANILA
MAKATI CITY, PHILIPPINES

WORLD BANK INSTITUTE

JICA

Canada
Canadian International Development Agency   Agence canadienne de développement international

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Capacity Development

UNDP's Conceptual Framework

What is Capacity?

- The ability of individuals, institutions and societies to perform functions, solve problems and set and achieve their own goals.

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INTRODUCTION

What is Capacity Development?

- The *process* by which individuals, institutions and societies develop abilities (individually and collectively) to perform functions, solve problems and set and achieve goals.

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INTRODUCTION

Emerging CD Framework has
3 Levels:

- Individual
- Institutional
- Societal

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INTRODUCTION

UNDP's Experience

Over the past 10 years UNDP has learned a number of important Capacity Development lessons in the field:

- Capacity should be developed at the individual, organisational and societal levels
- National and local ownership are important
- Building trust among stakeholders is critical
- Catalytic processes work better than imported solutions
- A multi-sectoral approach is required

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OVERVIEW

UNDP's Experience (cont)

- Process of CD is a long term one
- Participation must be built into CD
- Flexibility is important
- Develop local knowledge rather than importing foreign expertise
- TC responses to CD need to be coordinated and well managed by the country

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A New Paradigm for Capacity Development

Old Paradigm		New Paradigm
Individual and institutional focus	→	Individual, institutional and societal (linked)
Sectoral	→	Integration societal, economic and environment
Institutional focus	→	"partnerships" (leverage resources)
Participation	→	"ownership (country commitment / demand driven)
Information & Foreign Expertise	→	"knowledge" (has to be acquired) "networks"
Monitor & Evaluate	→	Time bound goals (MDGs) with benchmarks & indicators

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Sample Framework

	Individual	Org/Inst	Societal
Integration	Cross-sectoral training Opportunities to work with other specialists	Integration policies Matrix management systems Information sharing systems	SD laws & policies Agenda 21 plan
Partnerships	Trust Overlapping interests	Partnership policies Mechanism for engaging other stakeholders Resources to offer	Information sharing btwn organizations Coordination of activities among ministries (CCA, etc)
Ownership	Responsibility & decision making authority Participating in development of idea, project, program, etc. Rewards for good performance	Institutional mandate related to area Guidelines, standards, etc. Reward schemes and penalties	Signatory to international accords National policy and laws Leadership visibly supporting ideas
Knowledge & Networks	Training Access to professional networks Willingness to share information and experiences	Databases Tracking & reporting systems HRD program Communication systems (email, video conf. Etc.)	Policies that promote progressive education, ICT etc. Infrastructure that supports communication Progressive tax systems
Goals, Benchmarks, Indicators	Reporting and communication skills Training in monitoring & evaluation	Results based management Disclosure requirements Benchmarks & indicators	Anti-corruption policies Auditor General Public Reporting (MDG reports)

UNDP's Response

UNDP incorporates CD as an approach to implementing all its service lines. Our newly established Capacity Development Group will be our corporate focal point for:

- *Developing country capacities for integrated strategies and programming, with UN Family and World Bank;*
- *Promoting public-private partnerships;*
- *Conducting applied research into CD & learning from field & external experience;*
- *Mainstreaming CD approaches through programming tools*

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INSIGHTS

10 Types of CD to meet goals

Capacity to:

- set objectives
- develop strategies
- draw up action plans
- develop legal & normative frameworks
- develop & implement policies
- build & manage partnerships
- foster civic engagement
- mobilize & manage resources
- implement action plans
- monitor progress

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INTRODUCTION

An "out-of-the-box"
contribution to the debate
on Capacity Development

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DEVELOPING CAPACITY
THROUGH
TECHNICAL COOPERATION

**Documenting the experiences of
Bangladesh, Bolivia, Egypt, Kyrgyz
Republic, Philippines and Uganda.**

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