



# **The European Commission support to Capacity Development**

**MEASURING CHANGE**  
**Capacity in a policy context**  
**December, 7th 2012**  
**ETF, Turin – Italy**

## **The European Commission support to Capacity Development**

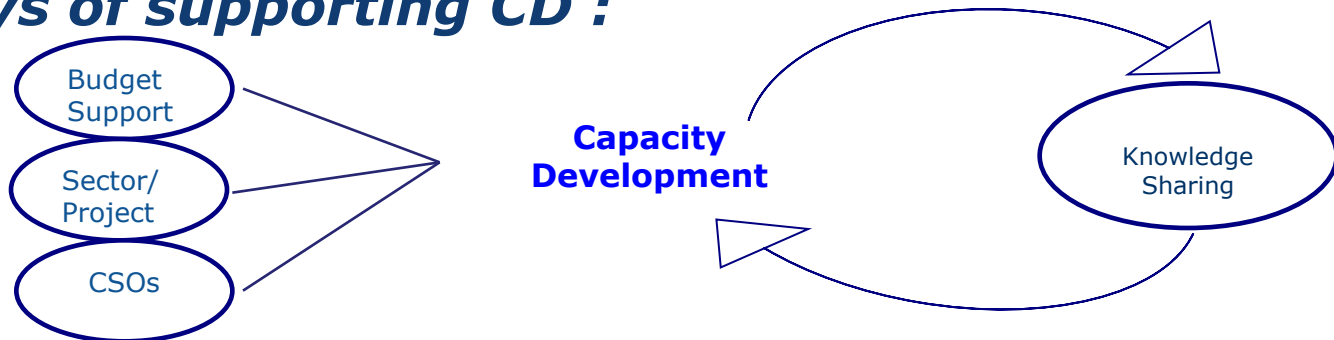
- What is Capacity Development?
- Why is CD important?
- CD is a learning process
- How does the EC support CD?
  - Guiding principles
  - Quality assessment tools
  - Methodological guidance
  - Knowledge sharing
- Results and lessons learned

# What is Capacity Development ?

## ***Capacity Development (CD) is:***

- *a key driver of aid and development effectiveness*
- *an endogenous process that needs to be owned*
- *catalysed by the opportunity framework and the quality of the learning process*

## ***Many ways of supporting CD :***



***If Capacity Development support is successful, it creates an exit opportunity from the traditional aid relationship speeding up institutional development and consolidation***

## ... and why is it important?

*Court of Auditors (2007/2011)*

*Busan (2011)*

*OECD Peer review (2012)*

*Agenda for change (2011)*

*EU Delegations and colleagues from HQ*

## **CD is a learning process**

*Backbone strategy (2008)*

*Guidelines on Technical Reform (2008)*

*PPCM manual (2013)*

*Training and knowledge sharing*

# How does the EC support CD? (1/6)

## 1. Guiding principles

### Methodology / 5 Technical Cooperation Quality criteria:

- Fits with the context
- Ownership
- Results orientation
- Coordination and alignment
- Programme Implementation arrangements

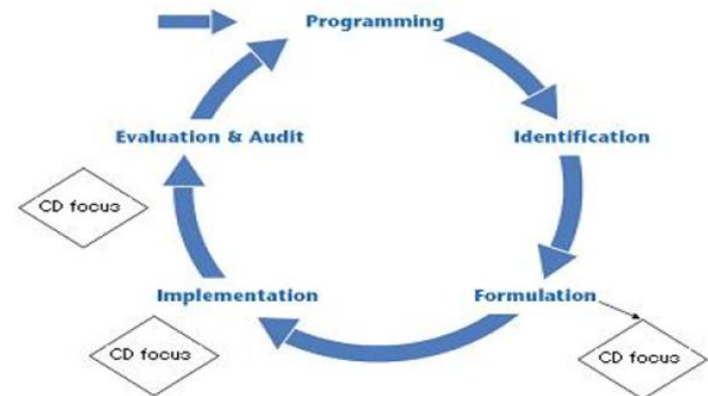
**CD  
enabling  
factors**

# How does the EC support CD? (2/6)

## 2. Quality assessment tools

The EC has developed tools for monitoring the quality of implementation, which provide the framework for good design

- **The Quality Grid**
- **The QSG**
- **The ROM**
- **The annual EAMR**
- **RAC evaluation**



The novelty of the EC approach lies on translating the Aid Effectiveness principles into quality criteria to be mainstreamed into the EC Project Cycle and be monitored regularly

# How does the EC support CD? (3/6)

## 3. A. Methodological Guidance

- QC 1- fitting into the context: Political Economy Analysis
- QC2- Ownership: Policy dialogue
- QC3-Results orientation: CD planning and measurement (in progress..)
- QC4-Coordination and alignment : joint programming
- QC5-PIA : NAO support



# How does the EC support CD? (4/6)

## 3. B. Rapid Assessment of Capacities (RAC)

- Tracking the contribution of CD support to the chain of results : OF, outputs and outcomes
- Evaluation on how the programme influences the development of capacities at both institutional and individual levels
- Quick and effective tool, with a reduced burden of TA
- Participatory approach is needed to validate the results

## Rapid Assessment of Capacities (RAC)

### Three case studies

- **Ukraine**

*Sector support to agriculture and rural development*

- **Chad**

*Sector support to transport*

- **Bolivia**

*Support the GoB in its fight against the drug trafficking*

### Challenges ahead

- Understanding the difference between capacity outputs and outcomes
- Identification of the capacity outcomes, through the use of adapted issues and indicators
- Distinguishing between the identification of the actual changes and their causal imputation
- The final workshop should be, when possible, a participated exercise, where the interviewees run the analysis and the interpretation of the results

# How does the EC support CD? (6/6)

## 4. Knowledge sharing

### **Capacity Development relies on Knowledge Sharing**

- Sharing knowledge on EU development can improve the Quality of Aid and increase our impact in terms of Capacity Development
- CD is about change and change is not linear => Sharing knowledge has a transformational effect, at various levels
- “Knowledge and information can contribute to our development objectives and benefit our partner countries as much as our money does today.”

# **Capacity4dev.eu: EC's Knowledge Sharing Platform on Development**

Capacity4dev.eu is a knowledge hub for DEVCO, Delegations and their ecosystem

## **4 pillars :**

- 1. Consolidate knowledge and build Institutional Memory**
- 2. Support Thematic Expertise, break down the silos**
- 3. Support good practice and innovation exchange / help identify specialists**
- 4. Cross-learning among practitioners from EC, EEAS, MS, Donors, International Organisations, private sector, CSOs, Governments, Academia...**



European  
Commission

## What is offered:

- Access to a **large community of development practitioners** from across the world
- Over 280 **knowledge pieces** (Voices and Views) on a great variety of themes backed with video and references updated weekly
- **Knowledge sharing tools for teams**: Fully fledged free Groupware for the development community: Public or Private groups with: Group site, Blog, full document library, events, survey tool, project management tool, group chat, members roster, powerful search
- **Peer support** functionality: help from the community
- Your profile page, mail notifications, personal **recommendations**
- Secure hosting (EC Infrastructure)



**Fast Facts**

**6000+** Professionals from all over the world

**2200+** staff (EC/EEAS)

**3700+** from Private Cos, CSOs, Government, Donors etc

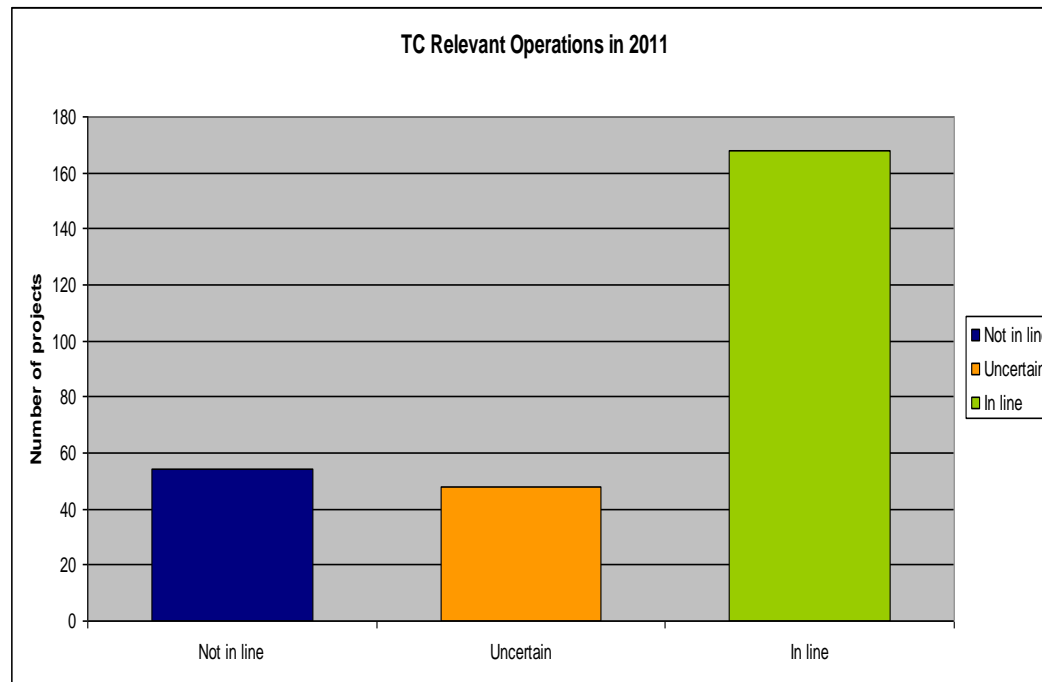
**280+** Knowledge pieces

**9000+** Posts in

**200+** Groups

# Results! (1/2)

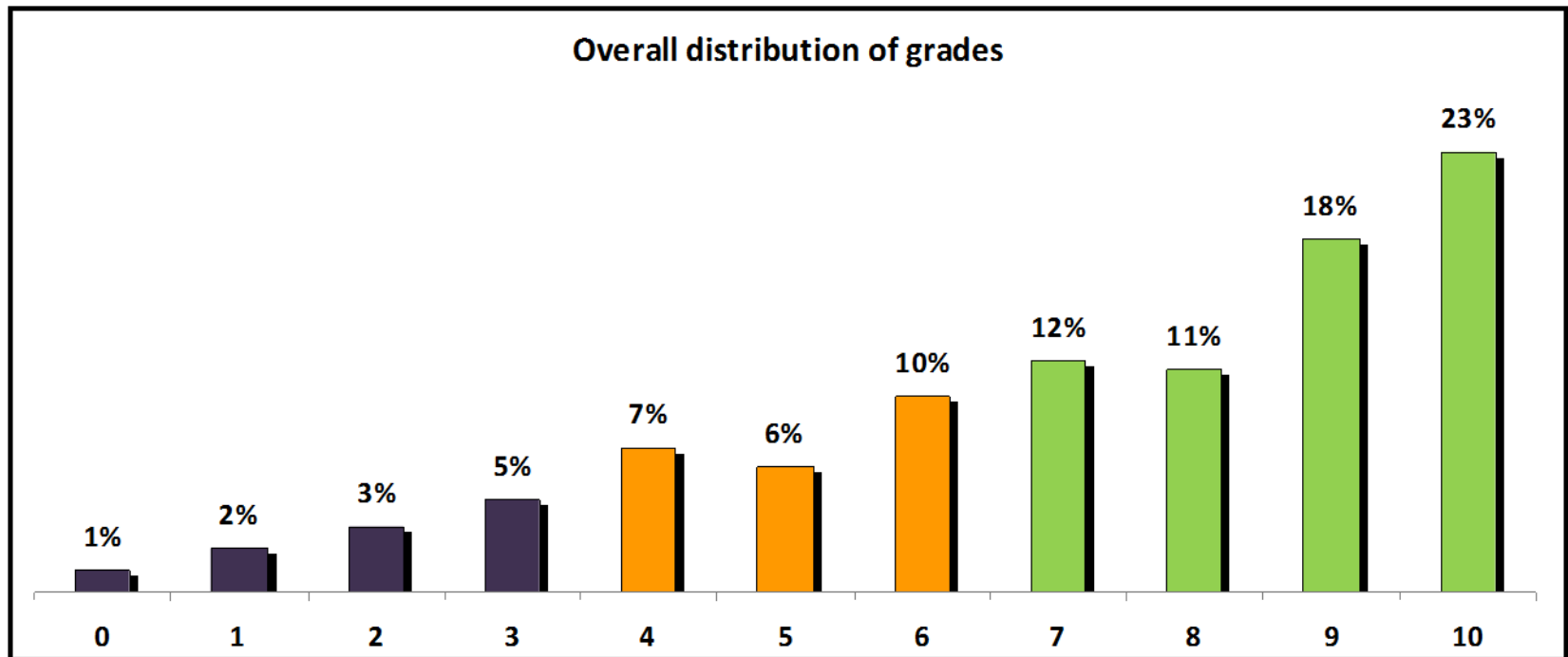
**270 projects reviewed by oQSG in 2011**



*62 % are considered to be in line with TC reform for CD*  
*20% not in line*


# Results! (2/2)

## 750 ROM reports assessed in 2011



*64 % have high grades*  
*11% have low grades*

# Lessons learned and means of improvement

- Maintenance of a quality approach: quality and process are a promise of sustainable results
  - Internal quality control / monitoring is broadly reliable and needs to be pursued
- 
- We need to communicate more and better
  - Coordination/exchanges on CD support with and among EU Member States and other donors
  - Broader knowledge sharing, exploration of innovative tools and broader methodological guidance



## **PUBLIC GROUP: Public Group on Capacity Development & Technical Cooperation Reform**



BLOG

LIBRARY

31 EVENTS

SURVEYS

PROJECTS

E-MEETINGS



MEMBERS

### **Measuring change: Capacity in a policy context**

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Submitted by [Sancho Hidalgo María](#) on Thu, 06/12/2012 - 14:49

Invitees will be presenting their work in the field of capacity development and measurement of capacity, with special focus on institutional capacity and will be exposed to the ETF reflection, contributing through their knowledge, to increasing the robustness of the ETF work in this area while benefitting from the expertise and experience of ETF in its domain of action. The workshop is conceived as a peer learning event, where exchange of views and reflections will aim at achieving the following outputs:

- An agreed set of working principles and methods related to developing capacity at institutional level
- An agreed set of indicators to measure capacity and its change in the human capital area of work
- A draft plan for cooperation among stakeholders to apply some methods in ETF partner countries within ETF existing projects.


This event is of the type **External event**.

This event is organised by: **European Training Foundation**

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#### When

From  
07/12/2012 09:00  
to  
07/12/2012 18:00

#### Where

ETF  
Viale Settimio Severo 65  
Turin  
Italy



[Get more directions on Google Maps](#)

Categories:

Thematic: [Capacity development](#); Date: [2012](#); Language: [EN](#);

# Thank you !

***Unit B1- Quality of delivery systems***

***DEVCO L-41 09***

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