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I – Conceptualization
Policy Development
Advocacy for Reform

Human Empowerment
Skill Building

360° Approach

Infrastructure Upgrade
Systems Improvements

Institutional Development
Guiding Principles in Designing Field Interventions

- **Involvement of national stakeholders** and partners in Situation Analysis Exercise & in design of project document

- **Partnerships** with UN organizations and national, regional and international entities to ensure complementarity & avoid overlap

- **Adaptability and replicability** of the capacity building intervention to the local context (selection of training models; expertise; etc.)

- **Multiplier Effect** as main principle of Identification of project partners (training institutions) and type of activity (TOTs)

- **Comparative advantage** of local capacities as a guiding principle of activity/intervention identification

**Sustainability**
II – Selected Achievements from Capacity Building and Community Development Projects
Capacity Building Programmes
Selected Achievements (1)

Capacity Building of the National Centre for Consultancy and Management Development (NCCMD) in Iraq

- Developing a Framework for Management Development for the Iraqi Public Sector
- Building the capacities of 55 of the Centre’s staff through training, study tours and field visits
- Invigorating the Centre’s participation in GIFT-MENA, a regional Governance Network
- Equipping the centre with advanced management and strategic planning software and techniques (Parmenides Eidos Think Tools)

Capacity Building and Institutional Strengthening of the Ministry of Municipalities and Public Works (MMPW) in Iraq

- Improving the capacity of the Ministry and local councils to manage and deliver municipal services;
- Training 220 of the Ministry’s Cadre in various fields
Capacity Building Programmes
Selected Achievements (2)

Strengthening the Capacity of the Housing Sector in Iraq
• Proposing policies, strategies and reforms on the “Building Materials and Construction Industry”
• 250 staff from the Ministry to support the Iraqi Housing Knowledge and Training Center empowered

Strategic Planning Training of Trainers Workshops
• 65 public officials in Yemen and Palestine trained on strategic planning
• Training officials from the public and civic sectors in Iraq on proposal formulation and funding strategies

Proposal formulation and fundraising strategies Workshops
• 25 of public and civic sectors officials from Iraq trained on proposal formulation and funding strategies
Community Development Projects
Selected Achievements (1)

The E-Caravan – Phoenix in South Lebanon (Mobile IT School)
• Services to over 30 villages
• 40 trainers on the establishment of small and micro enterprises
• 1330 trainees on IT literacy

Smart Communities Project (Iraq)
• Food processing, IT and communal development facilities
• 1,700 trainees on IT, languages, human development, office skills, income generation, etc.
• 202 trainers from public sector, universities and civil society
Community Development Projects
Selected Achievements (2)

Governance in Support of Employment Creation Project in Iraq
- Three business development centers (BDC) created
- Training of Ministry of Labor and Social Affairs staff to manage and operate the BDCs
- A total of 236 trainees and 19 trainers on business planning and management

ICT in Education for Iraq
- ICT Development Center in Baghdad
- ICT training Centers in five governorates
- Two Pilot Schools (one for boys-one for girls) in five governorates implemented

Iraqi Networking Academies Project
- Five CISCO regional academies created in Baghdad, Mosul, Salaheddine, Basra and Al Mansour
- 29 Local academies created
- 35 trainers on CISCO IT essentials, wireless networking and network security
- 250 instructors trained
- 1,400 students trained
III – Major challenges faced in the implementation of Capacity Building Projects
External Environment Challenges

- Insecurity of benefiting/targeted country
- Perform trainings in safe locations (safe regions or abroad)
- Increase in the cost of training
- Incapacity to perform proper needs assessment
- Inadaptability of training curricula to beneficiaries needs/aspirations
- Limited benefit from capacity building
- Limited access to the field due to prevalent insecurity
- Impact evaluations of intervention(s) are compromised
- Lessons learned compromised and limited improvement
### Internal Environment / Programmatic Challenges

<table>
<thead>
<tr>
<th>Inadequate selection of beneficiaries of TOTs</th>
<th>TOT does not yield trainers</th>
<th>TOT transform into regular training sessions</th>
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<tbody>
<tr>
<td>Inadequate follow-up mechanism to capacity building</td>
<td>Knowledge is not spread through organization</td>
<td>Multiplier effect is not achieved</td>
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<tr>
<td>Limited Support from Senior decision makers</td>
<td>Knowledge and skills are not put into practice</td>
<td>No improvements / reforms are achieved</td>
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<tr>
<td>Training models / expertise do not concur with local reality</td>
<td>Training material / Capacity Building activity detached from local needs</td>
<td>Limited benefit from training session</td>
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IV – Lessons Learned
Main Lessons Learned Compiled

– Importance of involvement of project beneficiaries / partners in the design and implementation phases of the intervention

– Importance of involving and informing senior officials of the project and its potential benefit to the institution in order to ensure support and ownership of the intervention from senior management and decision makers

– Coordination with other implementing entities in order to avoid overlap and duplication

– Setting clear and agreed upon selection criteria of participants, especially for TOT workshops

– Planning of follow-up sessions to capitalize on knowledge transmitted

– Follow-up sessions should be based on assignments that participants would perform in their respective environments
Main Lessons Learned Compiled (Cont’ed)

– Impact evaluations – if no access to end beneficiary is possible – should be performed through desk reviews and confirmed during an evaluation meeting involving all stakeholders

– Needs assessment to be performed prior to developing training curricula and fine-tuning to be coordinated with relevant national partners

– Study Tours as an effective and efficient means to transmit institutional development methods and experiences
Development of Capacity-Building Modules: Steps

• Perform in-depth situation analysis and needs assessment

• Develop training toolkit(s) to be utilized, tailored to the specificities and particularities of the target entity and addressing technical requirement of topic tackled.

• The toolkit should take into consideration the following:
  • Level of technical skills, in terms of specialization
  • Inducing Good governance practices and stress management
  • Conflict-mitigation and mediation skills

• Test-run toolkits through pilot modules

• Conduct periodic impact assessment of toolkits utilized to ensure evolution and improvement
V – Success factors
ECRI’s Successes

- Building on available regional models and expertise in addressing the needs of member states
- Partnering with UN, national and regional organizations in implementing capacity building projects
- Treating project beneficiaries as partners, thus ensuring ownership and commitment

- Adapted Capacity Building Projects
- Coordinated interventions and pooling of expertise and resources
- High ownership of projects
- Sustainability of the intervention ensured
VI – Future Steps
ECRI’s Prospective Capacity Building Interventions

- Supporting member States in identifying priority institutional capacity building interventions that would promote good governance practices
- Human and Institutional Capacity Building interventions to be set by a comprehensive national strategy that would abide by national priorities and vision
- Enhancing partnerships at the regional level to build on regional expertise and best practices
- Promoting local governance as a means to enhancing service provision under crisis conditions and promoting decentralization
Thank You