

## Capacity Building for Partner Institutions 1998/99 – 2002/2003

Initiatives to strengthen partners (government institutions and non-government organisations and individuals) and CBOs from August 1998 onwards:

1. **Continuous assessment** of capacities, strength of partners and identification of areas for cooperation and support were followed by **initiatives to improve the capacities** of individual and institutions:
  - A number of 'green departments' and the DPs were supported with PCs and software, PC training, training in designing spread sheets for recording and reporting; conducting English classes for staff and facilitation relevant technical and managerial training.
  - 6 engineers and 2 draughts persons were deployed to the Dept. of Agrarian Development to support planning for minor tank development, cooperation with farmers organisation and structural support for effecting the departments mandate ('blue-print approach' to enable the dept. to comprehensively address minor tank development according to their mandate as expressed in the Agrarian Services Act); equipment (PCs, survey equipment, motor cycles etc.) was provided; training in e.g. CAD and standardised planning designs, application of FFW and project planning and management, monitoring, food and nutrition security, conflict transformation etc. (Sri Lanka, Nepal, DSE) was facilitated.
  - Dept. of Agriculture, Dept. of Health, EHED, Provincial Planning Dept. were supported with hard and software, equipment (seed cleaning and sorting unit, digital cameras and multimedia projectors, pin boards, weighting scales etc.) incl. application of related training and conceptual training abroad (e.g. IT and MIS training, development planning, M&E etc. at DSE).
  - Provincial Management Development and Training Department (MDTD) was supported through IFSP resource persons in e.g. applying SWOT, PNA etc., development planning and IT equipment.
  - DPS and Divisional Secretariats, Provincial Planning Dept. were supported with equipment (PCs etc.) and related training in Sri Lanka and abroad (MIS and IT training through DSE and Univ. Bonn) and with support from local and international NGOs in e.g. PNA and community mobilisation.
  - Training of government middle level officers in e.g. PNA, project planning (while preparing annual work plans, integrated nutrition planning etc.) and application in the field; training of trainers for PNA teams; specific training in relevant technical subjects, e.g. CEFE, micro credit etc. for government and NGO staff; surveys were specifically focussing on stakeholder participation and had a strong learning and knowledge dimension.
  - IFSP-CATAD projects 1999 and 2001 allowed interdisciplinary and intercultural learning.
  - Management consultancy for DPS Trincomalee was conducted aiming at supporting management and capacity for effectively carrying out its mandate
  - Data were generated for e.g. creation of VDS, thematic maps and data base with a focus on applying government standards in the IFSP data base for easy retrieval and for use by e.g. government departments; material is widely applies by partners, agencies and NGOs.
  - Cooperation with Provincial Planning Department has been established for joint experience and building up of joint expertise in relevant fields, e.g. GIS to produce thematic maps, IT training for post-conflict development and governance.
  - A large number of workshops and dialogue initiatives were organised for relevant subjects incl. peace – conflict transformation.
  - IFSP documents, survey results etc. were presented in many workshops and bilaterally to encourage partners to make use of the knowledge, information etc. and apply it. Here, we have created many 'eye openers' and contributes to planning and concept development beyond the conflict.

## ANNEX 8a

- CBOs were trained along the 'project book' in e.g. participatory methods, integration of vulnerable groups and also in specific subjects, e.g. accounting, leadership etc.

### 2. Training and HRM

- 10 community mobilisers were recruited, trained on-the-job and through a process of consultation and coaching; they act as key facilitators vis-à-vis partner institutions and CBOs.
- 70 measures were effected from 1998/99 to mid 2003 for >200 individuals in a large number of IFSP related fields.
- IFSP management puts emphasis on application of learnt subjects and on knowledge transfer to partners through e.g. lecturing and presentations, reports and feed-back loops.

### 3. Results/impacts

- Supply of facilities, training on-the-job, specific training and workshops etc. have had a positive effect on skills and overall capacity of partner institutions and staff. Motivation has increased. Partner have been put in a position to do more work and to absorb to certain extent IFSP's programmatic and initiatives.
- Many survey recommendations were taken up, though not in a comprehensive manner, due to the specific dynamic of the structure of the Sri Lankan administrative service. Survey recommendations are applied by institutions, however, more could be done.
- Most of the IFSP initiatives are replicable; sustainability depends to a large extent on the willingness and capacity of heads of department and senior staff to apply and absorb.

### 4. Limitations

- The overall lack of qualified and motivated staff at partner institutions, the comparatively low level of qualification and the high degree of fluctuation can be directly related to the war: the best have left the island! Staff fears to be charged with responsibility. A 'duck down mentality' prevails.
- Projects compete for personnel from government institutions and strip them of what is left (NEIAP and NECORD are examples) so that in many a case there are virtually no partners.
- The limited potential of partner staff particularly at lower and middle level in combination with hierarchy and seniority perceptions limit the introduction of modern management practices. Low salaries de-motivate staff. Lack of government training de-qualifies staff on the medium-term. Some government institutions are de facto de-functional.
- Participation and team work are hardly present in the Sri Lankan administrative service; dialogue to arrive at common conclusions and committed action is absent.
- The administration follows their own pattern in planning, recording and reporting which is pre-dominantly determined by generating 'lucky numbers'. i.e. figures but not information or data. This specific thinking makes it tough for a project to introduce advanced planning tools. However, patience and a lot of ground work and training may succeed.
- The administration 'serves itself' to a large extent which makes cooperation among departments and the application of modern management practices almost impossible.
- Capacity building would require the seriousness of partners to improve their own situation for better services and hence, better governance. The overall structural deficits of the public administration is not conducive to increase efficiency.
- Yet, capacity building is essential for services delivery and social integration of communities.