SSATP Capacity Development Strategy
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Michalis Adamantiadis
Transport Policy Adviser, SSATP

Capacity Development Strategy

- Why capacity development?

- Vision, Mission, and Objective

- The Approach

- Guidance requested

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Bridge the capacity gap

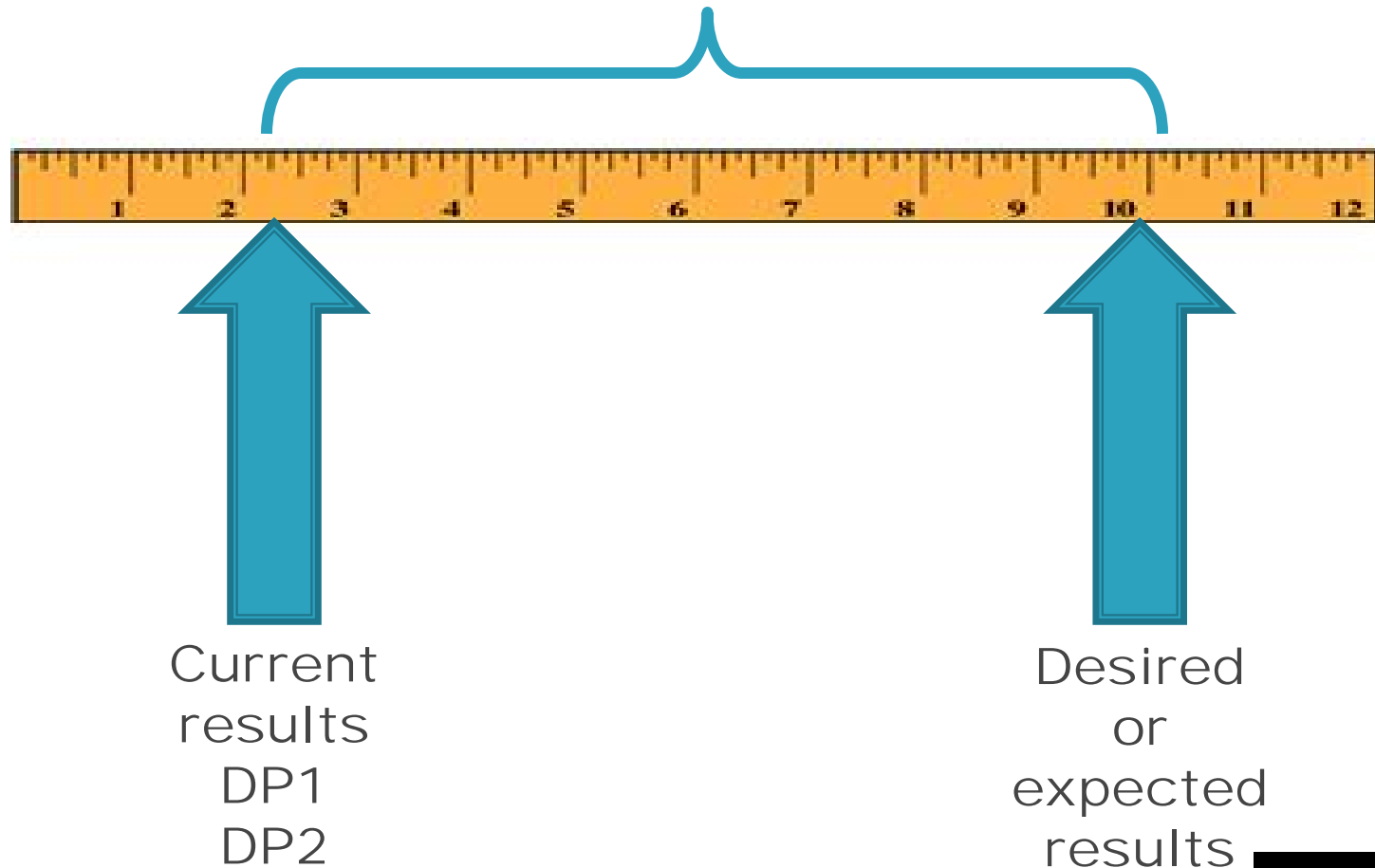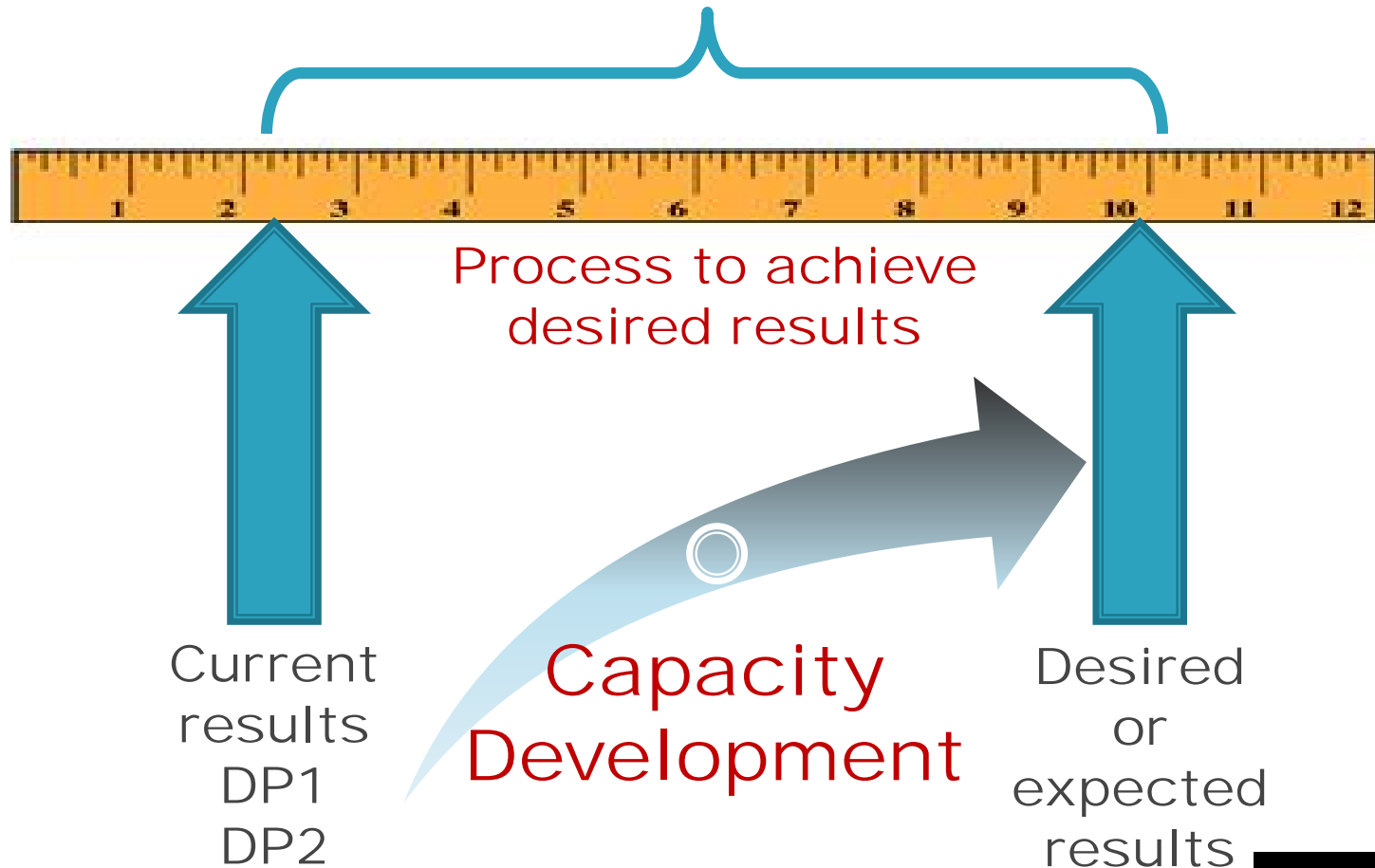**Current results DP1 DP2**

Desired or expected results

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Bridge the capacity gap

Process to achieve desired results

Current results DP1 DP2

Capacity Development

Desired or expected results

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Mission, Objective and Vision

- SSATP's <u>overall mission</u> remains to facilitate policy development and conduct related capacity development activities in Africa's transport sector.

- The <u>objective of the CD strategy</u> is to support member countries in implementing their transport policies in selected priority areas, and to do so against a background of very limited resources by strengthening stakeholders ability to achieve specific objectives **(Results).**

- The <u>vision with regard to CD</u> is to become a reference in addressing CD weaknesses in the implementation of transport policies in Africa.

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Capacity Development Strategy

Based on the assumption that they serve one reason:

To strengthen stakeholders ability to achieve specific objectives, tasks or purposes

Directly linked with programme's sustainability :

To continue its existence and functioning beyond its end in terms of ensuring that its results are used and exploited continuously

Starting point:

Define clear objectives

Essential element:

Ensure that existing capacities and knowledge on the ground of stakeholders are fully mobilized and explored

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The approach

<u>Define clear CD objectives</u>

- ✓ Aligned with the programme activities
- ✓ Based on specific capacity required

Main question: **Capacity to do what?**

<u>Engage selectivity following clear and transparent criteria</u>

- ✓ Due to scarcity of recourses, big number of countries, huge needs
- ✓ Readiness of demanders to implement actions for which CD meant
- ✓ Other criteria may be added in consultation with stakeholders

<u>Explore partnership to share the CD load</u>

- ✓ Help extend the scope and support as many countries as possible
- ✓ Joint and / or complementary activities (Dev. Agencies, technical partners)
- ✓ Call technical partners to apply SSATP's method
- ✓ Progressive transfer activities to local and regional partners ensuring wide spread and sustainability

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The approach (2)

Identify actors

- ✓ Partial or full engagement of local expertise
- ✓ Determine level of engagement on case to case basis
- ✓ Could be any kind of actors: Policy makers, implementers, operators, NGOs, local institutions, Community-based organizations, authorities, opinion leaders

Assess CD needs – gaps

- ✓ Gaps may refer to a variety of critical obstacles to successful implementation
- ✓ Not limited to individual strengths and weaknesses– lack of professional skills
- ✓ But also cover critical elements of institutional environment within which they operate – adversary affect performance
- ✓ Institutions may refer to rules, procedures and practices that either provide incentives for action or produce constraints preventing actions

Identify remedial action plan

- ✓ Concerned actors discuss and propose best possible solutions to their capacity weaknesses
- ✓ They know better than any one else the way of improving frameworks and promoting solutions
- ✓ They can identify the exact content of workshops, training, …

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The approach (3)

Identify possible capacity builders and training facilitators

- ✓ With the involvement of development actors playing an important role
- ✓ Facilitators' role particularly important when actors involved form a heterogeneous group
- ✓ Facilitators should be selected locally for their familiarity with the actors

Benchmarks and evaluation results in a qualitative way

- ✓ Well identified ahead of the start
- ✓ Indicate which and how the outcomes and impact will be measured

Main questions: What to measure? How? By whom?

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Variety of actions

- Analyze problem areas and propose solutions
- Assist translate political commitment to action
- Workshops, training, training of trainers
- Enhance coordination and partnerships
- Disseminate results and best practices
- Develop and use diagnostic tools
- Monitor progress
- Share experience
- Promote enforcement
- Develop models of training

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Strategic options requiring guidance

- ✓ Wholesaling and knowledge brokering or retailing?
- ✓ If wholesaling what role for technical partners?
- ✓ Who would be those partners?
- ✓ What policy and steps will be taken for building those partnerships?
- ✓ How far the focus on results be pushed?
- ✓ At what level will be the evaluation?
- ✓ Official ranking of African countries implementation performance is an option?

Implementation Agenda

- The strategy will be finalized after completing consultations with member countries and development partners.

- In the meantime, SSATP will proceed with the first CD needs assessment (in the area of Road Safety) with a view to further inform key aspects of the strategy.

Connecting Africa

THANK YOU