

POLICY FOR DANIDA CAPACITY DEVELOPMENT SUPPORT PROGRAMME

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1. INTRODUCTION

Poverty must be fought with human rights and economic growth. This is the overall message of the Strategy for Denmark's Development Cooperation, *The Right to a Better Life* (2012). The Strategy presents four strategic priorities: Human rights and democracy; green growth; social progress, and; stability and protection. The Strategy also introduces a human rights-based approach to Danish development cooperation which is translated into four main principles for all Danish development cooperation engagement: Participation, accountability, non-discrimination and transparency.

The ability to promote human rights, democracy, green growth, gender equality, non-discrimination, transparency and other important values and principles is key in the Danish development cooperation. There are many ways to promote these values and principles to our partners in the Global South, for example through dialogue, through day-to-day cooperation, and through support to capacity development.

The mandate of the Danida Capacity Development Support Programme (DCDSP) is to offer capacity development support for the promotion of the Danish strategic priorities for development cooperation, and to promote the principles of participation, accountability, non-discrimination and transparency.

The Danida Fellowship Programme precedes the DCDSP and many elements of the DCDSP will be similar to those of the Fellowship Programme. But the DCDSP will aim at providing a broader spectrum of capacity development support initiatives, including training but also involving other learning approaches.

The Programme will build on the many years of experience of the Danida Fellowship Programme, and its highly valued high quality training offers in Denmark and abroad. This, and the funds provided for capacity development support initiatives in the DCDSP, contributes to providing strong incentives for partners in the Global South to engage in capacity development with the DCDSP within the themes of the Danish strategic priority areas and principles.

'Global South' refers to all countries where Danish development cooperation is implemented either directly through Danish Missions or through partners, including in the Middle East and Eastern Europe.

With the aim of increasing the integration of the initiatives funded under the DCDSP in the overall capacity development planning of the partners in the Global South, the DCDSP capacity development support initiatives will to a larger extent than before complement what Danida and other development partners fund through thematic and other programmes.

In order to provide a broader spectrum of capacity development support initiatives, and secure a better integration of DCDSP activities in the Global South partners' own capacity development

plans and in thematic programmes of Danida, the management of the DCDSF and the Danish Missions must engage in identifying the role of the DCDSF early on in the identification and programming phase of Danish support to partners in the Global South.

All parties involved share the responsibility of ensuring that the DCDSF plays a special role in promoting the strategic priorities of the Strategy for Denmark's Development Cooperation.

Chapter 2 describes the context and scope of the Policy, as well as the overall Danida approach to capacity development and how the DCDSF fits into the overall approach. Chapter 3 outlines the objective of the DCDSF, chapter 4 defines the partners for the Programme, and chapter 5 clarifies the roles of the different organisations and institutions involved in the implementation of the Programme. Chapter 6 outlines how monitoring and evaluation for results and efficiency will be conducted.

2. CONTEXT AND SCOPE OF THE POLICY

2.1 The evaluation of the Danida Fellowship Programme

The Danida Fellowship Programme (DFP) has existed for many years under the administration of the Danida Fellowship Centre. The Programme has provided short-term fellowship courses and longer-term postgraduate studies for individuals from Danida partner institutions in the Global South.

The Danida Fellowship Programme was evaluated in 2012. The evaluation concluded that course participants in the DFP find the training courses highly relevant to their needs and that the DFP is generally well managed, particularly through course selection, design and implementation. Course materials are well-prepared and courses use appropriate training methodologies.

The evaluation, however, also pointed to some of the challenges in the Programme, including: i) The potential tensions between the overall Danida approach of supporting nationally-led capacity development strategies and the DFP emphasis on individual training as a modality; ii) the lack of a results framework at the level of behaviour change and organisational capacity development and the ensuing lack of monitoring and evaluation information that goes beyond self-assessment of learning outcomes, and iii) the lack of ownership of the DFP related to the fact that embassies and Danida programmes do not have the responsibility for the bulk of the DFP budget.

In line with the recommendations of the evaluation of the Danida Fellowship Programme, this Policy for the future Programme seeks to address the identified challenges of the DFP and to clearly communicate the objectives of the Programme as well as clarify the roles of the different stakeholders in the implementation of the Programme.

In order to reflect that the future Programme will implement a more holistic approach to supporting capacity development with strengthened organisational linkages, the name of the Programme will be changed to the “Danida Capacity Development Support Programme” (DCDSP).

2.2. Capacity development in Danish development cooperation

According to the OECD/DAC definition, capacity is the ability of people, organisations and society as a whole to manage their affairs successfully and capacity development is the process whereby people, organisations and society as a whole strengthen, create, adapt, unleash and maintain capacity over time. Capacity includes a wide range of factors from skills to systems, processes, ability to relate to others, leadership, values, formal and informal norms, loyalties, ambitions and power. Capacity Development is a process of capacity change, rather than a deliberate act to strengthen skills, introduce new systems, contract new people. Promotion of capacity development refers to what outside partners – domestic or foreign – can do to support, facilitate or catalyse capacity development and related change processes. It is fundamental that change processes are owned and led by those whose capacity is developing; outsiders can teach, coach and shape incentives for learning – that is all.

Capacity development can operate at different levels – individual (competencies), organisational, sub-sector (networks, platforms, coalitions etc.) and sector-wide.

2.3. Scope of the Policy

Through bilateral and multilateral programmes, Danida provides support for capacity development in many different thematic fields and on many levels.

Special earmarked funds are set a side annually in the finance bill for capacity development support of Danida partners in the Global South within the strategic Danida priority areas through the DCDSP. These earmarked funds for capacity development support are additional to what is funded through bilateral and other development programmes and constitute the core budget of the Danida Capacity Development Support Programme. Other Danida programmes can also finance or co-finance activities conducted under the auspices of the DCDSP.

The Policy for the DCDSP promotes capacity development for partner organisations within the definition of OECD/DAC. It does not intend to pre-define any approach or method to capacity development, but merely seeks to facilitate that the DCDSP becomes an instrument for innovation and provider of best practice learning approaches and methods.

The Policy seeks to strengthen the focus on partners’ readiness to assume a capacity development responsibility within their own context. Capacity development must be an integrated part of mainstream and daily management within partner institutions in the Global South i.e. part of existing development plans and policies. Danida funded capacity development support initiatives are only a supplement to partners’ own investment in capacity development.

The Policy outlines the guiding principles for the DCDSP and clarifies the roles different stakeholders have in the implementation of the DCDSP.

3. PURPOSE OF THE DANIDA CAPACITY DEVELOPMENT SUPPORT PROGRAMME

The funds in the DCDSP are earmarked for special capacity development support activities within the strategic focus areas of the Danish development cooperation, like, for example, gender equality, human rights and green growth. These earmarked funds are additional to other bilateral or multilateral capacity development funds, and can also, unlike many other funds, support capacity development processes across different sectors and different countries.

The Right to a Better Life emphasises a Human Rights Based Approach (HRBA) with enhanced gender equality, human rights and democracy as core principles for Danish development cooperation. These principles are also core values in the Danish welfare model and priority areas in the Danida Capacity Development Support Programme.

Aligned with Danish development policies and strategies as outlined above, the **purpose** of the Danida Capacity Development Support Programme (DCDSP) is:

- To contribute to enhanced organisational performance and long-term organisational capacity development processes for development partners in the global South.

The **main goal** of the programme is:

- To facilitate and deliver high quality, innovative and best practice capacity development support and learning solutions, tailored to partners' capacity development needs, demands and readiness within the strategic priority areas of the Danish development cooperation.

4. PARTNERS FOR CAPACITY DEVELOPMENT SUPPORT

4.1 Beneficiaries of capacity development support from DCDSP

The Danida Capacity Development Support Programme is a potential instrument in any capacity development process at partner level in development programmes funded by Danida.

The DCDSP shall focus on providing organisational and institutional learning and jointly the DCDSP with partners shall tailor activities to deliver capacity changes according to partners' own plans and strategies. Transforming new knowledge and learning into capacity changes is considered the responsibility of leaders and managers of partner institutions.

Overall, the beneficiaries of the capacity development support activities can be groups of individuals, units, sections or departments in partner institutions or groups of individuals from different institutions or stakeholders who share similar and comparable needs and readiness for capacity development. To enhance long-term institutional development and learning, DCDSF funded activities shall - where possible - seek to include larger groups of staff from the same partner institution. Smaller groups of staff from similar institutions in different countries, all involved in comparatively identical organisational and institutional development processes (e.g. sector specific, thematic or technical areas), could also be a beneficiary group.

A key criterion for the selection of participants is their relevance to an institutional development process. Defining and identifying target groups and participants within partner institutions shall, therefore, be justified by their participation and active engagement in organisational and institutional development processes and plans. The process of selecting participants for capacity building activities must be transparent and the selection must be based on well-defined criteria.

The identification of a DCDSF funded activity shall to the extent possible be integrated into the formulation and design phases of new country programmes in Danida priority countries. When possible, target groups and participants shall also be identified during the design and formulation process. Identification of activities and target groups shall involve leaders of the global South partners in question, the Danish Mission in question and managers of the DCDSF activities.

To avoid that DCDSF activities become an appendix to the thematic programmes, it is important that the results frameworks of the thematic programmes include capacity development objectives and that there is room for DCDSF participation in capacity development if relevant.

When preparing for capacity development arrangements with partner institutions in the global South:

- The added value and comparative advantage of using DCDSF funded activities compared to other capacity development options shall be analysed and documented
- The added value of a DCDSF funded activity shall be assessed and integrated into a partner defined capacity development process
- Participants' commitment and obligations to promote organisational and institutional learning shall be reflected in the DCDSF design of activities
- Cooperation and harmonisation of programmes with other international development partners and their programmes shall be ensured where possible.

4.2. Capacity development support providers

Danish capacity development support providers

Denmark has a distinctive experience in regard to democracy and human rights, transparency, gender equality, and a vibrant cultural and associational life. Similarly, we recognise strong institutions, individual skills and organisational competencies as fundamental features of the Danish welfare model. This Policy supports that Danish experiences and values are shared and put in perspective when engaging with our partners in Danish development cooperation. The DCDSP shall facilitate a reference point vis-à-vis these core principles for all participants relative to their own preparation and assessment of needs for individual and organisational skills and competency development.

Denmark offers comparative skills and experiences in labour market and private sector development. Danish commercial strengths in areas such as water, climate, environment, energy, health and sustainable food production can contribute to finding solutions to national and global challenges, which can also benefit developing countries. Skills and competency development in these areas are equally important.

Danish educational and research institutions are internationally renowned and contribute to generating new knowledge and innovative solutions to address challenges that may also affect developing countries. Danish vocational training institutions also provide new and innovative learning techniques within their fields.

Capacity development support providers in the global South

Collaboration with high quality global South-based capacity development support institutions provide many comparative advantages, including, in many cases, their in-depth knowledge of the context in which the partner institutions work.

The most relevant capacity development support providers must, therefore, be identified in priority countries as well as in Denmark. The choice between Danish capacity development support institutions and institutions in priority countries for the provision of support to capacity development will depend on: i) comparative skills and competencies (contextual and/or methodological competencies), and ii) cost-effective added value.

Whenever assessed feasible, relevant and best value for money, global South-based education and capacity development support institutions shall be given priority as collaboration partners in capacity development processes.

Partnerships between institutions in the North and institutions in the global South

Longer term equal partnership arrangements between capacity development support providers in priority countries and in Denmark, and between beneficiaries and providers of capacity development support must, where relevant, be developed in order to:

- i) promote contextually and nationally tailored capacity development support and learning processes in partner organisations
- ii) to enhance organizational and institutional learning and,
- iii) to work in line with aid effectiveness principles.

Such longer term partnerships will promote sustainability, inter-cultural dialogue, cross-disciplinary initiatives and mutual learning between Danish organisations and partner organisations in Danida priority countries.

The planning of capacity development activities and curricula must be participatory and according to mutual agreements between equal partners. The DCDSPP must employ multiple approaches and methods to facilitate learning and capacity development and facilitate the introduction of new and innovative learning solutions, strategic use of IT based approaches and modern capacity development tools and methods.

Choice of capacity development support providers

An analysis of the different options and a justification for the chosen providers must always be provided. Capacity development activities should normally, as a starting point, take place as close to the people/institutions whose capacity needs to be developed and the context they work in as possible – either in collaboration with qualified capacity development support institutions in the country or region in question or through partnerships between Danish capacity development support institutions and institutions in the global South.

Where possible, synergies with Danida supported research activities should be sought.

5. ORGANISATIONAL AND INSTITUTIONAL ARRANGEMENTS

The Ministry of Foreign Affairs (MFA) is responsible for identification and contracting of a suitable Danish institution for managing of the DCDSPP, hereafter called the DCDSPP managing institution. A Memorandum of Understanding (MoU) between the Ministry of Foreign Affairs (MFA) and the DCDSPP managing institution shall be prepared. The MoU must provide a results framework for the DCDSPP, which articulates what the DCDSPP should be achieving and how this should be measured. The results framework must be developed in collaboration between relevant units in the MFA and the DCDSPP managing institution.

Danish Missions will be responsible for linking partner institutions in the global South to the opportunities of utilising the DCDSP in capacity development processes and for securing close collaboration and coordination with the DCDSP managing institution during country and programme designs and formulation processes.

The DCDSP managing institution is the responsible entity for the execution of the DCDSP and shall report annually to MFA. The DCDSP managing institution shall:

- prepare a strategy for the execution of DCDSP
- prepare annual DCDSP plans relative to agreed budget
- procure and manage capacity development and learning providers
- operate as a broker between the demand side for capacity development support and the supply side
- facilitate a dialogue with Danish education, capacity development support and learning institutions: Universities, technical colleges, diploma schools, research centres, etc. as well as private sector companies, civil society actors and consultancies with the purpose to foster interest and focus on development of best practice and innovative methods and approaches to capacity development and learning
- be responsible for communication of new and innovative learning approaches and methods to partners in the global South, Missions and MFA, and
- manage and disseminate knowledge and information on best practices, methods and learning approaches via suitable means of communication.

Design and implementation of the DCDSP must be in line with the above described purpose and objective and with all other guidelines provided in this Policy.

The DCDSP managing institution together with Danish Missions will:

- be responsible for the DCDSP engagement in design and formulation processes in order to prepare DCDSP activities with partner organisations in Danida priority countries.
- monitor other international development partners' policies and strategies and pursue joint collaboration in capacity development processes in mutually funded partner institutions.

6. RESULTS AND EFFICIENCY

The DCDSP shall have a focus on providing organisational and institutional learning, but not necessarily be tailored to deliver behavioural changes. Transforming new knowledge and learning into behavioural changes is considered the responsibility of leaders and managers of partner institutions. In the DCDSP, there will be a focus on measuring and monitoring participants' learning. What contributes to the institutional capacity and organisational learning is

the new knowledge, competencies and skills acquired by participants in the capacity development support activities and that the knowledge, competencies and skills are applicable in the daily work.

Development partners in the global South will be responsible for monitoring the results of their own capacity development and learning processes hereunder outcomes from DCDSP activities. Monitoring shall be performed in accordance with partners' general monitoring framework and according to Danida's Aid Management Guidelines. Hence, verification of capacity development and learning outcomes will be integrated into the overall monitoring and evaluation of the development programme in question.

The DCDSP managing institution shall:

- be responsible for the development of a framework for monitoring of the DCDSP capacity development support and learning providers
- monitor and evaluate the DCDSP capacity development support and learning providers, with a particular responsibility for assessing and evaluating the quality of applied learning methods, innovations and best practices
- manage the participants' own assessment of the DCDSP activities
- for review missions of Danida supported programmes, in cases where the DCDSP has contributed to capacity development processes in partner institutions, prepare an added value assessment on learning outcomes to be discussed with participants in DCDSP activities, Global South partner organisations, Danish Mission staff and DCDSP capacity development support and learning providers
- prepare annual analyses and updates on lesson learned and recommendations, including for new and innovative learning methods and techniques. The analyses and recommendations must be distributed to and discussed with relevant Danish Missions, Danish Ministry of Foreign Affairs, partners in the global South and other key stakeholders
- report annually to relevant Danish Missions and the Ministry of Foreign Affairs on implemented DCDSP activities, including an assessment of capacity development support providers' applied methods, innovations and best practices. All learning shall be utilised by the DCDSP managing institution to facilitate new and innovative learning approaches and DCDSP activities.

This Policy will run from June 2014 until the end of 2020 with a review in 2017.