

C³ DESIGNING CAPACITY DEVELOPMENT PROGRAMS

EDITORIAL

2018 marked yet another exciting year of very diverse learning experiences involving the C³ methodology. Our C³ newsletter summarizes a selection of capacity development activities implemented in Indonesia, Guyana, Serbia, Bangladesh, Côte D'Ivoire, Uganda and Egypt.

This editorial highlights our specific experiences with respect to designing capacity development programs, developing training schemes in the Energy and Governance sector, and offers some thoughts on measures for sustainability and the importance of local trainer teams.

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In 2018, the C³ Unit was integrally involved in the start-up phase of two projects, which are financed by KfW and focus on capacity development activities.

In **Indonesia**, the project aims at improving capacity within the State Electricity Company (PLN Perusahaan Listrik Negara) in strategic and sustainable planning, development and implementation of **hydropower** projects, in compliance with international standards. A consortium of the German utility Uniper Kraftwerke, and consulting firms GFA Consulting Group and AF-Consult, with support from PT Kwarsa Hexagon, are implementing the service.

In **Guyana**, GFA Consulting Group supports the Protected Areas Commission (PAC) in improved **protected areas management** and its contribution to conserve the biodiversity in the country. Given that the PAC focuses primarily on the area within the boundaries of the protected areas under its jurisdiction, it is critical that capacity is developed not only within the PAC but to also involve other stakeholder institutions responsible for agriculture, mining, and wildlife protection. In addition, focus is placed on adjacent indigenous communities since they play a crucial role in resource use and protec-

tion within the wider protected area landscape. Although these two project partners are of very different nature (e.g. in size and context), there is considerable overlap in the overall approach in the projects during the first months. In this phase, five main steps were taken in close collaboration with the local partners:

- Identification of stakeholders, required competencies and challenges
- Definition of target groups for capacity development (demand and supply)
- Assessment of training needs
- Development of a capacity development plans and standards
- Establishment of criteria for participation, monitoring and evaluation

With this approach, capacity development aims at different levels when addressing the individual, the organizational and the enabling environment/networks context of our partners.

During the envisaged project duration, both projects will provide a variety of learning formats for involved stakeholders. Formats will range from formal face-to-face courses; training on the job and coaching; study tours; site visits and practical work; online courses; participation in conferences; information sessions and materials and/or training of local trainers/multipliers. These formats are consistent with the C³ methodology, which promotes exchange and interaction between participants, encourages networking and focuses on application of learning points.

Ideally, all activities will be embedded into the capacity development and learning management system of project partners. In Indonesia, activities are developed together with PLN's Corporate University Pusdiklat and its 40 trainers and using the existing learning management system. In Guyana, existing training service providers are involved. In both countries, local didactical training skills are enhanced, using the C³ methodology, and technical knowhow is upgraded by subject matter experts in parallel. Additionally, when designing the courses, special emphasis is placed on linking learning to performance in the organization, being one of C³'s didactical principles which stresses the application of course content to real life situations of participants.



Multiple learning formats – here participants on a site visit at a regulation dam of hydropower plant Jatigede in West-Java, Indonesia

C³ IMPROVING GOVERNANCE IN THE PUBLIC SECTOR



Côte D'Ivoire Bonikro Mine: The visit of a gold mine is an integral part of the training course – for many CSO representatives the first time to visit a mine



Participants provided a summary of the previous day every morning – a tool systematically applied by C³ to enhance learning

Throughout the last years, C³ trainers have increasingly been developing tailor-made training schemes to improve governance in the public sector. Thereby, C³s didactical experts closely work with subject-matter experts when designing courses and developing the scheme. Two examples rolled out in 2018 are described on this page.

CÔTE D'IVOIRE: ENABLING CIVIL SOCIETY TO PROMOTE GOOD GOVERNANCE IN THE EXTRACTIVE SECTOR

Since the mining industry has become a major pillar in the Ivorian economy, Civil Society Organisations (CSOs) have been constantly demanding transparency and accountability in the management of this sector. A study has however revealed that their knowledge of the mining sector remains limited: Most CSOs have little understanding of the mining governance framework or how minerals are extracted.

The GIZ-funded project "Regional Governance in the Extractive Sector" subsequently contracted GFA's daughter company Projekt-Consult to implement a series of training courses for CSOs in close cooperation with the C³ Unit. The curriculum stretched from **basic knowledge on the mining sector to technical topics like the reading and understanding of contracts, mining legislation and environmental standards.**

Theory sessions were complemented by case studies and direct application of the new knowledge during a field trip and visit of an actual mining site. In total, a training scheme of four courses was implemented between March and November 2018: Two technical courses – one at the national and one at the regional level – were conducted out of which a group of future trainers was selected. Those newly selected trainers participated in the C³ TRAINER course in order to familiarise with the C³ methodology and its tools. After that, national trainers based in Abidjan implemented the same technical course over two weeks to

CSO representatives. In addition, trainers based in different regions were assisted by C³-trainers in preparing and implementing sensibilisation measures in six selected communities, reaching out to 197 community members. One of the participants confirmed during a feedback interview with GIZ:

"The new knowledge allows my organisation to help those communities in collaboration with local development committees to assist the population according to their real needs."

As a result in 2018 over 60 members from CSOs were capacitated in mining matters. Out of this group, 18 trainers were developed to continue training others in formal courses or by implementing sensibilisation measures in local communities. In addition to this multiplier effect which the training course had on the participating CSOs, an institutional anchoring could be achieved with the College of Mining and Geology in Abidjan: GIZ signed a Memorandum of Understanding with the public University and the newly capacitated trainers have now the opportunity to teach students in mining governance topics.

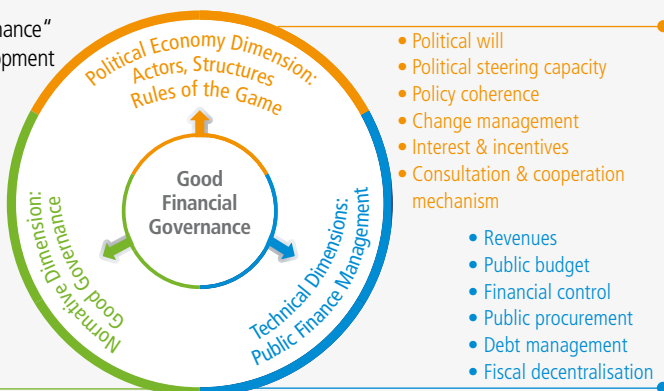
MULTICOUNTRY: COURSES ON GOOD FINANCIAL GOVERNANCE

German development cooperation takes a holistic approach towards public financial management called **Good Financial Governance (GFG)**, which encompasses normative and political economy aspects alongside technical PFM measures and considers core public finance institutions as well as sector ministries (see illustration).

To promote this approach in development cooperation and facilitate its integration in sector reforms, GIZ has commissioned GFA to develop a modular training course on Good Financial Governance targeting development advisors working in various sectors, e.g. Health, Education or Water and Sanitation. The main objectives of the GFG trainings are to enhance general understanding of the GFG concept and support the analysis of challenges related to financial governance in different sectors. Finally, the participants of the training are expected to be enabled to integrate the GFG concept into their sectoral work. Three course types have been developed throughout this year, joining technical expertise from GFA's Public Finance Department with the C³ Unit's input on didactics. Pilot courses will be implemented early 2019.

The „Good Financial Governance“ approach of German Development Cooperation

- Human rights
- Democracy & rule of law
- Efficiency & transparency of the state
- Pro-poor and sustainable policy design
- Cooperative stance within international community



C³ RENEWABLE ENERGY AND ENERGY EFFICIENCY



Groups working eagerly - enhancing exchange and learning



Bangladesh: Practical training at the biogas plant

In 2018, GFA has continued intensifying activities in the energy sector with a growing portfolio of projects. Three projects implemented training activities involving the C³ methodology. Besides the experience in Indonesia in the field of hydropower (see page one), the following two projects can be noted:

BANGLADESH: TRAINING ON COMMERCIAL BIOGAS PLANTS FOR SERVICE PROVIDERS

In Bangladesh, C³ training activities were developed from 2017 to 2018 to **enhance the commercial biogas sector** in the country, as part of the "Renewable Energy and Energy Efficiency" programme financed by GIZ. They were closely coordinated with the programme's partner Sustainable and Renewable Energy Development Authority (SREDA). Many biogas plants in Bangladesh are small size biogas plants for household use, highly standardized and usually not suited for a commercial approach. In order to further develop the market for commercially viable biogas plants, a need for higher capacity of the service sector in dealing with specific bigger biogas plants was identified. During the training needs assessment of the commercial biogas sector C³ also identified potential institutional partners and experts for capacity development. According to the findings a technical course on "commercial and slaughterhouse based biogas" was developed and tested, based on C³ principles.

Then, after implementing a Training of Trainers and selecting 10 out of 20 biogas experts as trainers, 30 participants from the sector were trained by local trainers. To ensure C³ training quality, the local trainers were coached by international and national C³ trainers. The training comprised job related hands-on activities and focused on the reflection and application of specifications for commercial size biogas plants.

SERBIA: ENERGY EFFICIENCY IN MUNICIPALITIES – TRAINING OF ENERGY MANAGERS

In Serbia, C³ is involved in the development and implementation of the capacity development component to **increase the energy efficiency in four municipalities**. Activities are part of the "Municipal Energy Efficiency and Management Project" (MEEMP), which started in early 2018 and is financed by the Swiss State Secretariat for Economic Affairs (SECO). Municipalities in Serbia are obliged by law to gather and monitor energy and water consumption data of public buildings. To support this effort, an Energy Management Information System (EMIS) has been introduced. EMIS is an internet application and was donated by UNDP. Key focus points at municipalities are energy managers who have been appointed in the last years and whose duty is, amongst others, to manage data quality and analyse this data for reporting and needed actions. Data entry is usually done by so-called "end users" who are based at the respective building (e.g. janitors).

The first round of end-users was trained by consultants and financed by UNDP. In the future, the training of the end-users will also become part of the energy managers' duties. Although usually highly competent in energy related matters, energy managers have few experience in training.

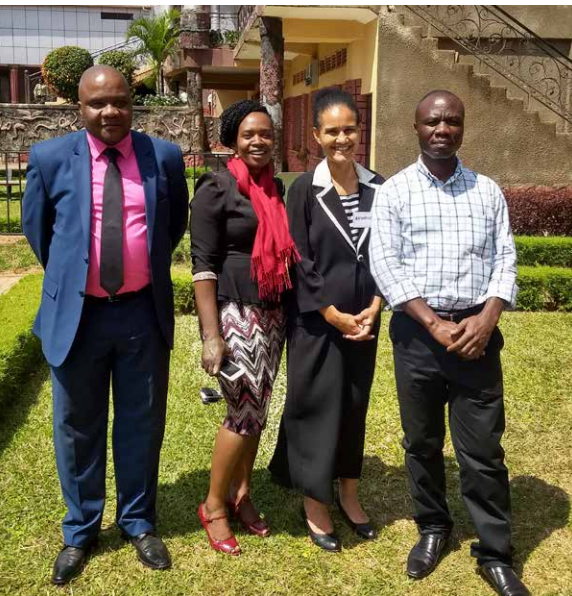
In this light, the project developed a C³ trainers guide for energy managers, which was tested in two courses and finalized. It can now be used in all project related municipalities. The aim was to enable energy managers to independently perform the end-user training in the future. So far, 28 representatives of end-users from Krusevac participated in the training course. It gives an introduction into the EMIS use and purpose. It also allows for end users to practice the entering of data into a "demo" version, based on real energy consumption bills (electricity, water, heating). The same type of courses are planned for the near future also for the other three main beneficiary municipalities of Paracin, Uzice and Vrbas. Further training courses for other target groups are planned for 2019.

Please find further information on MEEMP webpage:

<http://meemp-serbia.com/meemp-organised-the-training-for-energy-management-information-system-end-users-in-krusevac/>

UNDP/EMIS webpage:

<http://ems-undp.rs/en-us/Blog/ISEM>



Uganda: Trainer team of the Monitoring and Evaluation Training Scheme for Public Sector Institutions (from left: Constantine Bitwayiki, Agnes Munalitsi, Agnes Akwang and Charles Kapuru)

C³ OUTREACH AND SUSTAINABILITY

In many C³ training schemes, selecting and developing local trainer capacity is the crucial element, which allows reaching out to a considerable number of participants. Thereby outreach should not only be considered in numbers of participants – but also with respect to making adaptable courses available, that can be customized to reach many in their own context, with respect to language, localization, applicability or affordability. Ideally, local teams offer training courses on the long run, thereby ensuring sustainability. We present two senior trainer teams from Egypt and Uganda, which were particularly successful in 2018 on this page.

In the last three years, the trainer team in Egypt has trained over 40 local trainers, which have themselves trained and coached over 220 supervisors responsible for production lines in SMEs throughout the Suez Region. Training

courses aimed at improving supervision skills to enhance working conditions for approximately 10,000 workers in the respective companies. Activities were part of the “Labour Market Access Project”, financed by GIZ (German Cooperation).

Throughout 2018, the team in Uganda developed three standardized training courses on Monitoring and Evaluation (M&E) for participants from public institutions in the sectors Health, Education, Water and Environment. During the courses, participants develop personal and institutional action plans linking learning to performance to address the M&E gaps identified in their respective institution or department. Overall 213 participants were trained throughout the year and action plans were developed for 17 public institutions, affecting service delivery in their communities. Courses are part of the “Support to the Development of Human Resources” Program, being funded by ENABEL (Belgian Cooperation).

THE PEOPLE



CHRISTINE FENZ

...has already been working as a C³-Trainer from 2003-2012 and rejoined GFA in 2017. From January 2019 onwards, she will be part of the C³ Unit. With a degree in Economics and Middle Eastern Studies,

she has conducted training courses in topics mainly related to SME development and Good Governance as well as Training of Trainer’s courses in training techniques and adult learning. During 2018, she was involved in the development and implementation of the course on Mining Governance in Côte d’Ivoire.

Languages: German, English, French, Arabic



Egypt: Senior trainers of the Supervisor Skills Training Scheme for SMEs (from left: Dalia Khalifa, Mohammed El Mahy and Safaa Atia)

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