



Sustainable Capacity Development Focus on National Mine Action Authorities

- ❖ NMAAs are important targets in the context of capacity development for the essential national coordination and regulatory role they play, often on the long term.
- ❖ They need specialized staff at all levels to run rather complex technical operations, and capacity doesn't/didn't always exist in these institutions.

National ownership and the challenges associated with a sustainable capacity development

Brief overview



What are we trying to achieve?



(SDG) 16: “Peace, Justice and Strong Institutions”, promotes building effective, accountable institutions at all levels

Related findings in the sector

- Number of NMAA national staff have been trained and gained extensive knowledge, practice and experience over years
- Number of them are in key position in mine action national and international organizations
- Countries are all very different and face different challenges while establishing and running a NMAA

- NMAAs are not always well recognized in the hierarchy of government institutions and sometimes stand low in the governments' priorities and have only a temporary status
- Government budget allocations are often insufficient to maintain sustainable NMAA
- Recruited NMAA staff don't always have the right profile, and promotion is not always based on merit
- NMAA staff pay level is not always rewarding
- Lack of capacity development plans for staff
- Staff turnover is often an issue
- Leadership may not be stable or strong enough

Building strong and effective institutions implies strong national ownership



Capacity development

The international community has supported capacity development since number of years with mixed success, not always in an efficient way with a combination of uncoordinated initiatives.

Impact has rarely been formally measured



Some of the capacity development methods

- Secondment of specialists for longer term coaching and monitoring
- On the job short training with external specialized technical assistance
- In country staff class room training courses
- Staff training in international workshop and training courses
- South-South cooperation as conduit for capacity development



The limits of these methods

- Lack of coordination between supporting donors/organizations involved
- Lack of adapted methodology often left to individuals trainers
- Short term planning – short term project – no comprehensive approach
- Specialists not always trained trainers
- Informal and undocumented on the job training
- Language issue and communication
- Staff rotation implies loss of knowledge in many cases
- Impact not formally measured



The positive side

- Transfer of knowledge is positive in number of countries in view of the reduction of direct technical assistance
- Number of national staff are in decision making position
- The structure of many NMAAs is well established
- National ownership has developed over time in a sector that has matured
- South South cooperation has helped build relationship between countries
- International standards have guided better structured national processes

Individual vs institutional capacity development

- This is a key question while talking sustainable capacity development: both are needed
- Develop the professional capacity of individuals is essential to fill in key functions but it is necessary to ensure that acquired knowledge stays in a structured way within the institutions in order to remain accessible
- It implies that the transfer of knowledge is the result of formal processes that leaves in safe place and at all the levels the acquired information, data, training packages, procedures etc....
- Ensuring staff stability is a priority but knowledge and good practices should stay even if staff leaves or rotates.

Few Key Questions



- How to promote human resources capacity development plans?
- How to ensure the right staff are trained – selection test?
- How do we ensure that a training had an impact – post training test?
- How is this knowledge transferred to the institution – capital of knowledge?
- How to coordinate better international technical assistance and donors support for capacity development?



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