



## CAPACITY DEVELOPMENT - ACTION PLAN FOR EFFICIENCY

*These points came up during DiploFoundation's and Geneva Internet Platform's topic-dedicated session held at the RightsCon in Toronto in May 2018. A preparatory discussion also took place during the WSIS Forum in Geneva in 2018.*

- 1) When we talk about resources for quality capacity development programmes, let us also talk about efficiency. Many financial resources are wasted on duplicate and inefficient delivery. Donors need to make sure that they work with partners who can make an impact.
- 2) Implementers of capacity development programmes need to be open to partnering up. No implementer has expertise (substance and technical) for all the aspects of a good programme. It makes sense to combine forces. Do not try to go solo by any means.
- 3) Rely on partners on the ground. Whether it is a small non-profit in a developing country, or an international organisation, local resources and networks are essential to expand the capacity development efforts. Train others to train for you locally and enhance the audience you can reach. Do not underestimate the capacities already in place and, wherever possible, partner up with those already working in the local context.
- 4) Invest in the right people. Resources on personnel costs are often problematic for donors - this should be reconsidered! They are the alpha and omega of a successful programme.
- 5) Nurture donor-implementer relationship. Once the trust is there, donors should trust their partners and move from detailed deliverable-based project support to core support. This reinforces trust in the capabilities of the partners you selected. It also greatly enhances not only the sustainability of the work, but allows for flexibility to pursue new ideas. Therefore, the most common funding model (detailed project support) should be reconsidered.
- 6) Donors should talk to each other, share relevant information, and have a dialogue. It could be useful to create a platform for exchanging information and building partnerships.
- 7) Implementers should build a contingency plan for a time when major funding goes away. Try to diversify your sources of funding and do not rely on one major donor.
- 8) Be flexible to be relevant to meet the challenges of the day, and to take advantage of contingent opportunities
- 9) While establishing short and mid-term goals, structure your capacity development efforts as a long-term investment, the full impact may take years to show.

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