“GIVE A MAN A FISH: FEED HIM FOR A DAY

TEACH HIM HOW TO FISH: FEED HIM FOR A LIFETIME”

TEACH A WOMAN TO FISH: FEED THE WHOLE FAMILY!
✓ TEACH A WOMAN TO FISH

✗ DEVELOP AND IMPLEMENT A WATER BASED FOOD SECURITY LIVELIHOODS CAPACITY BUILDING PROGRAMME
When will we ever learn?

- “Assessments already made invariably stress the need for better co-ordination of technical assistance at country level in order to use available resources effectively”.

- “technical assistance often develops a life of its own, little related in either donor or recipient countries to national or global development objectives”
Definitions

Capacity Building

- Consultants and advisers
- Architect on road project
- Technical assistance
  - Now called: “investment related technical cooperation”
- Teachers and nurses
  - Often called “Technical Assistance”

Technical cooperation

- Computer systems
- Training of staff
- Student bursaries
A very small selection of reports

- “Developing Capacity through TC”, UNDP (2002)
- IMF Evaluation (2005)
- DFID Stocktake (2006)

These reports have remarkably consistent findings and recommendations.
Problems of technical cooperation

- Use of expert-counterpart model
  - Not effective at capacity building
  - Not used in any other industry
- Use of long term expats
  - Tied to donor nationals
  - Not experts in skills transfer
  - Often little knowledge of context
  - Expensive (e.g. as much as public paybill)
  - Tensions with local staff
- Does not use other expertise
  - Local experts or diaspora
  - South-south
  - Private sector
- Lack of institutional development strategy
  - Donor choice of TA
  - Supply driven TOR
  - Little impact on capacity development
Yet more problems ...

- Pursues other objectives
  - Gap filling
  - Eyes and ears
  - Donor admin
- Poorly coordinated
  - Fragmented, poorly prioritized
  - Duplicated & contradictory
- Costs to recipient
  - Counterparts
  - Facilities and administration
- Badly designed and evaluated
  - Unweighted multiple objectives
  - No output measures
- No lesson learning
  - Sharing of documents & analysis
  - Sharing of lessons learned
Widely held view

- “the use of expatriate resident technical assistance by aid donors is a systematic destructive force that is undermining the development of capacity”

Kim Jaycox
Africa VP
World Bank
1993
How much does DFID spend on TC?

DFID spends more on TC than on GBS and SBS put together.

Source: Table 13 of SID 2002/3 to 2006/7
Aid effectiveness agenda

- Paris Declaration on Aid Effectiveness (2005)
  - Focus on Capacity Development and alignment of TC and PIUs
  - Regular monitoring of progress

- Accra Agenda for Action (2008)
  - Capacity development is the responsibility of developing countries
  - Donors playing a supportive role.
  - Demand-driven & country owned support
  - Developing countries & donors will:
    - jointly select and manage technical cooperation,
    - promote the provision by local / regional resources, South-South Cooperation.
“The UK will improve the effectiveness of our TC, pool our funding with other donors, increase use of local providers and ensure value for money” (p.28)

“TC works well when the institutions themselves want change and are ready to lead reform” (para 2.17)
Evaluation of DFID TC in Africa

- TC produced intended outputs
- But not capacity development (!)
- Low sustainability where ownership & capacity weak
- Should in future:
  - Set in wider context of reform
  - Joint design and contracting
  - Monitor outcomes
Market failures in technical assistance

- Little regard to costs and prices in supply and demand
- No recognition of opportunity costs by donors and partners
- Demand choices constrained by “bundling”
- Principal-agent failures on the demand side
- Supply artificially constrained by rules and incentives
- No measures of what is being delivered.
- No opportunities to build good reputations.
Pooled technical assistance

- Not explained why it should work – possibly:
  - Dilutes donor special interests
  - More transparent and explicit
  - More coordinated
  - May be set in context of strategy
- But ECDPM case studies (2005-6) – indifferent results
Questions to ask

- What is the capacity needed? ("teach a woman to fish")
- Why is the capacity missing? (People in developing countries are not stupid.)
- What is the capacity gap today? (How do you know?)
- What is the institutional strategy?
- What is the right instrument? (Hint: not an expat?)
- What can’t money buy?
- How will I measure the capacity afterwards?
- What skills are needed to build capacity?
- What are the incentives for the people doing it?
- Is this gap filling or capacity building (or something else)?
- Is gap filling crowding out capacity building?