

10 LESSONS FROM NATIONAL TRAINING STRATEGIES

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Capacity Building International



INSTITUTIONAL STRUCTURE

Training system



Training programme

ROLES

- Ministry / Ministries
- Civil Service Agency
- Public Administration Academy
- Local Government Association
- Donors
- NGOs

SUSTAINABILITY

Donor input



Membership fees

Training fees

Central funding

OWNERSHIP AND RESPONSIBILITY

- Legal accountability
- Institutional accountability
- Availability of expertise
- Source of investment



LEGAL ENVIRONMENT

- Status of local government officials
- Recruitment and promotion
- Degree of politicisation
- Clarity of roles of Mayor, Assembly, Chief Administrator, Departmental Heads



LGA CAPACITY

- To coordinate? To develop? To deliver?
- How to fund?
- Level of professionalism?
- Political accountability?
- Integrated or separate agency?



THE TRAINING ENVIRONMENT

- Materials / programmes / trainers
- Curriculum Development
- Information
- Professional Association
- Quality Assurance
- Evaluation
- Up-to-date TNA / NTS / Annual Programme



MUNICIPAL CAPACITY

- Supply-led → Demand-led
- Human Resources management and development capacity
- Local training system
- Pro-training policies
- Training budget and accountability
- Training culture



TRAINING CULTURE

- Do staff and elected representatives want to learn?
- Is the municipality a 'learning organisation'?
- Is learning translated into action?
- Degree of delegation
- Does the municipality want to improve its professionalism and service quality?



NATIONAL MECHANISM

- National Training Council?
- To coordinate or control?
- Responsibilities?
- Is the will there?

