

UNDERSTANDING EFFECTIVENESS OF CAPACITY DEVELOPMENT :

Lessons from Sanitation Capacity Building Platform (SCBP)

Part II : Sanitation Capacity Building Platform: Understanding the Process and Effectiveness

In this second part of the 3 series paper, the SCBP program experience in terms of its approach and strategy are presented as a live case study to assess the effectiveness of a capacity development intervention/program can be critiqued, from the process adopted, choices made and learning outputs and outcomes achieved. If there a better and more effective capacity development engagement possible, is left for the readers to judge and critique.

SCBP lessons are used to develop a Capacity Development Effectiveness Ladder(CDEL) framework, that is presented in the third and final part of this series.

Sanitation Capacity Building Platform (<https://www.niua.org/scbp/>) is a program funded by Gates Foundation and anchored by National Institute of Urban Affairs(NIUA). The aim of the program is capacity development for Faecal Sludge and Septage Management (FSSM), primarily for government functionaries. However training collaterals and learning content have been prepared keeping in mind the learning priorities of private sector professionals and consultants as well.

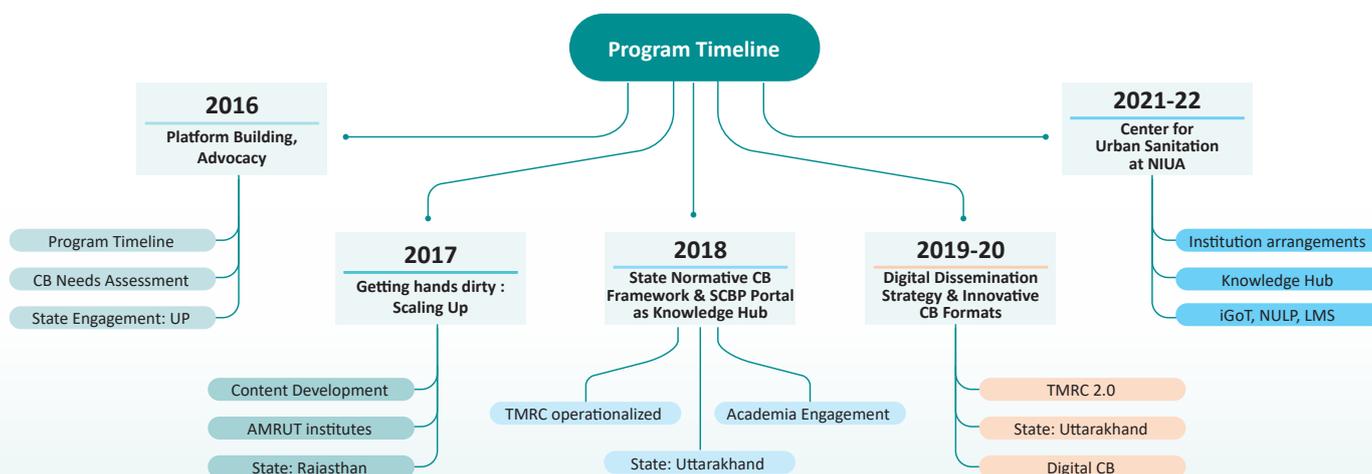
In operation since 2015-16, the program is conceptualized as collaborative platform of credible national institutes and experts, to produce original and high value learning content and training collaterals for promoting Faecal Sludge and Septage Management solutions in India.

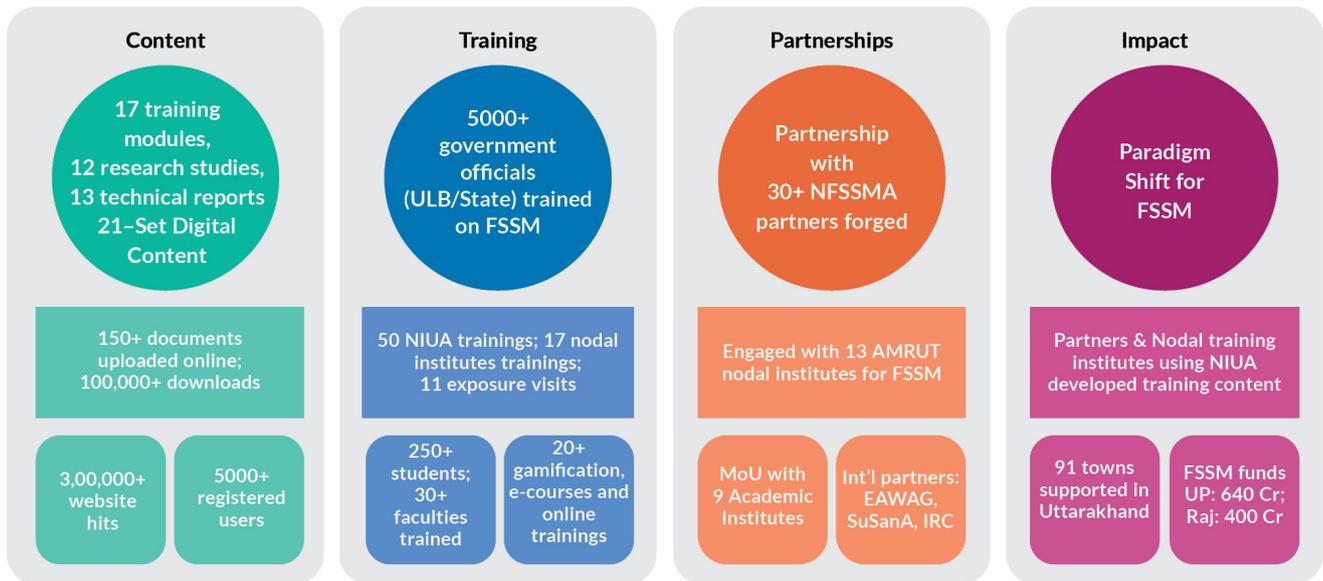
SCBP program timeline

SCBP evolved from a few towns(6 towns) capacity development intervention in 2016, to a national level FSSM Capacity Development intervention reaching out to several states, urban local bodies, national and state level institutes. Producing a wide range of leaning collaterals/training modules, technical studies and reports, policy guidance and research.

The program evolved organically, developing learning collaterals at pace with national and state level requirement, contextualizing them and providing a quality assurance oversight for maximum impact. A learning strategy for effective capacity development, evolved from a practical engagement in a few states of India, including academia engagement and dissemination partnerships. The program has now matured for scale up at the national level through a combination of face to face teaching training modules as well as through the digital medium.

About Sanitation Capacity Building Platform





Capacity Development Outputs and Outcomes of SCBP

SCBP has ensured that a range of learning outputs of high quality have been produced and curated in an open learning and knowledge platform – scbp,niua.org.

The program in its first phase(2015-19), contributed to development of original learning and training content to reach out to more than 5000 government officials, and strengthening institutional partnerships and delivery and outreach.

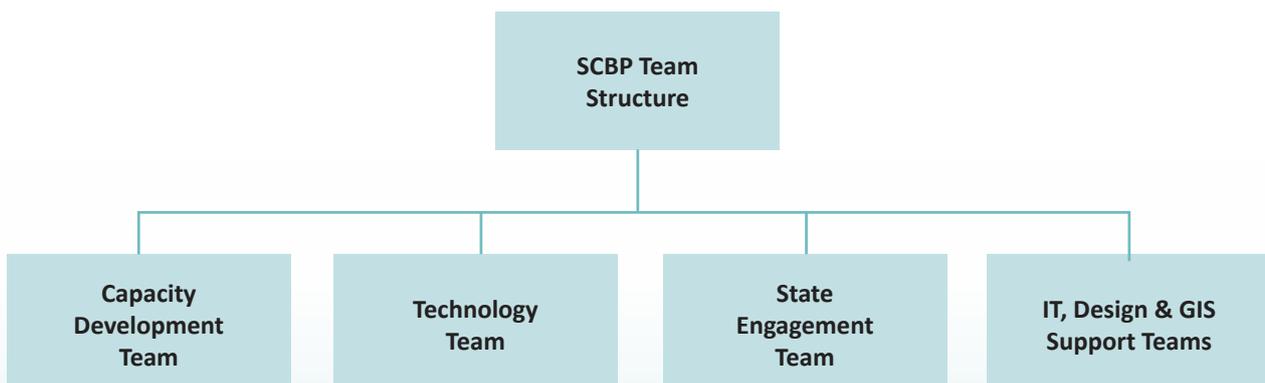
The program contributed to the National FSSM Alliance advocacy push, for a national level paradigm change away from centralized sanitation systems, to an integrated city wide inclusive sanitation systems with priorities of gender and social inclusion. SCBP contributed to developing state level policy guidance and the first demonstration Faecal Sludge Treatment Plants(FSTPs) in 3 states and one Union Territory and unlocking of state funding for the same. During the Covid 19 pandemic, the program contributed

to the national response by producing a Resource Book for Covid 19. Comprising of all government advisories, learning material and budget template for procurement of PPE kits by towns. Another study of 24 cities sanitation response using a Resilient Urban Sanitation Response Framework was also undertaken to document the work done. The contribution of SCBP to the national level and international capacity development discourse and urban sanitation, is explained in detail in later sections.

In the second phase of SCBP starting 2020, the program has an FSSM learning aim at the national level, with development of learning collaterals including digital and innovative formats as a priority.

SCBP consists of a small team of 15 professionals based in NIUA Delhi and in Dehradun. There is a capacity development team, a technical team, a state level team and supporting teams of IT, Design and GIS.

Team Structure of SCBP Phase 2



SCBP Capacity Development Experience: Understanding the Process and Effectiveness

Capacity development in the international development discourse, has been defined as learning and capabilities development at individual level, strengthening institutional systems and enabling and policy environment, to achieve desired outcomes.

Capacity development as a learning objective, is a creative process of identifying priorities and opportunities for developing appropriate learning collaterals and institutional and policy level strengthening. Outcomes beyond the capacity development engagement, may be difficult to measure. What can be assessed is the effectiveness of the inputs and outputs and the process.

The process followed under SCBP for capacity development, the critical areas of engagement and related outputs and outcomes, are presented in this section. Several large capacity development interventions, as mentioned in the first part of this paper series – have left behind very little in terms of a documentation of the capacity development process and strategy, and lessons.

We hope to remedy this shortcoming by presenting the lessons learnt in SCBP and also propose a Framework to assess the effectiveness of capacity development as a learning priority, based on the SCBP lessons, in the third part of this paper series.

1. Scaling up capacity development imperative

Capacity development as a learning initiative, by its very nature, is extensive and not limited. It has to have a certain scale of learning outreach, to be effective in its outcome and impact. What is critical is having the credibility for scaling up a capacity development intervention, that comes with the confidence of producing high value original learning collaterals and partnerships.

SCBP started off as a capacity development platform by bringing credible national organizations to work together for FSSM but was focused on ground level engagement in only 6 towns. The theory of change then was that relevant capacity development content and a capacity development strategy will emerge from this limited engagement.

Small towns in India do not have the political standing to challenge the dominant centralized sanitation systems thinking at the state level. Their municipalities are inadequately staffed and their officers transferred at a high frequency. Thus as a capacity development strategy working upwards from small towns will never work. It can just be an entry point into the mainstream urban sanitation system.

In 2015, FSSM was a new area of work in urban sanitation, for which neither ready made training modules/learning content existed, nor trained professionals. Scaling up capacity development therefore had to wait till we had something in hand to scale up.

A scaled up capacity development initiative covering the majority number of town officials and also the para state technical agency staff, starting with an advocacy push at the highest decision making level, was required. But this had to wait till we built an appetite for FSSM at the highest level through advocacy.

2. Advocacy the first capacity development priority

Advocacy for FSSM, was a priority in the initial years of the program(2015-17) and continues to be so today.

The initial capacity development work was however primarily an advocacy push with the National FSSM Alliance- to mainstream FSSM into the urban sanitation landscape as a credible and viable alternative.

Capacity development through advocacy meant extended one to one meetings with officials, followed by exposure visits to on ground examples of septage management. The SCBP program used the entry point of working in 6 towns, to initiate meetings with senior officials and policy makers. Informing and sharing whatever we knew about decentralized sanitation systems and the urgency of septage management for India. We began by reaching out at the highest level of decision makers in a state(Urban Development Secretary and Special Secretaries), to convince them of the urgency to address septage management as a priority and not wait for sewerage systems. They in turn wanted technical assistance in the form of Detailed Project Reports(DPRs) for constructing septage treatment plants.

Available technology options for decentralized level non sewerer sanitation systems were an eye opener for senior administrative officials, but they needed some demonstration plants in operation to get convinced. Exposure visits to Faecal Sludge treatment Plants(FSTPs) in Karnataka(Devanhalli town) and in Malaysia were very effective in getting their buy in. Such exposure visits were organized for senior officials for atleast 10 large states of India. Followed by visits for middle level officials.

Some important FSSM advocacy milestones:

- First National FSSM Workshop(April, 2016) organized by the Ministry of Housing and Urban Affairs(then called Ministry of Urban Development), with the partnership of NFSSM Alliance, gave a major advocacy push for FSSM in India.

- National FSSM Policy and FSM 5 Conference in Chennai(Feb 2017) galvanized several state governments either adopted this national policy or enacted their own state policies. NFSSM Alliance played a leading role in organizing both events.
- Faecal Sludge Treatment Plants pilot projects as demonstration and advocacy collaterals. NFSSM Alliance partners had set up Technical Support Units in the states of Maharashtra, Odisha and Tamil Nadu and Andhra Pradesh and initiated work there since 2015.
- National FSSM Workshop held in Leh in August 2017(CDD Society and BORDA) with the first treatment plant coming up there.
- Third National FSSM Conference in Odisha in 2018, where the Odisha state government not only made a firm commitment to prioritize FSSM as a state wide strategy replacing sewerage systems, but also inaugurated 6 FSTPs in one go. To signal the taking off of FSSM in India.
- NFSSM Alliance brought together all its knowledge resources to produce the first advocacy pitch presentation on FSSM in 2016

Several state governments started adopting the National FSSM Policy or coming out with their own policy and guidelines. This included UP and Rajasthan(with support from SCBP and IPE). FSSM advocacy thrust therefore paved the way for cashing on the potential for the states to look seriously at decentralized and non sewerage systems as viable options to centralized sewerage systems(that had been the mainstay of the institutional thinking).

3. Developing original and relevant training modules content

Capacity development for FSSM in India was a **new frontier** in 2016 when SCBP initiated work. Very little learning content existed on decentralized sanitation systems or integrated sanitation systems for addressing urban sanitation. Even though decentralized sanitation systems were realized as the ideal solution for Indian cities in the work done for the 11th Five Year Plan working group in 2011-12, septage management as a challenge facing India, remained to be addressed. The Central Pollution Control Board Report(2015) of only 37% sewage being treated by existing STPs and the 2010 Census showing only 33% households with sewerage connection, notwithstanding.

The first FSSM Orientation trainings for government officials under SCBP in 2016 for UP state officials, were session wise PPT presentations by NFSSM Alliance members, covering a range of different aspects. We realized that the presentations delivered by different people, had overlapping content and were lacking a focal message and clarity for the trainees. PPT based trainings do not provide sufficient learning collaterals either.

The first FSSM Orientation Training Module(2017) was developed by SCBP as a Training of Trainers module with CEPT-CWAS. The one day module was structured as an India specific original FSSM orientation module. It combined a conceptual understanding of waste water, basic information on technology aspects but most importantly, had an exercise demonstrating the feasibility and cost implication of scheduled desludging for a small size Indian city.

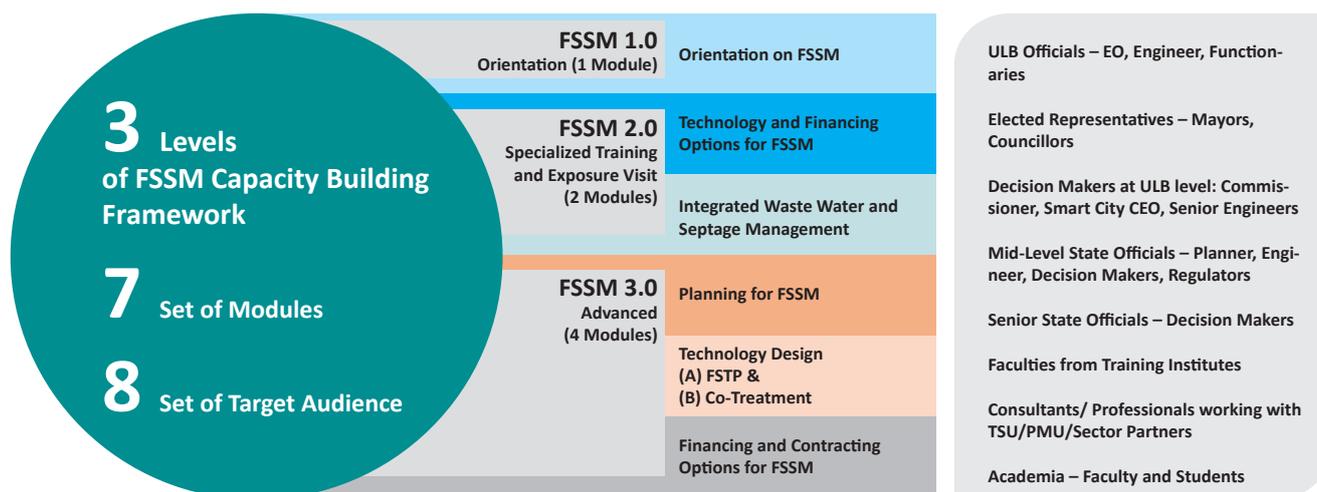
The module provided a learning value for government officials that transcended both conceptual understanding and practical considerations of septage management. This FSSM Orientation Module was then improved for its national uptake, curated by SCBP into a three set format (consisting of PPT, Learning Notes and References). This format ensured quality and credibility of FSSM modules, that till then were mostly PPT based handouts.

Developing original learning content is core of any capacity development initiative.

- The NFSSM Alliance partners got together and Centre for Policy Research anchored the preparation of **a city FSSM Costing Template** in 2017. For quantification of sludge generation and its budget, for the states to put up proposals for setting up Faecal Sludge Treatment Plants(FSTPs) under the national program for sanitation(AMRUT). Using a proxy estimation of per kilo liter of sludge treatment cost, both OPEX and CAPEX were arrived at by a simple filling of the template for number of households and septic tank connections in each city.
- **Integrated waste water and septage management** was identified as a base urban sanitation and FSSM training priority by 2018, on the lines of City Sanitation Plans. Jumping straight to septage management amounted to missing the larger city level understanding of waste water. The uptake of this training module was good as it allowed the trainees to visualize the entire town water supply and waste water disposal challenge, then move towards identifying a decentralized location and appropriate treatment technology selection.
- **Presenting a menu of treatment technology options.** DEWATS systems(given that these have low O&M cost), formed the priority FSSM technology training content in the initial years. Mechanised technology treatment systems were considered off the shelf procurement options not requiring training.

However, with experience, we started combining a conceptual understanding of treatment

Levels and Typologies of Training Modules



technologies with criteria of selection based on different town typologies, costing, land requirement and geographical contexts. A combination of mechanical dewatering and DEWATS treatment for waste water, emerged as good hybrid technology solution for Indian context. High tech pyrolysis treatment options are also tried out in a few states.

- **Identifying a curriculum for waste water technology training modules.** In 2018 a baseline of all the FSSM training modules was done by SCBP. It was found that very few advanced FSSM technology trainings were undertaken for city officials. A large majority of training modules were orientation modules. Whereas the emerging needs were for more technology training, operations and financing related topics. But how many and what type of technology training modules to develop was a challenge.

One large Technology Training module was therefore divided into two modules - Planning Module and Designing Module(2019). The Planning Module was later updated for state and city level FSSM Planning(2020). A Septage-Sewage Co-Treatment Module was added(2021).

FSSM is a paradigm changing urban sanitation system where non sewerage sanitation systems are seen as an integral component of city wide inclusive sanitation systems. Centralized sanitation systems dominated the thinking and urban sanitation discourse among engineers and institutions. You had to pitch FSSM against that system and show its relevance.

As a result, in the initial years, FSTPs were pitched as stand alone sanitation systems for Indian towns. To demonstrate its effectiveness in addressing the full value chain from containment, transport, treatment and disposal/re use specially for small and medium towns of India that did not have sewerage systems.

Hence the first set of FSSM training modules were about making non sewerage sanitation systems implementable for a small and medium town of India. Later by 2019 we were able to promote an understanding of Integrated Wastewater and Septage Management, alongwith and models of centralized and decentralized sanitation and non sewerage systems solutions for Indian cities.

Levels and Typologies of Training Modules

A set of training modules that are economical and effective in reaching out to priority stakeholders, is critical for success of and effectiveness of a capacity development intervention.

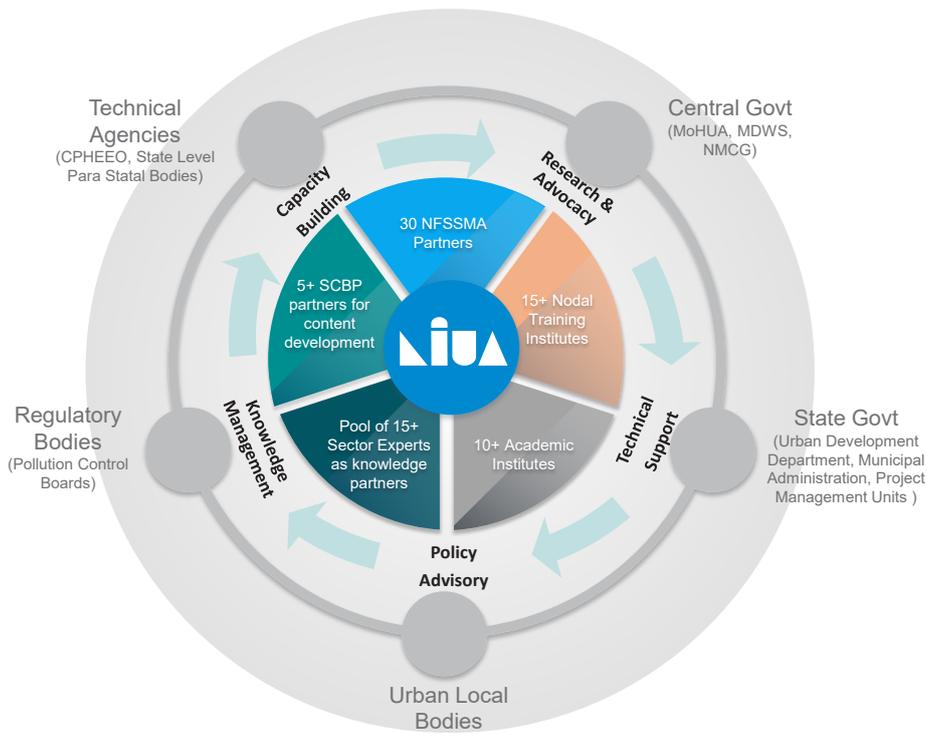
SCBP identified a set of seven priority FSSM thematic training module content, organized into 3 Levels of Training targeting 8 trainee typologies.

4. Partnerships for effective capacity development and outreach

Knowledge is created through a collective process of integrating past and present knowledge and experience. Capacity development collaterals evolve over time, with improvement in understanding, feedback and input from the implementers and a deeper theoretical conceptual engagement.

SCBP experience of FSSM capacity development, evolved and matured over time. The initial priority was advocacy and developing learning collaterals and training modules based on existing knowledge of FSSM. As India progressed from the national FSSM Policy 2017, to the first two to four septage treatment plants in a few states, there emerged a demand for capacity development trainings from a large number of states and cities in India.

SCBP engagement from 2016-19, was at all levels of FSSM development. This included state level policy and national level FSSM integration; the development of training modules and development



of capacity of national nodal training institutes and experts, technical assistance for para state agencies and towns in the states of Bihar, UP, Uttarakhand and Rajasthan; engagement with Academia and Researchers, Experts, practitioners and town officials and elected representatives. This involved an extensive partnership engagement on all fronts.

SCBP Partnerships encompassed a full circle of knowledge creation, delivery and uptake for FSSM at national and state level.

- Partnerships for content development and its review were forged one to one and also under a Training Modules Review Committee(TMRC) that was formed out of the NFSSM Alliance, in 2018. It provided a platform for joint development and review of learning collaterals, to bring in standardization of content to the extent possible, quality assurance and quality control.
- Research and academia partnerships strengthened the depth and new knowledge creation. They also contributed to a larger outreach of FSSM at the national level(through research outputs) and mainstreaming formal education curriculum and scale up(academia partnerships).
- National Nodal Training Institutes, National and State government engagement, and Urban Local Bodies partnerships were critical for implementing trainings and policy uptake.

The initial starting phase of SCBP was difficult in terms of getting partners to listen to each other and

collaborate. NIUA as a host organization for FSSM capacity development, had to establish its own credibility to be able to anchor this initiative and contribute to learning agenda.

Shared ownership and a process of knowledge creation and learning, of experimenting, is an integral requirement for creating new learning content. A shared collaborative process of developing learning content also needs leadership. Not just anchoring the process, but to also ensure last mile completion of training modules takes place, for quality assurance and quality control. It requires a certain level of understanding of thematic content of urban sanitation and training modules development. SCBP could anchor this process with support of NFSSM Alliance members, to produce a set of technical training modules with original and relevant content for Indian context.

Development of original learning content requires recognition of contribution by a lead partner and due acknowledgement. Preventing plagiarism is critical or else no one will share their intellectual learning content for an open source capacity development program.

5. Developing a Learning Strategy

Capacity development strategies should have a learning strategy, that should be core to the capacity development work. The learning strategy should be aligned to a larger learning outcome, should clearly define what learning content needs to be produced, for whom and in what form. This is not easy to define. Capacity needs assessments done at the start of any capacity development intervention, are unsuitable for developing a learning strategy. The needs assessment

studies at best identify gaps in existing knowledge and skills, not what is needed to be done.

A learning strategy will emerge from experience of understanding the capacity needs through some intensive engagement with stakeholders, including undertaking the first set of trainings.

SCBP learning strategy was initiated in 2018, two years after the program started. A review was undertaken of all the FSSM training modules developed by all NFSSM Alliance partners. The review highlighted inconsistency and duplication of content, most of the training modules were only PPT presentations. This was followed by a stakeholder mapping and then to identify a set of priority training modules. This process included the active participation of more than 20 National FSSM Alliance members and very effective facilitation by Gates Foundation.

A matrix of priority training modules covering priority stakeholders were identified under this collaborative process and a Training Modules Review Committee(TMRC) was constituted in early 2019 for ensuring standardization of content to the extent possible, develop original high value content relevant for Indian context, provide Quality Assurance and Quality Control.

A Normative Framework for State Level FSSM capacity development emerged as the FSSM capacity development strategy, based on the practical experience of SCBP delivering a scaled up state level FSSM capacity development engagement in UP and Rajasthan. A four stage capacity development approach tested by NIUA for all the 190 Urban Local Bodies (Town) officials of Rajasthan in 2017-18.

The Normative Framework included recommended steps for any new partner, to initiate FSSM capacity development engagement in a state in India. A set of recommended training modules that TMRC/SCBP were presented. Three such training modules secured the formal endorsement of Ministry of Housing and Urban Affairs endorsement in 2019.

Digital training content and dissemination strategy, Once good quality original and relevant training content and modules serving a set of strategic stakeholders was identified in the first phase of SCBP work, its adaptation for digital dissemination was tried out in the second phase. Covid 19 pandemic gave a good opportunity to test out different formats of development and delivery of digital learning content for different set of stakeholders.

From self learning to teaching training, from short duration to long duration, from e courses to gamification apps – a range of digital FSSM training modules were tried and tested out with national nodal

training institutes and by NIUA on its own platform. A digital dissemination strategy for FSSM capacity development was thus developed by SCBP in 2020.

6. Visioning change, designing urban sanitation solutions, as proof of concept of capacity development work

When we started capacity development work in 2015-16, introducing the concept of Faecal Sludge and Septage Management was challenging, given the dominance of centralized sanitation systems thinking. Setting up just one Faecal Sludge Treatment plant in a city, became the defacto vision of change to address the untreated septage issue. The viability of septage treatment solutions, the viability of operations and management including cost implications of septic tank emptying and its recovery from taxes or payments by households – became capacity development priority for town officials, to encourage them commit to this alternative.

Examples of on ground running treatment plants – the first FSTP in Devanhalli town of Karnataka and some other state level FSSM initiatives in Maharashtra, Andhra Pradesh and Tamil Nadu, were considered ideal solutions.

Visualizing FSSM as part of decentralized sanitation systems solution, a mix of non sewered systems and sewered systems – came later when a certain minimum threshold of acceptance of FSSM as city wide inclusive sanitation system(coined as CWIS) was getting endorsed internationally by The World Bank, ADB and also experts and universities.

A real life conceptualization in the Indian, of this integrated city wide sanitation solution, was critical for moving to the higher level of understanding of FSSM as more than just one non sewered waste water treatment facility.

Situating city wide urban inclusive sanitation system in the Indian context. As a culmination of our first phase capacity development work by NIUA in 2019, we were able to come up with recommendation for a combination of centralized and decentralized sanitation systems and a non sewered sanitation system plan for Port Blair town. This was a result of our engagement with the Port Blair administration for a Faecal Sludge Treatment Plant for the town in 2018, under a Court order(NGT directive) to ensure no untreated waste water was discharged in the sea.

Port Blair authority had invited SCBP/NIUA to review a Rs.300-400 crores DPR for a centralized sanitation system proposed by WAPCOS for the island town and to suggest an alternative option. NIUA prepared and submitted recommendations for a mix of centralized and decentralized sanitation system plus non sewered

sanitation system that would cover 100% of town population. This solution would have a significantly lower O&M cost, on account of reduced electricity charge (on account of decentralized smaller scale STPs) for the island town where electricity cost was a high Rs. 28/unit in 2019.

Port Blair urban sanitation plan, a mix of sewerage (centralized and decentralized) and non sewerage sanitation systems, provides an excellent capacity development and conceptual understanding model for appropriate urban sanitation systems.

IIHS anchored TNUSSP initiative in Tamil Nadu demonstrated the need for visualizing a state wide investment plan for urban sanitation, based on a categorization and clustering of towns with a phased plan for FSSM as an integral part of the solution. NIUA's Uttarakhand FSSM strategy and engagement is on similar lines. FSSM is explored for different options : towns with existing STPs to have co treatment of septage with sewage at STPs, cluster level Faecal Sludge Treatment Plants (FSTPs) for medium and small sized towns and more basic solutions for very small high altitude hilly towns that don't generate large quantities of septage.

7. Institutional capacity development and policy outcomes

Capacity development is not just about developing and delivering training programs. For any capacity development intervention to succeed, investing time in engaging with state level institutions for FSSM adoption, to understand the local context, to clear doubts, to build the issues within your capacity development priorities, requires time and effort.

Institutional development and enabling FSSM policies at state level, engagement with decision makers, was essential for promoting FSSM. Under SCBP this was done for the states of UP and Rajasthan for developing their state FSSM Guidelines. For Uttarakhand SCBP contributed to rolling out a state FSSM protocol.

8. Contribution to learning outcomes other than the program

Capacity development as a learning engagement, must leave a footprint beyond its own program remit. This is a mark of its effectiveness at the highest level.

SCBP contribution to the urban sanitation sector in India, beyond capacity development was in the following outputs and outcomes :

- Ministry (MoHUA) endorsement for a set of three FSSM Training Modules (2019)
- Policy Framework and Workbook for Water and Wastewater Management (2018)
- Contributed a chapter on capacity development

for urban sanitation, for the draft National Urban Sanitation Policy 2.0

- Academia and universities integrating FSSM in their core course curriculum
- Input to ADB for restructuring their urban sanitation portfolio to include FSSM and Co Treatment for city wide inclusive sanitation

SCBP contribution to the larger capacity development discourse :

At the national level

- SCBP portal (<https://www.niua.org/scbp/>) is recognized as a knowledge center on FSSM not just for India but also internationally. The portal serves as a repository of information, knowledge resources.
- Training modules produced by SCBP are valued in South Asia and are also reaching Africa.
- Learning Strategy by SCBP, the FSSM Normative Framework for state level capacity development & the Digital Dissemination strategy are useful for any sector, not just sanitation. Since they deal with the challenges of training government officials.
- Covid 19 Resource Book of all Government Advisories, learning collaterals and budget template for preparing PPE budgets by municipalities, was useful and timely intervention to support Indian cities.

At the international level, SCBP made some major contributions to the larger understanding of capacity development and the capacity development discourse:

- A Resilient Urban Sanitation Response (RUSR) Framework, has been applied to study and document the Covid 19 urban sanitation response by 24 Indian cities. This framework can be applied to sanitation emergency response globally to understand the timeliness, appropriateness and effectiveness. The critical parameters that are most ignored.
- Contributing a chapter to an upcoming international publication – Journey of Urban Sanitation by EAWAG. SCBP anchored the inputs from not just India by also Nepal, Pakistan and Bangladesh. To highlight critical trends and priorities for urban sanitation for South Asia and the international development agencies capacity development priorities.
- Presenting the SCBP Learning Strategy to a global audience at the IRC Conference (2018), the FSM6 (2019).
- Re drafting of the global Capacity Development

Factsheet(2020) by Susana. To highlight the real world understanding of capacity development of SCBP in a developing country context.

- Representation in an International Task Force on re structuring of Susana Network. Contributing to the developing of its Vision, Goals and Strategy.
- Contributing the Capacity Development Effectiveness Ladder(CDEL) Framework, to reclaim the learning priority of capacity development.

Conclusion

In the first part of this three series paper, we identified the shortcoming of several well funded bilateral and donor funded capacity development interventions that were essentially privatization and sector reform or re-structuring technical assistance, never left behind learning footprints or contribution for their sector or for the larger capacity development discourse. We saw this in the first part of the series of this Paper, how long term well funded capacity development interventions like FIRE-D and CBUD ended without a significant trail of learning collaterals, strategy and contribution to the global capacity development discourse.

Even the ones with a learning priority are often poorly documented, usually end without any documentation or analysis of the work done and contribution to the larger learning and capacity development discourse. Besides a Training Needs Assessment and some reports of training programs and workshops, very little survives.

Capacity development with a learning and knowledge generation priority was the focus of international development in the 1970-90s, that led to the production of some of the best learning collaterals by national experts working in partnership with international agencies. International agencies engaged in capacity development must re prioritise the learning objective of their interventions, instead of restructuring and institutional reforms.

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Generating high value learning content and partnerships, should be a priority.

Within a learning priority, the terms of reference must prioritise a core conceptual learning priority in addition to immediate practical skills and information.

Focus needs to shift to understanding the importance of and improving the effectiveness of capacity development interventions.

Measuring effectiveness rather than outcomes of capacity development is important, specially for large funded multi year initiatives where some physical infrastructure outcomes are envisaged. It may be difficult to see translation of capacity development into demand and immediate allocation of funding by national, state and town administrations for urban sanitation. If there is a failure in the infrastructure outcomes, that too then would have to be linked to capacity development, when this may not be right.

It is therefore better to measure effectiveness of capacity development. A ladder of effectiveness is therefore proposed as a measure of analysis and assessment of a capacity development intervention. Building on quality of learning/training content developed, partnerships, strategy for outreach, demonstrating proof of concept and solutions and contribution of national and international contribution to development of discourse and understanding of capacity development. A capacity development effectiveness ladder framework, emerging from the experience of SCBP work, is presented in the third part of this paper.

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