

Capacity to Build Capacity (C2C) for rural regions: Sowing competences, reaping sustainable development

To drive forward rural development, InWEnt focuses on mobilising its partners' endogenous resources and potentials: "Capacity to Build Capacity".

Fertile ground for new partnerships: the paradigm shift in international cooperation that was heralded by the Paris Declaration is taking root in the field of rural development. For years now, it has been a matter of policy at InWEnt (Capacity Building International) to forge equitable partnerships aligned to the development needs of individuals and organisations and to make their own capabilities an integral component of capacity-building measures. Pursuing the "Capacity to Build Capacity" approach, InWEnt puts the emphasis on mobilising endogenous resources and potentials by means of an enabling and empowering intervention culture. The following article describes the three core elements of the approach.

■ 1. Capacity Building to *Enable* Capacity: The policy level

Sectoral reform projects within the terms of the partner countries' own

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development strategies pinpoint where exactly the sectoral institutions for initial and continuing vocational education and training are in need of reform. From these findings, an integral capacity development strategy can be derived – a very different proposition from one-off training and dialogue events, which are frequently run for a subset of continuing education institutions selected more or less by chance.

In practice: Forest resources. Sizeable sections of forest in the Congo Basin are still intact, making it the second-largest contiguous area of rainforest in the world. The conservation of forest resources is a matter of huge socio-economic and ecological importance. Nevertheless, the pace of destruction is escalating. Deficiencies in forestry and environmental policy are compounded by the lack of well-trained, efficiently-managed specialist staff to tackle the problem. InWEnt supports the building and strengthening of capacities for the sustainable management of forest resources within the framework of the Congo Basin Forest Partnership

(CBFP). It has teamed up with its partner RIFFEAC (Réseau des institutions de formation forestière et environnementale d'Afrique Centrale), the central African network of institutions in the environmental and forestry education sector, to update curricula, develop and implement pilot training measures, and draw up a common initial and continuing vocational education and training policy for the Central Africa Forests Commission COMIFAC (Commission Forestière d'Afrique Centrale).

■ 2. Capacity Building to *Strengthen* Capacity: Leadership and management

In the past, many partner countries met their needs for specialist training for the implementation of reform programmes by sending professionals and executive staff on secondment to donor countries or taking advantage of advanced training provided by foreign organisations rather than relying on their own continuing professional development capacities – often erod-

Staff of the Office for Food, Agriculture and Forests in Weilheim (Upper Bavaria/Germany) exchange experiences with representatives of the Central American institutional alliance.

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Representatives of the Central American institutional alliance present the results of their planning at the kick-off workshop in Feldafing/Germany (May 2010).

thereby mobilised across institutional, cultural or national borders for the transfer of knowledge and experience and the shaping of change. Instruments used for this purpose are InWEnt's regional and specialist alumni networks coupled with the promotion of inter-institutional alliances in continuing education and training networks. The latter communicate via the virtual learning platform named Global Campus 21 and continuously update their knowledge via e-learning formats. The ensuing synergies effectively consolidate the impacts of programmes.

In practice: Climate change. Raising the quality of the provision offered by continuing education institutions and reorientating their training content and methods towards future challenges are crucial for the sustainability of measures. InWEnt is supporting

five Central American institutions (see box) in their efforts to set up a regional continuing education network on the theme of climate change. The defining characteristic is the systemic approach of integrated regional planning, which promotes trans-sectoral and interdisciplinary thinking.

■ Prime objective: Sustainability

Strengthening individual and organisational capacities for action through a competence-based learning culture whilst creating the right conditions at system level to enable successful change processes is an approach that has proven its worth. The most striking evidence of sustainable impacts shines through in personal storytelling. In the 1980s, Juan Adolfo Bermudez from Colombia took part in an agricultural programme run by InWEnt's predecessor institution, the DSE, in Feldafing. In his own words, "In Germany I learned how to learn, and had the opportunity to make valuable and lasting contacts. Ever since, I have been passing on what I know about rural regional development, with success, to other people in institutions and networks."

ing their own capacity base as a direct result. Strengthening local institutions at management level is of vital importance. This and this alone leaves them in a position to take on a leadership role in capacity development.

In practice: Food security. Working jointly with the United Nations Food & Agriculture Organization (FAO), InWEnt has been commissioned by the German agriculture ministry to deliver a worldwide programme to strengthen regional organisations in the area of food security. Their aim is to equip professionals from member countries to analyse and assess the nourishment situation in their own countries, and to introduce and put into practice appropriate and effective strategies for tackling undernourishment and malnutrition.

■ 3. Capacity to Connect Capacity: Networking

Networks enable former training course participants to share ideas and exert strategic influence. Resources are

Central America: Institutional network on climate change

- CATIE – Centro agronómico tropical de investigación y enseñanza (Center for Tropical Agricultural Research and Higher Education, Costa Rica)
- EAP – Escuela agrícola panamericana (Panamerican School of Agriculture, Honduras)
- ESNACIFOR – Escuela nacional de ciencias forestales (National School of Forest Sciences, Honduras)
- ICAP – Instituto centroamericano de administración pública (Central American Institute for Public Administration, Costa Rica)
- INCAE – Business School (Costa Rica)

Zusammenfassung

Gleichberechtigte Partnerschaften, die sich am Entwicklungsbedarf von Individuen und Organisationen orientieren und deren Fähigkeiten zum integrativen Bestandteil von Capacity-Building-Maßnahmen machen, bilden das Herzstück der Maßnahmen, mit denen InWEnt (Internationale Weiterbildung und Entwicklung gGmbH) die Entwicklung der ländlichen Räume vorantreiben will. Über den Ansatz

„Capacity to Build Capacity“ sollen endogene Ressourcen und Potenziale mobilisiert werden. Der Beitrag beschreibt die Kernelemente des Ansatzes und gibt kurze Beispiele aus der Praxis.

Resumen

Las alianzas igualitarias que se basan en los requerimientos de desarrollo de individuos y organizaciones, y convierten sus propias capacidades en un elemento integrado en

las medidas de capacitación, representan la piedra angular de los programas con los que InWEnt (Capacitación y Desarrollo Internacional) desea impulsar el desarrollo de los espacios rurales. A través del enfoque "Capacidades para desarrollar capacidades", se aspira a movilizar recursos y potenciales endógenos. El artículo describe los componentes clave del enfoque y proporciona breves ejemplos tomados de la práctica.