

Capacity building and stakeholder engagement

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Some questions

- Capacity building: of whom and for what?
- Enhancing the capacity of those who will be implementing the strategy
- What type of capacity do they need?
- Not necessarily more training
- Capacity can be acquired through learning by doing

Identifying needs

- But the implementers do need information
- What are they as individuals or teams expected to do under the strategy?
- The QNV provides the rallying point but it is not intended to guide day-to-day actions
- We also need to bear in mind that major strategic elements are already under way: KBEC, QFC, QP, Education City etc

Instruments of the strategy

- Human capital and social development pillars relate to core government functions
- Thus budgetary allocations are a major policy lever – whether delivery is done by public or private sector
- This points to capacity to use resources effectively as crucial to achievement of the QNV

Knowing what is expected

- There is a need to provide concrete guidance quickly – environment is changing rapidly
- One possibility: broad sectoral benchmarks using available indicators
- This provides everyone with an initial policy framework

Knowing what is expected

- Example: “Increase male university enrollment by 5 percentage points”
- Do a quick assessment (e.g. based on comparison with other countries) to impose structure on this target
- Over time, concentrate capacity building on ability to generate data to refine and modify these targets, and link them to the budget

Conclusion

- Stakeholder engagement through simple targets
- Capacity = ability to generate data and monitor targets
- Very difficult to do a strategy without evidence
- But there isn't time to get all the evidence before doing the strategy
- Develop simple targets and go from there