



CASE STUDY (AUGUST 2017)

# CAPACITY DEVELOPMENT STRATEGIES AND METHODOLOGIES APPLIED IN SEVEN USAID PROJECTS

The purpose of this case study was to present lessons learned from the analysis of seven capacity development interventions carried out under USAID/Peru projects.

How did USAID projects implement their capacity building processes?  
What were the main findings given the context in which they were implemented?

## MAIN FINDINGS



- **The projects interpreted capacity development in different ways.** Interventions did not always link training activities with institutional strengthening activities.



- **Focusing capacity building on counterpart needs generated direct and dynamic relationships** on an institutional and personal level.



- **A lack of monitoring of the institutional context posed a risk** to the achievement of expected results.

# CONTEXT

The study presents the cases of seven interventions implemented by USAID projects in Peru. The analysis is based on the USAID Institutional and Personal Capacity Development Model (HICD) and uses a systemic, integrated and holistic approach to analyzing the capacity development processes.

Project	Case
New Alternatives (NAP)	Contributing to the Strengthening of a Life Without Drugs in the Monzón Valley - Huánuco
Amazonia Lee	Innovation to Improve the Learning of Reading and Writing in San Martín
ProDescentralización	From Practice to Policy: an Experience in Articulating and Capacity Development to Improve Education Services in San Martín
Pro-Integridad	Contribution to the Anticorruption Justice System in San Martín
Perú Bosques	Contribution to Forest Management in Ucayali, the case of the Regional Environmental Authority
Peru Forest Sector Initiative (PFSI)	Contributing to Forest Management in Loreto: The First Geospatial Information Portal
Amazon Conservation Initiative (ICAA II)	Conservation of the Amazon based on Learning about Economic Incentives in Ucayali

## KEY IDEAS FOR CAPACITY DEVELOPMENT

- An integrated systemic approach, including institutions, people, context and political will.
- Focus on institutional priorities and policies, basing capacity development on the abilities of managers, workers and users.
- Empowerment for a change and transformation directed and sustained by the institution's members, who participate in the assessment of capacities, needs and strategies.
- Strategies that include technical assistance, exchange of experiences, observational and training visits.

## LESSONS LEARNED

- **Clearly define the capacity development model**, the expected results and the monitoring instruments according to the changes that will be measured.
- To address the challenge of staff turnover, **maintain strategic communication** with all stakeholders to ensure the continuity of the improvements achieved.
- **Addressing gender and intercultural** issues requires an assessment that guides strategies and actions.
- Monitoring should include **information on the intervention context**, including its evolution and trends.
- **USAID accompaniment reinforces counterpart commitment**, which facilitates the achievement of targeted capacity development results.

The content of this document is based on the study of "Capacity Development in Selected USAID-Peru Projects". These projects were implemented in various departments of the Amazon between 2012 and 2017.

The full report is available at PGRD: [http://pdf.usaid.gov/pdf\\_docs/PA00N45V.pdf](http://pdf.usaid.gov/pdf_docs/PA00N45V.pdf)

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