



“The need for a verifiable and robust training management system for the capacity building projects and TRTA within the trade/WTO context”

Prof. Dr. Raymond Saner and Dr Lichia Yiu^β

Introduction

Initiatives like Aid for trade and the Enhanced Integrated Framework target the need of developing and least developed countries to integrate fully into the multilateral trading system, while pursuing a path of sustainable economic development and poverty reduction. Trade is viewed as an engine of such growth and development, which in turn is dependent on existence of adequate capacities, both human and infrastructural. Capacity building is crucial for the implementation of the Aid-for-Trade Strategy and other development policies related to the integration of LDCs, DCs and transition economies into the world economy.

¹. Th

capacity building as a key element for improving development results stresses on ownership, aid alignment and mutual accountability. Its 12 indicators of progress include the

^β Prof. **Raymond Saner (Ph.D.) teaches at Basle University, faculty of economics and** is an expert in institution development and technical cooperation in the fields of, trade capacity building, public administrative reform and SME development. He has designed and implemented long term projects in China, Eastern Europe and South America and conducts policy analyses on trade, environment and development related issues. He is Director o (gn)Tj10.02 0 0 10.02 272.84972 145.68001 Tm(ed and impl)Tj-0.00

'results oriented framework' which seeks to reduce the proportion of countries without transparent and monitor-able performance assessment frameworks by one-third by 2010.

Diagnostic studies have identified the lack of adequate capacity in terms of trained human resources and strategic management tools in many developing countries, that result in unsuccessful project completion. It is thus essential to ensure an acceptable and sustainable return on investment in training and education based technical assistance activities. Beneficiary countries need an integrated training quality management system that guarantees that the investment made in their people will also lead to improvement of organisational and societal effectiveness of their country.

ISO 10015 is a robust and verifiable training quality management system. Its principles are aligned to the Paris Declaration and it can be flexibly implemented in different national contexts. The Authors suggest its adoption as a complementary instrument to the existing programme and quality assessment tools that are at the WTO disposal for training based capacity building.

Rationale

Urgent problem recognized

The assumption underlying many trade related training and development investments has been that individual learning would automatically lead to organisational and institutional performance improvement and that hence no additional resources nor enablers are needed to ensure successful transfer of individual learning to organizational practices.

Evidence based on impact studies of traditional capacity building efforts at the institutional level provides a mixed picture. Individuals benefiting from training based TA programmes in general have, without doubt, benefited from such training investment and enhanced their professional competences and employability. However, many studies show that the organizations which were supposed to benefit from training based TA programmes do not show improvement of their productivity indicating a failure of the assumed automatic transfer of newly gained skills and knowledge from individual to organizational reality.

15th November 2007

Many developing countries currently lack appropriate and adequate tools to effectively manage their own capacity development processes, thereby jeopardizing

tions interested in improving their return on training investment. The main features of the ISO 10015 quality standard for training are illustrated in the following chart:

Why Training?

(Adapted from ISO 10015 Training, 1999, Figure 1, p.V)

Organisational
Performance GAP
of Trade Ministry

Wrong Law55.999 Tm(5c

)T0 9 225 Tm(W9w?6 g0.Z w 1140700)reB/P 4 0D 18DC 0 gBT/TT9 1 Tf0.002 Tc 0.0002 Tw 9 0 0 9 2

■

■

While the monitoring and evaluation of most training programs is often end-of-pipe and restricted to the training program itself (Cycle B of the training process), the impact of the training intervention on performance objectives at the “macro” level (Path A) is rarely given serious consideration. The ISO 10015 standard provides a systematic and transparent framework for determining how training programmes can contribute to the overall performance objectives of an organization/institution, while simultaneously identifying other necessary interventions for performance improvement. Such a comprehensive training management system would thus lead to better design guidance *ex ante*

timely and robust information for crosscutting programme review and performance enhancement.

ISO 10015 could thus bring about consolidation of collaborative partnership between donors and partner countries, which is an integral requirement of the IF process and the proposed Aid for Trade initiative. In particular, partner countries would become actively engaged in the diagnostic and strategic planning phase of the capacity building process.