



Centre International d'Etudes pour le Développement Local
International Study Centre for Local Development

**CIEDEL TRAINING MODULES
SELECTION**

Expert in local development management

Lyon

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Introduction

The following is a short overview of the training modules on offer at the CIEDEL Centre in English¹.

English-speaking CIEDEL Trainers can deliver these modules in-situ.

However, the CIEDEL approach aims at sustainable training capacity strengthening. The CIEDEL would thus promote to create partnerships with existing training centres and institutes in order to build together an offer of training modules adapted to both the trainings needs of the actors in the country and the training capacities of the counter-partner and the local trainers.

Information on the CIEDEL Centre

The CIEDEL Institute is the International Study Centre for Local Development, attached to the Faculty of Social & Economic Science and Law of the Catholic University of Lyon (France). The CIEDEL Centre has been active in development for the last 20 years.

We believe development is very much a local process (although obviously influenced by macro phenomena) in which different “actors” or stakeholders work or interact together while recognising their different interests and strategies. Local development actors use the resources available locally (be they intellectual or material) and those which can be brought into the process, i.e. through decentralisation or regional or international partnerships.

These agents or actors of local development can be, or can be accompanied by, local grass roots organisations, local support NGOs, international NGOs, local government, or devolved state services and their Ministries in-charge.

But in the end, it's a question of the capacities and skills necessary to recognise, to identify and to implement development strategies helping men and women to find sustainable practical solutions in answer to their needs and interests.

What does the CIEDEL offer ?

University professional training

CIEDEL offers modular courses on a variety of subjects (see attached programme). Trainees can either follow all the modules on a two-year postgraduate course basis, or, as a growing number of people do, follow only specific modules (on project management, for example, or need/demand-diagnosis). The course is very much a practical one, but theory is certainly part of the programme. This actor-orientated approach means that such theory is always based on the trainees' own experience.

The full course offers a University Diploma and the **Title of “Expert in Local Development Engineering”**, recognised by the French Government at Master level.

Consultancies support

Parallel to the courses, the CIEDEL staff carries out many consultancies assignments for International bodies (UN, EC...), NGOs and public development agencies on all levels, including municipalities, regions/provinces and national ministries in various domains through evaluations, policy-advice, accompaniment and change management by members of the plural-disciplinary CIEDEL team.

Some examples of consultancies:

- public policy development
- elaboration of local development plans
- project and programme definition (participatory)

¹ Other modules are available but would need adaptation to English and preparation-time with English-speaking trainers. In order to obtain the title of “Expert in Local Development management”, all modules have to be validated.



- evaluation of projects, programmes, or public policies
- training in lobbying and advocacy
- setting-up of local investment funds
- organisation of decentralisation systems
- organisational capacity building and accompaniment of actors

These experiences of the CIEDEL staff are integrated into the courses, thus enabling us to maintain a balance between today's practice and theory.

A list of consultancies can be obtained upon request. See also our web-site: www.ciedel.org

Who is concerned ? Who are the trainees ?

Most trainees are development staff from local NGOs, local government, technical staff from State Ministries and church organisations from the South (North and Sub-Saharan Africa, South America, Middle East and Asia) and from Eastern Europe. All trainees are professionals with experience.

For the courses organised in France, or those on a regional basis, this practical experience, the intercultural exchange and the geographical distance from the project site, are rich elements of the course's method.

Possible training modules

The following are the current English language training module of the CIEDEL Centre. A separate description is given of each module in the following pages.

Defining strategies and policies

- Globalisation and its local impact: constraints and margins for change
- Policies and the dynamics of decentralisation
- Local and territorial economic development (LTED): supporting local dynamics
- Public policies : Definition and implementation of coordinated and participatory policies
- Financial strategies for local development

Implementing Local Development (LD) support organisations

- Setting-up a Local Development support organisation
- Organisational management of a Local Development support organization
- Adult education and capacity building (CB)

Managing development projects

- Management of the project cycle (gender inclusive)
- Sustainable development projects
- Advocacy and lobbying projects

Planning, monitoring & evaluation and capitalisation

- Planning and monitoring of development action
- Evaluating development actions
- The effects and impact of development actions
- Capitalisation of development experiences

DEFINING STRATEGIES AND POLICIES



A major challenge in current development work is the definition of strategies and policies be they public (national, regional or local authorities) or private (NGOs, SCOs, etc.).

Stakeholders of both backgrounds, public and private, need to be aware and able to elaborate strategies and policies, to put them in coherence and concert different policies for a given area or territory.

The following modules aim at strengthening capacities and competences of stakeholders and actors.

Globalisation and its local impact : constraints and margins for change

Normal duration: 2 weeks

Issues at stake

The current tendencies of globalisation should not be limited to the domains of economics, finance and technology. They also include social and cultural evolutions, new forms of institutional organization, different political relations, etc.

The local level is being seen through “top-down” globalization as the level of application of strategic decisions of different institutional stakeholders situated on regional, national and international level.

Certain institutional stakeholders accompany these changes and try to create favourable conditions for globalization through the implementation of infrastructures be they in transport, health, administration, etc., but also by taking measures in favour of the creation of partnerships, development reforms or for attracting foreign companies (defiscalisation, subsidies, etc.).

Local development strategies cannot ignore, nor escape, those strong tendencies which can strengthen, but also refrain or even bloc local dynamics. How can a local or regional authority or non-state actors benefit from the global movements in order to strengthen the dynamics of local development? How to reduce the limits they impose? In that sense, identification of the constraints and the room for adaptation which globalization brings along becomes essential.

Objectives

To understand the tendencies and the complexity of globalisation

To understand the articulations and oppositions between globalization and development

To analyze the impact of globalisation on the strategies of local and territorial development

Contents

Globalisation or globalisations: realities and perspectives

A world in the search of its future - The crisis of the Nation-State, Technical progress, Space time relations

The emergence of new regional groups of countries

Development: breakdown of its direction or breakdown of the model?

International organisations: world police or organisations of development?

Globalisations and the recomposition of territories

Winners and losers in globalisation

Globalisations and local and territorial development: what is at stake?



Method

Analyze concepts

Look at evolutions on all continents

Confrontations with the professional experiences and day-to-day realities of the students

Contributions of information, written and audio-visual abstracts, examples of situations brought-in by the students in their country and their professional occupations.

Policies and the dynamics of decentralisation

Normal duration: 2 weeks



Issues at stake

If decentralization is a concept with easily identifiable contours, its implementation conceals a multitude of forms related to the diversity of contexts. To speak about decentralisation thus requires clarifying both the concept and the variety of its manifestations. In addition, decentralisation being a means and not an end in itself, making decentralisation a reality poses the question of the political and policy orientations and the organisation of the power of regional local authorities related to the development of the territories.

How to define and articulate the policies and the organisation between the various levels from local to central? How, beyond the representativeness, to build the legitimacy regional and local governments? How, finally, to guarantee a balance between economic development and social and cultural development?

These questions are essential to the comprehension of the stakes related decentralisation. They are also related to the development of a reflexion about the methods of its implementation benefitting to a sustainable development process.



Objectives

To understand the tendencies in decentralisation,

To apprehend the evolution of the role of the State and the decentralised (regional, local, etc.) authorities

To identify the political, legal, administrative and financial characteristics of the reforms and institutions related to decentralization

To understand the concepts of public interest, democracy, governance, civil society and citizenship

To identify what is at stakes in decentralisation within the framework of local and territorial development

To know the organisation and mechanisms of the implementation of decentralisations

To identify the mechanisms, organisation and set-up of territorial governance



Contents

Decentralisation: multiple origins and formats

Recomposition of the State: concept and evolution of public interest

The relationship between the State and regional & local governments: convergences, divergences and articulations

The public sphere, general interest, democracy, governance, civil society and citizenship: concepts to be made into reality

Decentralised responsibilities and competences related to territorial development: elements, stakes and methods



The relationship between public sphere and private sphere

Between financial viability and the socio-cultural balance of territories: the question of the financial resources and their mobilisation



Methods

Alternation between theoretical contributions and case studies

Group work and practicals

Interventions of experts and professionals

LOCAL AND TERRITORIAL ECONOMIC DEVELOPMENT (LTED) : SUPPORTING LOCAL DYNAMICS

Organisation / management / animation of territorial development

Normal duration: 6 weeks



Issues at stake

If local development is already a known concept, the emergence of the role of the region or locality (territory) as stakeholder of its own development is a relatively new element in the way of thinking and of approaching the development.

In order to further the development of a “territory” there is need for identification and comprehension of the mechanisms which contribute to the existence of dynamics of development and their articulations. Stakeholders (actors) actions and territories indeed constitute the 3 points of anchoring of the dynamics of local and territorial development. The possible interactions of the 3 points are almost infinite.

The clarification of the concepts of local and territorial development requires thus to identify them through the development dynamics which materialise them. From this point of view, which are the conditions of implementation and support to local and territorial development?

To support local and territorial development dynamics without asking one-self the question of the organisation, the management and the “animation” of the territory is not be consistent for two reasons:

- Territorial organisation/management/animation questions the implementation of the mobilisation and the citizen participation in the definition of the territorial policies and strategies, through the installation of dialogue frameworks, the setting-up of stakeholder-networks, the identification of the territorial problems (which can be different from one stakeholder to the other), etc
- Territorial organisation/management/animation is also at the centre of the territorialisation of the adaptation of the national (State) policies and regional & local authorities so as to be closest to the real and specific needs for the people in the territories.

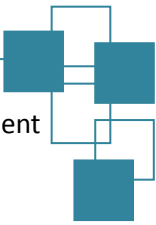


Objectives

To understand the tendencies in local development and development of the territories and their specifics

To understand the roles and strategies of the various categories of stakeholders. To determine the role of the region, locality (territory) as sphere of generation of its own development dynamics

To identify the keys points of support to the local and territorial development



To understand the place of territorial animation in the professions related to the support of development dynamics.

To identify and analyse the mechanisms of territorial organisation/management/animation

Contents

To better understand the processes of local development

- Definitions, concepts, problems, stakes and stages of the local development
- Diversity and roles of the actors and the networks in local dynamics
- Means and organisational set-ups of support to local development

Articulation between decentralisation and local development: mechanisms and organisational set-ups

Animation: concept, principles and operational methods

Method

Formalisation and analysis of the participants' experiences

Theoretical inputs

Alternation between group work and methodological contributions through case studies

Develop one's own "tools"

One week of collective training (practical) in the field

Economic development and regional/territorial development

Normal duration 1 week (if combined with the above training module)

Issues at stake

It is today impossible to be interested in the dynamics of development of regions, localities and territories and to forget about the economic dimension. The question of the economic development poses obligatorily the question of the territorial scale and the institutions which one finds or which interact in that territory.

In response to what is at stake, the thinking and reflexions on economic territorial development is very rich and refer to different concepts and relations, i.e.:

- residential economy - productive economy,
- local economy – globalised economy,
- socially committed economy - market economy
- etc.

Local economic development mobilises different types of stakeholders whom it is necessary to identify and to know, i.e.: local communities, specialised public institutions, inter-professional organisations, development agencies, private operators, etc.

An "Expert in local development management", must be able to have a crosscutting vision of economic development and to identify his or her role in local economic dynamics in regards to:

- various concepts and approaches of local economic development
- the diversity of the implicated (or to be implicated) actors and stakeholders



Objectives

To understand the different economic approaches of local and territorial development

To identify the various types of actors involved in the economic development of a locality or a territory

To identify and activate the various types of interventions for economic development at disposal of the territorial actors

Contents

Approaches, theories and concepts of economic territorial development

The construction of a forward looking vision of the territory and the crosscutting place of economic development

Which territories for which local economic development?

Actors and stakeholders of local economic development: their positions, the networking, constructing partnerships, etc.

Organisational set-ups in support to economic development: how to reinforce existing set-ups, how to support innovation, etc.

Methods

Theoretical contributions,

Analysis of participants' experiences

Group work and construction of operational methods and "tools".

Public policies : Definition and implementation of coordinated and participatory policies

Normal duration 2 weeks

Issues at stake

During a long time the definition of public policies was seen as a monopoly of the State and national institutions. Since fifteen years or so, while policy-development seems to be replaced by the reign of procedures and normative standards, there has appeared the concept of "coordinated policies"², which reflects on the mobilisation of the citizens, civil society and taking into account the regional or local level.

In this context, to rehabilitate the importance of the definition of the policies (public or not) is a priority. It is a question of reflecting on the means necessary to the definition of the policies, on the methods of articulation between local, national and international policies, on the choice and the role of the social actors and stakeholders in the definition of the policy, and also on the details of implementation, follow-up and evaluation of the policies.

Objectives

To comprehend the field of policy development

To understand the mechanisms of elaboration, implementation and follow-up of policies

To identify spheres of political dialogue at the local (regional), national and international level

² The French expression "politiques concertées" or "concerted public policies" refers to developing public policies in "concert" with other administrative levels and other stakeholders



To look further into the role of the various actors and stakeholders in the elaboration of the policies

Contents

The field of the policy development

- Origin and evolution of the concept

Mechanisms of elaboration, implementation and follow-up of the policies

- How a policy is worked out
- Policy, plan, program and project.
- The implementation and the evaluation of policies

Spheres of political dialogue at the local (regional), national and international level

- The political dialogues at the international level (Agreement of Cotonou...),
- The political dialogue at the local level
- Analysis of the political dialogue

The role of the various actors / stakeholders in policy development

- The political responsibility,
- Opposition and the definition of the policies
- The relation between technical/administrative and political levels.

Method

Alternation between:

- Theoretical contributions and case studies,
- Group work,
- Intervention of politicians and professionals in charge of the elaboration, implementation and evaluation of the policies

Financial strategies for local development

Normal duration 2 weeks

Issues at stake

Since ten years, an important increase of the number and diversity of the actors, stakeholders and partners in international development can, be observed. Each structure brings its own specificities, its culture and its logics and methods of intervention, its operational methods and its procedures, its resources.

The processes of local – territorial development, which implies by nature very diversified actors and stakeholders implementing or carrying multiple initiatives, is particularly exposed to this complexity. The function of those in charge of local development is to mobilise as many as possible actors on their territory and, accepting the consequent diversity, to build coherence. They are thus confronted permanently with three stakes: to identify, to mobilise and to articulate.

Research and several significant experiments have identified ways to manage this complexity of multiple actors and stakeholders, with as primal approach good local governance. But in the field of financing local development, there is no such analytical framework enabling us to understand and to handle the disparity of the different financial set-ups and tools.



However those financial set-ups and tools can be situated at the local, the regional, the national or the international level; they can orientate institutions, NGOs, local communities or the private sector... Between the potential resources of the local communities (local taxes, income from public property, State subsidies or contribution (VAT) and external resources), financial assistance from the formal and informal private sector (direct and indirect government aid, bank credit and microfinance, investment companies), the various set-ups of development co-operation (project funding, development funds,...), it is necessary to be able to situate oneself. And it is essential to know how to qualify these various financial instruments in order to be able to activate them in a relevant way, or even better, to articulate them.

Objectives

- To identify (and locate) the various types of resources which make it possible to finance development and more particularly local development.
- To state the principles and points of attention to organise or manage these resources with effectiveness and to put them at the service of local development.
- To become aware of the diversity of the available financial instruments and the need for respecting a certain number of rules to ensure its relevance, its coherence and its effectiveness.
- To give tools for analysis of financial instruments in order to be able to look critically at its design and its coherence in order to identify improvements to be brought about.
- To have solid bench marks to take part in the design, the accompaniment and the follow-up & evaluation of a financial instrument or set-up.

Contents

- The financing of development and set-ups and instruments of local development financial strategies.
- The domains of local development financing: origin and destination of the resources, public and private
- Financial set-ups and instruments typology
- Political, technical and financial dimensions of set-ups and instruments
- Reference tools doer public financial set-up for local development
- To build a financial instrument: Logics of management and logics of sustainability
- Articulations and interaction between set-ups

Methods

- Theoretical contributions, analysis of participants' field experience, group work and construction of common methods & tools.

IMPLEMENTING LOCAL DEVELOPMENT SUPPORT ORGANISATIONS



If projects and the project management cycle are well-known means in development processes, it is clear that the human aspect, and the organisation of the resources, be they human, financial, material or immaterial ask for as much attention, or perhaps even more, than the actual project.

Three training modules have been designed by the CIEDEL and its counterparts to look in more detail at organisations in support of grass-root and local organisation. The so-called “support organisations “have their own role and function and can be useful elements in the stimulation of local development dynamics.

Setting-up a Local Development support organisation

Description to come

Organisational management of a Local Development support organization

Description to come

Adult education and capacity building (CB)

Normal duration 2 weeks



Issues at stake

To work in local and territorial development without working on training amounts to imagining a car without fuel. Indeed, the question of training, and through that, of the reinforcement of capacities and competences of the actors and stakeholders of development has three levels:

- on the level of the definition of the training needs, from the points of view of human resource, institutional, and territorial management;
- on the level of the training on offer and to be assembled intended to meet the present and future training needs;
- on the level of the preparation and the actual implementation of the training, in coherence with the objectives, and specificities of public and the context.

In essence, each stakeholder or actor of development is confronted with the question of training, either for him- or herself within the framework of his or her own capacities building, or for the others, within the framework of the support to local organisation and actors for the benefit of local dynamics through the definition of a training plan or through the proposal for an offer of training and its implementation.

However to meet training needs, it is not only about information, it is especially about enabling people to acquire competences and capacities enabling them to meet their personal and institutional needs.

Especially when adults are concerned, the methods, pedagogy (or andragogy) of the training or capacity building proposed should be thought through in a particular perspective. Adult education and training has its own specifics which should be respected as adults learn from their own experiences rather than from theory. The latter can come in as an “ex-post” theorisation of actual practical experiences.



➡ Objectives

- To acquire a method to determine training objectives, to prioritise and to classify them
- To forge training tools to achieve these objectives
- To elaborate a training plan

➡ Contents

- Training of adults: concepts
- Specificities of adult education and training
- Training objectives
- Competences and capacities
- To know, to know-how, to be
- Training needs assessment
- Pedagogy (andragogy) and didactic tools
- Development of a training module (practical)

➡ Methods

- Theoretical contributions (concepts and methods)
- Case studies
- Applications by creating real learning situations

MANAGING DEVELOPMENT PROJECTS

As mentioned above, even though strategic approaches and organisation of support to local development dynamics are essential and conditions for further action, development project remain often the means used in the field to transform intention into action. The CIEDEL, as many other training institutes, has developed its own project cycle management training modules.

Perhaps a specific element of this module is that a gender inclusive approach is systematically used, notably through the analytical tools (Gender and Development tools) used in the diagnosis phase of the Project Cycle.

Projects are not only practical (i.e. improved water systems) or intellectual (i.e. capacity building), but can also be on a more political or policy level. Especially in the space between the political sphere and the civil society sphere through advocacy and lobbying, there are more and more NGOs and CSOs which develop projects. That's why the CIEDEL proposes a specific training module in that domain.

Project cycle management (gender inclusive)

Description to come

Sustainable development projects

Description to come



Normal duration: 2 weeks

Issues at stake

One can note in the field of development a growing tendency among technical and financial counterparts to stimulate the civil society movement and civil society organisations (SCOs) to develop their influence on the definition of the public policies, to defend the rights of the most vulnerable and marginalised categories of the population or to weigh-in on negotiations and international political debate.

Activities to influence policies (advocacy) have become a way (even a reason to exist) especially for Northern NGOs and development aid actors who have lost their legitimacy to be direct project operators.

In practice, this evolution results in the creation of new modes of activities and new spheres of intervention for the civil society organisations and the NGOs and projects which support them (CSOs).

This tendency raises many interesting questions, both about what really covers the concept of “influencing public policies”, and about the effectiveness of these activities. It also poses questions about the actual legitimacy of the stakeholders (who do they represent) to intervene in the domain of advocacy, about quality, relevance and the coherence of the messages, the real purpose of these activities (lobbying)....

Starting with an analysis of the practical experiences of the participants and the organisations implicated in these new forms of action, the training module aims at giving the participants a framework of analysis and concrete orientations for the implementation of actions to influence public policies.

Objectives

To acquire necessary skills and competences to analyse and design of instruments and set-ups of citizen participation in the definition of the public policies.

To enable professionals to be able to conceive, implement, support and evaluate advocacy projects or activities of influencing public policies.

Contents

History and definitions: approaches of various dimensions of the concept of advocacy and the influence on public policies:

- Participation
- Claims
- Advocacy
- Awareness building

Operational approach from identification to evaluation:

- Analyse a context,
- Choice of influencing strategy,
- Implementation of the strategy
- Communication techniques and influencing public policies



Methods

The methodology articulates:

- the mobilisation of knowledge and practical experience of the participants,
- contributions from the trainer,
- the co-construction of the concepts and the methodology,
- a practical application through a case study,
- analysis of this practical application
- external inputs by professionals

PLANNING, MONITORING & EVALUATION AND CAPITALISATION

Planning, implementation and monitoring on the one hand and evaluation on the other are standard phases of the PCM process. The CIEDEL approach to evaluation is innovative and seeks to concentrate on the actual purpose of development projects as related to development itself. Why?, rather than What?, is the main question to ask. The evaluation training module also contains a full field evaluation in which the participants have to prepare and carry out themselves the evaluation of a local development project in France.

In the CIEDEL's view, the project cycle doesn't stop at evaluation, but has, since recently, a new extra phase which can be called "capitalisation". The CIEDEL has developed a specific approach³ which is the subject of the "Capitalisation of development experiences" module.

Planning and monitoring of development action

Description to come

Evaluating development actions

Normal duration 4 weeks



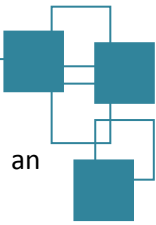
Issues at stake

Evaluation, developed since the 1960-70's, is a component of any development project or action which wishes to take a critical look at itself. This in order to control as far as possible the development process it puts in place or to evolve that process in a different direction.

Focusing in the beginning only on the results of the project, evaluation has gradually evolved to studying the direct and indirect effects of the project-interventions. It has evolved even further into an interest in the intervention-strategies, and more recently to looking at public policies. So an evolution from the "what did we do?" to "why did we do it? (purpose)".

Today the analysis of the long-term impact of a project, a program or a policy is what's at stake in evaluations.

³ The CIEDEL capitalisation methodology has been used in the field for various international NGOs and even private companies



The main issue is to question the purpose given (or to give) to the evaluation process. For what reasons an evaluation is implemented? Who are being addresses by the evaluation? How to implement an evaluation? Which are the methods, which are the different steps of evaluation? Which tools to use?

Beyond the evaluation, it is increasingly necessary to measure more globally the changes produced by development actions, projects and policies.

Impact study allows to widen the field of vision of the traditional evaluation, and to question the implemented project and to help decision-making for its future.

Objectives

To be able to prepare, control and carry out an evaluation.

To adapt the evaluation's methodology to the objectives and the strategy of the stakeholders and actors.

To conceive and carry out an impact study.

Contents

The purpose of the evaluation: what does one evaluate, according to which problems?

Theories and methods of evaluation: self-evaluation, assisted evaluation, participatory evaluation, external evaluation...

The time and methodological steps of an evaluation:

- the request
- the terms of reference
- the choice of the method, the criteria and the indicators
- programming and financing
- the actual implementation: data collection, treatment and analysis
- restitution

The concept of impact and methods to study impact

Methods

Introduction to the various types of evaluation and impact study.

Case study (used as a constant exercise and example during the module).

Field evaluation (one week) of a local development project in France by the participants with support from two trainers.

The effects and impact of development actions

This training module is integrated in the Evaluation Module, but can be developed and expended separately (1 week if theory and case-study based).

Capitalisation of development experiences



Normal duration 2 weeks

➔ Issues at stake

Any development action or project is formative for those who implement it. Full of useful lesson for the stakeholder or implementing agent him- or herself, the capitalised practical field experience can also become a source of inspiration for others. It is thus essential to clarify, to formalise and to develop ones experience in order to be able to diffuse it.

In the same manner as impact, participation, concerted approach, gender, sustainability, fair trade, the word “capitalisation” has become a buzz-word in development language⁴.

Asked to “capitalise” their “projects”, development agents and actors have taken on the concept. But the word is misleading, because what is in fact capitalisation and how does one do it? The absence of known references and the scarcity of publications on the topic have led to a diversity of opinions.

Where to situate capitalisation in relation to other related approaches (i.e. “best practices”)? Which are the possible articulations between approaches?

Can one understand capitalisation like an act of becoming more professional (“professionalisation”)? How does one go about individual capitalisation? And how within a team or within an institution?

➔ Objectives

To identify what can be an adapted capitalisation approach for one’s own professional position or field of work.

To identify the various practices of capitalisation: individual, institutional...

To know how to prepare, carry out, accompany a capitalisation process and to know how to add value to capitalisation work.

To acquire the necessary skills and competences to describe and analyse one’s professional practical experience.

To know how to use capitalisation for strategic repositioning of an institution or for strengthening capacities.

➔ Contents

Mechanisms of knowledge production and the place of practical experience as a way to know (“knowledge”).

The specific place of capitalisation in relation to other methods of processing knowledge and information: action-research, evaluation, follow-up.

Identification of what is at stakes (strategies) and the purpose of capitalisation.

Identification of the methodological basis of capitalisation: the collection and treatment of information in order to be able to describe and add value to a practical experience: methods and tools.

Experimentation of the implementation of a capitalisation process.

Management of a capitalisation process.

Add value (“valorisation”) of practical experience: strategy of communication and methods of diffusion of information.

⁴ This is especially true in French-speaking countries. Less so in English-speaking countries, but the trend will certainly set-in, probably as a further evolution of the “best practices” approach.



Methods

Alternation between theoretical contributions and group work

Individual work in order to capitalise starting from one's own practical field experience

Individual work with personalised accompaniment

Group work on capitalisation

Analysis of the capitalisation process