

## Capacity Development Approaches for Cambodia's development sector

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### Training

Training is a learning approach, in which the trainer, in consultation with clients, determines the objectives and content, and work to make sure that participants achieve their best learning within those pre-defined objectives. The main purpose of training is to help participants to **fill their knowledge gaps** or to increase their understanding of certain subject or tool. In a training process, trainers are expected to give inputs (including handouts) to participants in order to stimulate learning. Training is very much effective when the trainers have practical experience in the taught subjects. Training a lone might not lead participants to make a change because main obstacles for change are often not caused by gaps of knowledge.

### Facilitation

Facilitation is a learning approach, in which facilitator supports and guides participants to go through **thinking process** in order to produce certain outputs desired by the participants. Facilitation is a process oriented learning process, in which the facilitator stimulates participants' discussion and thinking rather than giving inputs. Facilitation aims at producing an output through discussion, reflection, analysis and well as building consensus amongst participants. Examples of facilitation:

Facilitation	Possible expected output
Facilitation of strategic planning process	The strategic plan
Facilitation the development of vision, mission	Statements of vision and mission
Facilitation of organizational change	Clarified issues; outline of actions
Facilitation the development of org. values	Organizational values or values statements

### Coaching

Coaching is an alternative learning process that help people to build awareness, clarify/analyze their issues and concerns, and unlock their potentials. Coaching can be defined as a learning process between a coach and coachee(s), in which the coach supports the coachee(s) to learn to improve their performance through building personal and professional confidence.

Coaching covers a range of activities (depending on the level, experience, and needs of the coachee) as a continuum such as giving inputs and share experience, giving advices and comments, or asking good and helpful questions to reflect and build awareness etc.

A good coach is not a person who always gives the answers, but a person who is good at applying coaching process, listening to people's ideas and emotions, asking good questions, encouraging and motivating people' feeling and thinking, and assisting people in exploring and analyzing alternative options or solutions.

### Other approaches

These capacity development approaches may fall under one of the above-mentioned categories for examples: role modeling good practice (from a senior person), working as a team to support and learn from each others, assignment and case study, experience sharing, exposure visit to best practice, and share working office together.

Which approach you have applied most? What were the results?