

Revisiting technical assistance: Evidence-based learning

This report is an evidence-based exploration of the Oxford Policy Fellowship (OPF) model of technical assistance. It presents a summary of learnings from the OPF Monitoring, Evaluation, and Learning (MEL) data collected from 2015 to 2019 and draws upon bi-monthly Fellow Reflection Diaries, Key Informant Interviews, and quantitative Time Entry data.

About OPF

The Oxford Policy Fellowship is a not-for-profit subsidiary of Oxford Policy Management. Since 2015, OPF has placed high calibre, early-career legal and public policy advisors (called Fellows) in government ministries in Low- and Middle-Income Countries (LMICs) for two years to build local capacity in the long-term and provide immediate gap-filling in the short-term. Governments and Fellows participating in the Oxford Policy Fellowship become a part of a network of government practitioners across the African continent, and beyond.

Technical assistance and capacity development

Since the 1990s, there has been a shift in technical assistance and capacity development, from top-down approaches to a focus on local ownership and sustainability.¹ Freestanding technical co-operation², often used synonymously to technical assistance, has become a key modality in overseas development assistance, reaching a staggering \$15.8 billion in 2018.³ Subsequently, technical assistance is one of the most commonly used delivery mechanisms in international

¹ Ismail, Zenobia (2019) Technical Assistance and Capacity Building in International Development. K4D Helpdesk Report; OPF Guidance Note on Capacity Development Unpublished internal document

² Defined by OECD as “Free-standing technical cooperation (FTC), which is the provision of resources aimed at the transfer of technical and managerial skills or of technology for the purpose of building up general national capacity without reference to the implementation of any specific investment projects”
<https://stats.oecd.org/glossary/detail.asp?ID=6022>

³ OECD Stat <https://stats.oecd.org/Index.aspx?datasetcode=TABLE1#> Accessed: 13 October 2020

development assistance today.⁴ Despite the prevalence of technical assistance in development aid, however, the benefits and limitations of technical assistance have largely been unexplored.⁵

The current literature often views technical assistance and capacity development as either distinct, inter-related, or evolving from each other. Capacity development is a process whereby people, organisations, or society create, strengthen, or maintain capacity over time⁶ at the individual, institutional, or sectoral level.⁷ As a practice, capacity development has tended to focus on the skills and competencies required to directly achieve a task at hand. It is gradually coming to be regarded as a change process that impacts groups of individuals, organisations, or broader systems. Capacity development, as a result, is more involved than merely transferring skills or providing resources: it touches on the intangible variables associated with ownership, challenging values and interests, and seizing opportunities, as well as wider ‘capabilities’.⁸

Technical assistance became ‘part of the development vocabulary in the decolonisation era, as development organisations provided support to newly independent countries in building up core government functions’.⁹ To this end, technical assistance is a specific instrument for building capacity, referring to the provision of advice or skills, in the form of specialist personnel, training, and scholarship.¹⁰ Aid agencies use a range of models for technical assistance. As well as experience sharing, Cox and Norrington-Davis divide these models into four main areas: embedding technical assistance in government ministries; embedding in a project; providing specific policy advice; and providing advice to shape or influence government legislation and regulation.¹¹ The assistance can be either short- or long-term and generally refers to assistance being provided in LMICs by an external agent.¹²

OPF MEL Tools

The Reflection Diary is a qualitative tool, completed by Fellows on a bi-monthly basis, to keep a record of – and reflect upon – events during their posting. The Reflection Diaries analysed for this report range from 2015 to 2019 and were written by 20 Fellows.

Key Informant Interviews (KIIs) are conducted with government managers, colleagues, and Fellows periodically to obtain in-depth information about topics related to their OPF experience.

Time entries are a quantitative tool that identify how Fellows utilise their time on a daily basis throughout their postings.

⁴ Cox, M., & Norrington-Davies, G. ‘Technical assistance: New thinking on an old problem’ Open Society Foundation. (2019)

⁵ Reality of Aid Coordinating Committee ‘Undermining Democratic Country Ownership: Embedding Northern development agendas through technical cooperation?’ In Reality of Aid 2016 Report: Technical cooperation as an aid modality: Demand-led or donor-driven? (2016): 13-22.

⁶ OECD ‘The Challenge of Capacity Development: Working Towards Good Practice’ OECD Journal on Development 8, no. 3 (2008): 233 – 276.

⁷ Pearson, Jenny ‘LenCD Learning Package on Capacity Development Part 1: The Core Concept’ Learning Network on Capacity Development. (2011): 2

⁸ Land et al (2015): 7-10 in Price, Roz ‘Technical Assistance and capacity building in institutional reform: lessons learned’ K4D Helpdesk Report 669. (2019): 6

⁹ Megersa, Kelbesa ‘Effectiveness of Technical Assistance in Middle Income Countries’ K4D Helpdesk Report 705. (2019): 4

¹⁰ DFID ‘Technical Co-operation/Technical Assistance’ Glossary of terms used by the Department for International Development 17.T (2013)

¹¹ Reality of Aid Coordinating Committee, ‘Undermining Democratic Country Ownership’

¹² Cox & Norrington-Davies, ‘Technical assistance’ 7.

To achieve impact, models of technical assistance need to be sufficiently demand-driven, with the nature of the assistance determined by the context.¹³ Indeed, this is dependent on the concept of capacity centring on the ability of people to work together in 'intentional collective action'.¹⁴ However, competing agendas often force donors to shape technical assistance packages to meet internal agendas that may not serve LMIC needs or interests. While there is consensus that capacity development is successful when driven by governments and when country ownership is strong, in reality capacity development is strongly influenced by donor priorities and perceptions.¹⁵ Additionally, evidence demonstrates that successful technical assistance often involves embedded technical advisors working sensitively over a long period of time.¹⁶ Yet, while long-term engagement is more sustainable, institutions may not be motivated to provide long-term funding, and therefore short-term approaches are often employed.¹⁷

OPF's model of technical assistance is distinguished from others by its ability to respond to government-identified technical needs through long-term support. Indeed, the rationale for the design of OPF is that long-term, demand-led, embedded technical assistance – that is government-owned – generates more impact than other technical assistance models.

The OPF Approach

The process of placing a Fellow

- OPF has a dialogue with government partners to determine their policy and legislative needs;
- The government creates a TOR for the Fellow;
- OPF screen a pool of qualified applicants;
- Government selects a Fellow; and
- OPF deploys and supports the Fellow during their posting.

OPF follows best practice by ensuring country ownership, recognizing and responding to contextual complexity, centring government needs, and improving the delivery of technical assistance.¹⁸ This approach is based on the understanding that to increase the effectiveness of capacity development, governments need to drive the planning and management of technical assistance.¹⁹ Further, the OPF model has been shaped by evidence demonstrating that the impact of technical support increases if such support is embedded within a long-term programme.²⁰

OPF screens applicants in order to select high-calibre individuals who possess the technical expertise and interpersonal skills needed to match the government-written TOR and, more widely, to be successful in their positions. Governments, in turn, select their Fellow from a pool of international candidates. Throughout postings, the Fellowship team provides Fellows with

¹³ Legal Assistance for Economic Reforms 'Learning lessons from LASER's use of pro bono legal expertise: how legal pro bono assistance can add value to development programming'(2016)

¹⁴ Tarp & Rosen (2012): 17 cited in Ismail 'Technical Assistance and Capacity Building in International Development', 4

¹⁵ Lucas, Brian 'Current thinking on capacity development' GSDRC Helpdesk Research Report no. 960 (2013)

¹⁶ Megersa Effectiveness of Technical Assistance in Middle Income Countries'

¹⁷ Mcloughlin, Claire 'Helpdesk Research Report: Research Capacity Strengthening' GSDRC (2011)

¹⁸ Timmis, Hannah 'Lessons from donor support to technical assistance programmes' K4D Helpdesk Report (2018)

¹⁹ Haider, Huma 'Helpdesk Research Report: Demand-Driven Technical Assistance' GSDRC (2008)

²⁰ Legal Assistance for Economic Reforms 'Learning lessons from LASER's use of pro bono legal expertise'

technical backstopping²¹, as well as financial and pastoral support. Once the Fellow is in place, they report to a government manager within their department (aiding government ownership). OPF also provides opportunities for government managers and Fellows to participate in South-to-South learning through OPF events such as the Annual Meeting.²² The current debate on the field of technical assistance emphasises the significance and need for greater South-to-South co-operation and learning in order to achieve more sustainable outcomes.²³ OPF puts this into practice; two thirds of the Fellows deployed since OPF's inception are from LMICs, thereby meaning that OPF is well placed to contribute to this learning and demonstrate the value of South-to-South embedded technical assistance.

In addition, OPF's approach incorporates thorough MEL tools. There is often a lack of learning around technical assistance due to the absence of monitoring and evaluation work accompanying interventions.²⁴ A unique aspect of the OPF model, therefore, is a robust MEL system to collect data on: Fellow's work; major themes emerging from the experiences of government managers and Fellows; and the impact of the programme.

Mid-Term Review

At the beginning of 2020, an independent review was carried out of the programme. The review provided the OPF Team and Board with evidence and analysis to understand the strengths and areas of improvement of the programme.

OPF Evidence-Based Learnings

Government ownership

Ensuring manager ownership and oversight of the technical assistance offered allows Fellows to meet the needs and expectations of the government partner. The learning from OPF data shows that government-owned initiatives are preferred by governments themselves, lead to work aligning with and promoting government interests, and create more sustainable impact. However, initiatives that are truly owned by the government have been found to be uncommon in technical assistance, despite evidence that such initiatives lead to sustainable outcomes.²⁵ OPF data provide evidence of this: government managers, for example, state that having a technical assistance model in which the Fellows work directly for, and serve the interest of, the department is strategically more effective than other approaches and leads to increased impact. Government appreciation and ownership of the work of Fellows is high: 'Everything they do is ours, they are part of the team; it's as if they were Ugandans'.²⁶

The root of this approach is in structuring the employment contract of a Fellow so that the Fellow is employed by, and is accountable to, the government and not a remote donor agency. This

²¹ Technical backstopping is a facility whereby OPF connects Fellows to a subject matter experts who provide technical support/ advice.

²² The Annual Meeting consists of: i) orientation for new Fellows about to take up their postings, ii) an opportunity for Fellows from different cohorts to learn from each other and iii) two days of discussion where Fellows, Government Partners and Public Policy experts share lessons and debate issues relating to the policy – legislative nexus.

²³ Lucas 'Current thinking on capacity development'

²⁴ Timmis 'Lessons from donor support to technical assistance programmes'

²⁵ Reality of Aid Coordinating Committee, 'Undermining Democratic Country Ownership'; Lucas 'Current thinking on capacity development'

²⁶ OPF Mid-Term Review, 9.

contractual arrangement is the foundation for the Fellows' focused support of governments in the achievement of their strategic development objectives.

Government managers and Fellows describe this as fundamentally different from the way in which technical assistance is commonly negotiated and contracted between host governments and donor agencies, where often the latter are in a more powerful position and have to balance domestic and international development agendas. One Fellow, for instance, reported that their colleagues and manager were cautious of a potential conflict of interest of an external consultant, meaning they were reluctant to share work with the individual. Another Fellow described how external partners tried to introduce unsuitable or irrelevant assistance, taking time and effort away from providing the support the government actually needed.

*“Everything they do is ours, they are part of the team;
it’s as if they were Ugandans”*

Government Manager in Mid-Term Review 2020

On the contrary, ensuring that the Fellow is contractually aligned with the government ministry in which they are embedded means they can achieve a higher degree of trust and confidence from their colleagues (enabling colleagues to share work with them more freely), and that their advice and assistance remains relevant to government priorities. One government manager, for example, reported that the OPF Fellow in their department is seen by them and their colleagues as part of the team. In this sense, they are truly embedded; as the manager made clear, the Fellow reporting to the government itself means they are distinct from other advisors in their focus on the department's needs, rather than on reporting back to the donor. This is a more streamlined and cohesive approach to technical assistance, resulting – in this instance – in the manager describing how the Fellow is empowered to have a deeper and more profound impact on the progress of the department's contracts. Feedback of this kind is also visible amongst other government managers, who have expressed explicitly the benefits of supervision being held within the ministry, and not with a donor.

The demand-led model builds on the notion that the government acts in accordance to international conventions and human rights to deliver services to the citizens. However, this has not always been the case, resulting in the Fellows being asked to support initiatives focused on party-political advancement rather than that of the public good. The OPF acknowledges this risk and has actively worked on mitigating it throughout the Fellows selection process by prioritising integrity as an attribute amongst candidates. This works to provide OPF with individuals who are, at first, able to identify when their abilities and contributions are being abused for toxic political ends. New Fellows are also provided with an orientation that helps to educate them on the reality of their postings, and the political economies that they will find themselves in. In addition, OPF operates continued pastoral support and legal backstopping – services that provide Fellows with outlets to raise and discuss any concerns they might have.

Demand-led TOR

A well-structured TOR, that can be adapted over time and that is written by government managers themselves, positively influences the productivity and effectiveness of technical assistance. To ensure that Fellows respond to identified needs, government managers write the TOR themselves, specifying the skill set needed for the posting. OPF data demonstrates that developing a rigorous TOR before the Fellow takes up their posting helps to ensure that the Fellow not only focuses on contributing to the host government's strategic goals, but also allows them to gain greater satisfaction from their posting. To this end, Fellows have reported how a clear TOR ensures that their time is focused on government priorities and, as a result, maximises its impact. Fellows and managers encounter challenges concerning communication and expectations when there is not a clear TOR – with buy-in from all parties – in place. In addition, a TOR led by the host government also provides a document for the government manager and Fellow to refer to when determining if performance targets are being achieved.

The government-created TOR uniquely positions OPF in contrast to other types of technical assistance, where TOR are usually designed by external organisations. The dangers of external agencies generating TOR for technical assistance include: potential perceptions, both within the host government and beyond, that the assistance provided serves to promote donor and/or Western agendas; and that such TOR does not sufficiently identify local needs or provide clarity around the roles and expected results.²⁷ A government-created TOR is capable of circumnavigating these challenges, facilitating greater trust from the host government as the Fellow works within this government-designed framework. Indeed, OPF data demonstrate the benefits of having a process that allows governments to identify their needs themselves, and having a TOR for their Fellows that can be adapted as they become more integrated into government management procedures.

Flexible, adaptive, and responsive technical assistance

Long-term, embedded technical assistance allows for a responsive approach, presenting the opportunity for governments to adjust the technical assistance to their context and developing needs. The OPF MEL system²⁸ provides the foundation for a more evidence-based discussion about Fellows' work, how governments utilize their Fellows over time, and how this matches with Fellows' TOR. Fellows and managers describe the significance of the long-term approach, where the Fellows' experience evolves at each stage of their Fellowships. Over time, Fellows grow into their jobs, develop trust, and gain greater responsibility and diversity in increasingly complex tasks in ways not afforded to individuals providing short-term technical assistance. This also allows Fellows to be utilized by host governments in response to changing demands and crises, and for managers and Fellows to evaluate where the Fellow's support is most valuable. Government officials, for example, have noted the high levels of trust that Fellows earn over time, and how their ability to be responsive (as well as their strong work ethic, productivity, and quality of outputs) contributes toward gaining this trust.²⁹ Because of this, managers argue that Fellows are more effective than short-term or non-embedded assistance,

²⁷ Ismail 'Technical assistance and capacity building in international development'; Lucas, Brian ' Helpdesk Research Report: Changing approaches to technical assistance' GSDRC (2009)

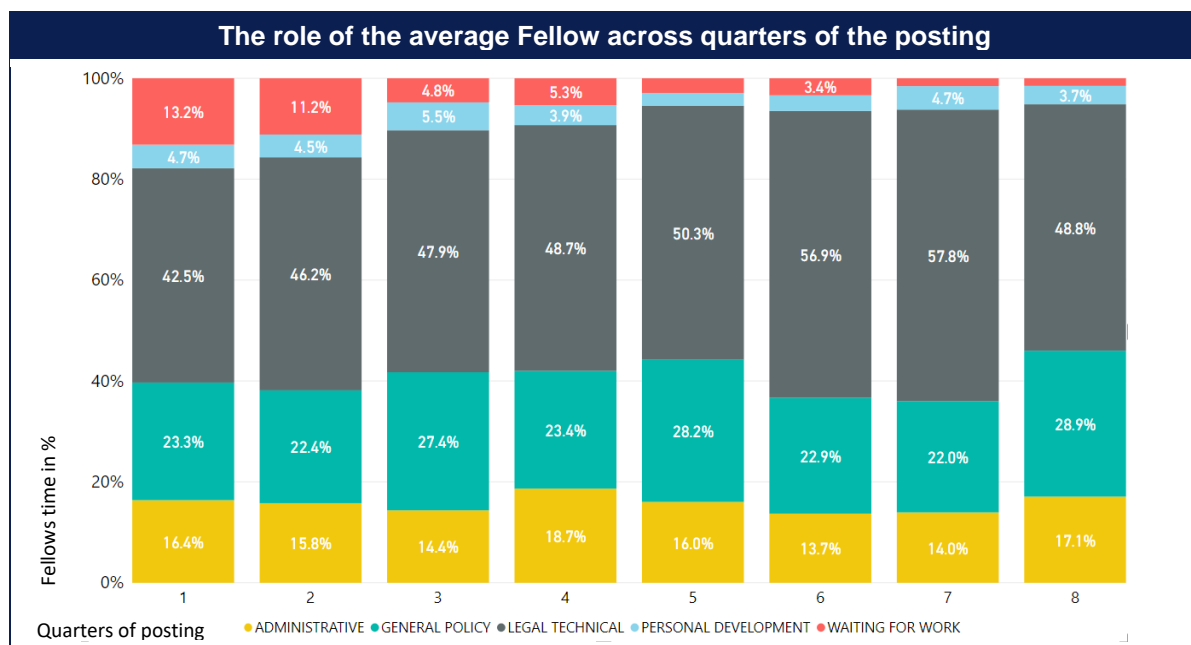
²⁸ See OPF's 'Learning from the Oxford Policy Fellowship: emerging policy messages from a year of data' for more information on the MEL system. https://www.policyfellowship.org/wpcms/wp-content/uploads/2017/11/Oxford-Policy-Fellowship_Emerging-policy-messages-from-a-year-of-data-1.pdf

²⁹ OPF Mid-Term Review, 8.

who may be more constrained and therefore less able to adapt to contextual changes. Fellows, for example, describe that – with a better understanding of the political economy – their TOR is adapted to focus on work such as multilateral agreements, informal and formal capacity development³⁰, and more complex types of technical assistance.

Evidence of the evolving role of Fellows over the course of their postings, suggesting Fellows are provided with the time to gain trust and become rooted in their wider team, can be visualised in figure 1. In general terms, Fellows spend most of their time delivering ‘legal technical’ work (49%), followed by ‘general policy’ (25%) and ‘administrative’ related work (16%).³¹ Nevertheless, and given the flexible nature of their postings, the amount of time Fellows spend on the different categories of work clearly evolves over time. Fellows spend a large amount of their time initially ‘waiting for work’ while towards the end of their posting they are doing predominantly ‘legal technical’ work.

Figure 1 The role of the average Fellow



Navigating the context whilst embedded

Fellows need to learn and adhere to the protocols and norms surrounding hierarchy and approval in order to be successful in their host country. The process of becoming embedded in a LMIC government is complicated and takes time. Fellows are not nationals of their host countries, and the first phase of their posting requires great sensitivity and a flexible, learning-oriented approach to cultural norms, hierarchy, and the political economy of the working

³⁰ OPF defines the terms as the following: informal capacity development refers to day-to-day transference of skills or knowledge through work related tasks; and formal capacity development refers to preparing and delivering formal training sessions, with the purpose of transferring skills or knowledge.

³¹ ‘Legal Technical’ work refers to work on legal documents, such as contracts, laws and regulations. ‘General policy’ covers general policy analysis and advice. ‘Administrative’ work relates to duties such as printing, filing and OPF reporting.

environment. Being embedded provides unique internal access, but it also places Fellows within hierarchies, and thus within bureaucratic protocols and norms which they must learn and adhere to.

Experience demonstrates that it is crucial that OPF informs new Fellows how their host government may perceive them and how that requires learning and adjustments to their behaviour if the ‘embedding’ process is to be efficient and effective. Initially, Fellows’ insights or presence may be regarded with caution as they are an outsider, or their advice may carry disproportionate weight as they are viewed as an ‘international expert.’ Data show that prerequisites for Fellows to work effectively in their posts include acquiring contextual knowledge and developing trust and strong relationships with colleagues. Once these areas develop, Fellows have a greater understanding of the institution and its procedures, and can mitigate the challenges that come with working within the hierarchies present.

Influence of identity

When considering technical assistance, it is imperative to discuss, analyse, and navigate the dynamics around identity. The Fellows’ age, gender, race, background, education, and religion, amongst other factors, influence how they are perceived by their managers, colleagues, the government, and other actors they engage with on behalf of their ministries. Technical assistance literature does not discuss gender or other aspects of identity and the influence these factors have on experiences.³² OPF MEL data demonstrate that these factors play a key part in Fellows’ experiences, and Fellows report having to navigate enabling factors and challenges related to identity throughout their posting. The experience of being a ‘Fellow’ is not monolith; how receiving ministries, other parts of the government, or external donors, interact with a Fellow can differ depending on identity. Assumptions are made about opinions, interests, and abilities based on the Fellow’s country of origin, if they are from the Global North or Global South, their education, and their gender. OPF has framed this as an area of learning and responded to this emerging data by adding sessions during the orientation and Annual Meetings to enable Fellows to share their experiences and strategies for navigating these challenges.

Long-term trust building

Professionals delivering technical assistance need to work hard to develop trust with their work colleagues if they are to be effective. OPF Fellows are no exception to this rule. Across cohorts, Fellows and managers describe building trust as a significant enabling factor in their work. As Fellows build a reputation as a source of reliable support and demonstrate that their role is to act in the interests of the government, trust between them and their manager and colleagues builds. Trust is a factor in determining how the Fellow is perceived as a non-local member of staff, and strong interpersonal skills in Fellows are therefore imperative. Fellows describe being open, flexible, and learning-oriented to the needs of their managers, colleagues, and the government’s development agenda more widely as key ingredients to successful trust-building. As the posting progresses, the development of trust aids the sharing of skills and knowledge between both the Fellow and their colleagues, which in turn leads to strengthened collaboration and mutual development.

³² Ismail ‘Technical assistance and capacity building in international development’

OPF's MEL data clearly shows that the embedded status of Fellows affords them a greater level of trust and a subsequent ability to discuss sensitive issues. Government officials commented on the high levels of trust that Fellows are able to build due to their embedded status, as it allows them to be more responsive and productive.³³ Furthermore, Fellows report that, once trust has been built, they become more effective in the workplace. For example, they are able to bring stakeholders together to finalise projects which would not have been possible before, they are asked to represent the government at external meetings, and they are given more complicated and sensitive legal work whilst being party to high-level political dialogues. In rare situations where trust is lost, the effectiveness of Fellows is undermined. In such instances, Fellows need to reflect on the reasons this loss of trust took place, re-evaluate their approach to colleagues and work, prioritize communication, and rebuild trust slowly over time. OPF qualitative data supports the literature that emphasises that winning the trust of government members is key, and that this trust and engagement must happen at all levels of the government.³⁴

The learning nexus

A partnership between the Fellow and government is envisioned as a mutual learning relationship between equal partners, and this foundation fosters an environment where all parties are more receptive to new learning. The OPF model enables Fellows, managers, and colleagues to build mutual capacity through long-term collaboration. OPF Fellows have a great advantage over non-embedded technical assistance as they are a paid member of a ministerial team and consequently gain a thorough understanding of the local context, government systems, procedures, policies, personnel, and the political economy. This close collaboration also presents opportunities for colleagues to informally and formally learn new practices from Fellows on a day-to-day basis. The OPF data support the idea that peer-to-peer approaches, based on professional relationships, can be effective at sharing knowledge and giving colleagues access to expertise that other methods are unable to achieve.³⁵ Managers and Fellows describe this type of learning and communication as leading to more targeted advice, to take on more strategic work, and to help develop colleagues' capacity.

“As Fellows acquire more local knowledge and gain the trust of their co-workers and managers, the amount of time they spend on capacity development activities increases.”

As Fellows acquire more local knowledge and gain the trust of their co-workers and managers, the amount of time they spend on capacity development activities increases. Capacity development includes mutual knowledge transfer between colleagues and the Fellow. Fellowship posting have demonstrated examples of important skills transfer which have improved local

³³ OPF Mid-Term Review, 9.

³⁴ Bano, Masooda. 'Partnerships and the good-governance agenda: Improving service delivery through state-NGO collaborations.' *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations* 30, no. 6 (2019): 1270-1283.

³⁵ Legal Assistance for Economic Reforms 'Learning lessons from LASER's use of pro bono legal expertise'

colleagues' effectiveness and efficiency. Examples include the development of more rigorous approaches to legal analysis, drafting skills, IT skills, and working methods. Some Fellows have also mentored junior staff (with considerable success in the case of one Ugandan intern).³⁶ While Fellows spend an average of 13% of their working time on capacity development-related activities, the OPF quantitative data illustrates a marginally increasing trend over the quarters of the Fellows' posts. The qualitative data indicate that the Fellows are engaged in substantially more informal capacity development throughout their posting. This difference between the quantitative and qualitative data highlights the significance of informal capacity development and suggests that additional discussions with the Fellows on the definition of capacity development would be beneficial.

Next steps for the OPF

The OPF has used the learnings that it has gained from its MEL system to bring about changes to its operations change. The three programmatic areas that have particularly benefitted are: i) the development of Fellows' TOR, ii) the honing of Fellows trust-building skills and contextual understanding and iii) the welfare of Fellows.

- I. Firstly, based on the data that demonstrate the importance of a clearly outlined TOR, the scoping process has been adapted to include discussions on TOR during the early stages of the process. This helps to enable governments to ensure they lead the TOR process, resulting in relevant and useful TOR.
- II. Secondly, the importance of the Fellows' ability to build trust and understand contextual knowledge has been highlighted in this brief. Consequently, the OPF has introduced a dedicated day during the Annual Meeting for the Fellows to focus on their experiences and approaches to integrating, and adapting to, their host country and government. Similarly, an online platform, 'Fellowship Learning Forum', has been established for Fellows to discuss relevant topics throughout the year. Fellows have also developed country profiles to facilitate the contextual learning process for new Fellows.
- III. Thirdly, OPF data have indicated that Fellows may face challenges related to their identity. Acknowledging that the Fellows cannot change these factors, the OPF has strengthened the welfare aspects of the programme by standardising OPF welfare check-ins and incident protocols.

The OPF will continue to explore the long-term impacts that embedded technical assistance generates. Future reports will include case studies demonstrating the different impacts that Fellows have had within their ministries. OPF also intends to pursue a technical assistance research programme that significantly develops on the themes raised above. For example, the programme would probe deeper into how embedded technical assistance functions for LMICs, and would examine the legal priorities and capacities required for LMICs to achieve the Sustainable Development Goals. Building on OPF's experience so far, this research programme seeks to develop a strong body of learning that the aid system can become engaged with, and where the lessons involved can be acted upon.

³⁶ OPF Mid-Term Review, 11.

The OPF is a demand-led Fellowship Programme that works with governments to deliver legal capacity support and development. We do this through Fellows, networks, and learning. We source high performing early-career advisors to work within current government systems and processes for two years so that their work contributes to ongoing policymaking, rather than creating parallel structures for getting things done. By providing governments with key support that they themselves have defined and requested, we deliver sustainable and locally-owned development impact. We also host a network of government practitioners working at the interface of law and public policy, promoting a culture of knowledge sharing and learning across governments and the wider community.

For more information, visit our website: www.policyfellowship.org
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