

CAPACITY DEVELOPMENT Workshop –

Fall | 08

Bonn, May 15, 2008

Report of The Opening Session

BT Costantinos, Rapporteur

On the road to the AAA, what are the CD issues that we need to address today? What are our partners needs and how can we meet their expectations, what changes do we have to go in order to make capacity development a reality and what can we contribute to the Triple A (AAA) process in a way that the achievements of the PD can be enhanced. We need to change terminology – speaking for the South – the definition of CD the ability of a country thru its institutions to manage socio-economic development diligently, effectively and with results; CD is a process and an end... without the process the end will not justify the efforts. Capacity for what – we need to be specific – national C, sectoral c, grassroots C – democracy. With the best of intentions it is donor driven – we need to change this. If it continues like this we reap a very modest harvest. It has to be a joint responsibility with the ball in the poor nations court. South-South cooperation: donor efforts to SSC – developing nations have the responsibility – trade investment exchange of experiences. We need nothing short of a national CD plan.

OPENING SESSION

Framing the debate

- Our starting point: "*The Challenge of Capacity development: Towards Good Practice*", Ben Dickenson, OECD/DAC
- *Synthesis Report: Capacity Development on the Road to Accra*, James Hradsky, OECD/DAC
- *Perspectives on Capacity Development for Accra and Beyond*, Thomas Theisohn, LenCD, & Steering Group
- "Buzz groups" and plenary discussion

Presentations

Ingrid-Gabriela Hoven, Gtz, Germany

1. The PD is a multi-faceted tool that has close inter-linkages between Ownership, Alignment, Harmonisation, managing for Results and Mutual Accountability
2. What are the CD issues that we need to address today
3. What are our partners needs and how can we meet their expectations
4. What changes do e have to go in order to make capacity development a reality
5. What can we contribute to the Triple A (AAA) process in a way that the achievements of the PD can be enhanced

Talaat Abdel-Malek, Egypt

1. Would like to stress the work beyond AAA
2. CD is a long term process
3. Challenges
 - a. Change terminology – speaking for the South – the definition of CD the ability of a country thru its institutions to manage socio-economic development diligently, effectively and with results
 - b. CD is a process and an end... without the process the end will not will not justify the efforts
 - c. Capacity for what – we need to be specific – national C, sectoral c, grassroots C - democracy
 - d. Can not be undertaken by one side alone
4. With the best of intentions it is donor driven – we need to change this. If it continues like this we reap a very modest harvest. It has to be a joint responsibility with the ball in the poor nations court
5. South-South cooperation: donor efforts to SSC – developing nations have the responsibility – trade investment exchange of experiences

6. We need nothing short of a national CD plan --- it is not another plan... CD has been piece meal, even where it has been a success – an integrated national plan – it is cross-cutting like gender, environment

Richard Manning

1. The challenges of CD – looking at the individual and the environment
2. Enabling environment
3. Sustainable institutional development
4. Challenges for donors to challenge this
5. How you reward countries

Ben Dickenson, OECD/DAC

Incentives And Condition Of Governance

1. CD is about unleashing potential – taking account of brain drain and the Diaspora
2. CD is successful when enabling governance conditions are and ownership is strong
3. Outsiders must support country owned programmes and processes;
4. No silver bullet answers
5. Supply driven approaches and donor driven and technical transfer
6. Donors and TC
7. Uncertain response to partner country preferences of national capacity

What was not addressed in 2005?

1. Consolidated conceptual work but did not dig deeper
2. Did not explore technical assistance GBS and SAWPs
3. The private sector was not analyzed

- Jim, James Hradsky, OECD/DAC

Consolidate issue paper

1. Attempt to integrate to the 33 work streams
2. Space for CD as a separate end theme of development
3. Systemic areas that undermine CD
4. Sectoral coordination
5. TC and training
6. Partner countries should formulate CD actions
7. Independent measurement to gauge progress

8. Some form of collaborative effort a fuller translation of CD policy

Thomas

Let us try to focus on the following issues As a starting point, it may be useful to recall some of the fundamental messages that have emerged from the international dialogue on capacity development in recent years:

1. CD is an endogenous change process. Any meaningful CD support needs to start from existing capacities and work with the assets that any country brings to the table. Above all, it should support and engage with processes that are driven by country-level initiative.
2. Technical cooperation and capacity development are not the same thing. While, carefully designed TC can support country driven CD efforts, there are other ways that development partners can support capacity development. It may be helpful to distinguish CD as a process and TC as one of several possible ways to support it.
3. While attention often focuses on developing “missing” capacity, or attending to capacity “gaps”, the first order of business must be to recognise, nurture and safeguard existing capacity.
4. Capacities grow over time and evolve in different ways. It follows that CD approaches need to be highly contextual, iterative and flexible for “good fit”.
5. Just as all learning is voluntary, ownership is not an option but a fundamental condition for capacity development. It follows that leadership for change is equally critical,
6. Accountability is a critical driver for capacity development, and an important link in translating an increase in capacity to improvements in performance or in service delivery.
7. The country level is the epicentre of capacity development. Multi-partner arrangements to support CD need to be shaped at the country level in the context of wider initiatives to promote harmonisation and alignment.
8. CD efforts can rarely if ever be limited to technical dimensions. Because CD is about change, it is also about the political economy and the realities of interest and power.
9. Capacity can be considered an end—a development outcome—in itself (for example, a capable state). Capacity provides the basis for making development policy choices, not only a means for achieving certain goals.

Issues

1. Look into the culture and context as a start for CD
2. Build capacity of think tanks, long-term process
3. Applying as what we know as good practice
4. No professional accreditation

5. Assess capacity and measure progress with locally agreed measures
6. Address CD within mainstream of development
7. Pervasive systemic issues, incentives, governance and accountability
8. Strengthen management of aid and aid relationships as a means of CD
9. Engage at country level in a concerted effort to change practice
10. Agree on a concerted action to change operational practice
11. Instigating a major training among donors for effective CD

Ad hoc groups recommendations

1. Private sector development is seriously missing and hence the need to look at the sector
2. Washington consensus recommendations need to be discussed along the line of achieving the MDGs
3. Process equally important as outcomes
4. Long-term plan in national development
5. Public, civil society and private sector to come up with innovative national plans for CD
6. Alignment
7. Democratic ownership of development
8. Joint venture and reform of TC
9. Money should not be driving CD
10. More coordination
11. Silver bullet approach is not working
12. Planted tree with three branches: relationship building - trust, leadership and conditions that go around CD
13. Country owned – resource for development
14. Country focus
15. Refocusing on the bigger picture, civility and arrangements for recipient countries to learn from each other
16. Should be demand driven attending to local needs
17. Support CD and make the system improve
18. People trained need to be retained