

**CD ALLIANCE**  
**FIRST ANNUAL WORK PLAN**  
(August 2009-August 2010)

**I. BACKGROUND**

Based on the mandate laid out at its Core Group meeting of 10-11 May 2009, the primary objective of the CD Alliance (CDA) to promote Southern political advocacy in relation to the capacity development priorities of the Accra Agenda for Action. This work plan lays out a vision (targets, organisation, budget) for a start up programme of action built around three strategic objectives for the first year of implementation. Because the CDA is a network which draws its inspiration from the Accra Agenda for Action, its timeframe currently is focused on the upcoming 2+ years leading up to the 2011 Seoul High Level Forum.

Although motivation for the CDA emerged at the September 2008 Accra High Level Forum, it's forward motion was constrained by a number of factors -- including delays in designing closely related WP-EFF architecture and the lack of start up resources and collective organisation -- which now can be overcome through the implementation of this work plan.

The basic approach sought by the CDA is to remain procedurally simple and strategically focused, around a results orientation. To do so, the CDA will flexibly

- Expand diversity of membership of Southern champions.
- Use electronic networking.
- Avoid duplication by building operational linkages around **existing** events and work streams.
- Begin the first year around a targeted agenda, flexibly addressing future approach and targets in annual work plans that are completed by the last month of the yearly cycle.

The CDA does not want to be only a “talk shop” and will use regional forums/platforms to bring together CD champions to discuss/explore specific CD priority needs, share success case experiences and good practice, and seek linkages with LenCD and other CD service providers. In doing so, the CDA endeavours to encourage the initiation of well-designed CD projects in priority areas/sectors as determined by policy makers willing to make commitments to ensure their effective implementation.

**II. WORK PLAN TARGETS**

**Strategic objective #1: Assemble a representative base of Southern perspectives on issues of capacity development.**

*Results by July 2010:* (i) More balanced and inclusive Core Group representation while keeping group size manageable. (ii) Extended network established through dedicated website and regular consultation.

**Strategic objective #2: Use priority international/regional forums to communicate Southern perspectives**

These meetings will be chosen flexibly as windows of opportunity to advance the CDA strategic agenda. Representation and approach will be adjusted as appropriate. Current options and expected results for each event include the following.

- **NEPAD** Secretariat work session on capacity development in Africa (27 July 2009).  
*Results:* Definition of joint actions to using NEPAD Framework for Capacity Development in Africa and sector action, possibly in agriculture.

- Mexico-DAC “**Policy Dialogue on Development Co-operation**” (28-29 Sept 2009).  
*Results:* Initiate high level dialogue with Latin American partners, especially on South-South co-operation; ensure greater attention to capacity issues.
- UNDP-WBI Marseille “**Capacity is Development**” forum (Nov. 2009).  
*Results:* Ensure high-level southern input; link with key capacity development partners.
- Colombia “**High Level Forum**” (March 2010).  
*Results:* Raise visibility of southern perspectives in capacity development; contribute substantively to discussion of issues; hold Core Group meeting; possible occasion for broader annual meeting with LenCD and DAC.
- **WP-EFF** (both plenary and Executive Committee meetings - ongoing).  
*Results:* Ensure continued attention to southern perspective on capacity issues across WP-EFF architecture, especially at the “cluster” level.

Strategic objective #3: <b>Influence existing priority AAA substantive work streams</b>
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As part of its field learning agenda, the CD Alliance is participating in the design, oversight and use of a LenCD learning platform in Africa with an initial focus on the six capacity priorities of the AAA. This is a collaborative effort which brings in many actors South and North. As empirical learning from this platform is shaped, we will promote South-South cross fertilisation with other geographic platforms in Africa, in Asia (esp. Capacity Development for Development Effectiveness – CDDE) and one currently envisaged in Latin America.

*Results:* Year one will target: (i) The identification of optimal CD Alliance contributions to this larger partnership. CDA will partner with Southern groups (e.g. African Capacity Building Foundation and/or NEPAD) and lead development partner policy groups, especially the DAC. It will seek windows of opportunity to generate joint statements of good practice in the AAA priority capacity areas. (ii) The completion of a publically available “position paper” which describes Southern perspectives in AAA priority areas. This will lay the foundation for a jointly issued synthesis statement capacity development for presentation at the Seoul HLF in 2011.

The possibilities for CDA involvement in the six capacity priorities of the AAA are now being defined.

- **Technical co-operation + South-South co-operation:** CDA will seek to introduce Southern perspectives into existing work on technical co-operation, including technical assistance and training (esp. EC and DAC), and that on South-South co-operation (esp. Colombia, Mexico, Chile). CDA will support joint dialogue among the partners and help to produce a joint good practice statement on technical co-operation in early 2010. This includes a commonly acceptable “code of conduct” for technical assistance.
- **Sector/theme strategy:** The CD Alliance supports a core LenCD learning activity which identifies how partner countries and their development partners can collaboratively use country-based sector or theme strategies to anchor local capacity development thinking and action. This will lead to sector/theme good practice guidelines by late 2010.
- **Country systems:** The AAA sees capacity as the flip side of ownership and both South and North give special priority to the building of the capacity of country systems (esp. public financial management, procurement, statistics and evaluation). The WP-EFF “Country Systems” cluster has identified a task area (“Building Effective Capacity to Reform Country Systems”) for which it will consult with the CD Alliance and LenCD. CDA work in this area will track the timeframe of this Task Team, including its expectations for good practice guidelines in late 2009 or early 2010.

- ***Fragile situations:*** The CD Alliance takes an interest in the building of capacity in fragile situations, both because it touches upon many of the fundamental issues of longer term capacity development and because of its international political importance. CDA will support an organised southern perspective on the fragile state monitoring exercise now being undertaken by nine partner countries and the DAC International Network on Conflict and Fragility (INCAF). CDA may partner with LenCD to support the work of INCAF in this area.
- ***Civil society/private sector:*** The CDA recognises the substantial potential contribution by civil society and the private sector in building national capacity. During this work plan it will seek to join forces with leading advocates in this area to shape a sense of joint good practice by end 2010. LenCD will play an important role in identifying these opportunities for active partnership.
- ***Enabling environment:*** Cutting across all of the themes of capacity is the enabling environment which can either support or block effective capacity development. The CDA will contribute ideas as well as seek the advice of leading international groups in this area, including NEPAD, UNDP, ACBF or LenCD to formulate its own with operational partners LenCD and the DAC.

### III. OPERATIONAL ORGANISATION

***Core Group:*** The CD Alliance “Core Group” is its core decision-making group. The Core Group will be used for basic consultation and decision making on all key aspects of CDA strategy and funding. For this purpose, it will make regular use of electronic communication and, if possible, two face-to-face meetings in Cairo (date to be set) and in Colombia (March 2010). As feasible, Core Group members will be called upon to represent CDA perspectives at key events in their region. An annual event in conjunction with the Colombia “High Level Forum” will be sponsored for a broader group (possibly 50-60 persons), possibly with partners LenCD and the DAC.

***Electronic network:*** Because of the global nature of the CD Alliance, it will make regular use of electronic networking (email, telcom, videoconferencing, establishment of a web site) to consult with capacity development champions and specialists, particularly from the South. It also will use this network to disseminate success stories and good practices wherever possible.

***CD Alliance Administrator:*** A full time professional “administrator” will be contracted locally. His/her roles on behalf of the Core Group will include:

- Backstopping and organising all CDA activities.
- Orchestrating all aspects perspective. As with the less well defined civil society/private sector work noted above, some formulation of good practice is expected late in 2010.
- Travelling and collaborating closely with key partners on behalf of the co-chairs.
- Contracting and supervising any secretarial support locally, as needed.

***Roles of immediate key partners:*** Key partners with specific functions to contribute to the overall CDA agenda include:

**LenCD** action is pragmatically structured within a UNDP project. The project framework was approved by UNDP in July 2009 and will be managed by the LenCD Steering Committee, which includes the CDA co-chair. LenCD will provide organised, empirical learning, especially at the country level, in the priority capacity areas of the AAA. LenCD also will assist the CDA in variety of support tasks, most of which can be defined soon after the Marseille forum in November 2009. Finally, LenCD will maintain a special project sub-activity which serves as an internationally acceptable pool for support funds to the CDA, which LenCD will administer on its behalf.

The **OECD/DAC** Secretariat (specifically the DCD/POL capacity development unit), will help to provide donor interface with the CD Alliance at the policy level. It will work flexibly with the Alliance to identify joint statements of “good practice” in priority capacity development areas and to provide joint encouragement for behaviour change at the level of donors and partner countries. It currently offers modest secretariat support for the CDA in this interim period and expects to provide *ad hoc* backstop assistance through 2011, as needed.

Over time, collaboration will be developed with a number of **other partners**, as strategic opportunities arise. Early joint action options have been identified with NEPAD, the ACBF, UNDP, the WBI, and some lead bilateral development partners in the capacity development area.

*External oversight:* In keeping with its objective of maintaining operational simplicity within a results orientation, the CDA will use a small number of tracking tools to maintain an adequate level of external oversight of its operations. (i) Annual work plans will use an estimated **timeline, results framework and reporting schedule** to plan and manage its overall agenda sequence. Such an illustrative plan for the August 2009- August 2010 timeframe is contained in Annex. (ii) Routine **public reporting** of CDA activities and plans will be located on its dedicated website. (iii) Six weeks prior to the end of the annual work plan cycle, a basic, jointly conducted **evaluation** of CDA operational results in the prior year will be carried out by a small South-North team. The team report will be made available to the Core Group in time to review achievements to date and as a basis of decision making for the subsequent annual work plan.

#### IV. WORK PLAN BUDGET

*Funding organisation and source:* Funding for CDA activities will be located primarily in a dedicated sub-activity housed in the UNDP project for LenCD, directly administered by the LenCD Project Manager and overseen by the LenCD Steering Committee. Consistent with standard UNDP rules, accounting for these support funds will be maintained by the project and reported annually. Use of funds will be audited at the end of the project cycle.

*Budget estimate:* The total operational budget for external support of CD Alliance activities is estimated at US\$260 000, broken out as follows:

Core Group support (meetings in Cairo and Bogota)	
• Travel (economy) and per diem (10p. X 2 mtgs. X \$3000).....	\$60 000
• Meeting support (2 X \$5000).....	\$10 000
Annual formal event linked to Bogota HLF.....	\$20 000
CDA Administrator (based in Cairo)	
• Salary + all accessory costs (local contract).....	\$75 000
• Travel (12 X 2000).....	\$24 000
• Consultancy contracts.....	\$20,000
• Contract secretariat support.....	\$26 000
Contingencies (10%).....	\$25 000
TOTAL – say, US\$260 000	

(Version 28/08/09)

## CD Alliance (CDA) Work Plan (July 2009 – July 2010) – Illustrative Time-Frame and Expected Results

July 2009 → July 2010

S.O.								
	<p><b>July 15, 2009:</b> LenCD project approved</p> <p><b>July 27, 2009:</b> NEPAD Meeting. Accra</p> <p><b>Sep 15, 2009:</b> LenCD activities to support CDA designed</p> <p><b>Sep 20, 2009:</b> CDA website</p> <p><b>Sept 28-29, 2009:</b> Mexico-DAC Policy Dialogue on Dev Coop.</p> <p><b>Oct 2009:</b> CDA Professional Administrator recruited</p> <p><b>Nov 2009:</b> CDA Core Group meeting – Cairo (tentative)</p> <p><b>Nov 2009:</b> UNDP-WBI Capacity is Development Forum, Marseille</p> <p><b>March 2010:</b> Colombia High Level Forum</p>							
			<p><b>Expected Results</b></p>					
<p><b>#1:</b> Assemble a representative base of Southern perspectives on issues of capacity development.</p>		<p>Balanced and inclusive CDA Core Group established</p> <p>CDA website functional</p>						<p><b>By July 2010:</b></p> <ul style="list-style-type: none"> <li>– CD Alliance extended network established; dynamic consultations ongoing</li> <li>– Key actions for 2010-2011 work-plan identified</li> </ul>
<p><b>#2:</b> Use priority international and regional forums to communicate Southern perspectives</p>	<p>Join actions defined within</p> <ul style="list-style-type: none"> <li>(i) NEPAD Framework for CD and</li> <li>(ii) Agriculture sector capacity strategy</li> </ul>	<p>High level dialogue with Latin America partner launched on capacity issues (especially S-S cooperation)</p>		<p>High level Southern input provided to UNDP-WBI Forum</p> <p>Linkages with key CD donors established</p>			<ul style="list-style-type: none"> <li>– Southern perspective on CD highly visible at Colombia HLDF</li> <li>– CDA core group meeting held in Colombia</li> <li>– CDA/LenCD/DAC annual meeting</li> </ul>	<p><b>By July 2010:</b> Key Forums in 2010-2011 Work Plan identified</p>
	<p><b>Ongoing:</b> Southern perspective on capacity issues well integrated into WP-EFF architecture</p>							
<p><b>#3:</b> Influence existing priority AAA substantive work streams</p>			<p>CDA/LenCD partnership r with key Southern partners (and donor policy groups well defined)</p>					<p><b>By July 2010:</b> Public position paper on Southern perspectives in AAA priority areas.</p>
<p><b># 3.1. TC and S-S cooperation</b></p>							<p><b>By march 2010:</b> Joint good practice statement on TC (including "Code of Conduct" for TA) produced</p>	
<p><b># 3.2. Sector and Theme Strategy</b></p>	<p><b>On Going:</b> Linkages with other specific sector/theme CD efforts promoted (I.e. DAC-ENVIRONET)</p>							<p><b>By July 2010:</b> Good Practice guidance on Sector/theme CD in progress</p>
<p><b># 3.3. Country Systems</b></p>	<p><b>On Going:</b> Consultations and collaboration with WP-EFF Country Systems Cluster</p>							
<p><b># 3.4. Fragile Situations</b></p>						<p><b>By Feb. 2010:</b> Good practice Guidance on CD for County Systems</p>		
<p><b># 3.5. Civil society &amp; Private Sector</b></p>	<p><b>On Going:</b> Consultations and collaboration with INCAF</p>							
<p><b># 3.5. Civil society &amp; Private Sector</b></p>	<p><b>On Going:</b> key partnerships in relation to Civil Society and Private Sector established</p>							<p><b>By July 2010:</b> Good Practice guidance on CSociety/Private Sector in CD in progress</p>
<p><b># 3.6. Enabling environment</b></p>	<p><b>On Going:</b> Consultations and collaboration with UNDP, ACBF, and LenCD on enabling environment issues</p>							<p><b>By July 2010:</b> Good Practice guidance on enabling environment themes in progress</p>