CAPACITY DEVELOPMENT UPDATE
ROOM DOCUMENT 3

DAC Meeting, 30 June 2009

This room document is submitted for INFORMATION under Item 10 of the Draft Annotated DAC Agenda [DCD/DAC/A(2009)10].


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CAPACITY DEVELOPMENT UPDATE

Background

1. On 23 October 2008, the DAC adopted its capacity development approach for 2009-2010 [DCD/DAC(2008)51]. The primary objective of the DAC’s initiative is to help implement the capacity development priorities of the Accra Agenda for Action (AAA), which form the agreed basis for joint donor-partner country progress in this area. The DAC, the Capacity Development Alliance (CD Alliance) and the Learning Network on Capacity Development (LenCD) have formed a partnership to take joint actions forward.

2. A Progress Report [DCD/DAC(2009)19] describing the first six months of implementation of the capacity development partnership initiative was provided to the DAC at its 21 April 2009 meeting. This follow up note addresses some specific, operational questions relating to this partnership that were not fully covered at that meeting.

Partnership roles and responsibilities

How will responsibilities be defined and divided among the three actors (DAC, CD Alliance, LenCD)?

3. The initial approach document envisages that the DAC would support an emerging international partnership “to encourage greater coherence among donors and the sharing of good operational practice”. It also supports the emergence of partner country political advocacy through the CD Alliance, a small group of motivated core members from the Accra Contact Group. Thirdly, it identifies LenCD as a partner able to provide “a critical technical interface” with existing capacity development networks and initiatives, both North and South.

4. The partnership currently is taking shape along the lines originally expected:

   i) The role of the DAC is already well explained in the April Progress Report. The Secretariat has registered progress at the international level (identification of AAA operational priorities; creation of a donor CD correspondent network; inventory of donor policy/practice; communication strategy and website; multiple operational partners) and inside the OECD (informal OECD work group; collaboration on “country systems” and “fragile situations” events; operational planning with ENVIRONET – together with the Environment Policy Committee’s Working Party on Global and Structural Policies (WP-GSP) -- the EVALUATION NETWORK, INCAF and WP-EFF).

   ii) The CD Alliance (initially delayed pending the configuration of WP-EFF architecture) held a first meeting of its Core Group on 10-11 May 2009. The Core Group includes highly qualified members from both South and North (see box). It has been agreed to expand immediately the membership to improve its diversity and geographic mix. Some initial work areas, timing and approach were identified and work has begun to produce a 2009-2010 work plan, budget and results framework by end July, at which point modest donor support for some action elements will be sought. Linkages with other initiatives and partners are being developed, including the

### CD Alliance Core Group Membership

- **Co-Chairs**: Talaat Abdel-Malek (Ministry International Co-operation/Egypt); Ingrid-Gabriela Hoven (D-G, BMZ/Germany)

- **Africa**: David Nalo (PermSec, Ministry of East African Community/Kenya), Apollinaire Ndorukwigira (Operations Director, African Capacity Building Foundation/Zimbabwe); **Asia**: Cao Manh Coung (Dep. D-G, Foreign Economic Relations Department/Vietnam), V. Sivagnanasothy (D-G, Department of Foreign Aid and Budget Monitoring/Sri Lanka); **Latin America**: Enrique Maruri (D-G, International Co-operation/Colombia), Máximo Romero (D-G, Foreign Affairs Secretariat/Mexico) Cristina Lazo Vergara (Exec.Dir., Agency for International Co-operation/Chile)

- **Donors**: Sanjay Pradhan (V-P., World Bank); Koos Richelle (Dir., EuropAid); Ikfumi Tomimoto (Res Rep., JICA/Japan); Alexandra Trzeciak-Duval (Development Co-operation Directorate/OECD); Kanni Wignaraja (Dir., Capacity Development Group, UNDP)

iii) LenCD elected a new steering group, co-chaired by Mark Nelson (World Bank Institute) and Janet Awimbo (Impact Alliance Africa/Kenya), and composed of seven other members from donor and partner country organisations, some of whom also represent the CD Alliance Core Group. A new strategy for 2009-2011, including the LenCD role in the AAA learning process, was approved at its meeting in December 2008. A UNDP project has been designed to serve as a framework for donor funding contributions under the leadership of the LenCD steering group and Co-ordinator/Project Manager. The project should be approved by UNDP administration in late July. As currently conceived, the Co-ordinator/Project Manager will be placed in Africa. While awaiting formal approval, LenCD continues to set the stage for project implementation: an African consultant has been contracted to help design an appropriate capacity development learning platform for Africa with conclusions expected end July. LenCD has begun to undertake Joint Learning Events, the first of which will take place in late-June. It expects to replicate these events over the next three years. A partnership has been formed with Train4Dev to carry out a series of country level events, once project approval is obtained.

5. All three partners (DAC, CD Alliance, LenCD) therefore are poised to bring their respective work plans together by end July. Their joint collaboration can then become operational around September/October. The partnership expects to pause at the end of each year of activity (third quarter, 2010 and 2011) to reflect together on what is being learned collectively and how it can be applied. It is expected that good practice statements in each of the six AAA priority areas can be jointly produced as a benchmark against which donor and partner country behaviour can be monitored. This will have direct linkages to the work of WP-EFF clusters. A synthesis report recapitulating joint results and conclusions will be prepared for the 2011 High Level Forum in Seoul. Suggestions can be made at that time for further steps beyond 2011.

How will DAC members be linked to this partnership?

6. DAC Delegates are briefed by the Senior Co-ordinator for Capacity Development: (i) through annual progress reports in the second quarters of 2010 and 2011, and through related follow up requests (such as this one), and (ii) through regular consultations held by the Senior Co-ordinator with the informal
group of DAC Delegates on capacity development (currently Belgium, Canada, Germany, The Netherlands, Japan, United States).

7. **DAC member states** are linked to this partnership through an even broader web of relationships, including participation in selected aspects of the WP-EFF and clusters, direct participation in the steering groups of the CD Alliance and LenCD, direct actions with the DAC Secretariat (informal CD correspondents network, special events), or work in the subsidiary bodies where capacity development is featured (currently ENVIRONET and WP-GSP, GOVNET, EVALUATION NETWORK, INCAF). This includes capacity discussions in politically visible emerging topics such as climate change or fragile states.

**Ensuring a partner country led process**

What are the challenges that will be faced in promoting a partner country approach?

8. An organising principle of the DAC approach to capacity development is to seek partner country leadership to the extent possible and to situate the DAC role in a context of international partnership. Because partner country involvement is new and under resourced, it will be an ongoing challenge to undertake joint learning and behaviour change in a timely and systematic manner.

9. Post-Accra, the entire WP-EFF process has struggled to identify mechanisms that enable partner countries to play a proactive role, in a resourced and independent manner, to implement the AAA. In capacity development, we are fortunate to have the high-level, Southern CD Alliance as a partner, for which many key donors have willingly provided moral support. However, the CD Alliance still does not have its own dedicated secretariat nor start up funding. The Development Co-operation Directorate has been asked by the CD Alliance Co-chairs temporarily to play a secretariat role for the Alliance until it can establish its own mechanism (probably in the second half of 2009). We expect that the CD Alliance will demonstrate the ability to play an increasingly strong leadership role once its work plan is in place (July) and modest funding has been located to support that plan.

How will we ensure partner countries assume leadership of capacity development work in priority areas?

10. In addition to the example of the Southern-led CD Alliance noted above, LenCD has a mandate to seek partner country participation and leadership in its operations and has organised its work accordingly. This includes strong partner country roles in LenCD learning platforms generally and at the level of the different AAA priority themes (and major Southern leadership at the level of the Steering Committee). It is organizing partner country level joint learning events with government, civil society and external partners. LenCD also has the aspiration to support emerging Southern voices in key capacity development areas. How this all works out in practice at the partner country level will be clearer in the second half of 2009.

**Relationships with the WP-EFF**

How will the linkages with the WP-EFF work?

11. The specific working arrangements of the WP-EFF system are yet under construction. Capacity development is a cross cutting issue for all clusters, but early Secretariat discussions with the various groups suggest that relationships may be most immediately plausible at the level of the “Country System” and “Ownership and Accountability” clusters, and perhaps that of “MfDR”. LenCD has begun to investigate logical entry points for its targeted support of cluster action, as well. Since the clusters expect to identify more clearly their areas of focus in July (in parallel with the work plans of the capacity development partnership), the answer to this question will become operationally clearer in the coming
months. LenCD and the CD Alliance can play a strong role in identifying best approaches to capacity development in each of these clusters and in monitoring subsequent behaviour change.

12. Within the WP-EFF organisation, both Co-Chairs have made clear their intention to address capacity development issues across the clusters and Executive Committee member Ikufumi Tomimoto has assumed a role of “CD Advocate” across all clusters. All three persons also are members of the steering groups of the CD Alliance and/or LenCD.

**Further information available on website**

13. Delegations are invited to use the Development Co-operation Directorate website [www.oecd.org/dac/capacitydevelopment](http://www.oecd.org/dac/capacitydevelopment) which is now operational and publically accessible. It is regularly updated to provide information and background documentation on all aspects of the DAC’s initiative on capacity development.