

## FROM KIGALI TO BUSAN: A SUMMARY OF LENCD ACHIEVEMENTS

Throughout 2011, LenCD played a critical role in connecting the capacity development community, facilitating learning and dialogue around capacity development, and informing policies and practice on the ground. At the LenCD meeting in Kigali in February 2011, LenCD partners agreed in particular to align the network's resources and energies behind the promotion of capacity development at the HLF4 in Busan, so LenCD's key results should be considered against the background of the outcomes of the High Level Forum, in which the network played a significant role.

### Capacity development in Busan

Over the past decade capacity development has come a long way; its profile has progressively risen in the context of the international development agenda. This culminated in the Busan HLF4, where capacity development was one of the most addressed cross-cutting issues throughout the whole event. This has clearly come though from the key note speeches and statements made by high level participants. Nearly all speeches and declarations emphasized the critical role that capacity development plays in making development assistance more effective and development itself more sustainable.

The South Korean President Lee built the narrative of Korea's historical success around the power of education and the design of long-term plans. His speech advocated that the first priority should be for development partners to support the capacity of developing countries, so that they can build and implement their own plans. Rwanda's President Paul Kagame articulated the strong link between country systems, capacity and accountability for development results; and the address of US Secretary of State Hillary Clinton stressed the critical role that donors play in supporting the capacity of partner countries.

The importance of capacity development was also exemplified by the interventions made by the African delegations. Busan has, in fact, been the first High Level Forum in which a unified African position was coherently articulated around capacity development. In their special session on aid effectiveness, representatives of the African constituency focused clearly on capacity development. In particular, African partners articulated the need for greater ownership and leadership, as well as for demanding donors to reform their approach to capacity development, both in policy and practice.

The discussion about effective institutions (one of the building blocks of the Busan event) has focused on country-driven change processes that create sustainable capacities. Donors and development organizations are acknowledging that they have to change the way they support countries with public sector reforms, including public finance management or procurement. Instead of prescriptions for the "perfect systems", donors and development partners are now acknowledging that approaches to reforms based on alignment with national priorities and ownership are more effective in bringing about sustainable change.

Notwithstanding how much ink capacity development has received in the Busan outcome document, the way in which it is articulated and talked about in the development discourse has largely changed since Accra. The discussion about capacity development has become more sophisticated and there is

now a shared understanding that capacity development is a country-driven process of change. The importance that the outcome document gives to the principle of ownership implicitly recognises capacity development as a critical cross-cutting development issue. The specific references to the effective institutions and the country systems also confirm the pivotal role that capacity development plays for development effectiveness.

### **LenCD's role at Busan**

Many of LenCD's activities throughout 2011 were oriented towards preparing for Busan and presenting events and products at the High Level Forum.

In March, 2001, a two-day meeting was jointly organised by the CD Alliance, the OECD/DAC and LenCD in Cairo. Under the leadership of the CD Alliance, the Cairo Workshop produced the "*Cairo Consensus*", which marked a shift to an approach to capacity development which is demand-driven and results focused, owned by the country, and which builds on existing capacity. The "*Cairo Consensus*" delivered a Call to Action, committing to a series of priority actions for implementation prior to and beyond the High Level Forum in Busan. LenCD contributed, with leadership and funding from the OECD/DAC, to preparing a series of perspective notes in advance of the Cairo workshop which were instrumental in shaping the workshop and in informing the content of the "Call to action"<sup>1</sup>. LenCD also contributed to facilitating the peer review process and hosted a series of on-line discussions on its knowledge sharing platform.

As a follow up to the Cairo Workshop, LenCD put the Cairo Consensus through a "stress-test" on the ground, to understand whether it had any traction, learn about successes and challenges in country-level capacity development endeavors, and discuss which actions were needed at country level on the road to and beyond Busan. Lead by UNDP, capacity development dialogues were organised in Rwanda and in Burundi.

As the debate on capacity development and results frameworks gained momentum, a partnership between LenCD and the OECD/DAC, led to the preparation of the paper: '*Managing for Capacity Results*'<sup>2</sup>. In parallel to this process, LenCD launched an on-line discussion on sustainable results, capacity development and results frameworks, which led to the development of a *joint statement on results and capacity development*<sup>3</sup>.

LenCD partners also saw an opportunity to position capacity development even higher on the international development agenda by submitting a proposal for a building block on capacity development. The proposal aimed at creating a *Capacity Development Compact* to put country-driven, results-focused capacity development into practice, through innovative tools and exchanging of knowledge.

At the Busan forum itself, LenCD and partners organised a thematic session on capacity development. The session brought together ministers and practitioners from all over the world with inspiring stories from Cambodia, Rwanda, Korea, Kenya, and others demonstrating the importance

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<sup>1</sup> <http://www.lencd.org/news/2011/04/14/cairo-consensus-capacity-development-call-action>

<sup>2</sup> <http://www.lencd.org/group/managing-capacity-results/document/managing-capacity-results>

<sup>3</sup> <http://www.lencd.org/group/managing-capacity-results/document/joint-statement-results-and-capacity-development>

of results-focused capacity development in their successful change processes. The event was a notable success and the room was filled to capacity with a standing-room-only crowd. The thematic session put forward three concrete post-Busan actions: i) the development of country-led plans and actions focused on result-led transformational capacity development, ii) the strengthening of country systems and institutions, and iii) a more systematic approach to capture and share knowledge on capacity development.

Also at the Busan forum, LenCD launched a new publication, '*Capacity → Results: Case stories on capacity development and sustainable results*<sup>4</sup>', which presents 15 case stories showing how endogenous investments in capacity development have led to sustainable development results. Finally, an "e-poster", displayed in the Busan Knowledge and Innovation Space, highlighted the importance of national leadership and coalitions for change to develop local capacities and achieve sustainable development results<sup>5</sup>.

### **Regional work**

Throughout the course of 2011, LenCD has continued to support APDev to improve its linkages with other development platforms. The platform, now capable of providing the forum for regional political dialogues, has supported NEPAD to lead regional consultations for articulating a common African position on development effectiveness for Busan. Members of the LenCD Africa Working Group actively participated in the dialogue and provided inputs for the common position, and UNDP has played a critical support role to NEPAD throughout this process.

Building on the work of the Cairo round table number 5, the LenCD Asia caucus organised a regional workshop on technical cooperation reform in Bangkok, in September. The workshop recognised the role that technical cooperation has been playing in developing capacity of partner countries, reviewed lessons from practices and took stock of the changes that are needed to increase its potentials and impact in supporting capacities. Against this, the conference closed with a *joint Call to Action* to accelerate the pace and scale of efforts to reform technical cooperation for capacity development.

A one and a half day meeting (27-28 September) on South-South Cooperation and Capacity Development was jointly organised by Acción Social, PREVAL and LenCD in Bogotá. The meeting served as a platform to expand the LenCD partnership in Latin America, form a regional LenCD facilitation group and understand the learning needs of LenCD current and prospective partners in Latin America. Partners also explored options for establishing a regional knowledge platform on capacity development and South-South cooperation.

### **Learning**

At the end of 2011, LenCD completed and launched the Capacity Development Learning Package, available at: <http://www.lencd.org/learning/>. To address the learning needs of development practitioners and learning facilitators, the package has been developed, by a partnership between

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[http://www.lencd.org/files/group/busan/document/2011/Capacity Results: Case stories on capacity development and sustainable results/Capacity-Results-web.pdf](http://www.lencd.org/files/group/busan/document/2011/Capacity_Results:_Case_stories_on_capacity_development_and_sustainable_results/Capacity-Results-web.pdf)

<sup>5</sup> <http://www.lencd.org/group/busan>

LenCD and Train4Dev, as an open resource on capacity development. The package has the potential to become the motor for continued reflection and updating of the knowledge base on capacity development. It has already been piloted in Cambodia, as well as by UNHABITAT and Train4Dev, and is currently being adopted by GIZ in the context of the Joint Learning Journey.

### **Knowledge facilitation**

Facilitating the sharing of knowledge is at the core of the LenCD mandate. In 2011 LenCD invested considerably in upgrading the LenCD web site, connecting with network partners and developing a systematic approach to capturing and sharing knowledge on capacity development. Throughout 2011, LenCD has been building up a central reference point to enable people to easily find case stories from various partners in one place. 500 case stories from various collections have now been catalogued and are searchable by country and keyword at the LenCD web site, and the collection of research reports, policy papers, toolkits, and guidance notes in the online reference library has expanded to provide a base of reference material. Web site traffic has more than doubled compared with 2010 and the mailing list now includes 1,094 subscribers. The topic pages have been updated with the final version of the perspectives notes and integrated with the former “resource corners”. The LenCD web site subscribes to and republishes news feeds from partner web sites to promote news, events, blogs, and publications, and is an active contributor of relevant content to APDev and other partners’ web sites in order to help publicize relevant capacity development information.