

Partners' Meeting, Kigali, 10-12 February 2011

Draft Report 25 March 2011

The 2011 Learning Network for Capacity Development (LenCD) Partners' Meeting took place in Kigali, Rwanda, between the 10th and the 12th of February. It convened more than 60 partners from Africa, Latin America, Asia, multilateral and bilateral organizations, research institutions, and other development organizations and practitioners working on capacity development. The event was co-hosted by the African Capacity Building Foundation (ACBF) and the Rwanda Public Sector Capacity Building

Secretariat (PSCBS), and it followed the special 20th anniversary event of the African Capacity Building Foundation, held on the 8th and 9th of February.



Opening session: Frannie Léautier, ACBF (left) and Stella Ford Mugabo (PSCBS (right))

The first morning was dedicated to taking stock of LenCD achievements, laying out the topics for discussion in the meeting and presenting the proposed charter. The participants, including long-standing members and relative newcomers to the network, engaged from the first morning in vibrant exchanges. This included contributions to the marketplace of ideas, with partners presenting perspectives and interests through organisational profiles that populated the wall of the main conference room. Following introductions in plenary the participants broke into four workshop sessions followed by a plenary wrap-up on the second day. Key outcomes of the workshops are described in detail later in this document. The four workshops were as follows:

Workshop 1: *Capacity Development and Aid Effectiveness: On the road to Busan and beyond*

Workshop 2: *Rationalizing the CD knowledge architecture and LenCD's role and knowledge services*

Workshop 3: *Towards a capacity development learning package and learning opportunities*

Workshop 4: *Regional initiatives and connections with LenCD: Africa, Asia and Latin America*



On Day 2 a LenCD Charter was adopted and a new steering group agreed representing all regions across constituencies. In closing, it was noted that the objective of "improved cohesion and energized partners to strengthen the network and collective initiatives", as articulated in the concept note, was reached.

Key Outcomes

The following section summarizes the key meeting's outcomes around five areas that underpin the LenCD work plan for 2011/12. More details are available in the full report and all background documents can be found on the LenCD website (www.LenCD.org).

Strategic focus on Busan

As capacity development is emerging as a major political and technical theme in the HLF4/Busan, discussions around different LenCD streams of work converged towards the need and interest to focus all network energies on Busan and beyond. Kigali also provided an opportunity for LenCD partners to exchange views and perspectives on the messages distilled from the perspective notes on CD. Emphasis was put on the need to collect evidence and illustrate direction of change (i.e. through case stories, etc...).



Specific outcomes include:

- Supporting the Busan process led by the OECD/DAC, by sharpening the messages emerging from the perspective notes, and supporting the Cairo workshop and the expected Cairo consensus.
- Messages need to be action-oriented and supported by stronger political messages that show the strategic contribution of CD to development effectiveness.
- Identification of opportunities for joint messages for Busan with the WP-Eff Clusters (A-Ownership and Accountability, B-Country Systems and E-MfDR)
- Post-Cairo review and decision on priorities to further strengthen evidence around key messages that have gained momentum, in collaboration with ongoing or past partner initiatives.
- In the lead up to Busan engage in regional (see below) and country level efforts (i.e. Rwanda's decentralization process and CD).
- Review of options and partnerships for organizing LenCD presence in Busan, as pertinent, and prepare LenCD's future engagement in expected Busan outcomes around a CD learning agenda.

CD Knowledge architecture and knowledge management

The participants included a range of organizations many of which increasingly invest in knowledge management and some that are engaged as key actors in the global knowledge architecture on CD. Participants shared information on what their organisations are doing and planning in the area of knowledge management, and what challenges they experienced. From the discussion emerged suggestions to create an open process for partners to freely contribute information to a common resource pool, organised in a web-like way, with peer-review mechanisms for quality assurance. To address the issue of incentives, the group concluded that organisations needed to establish a motivating environment and reduce disincentives. The latter mostly stem from the adoption of results-based management approaches, which hinder contributions to a collective or commons, particularly when attribution is unclear. The group further suggested that case studies are a useful means to learn about CD processes, not just the outputs.



Specific outcomes include:

- Upgrade and update the LenCD web site linked into the global CD knowledge architecture
- Establish a publications virtual library and announcement services
- Further develop resource corners / topic guides linked to partner sites
- Establish workspace for diverse working groups
- Develop a case story virtual library as a collective resource
- Review the rationale and niche for various newsletters (Capacity Net, Capacity.org, LenCD, APDev, ..)
- Organize a directory of LenCD members and a CD Marketplace for matching interests

- Manage CD discussion forums
- Move with selected partners to a shared calendar of events
- News feed distribution and aggregation
- Knowledge fairs and similar learning initiatives incl. leading up to Busan
- Support network go-betweens / connectors: Messages and news distributed among thematic / sectoral communities.

CD Learning Package

The Kigali meeting brought most members of a pre-established LenCD/Train4Dev working group around the table, to lay the foundation for a conceptual framework underpinning the learning package on capacity development. There were very significant differences among the group's participants in terms of their expectations from the package, target/user groups, content, etc. Several were also interested in how to improve the practice of CD, and ideas about professionalizing and accrediting the CD practice, occurred frequently in the discussions. In the end, it was decided that the best approach would be to focus on some core content and make it relevant to different groups/levels of need, rather than focusing on any particular group and their specific needs.



Specific outcomes include:

- Create a virtual, open-source resource rather than a series of training modules.
- Start working with the list of needs identified in workshop.
- Present the layout/design in a non-logical/non-linear format
- Develop the following components for each topic: i) Introductory explanation; ii) Exercises to deepen understanding; iii) Tools for implementation, and iv) Theories and further resources.
- Ensure that, wherever possible and relevant, each component has multiple levels of resources that will enable users to move from basic to advanced levels.
- Develop a guide for trainers and facilitators who want to use the materials to design courses and workshops.

Regional initiatives in Africa, Asia and Latin America



The LenCD meeting was strategically organised in Kigali, back to back with the ACBF 20th anniversary event, to have the opportunity for a closer dialogue with African partners around prospective collaborations, and to further networking in the region around ongoing initiatives, with particular attention to the Africa Platform on Development Effectiveness (APDev). The latter will be launched just before the Cairo workshop on 27 March in Addis Ababa.

Relatively smaller groups converged around the agenda for Latin America and Asia, building linkages with existing and emerging regional initiatives.

Specific outcomes include:

- The Africa group identified sub-regional focal points to organize its work, underlining that the time was right to promote and connect multiple initiatives.

- LenCD is to closely collaborate with NEPAD/APDev around: i) KM architecture, products/services and technology, ii) content sharing on the Busan agenda and global aid discussions; iii) Information and knowledge sharing on capacity development; iv) Joint ventures on areas of common interest.
- Pursue the African initiative on Civil Society-Government Interface capacity, by promoting learning initiatives at sub-regional level, rather than at the regional level, as initially foreseen.
- Discussions on the network's initiatives in Asia led to the proposal of exploring a LenCD event, linked to the Capacity Development for Development Effectiveness (CDDE) platform. This event could be organised back to back with the CDDE event planned in September.
- Regional engagement in Latin America has so far been through Accion Social (Colombia) as SG member. Represented by PREVAL in Kigali (Colombia and Peru) the idea for a LenCD event in Colombia was shaped. The event would most likely take place in August 2011 and focus on CD in the context of rural development/sectors.

Adopt the LenCD Charter and consolidate LenCD Governance

Circulated before the meeting and presented on the first day of the meeting in Kigali, the LenCD Charter was adopted in the afternoon of Friday 11 February. The charter offers a useful reference for network members and for communicating with the partners outside LenCD. It defines LenCD scope around four objectives:

- Strengthen evidence and facilitate dissemination of good practice
- Facilitate collective initiatives and processes needed to close “learning loops” and promote change
- Promote integration of CD into mainstream development policy
- Support regional and local initiatives to help change in CD practice on the ground

The document further spells out principles, identifies the constituency, and provides details on LenCD governance and management as well as funding and reporting arrangements.

The LenCD Steering Group (SG) was renewed now comprising the following partners: ACBF, NEPAD (Africa), PSCBS (Africa), CEGAA (Africa/CSO), CD Alliance (Africa), Accion Social (Colombia), Ibon & Reality of Aid (Asia), WBI, UNDP, GIZ, JICA, EC, OECD/DAC. ACBF and WBI will be co-chairs *ad-interim* for the first 3 months, until new co-chairing arrangements will be agreed upon. It was agreed to establish an executive committee, within the Steering Group, with the mandate of deciding on day-to-day issues. The SG will also take the lead in ensuring adequate coordination arrangements for the network.



Representing the incoming LenCD Steering Group from left to right: Ismail Abdirahman (NEPAD and African Peer Review Mechanism APRM, Kenya), Florence Nazare (NEPAD Planning and Coordination Agency), Santiago Perry (for Accion Social, Colombia), Alessandra Casazza (United Nations Development Programme UNDP), Jennifer Mujuni (Public Sector Capacity Building Secretariat PSCBS, Rwanda), Paul Riebault (European Commission EC), Rose Wangiru (Centre for Economic Governance and AIDS in Africa CEGAA), Noriharu Masugi (Japan International Cooperation Agency JICA), James Hradsky (OECD/DAC), Antonio Tujan, (IBON & Reality of Aid Asia), Godje Bialluch (German International Cooperation, GIZ), Mark Nelson (World Bank Institute, WBI), Apollinaire Ndurukwigira (African Capacity Building Foundation ACBF), Thomas Theisohn (LenCD Coordinator).