

# The Learning Network on Capacity Development LenCD

## 2011 Report

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***LenCD***  
Learning Network on Capacity Development

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## 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 through 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 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

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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>

<sup>4</sup>

[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)

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 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

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

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.

## INTRODUCTION

LenCD is an informal network of capacity development organisations and practitioners. The network provides a platform to converge across institutional boundaries to keep capacity development high in the international agenda. Its goal is to promote concrete change in capacity development policy and practice, by facilitating the sharing of knowledge and brokering collaboration amongst partners.

LenCD emerged as a result of informal networking amongst different development partners. It was established in Berlin in June 2004 by GTZ, WBI, UNDP, OECD/DAC, JICA, CIDA and ECDPM. The drive behind its establishment was the belief that joining forces would not only give visibility to the issue of capacity development, but also open many opportunities to do more than any individual actor would have been able to do alone.

LenCD brings together actors with diverse perspectives in an open forum for reflection, respecting pluralism rather than negotiation for common positions. Initially a network of development agencies, LenCD today has a broad constituency in the South and North, including global initiatives, regional networks and local institutions from government and civil society, bilateral donors, multilateral agencies and individual practitioners.

Over the years, the network has supported the emerging global community of practice on capacity development by promoting change in practice and policy and by supporting the gathering of evidence and exchange of knowledge among practitioners.

While maintaining its independence as informal network, LenCD has been endowed with a legal platform, which facilitates the provision and management of resources to achieve the network's objectives. Since 2009 a UNDP project has been providing the legal framework and the secretariat which support the work of the network.

Following is a detailed report on LenCD activities during 2011. Like in past reports, this report is articulated around the four pillars of the LenCD strategy that are reflected in the LenCD/UNDP project: 1) practice, 2) evidence, 3) policy and 4) make it happen/operations. For LenCD earlier work, see: [www.lencd.org](http://www.lencd.org).

## 1. PRACTICE - Regional and Local CD Initiatives

### 1.1 The regional process towards an African position on development effectiveness

APDev has further grown as knowledge platform on capacity development, aid effectiveness and South-South cooperation. The LenCD knowledge manager has provided support to increase the linkages between APDev and other development platforms.

With APDev providing the forum for a political dialogue, NEPAD has come forth to lead regional consultations for articulating an African position on development effectiveness for Busan. The third Regional Forum, organised in Addis Ababa (between the 27<sup>th</sup> and 30<sup>st</sup> of September) under the leadership of NEPAD, and the political process leading up to Addis, have been critical for coming to a consensus on the African position for Busan. Members of the LenCD Africa Working Group actively participated in the regional dialogue and provided inputs for the African common position.

The ACBF has expressed interest in taking the lead with the civil society – government interface initiative, which had not developed further following the Kigali assembly meeting. Consultations are still ongoing and a plan is still under development.

### 1.2 Strengthen evidence on Technical cooperation for CD

The discussion on technical cooperation, embedded in the corresponding perspective note<sup>6</sup>, received particular impetus at the Cairo event on capacity development. Given the interest on the topic, the Cairo 'round table 5' has continued as a working group and developed a statement of key messages on technical cooperation reform for Busan.

Building on the work of round table 5, in Cairo, the LenCD Asia caucus organised a regional workshop on technical cooperation reform. The one-day meeting took place on the 15<sup>th</sup> of September, in Bangkok, with outstanding participants representing 19 countries in the Asia Pacific region, spanning government officials, think tanks, CSOs, UN agencies, AusAid, independent consultants and a host of others<sup>7</sup>.

The workshop on technical cooperation reform was organised to agree on the content and the process to ensure that the Asian inputs were appropriately integrated into the Busan process. Amongst the outcomes of the Asia meeting on technical cooperation, the Bangkok Call for Action called the 4<sup>th</sup> High Level Forum on Aid Effectiveness to commit to the immediate implementation of the reform of Technical Cooperation.

#### Key Elements of the Technical Cooperation Reform Agenda<sup>8</sup>

**Ownership must meaningfully exist where Technical Cooperation is undertaken.** While the concept of ownership has been much discussed, the existence of ownership is often signaled by the presence of distinct traits, which Technical Cooperation initiatives should embrace.

Ownership exists when the partner country is the source or the custodian of the Technical Cooperation idea and

<sup>6</sup> <http://www.lencd.org/topic/technical-cooperation-capacity-development>

<sup>7</sup> The meeting was organised back to back with the regional meeting around Aid Effectiveness of Climate Finance on 12-13 September, where several representatives from Asian governments, including Environment, Planning, and Finance Ministries participated.

<sup>8</sup> From the 'Bangkok Call to Action on Technical Cooperation for Capacity Development'



drives the initiative- when it articulates precisely what it wants, knows when is enough, and recognises in which instances to say no. Ownership exists when the Technical Cooperation initiative is compliant with national frameworks, and is designed and implemented with clear and mutual lines of accountability. Ownership exists when Technical Cooperation considers a whole of government approach, when it uses country systems, when it includes a locally financed component, and when it draws on local expertise as far as possible.

In order to foster ownership, as well as ensure sustainability, Technical Cooperation must respond to demand. The offer itself must be flexible and relevant, and providers of Technical Cooperation should make available a menu of what is on offer rather than providing prescriptive solutions. Above all, Technical Cooperation must be untied.

**Technical Cooperation initiatives must have built-in quality assurance mechanisms.** Technical Cooperation quality assurance mechanisms should be self-governing or self/peer-monitoring mechanisms for review, course correction, coordination, and oversight. These require real time data and relevant information management as a prerequisite for making appropriate decisions. As such, providers of Technical Cooperation must invest in their own internal systems in order to develop and utilise comprehensive knowledge of a country's needs, as well as to fulfill their responsibility to proactively coordinate with other providers.

**Good Technical Cooperation is characterised by a diversity of actors.** A more comprehensive range of actors needs to be engaged in Technical Cooperation initiatives. The greater involvement and engagement of Civil Society Organisations will improve the rigor of design and choice of modalities of Technical Cooperation and increase the likelihood of sustainability. It is similarly important to anchor the management of Technical Cooperation initiatives within local institutions and to nurture intermediary organisations, while avoiding free standing Project Implementation Units.

**Technical Cooperation works best when it is appropriate and comprehensive.** Comprehensive Technical Cooperation targets all levels of capacity – human capital development; institution building and business processes; and the enabling environment. It must be based on assessments of capacity needs and priorities. The choice of Technical Cooperation modality is context sensitive and therefore must consider an appropriate mix of modalities.

Effective, relevant, appropriate, and comprehensive Technical Cooperation initiatives often share common characteristics. They use practitioners over experts when necessary; address immediate problems rather than anticipated problems of the provider's construction; link strongly to development results; and are mindful of lessons of the past. They recognise the importance and potential of South-South cooperation. They link to investments in tertiary/higher education, thereby supporting a core institutional pillar for countries to realise their own vision and to develop sustainable national capacity over the long term.

Other important related events, organized by LenCD partners, include: the workshop on Capacity Works, convened by GIZ in Bonn, and the event on the technical cooperation reform, convened by the EC in Brussels.

### **1.3 Latin America and South-South Cooperation**

A one and a half day meeting (27-28 September) was jointly organised by Acción Social, PREVAL and LenCD in Bogotá: *'South - South Cooperation and Capacity Development: Evidence on Rural Development and Food Security'*. The meeting was organised back to back with the South-South Cooperation Task Team (SSC-TT) event on *'Learning from South-South and Triangular Cooperation: Sharing Knowledge for Development'*.

Focused on capacity development for South-South cooperation and rural development, the meeting succeeded in expanding the LenCD partnership in Latin America, promoting the establishment of a LenCD facilitation/working group in Latin America and understanding the demand for learning services of Latin America's partners.

### **Key messages from the Bogotá meeting:**

- Knowledge sharing, as a critical driver of SSC, is emerging as a less costly approach to development cooperation; however, it needs CD support to strengthen institutions that manage knowledge and data/information systems.
- In Latin America, CD is seen as critical for supporting information sharing, data collection and management and for the systematization of experiences and practices on SSC. CD is also seen as critical to support the leadership capacity of champions of change and for talent management for SSC.
- Latin American partners feel the need for mechanisms that can ensure - and measure - delivery and quality of results. Amongst such mechanisms are dynamic communities of practice (e.g. El Salvador is mapping all institutions working on CD to bring them around a national platform, together with government institutions, the academia and other institutions engaged in CD).

Latin America does not have yet a regional platform on capacity development, South-South cooperation and aid effectiveness, such as APDev and CDDE<sup>9</sup>. However, meeting's participants identified the platform supported by the Cooperación Iberoamericana ([www.segib.org](http://www.segib.org)) as a possible starting point for establishing a Latin American platform.

The LenCD Latin American constituency signaled specific learning needs on capacity development, including access to learning and knowledge products in Spanish (e.g. the Learning Package), a thematic window – or topic page – on South-South cooperation and more involvement of academic and research institutions (e.g. CEPEI)

The LenCD Latin American partners formed a Latin American facilitation group. While the group is still consulting with other Latin American partners, at the moment it comprises: Consorcio Andino, PREVAL (Peru'), Acción Social (Colombia), Unidad de Cooperacion de Honduras (Honduras), PROCASUR (Colombia) and Pro Territorio (Mexico). The Latin American facilitation group is to confirm its composition, the co-chairs (still to be nominated) and its terms of reference with the LenCD Steering Group and Secretariat.

## **2. EVIDENCE - Evidence and dissemination of good practice knowledge strengthened**

### **2.1 CD Learning Package**

In 2011, LenCD completed and launched the Capacity Development Learning Package, now available on the LenCD website at <http://www.lencd.org/learning/>

The Learning Package is an open resource on capacity development; it has the potential to become the motor for continued reflection and updating of the knowledge base on capacity development, and tailoring content for specific needs. The learning package has been developed through a partnership between LenCD and Train4Dev, to address the learning needs of capacity development practitioners and as a resource for capacity development training facilitators.

The Learning Package has been developed in a consultative manner by a working group of LenCD partners, under the guidance of Jenny Pearson, who has coordinated the process. The working group

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<sup>9</sup> APDev: <http://www.africa-platform.org/> and CDDE: <http://www.aideffectiveness.org/cdde>

was formed at the LenCD Assembly meeting in Kigali, in February 2011, to consider options for the target group and the format of the package, the process for the development of the package, the outline and finally the content.

The package's core concept provides an overview of the main approaches to capacity development followed by development organizations. It does not intend to present a LenCD approach to capacity development, nor promote one approach over another, but to serve as a resource that offers users a way to assess what they will find helpful for any given context or specific need. The 'how to' pages provide more specific guidance on how practitioners can approach different parts of the capacity development process. The package is intended to help people think individually and collectively about capacity development challenges.

The package is a "*living document*" and will change as feedback from users is received. It has already been piloted in Cambodia, as well as by UNHABITAT and Train4Dev, and is currently being adopted by GIZ and the EC.

The development of the CD Learning Package has been made possible by the financial support of the Austrian Development Agency.

## **2.2 Knowledge management**

LenCD has further developed the LenCD web site and also connected with network partners to integrate with other resources. The challenge is to ensure that lessons and insights are indeed brought back from diverse events into collective reflection and learning processes. This year, in addition to supporting other activities (such as the publication of the Learning Package and Capacity:Results case stories collection), knowledge management work aimed at developing a systematic approach to capturing and sharing knowledge on capacity development included the following areas of activity.

Case stories are a very important and accessible way to share experiences and lessons. Many organizations have invested in producing case stories and publishing them on their web sites, but people have always had to search in multiple places to find stories relevant to their interests. 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. Four hundred and fifty (450) case stories from various UNDP, TT-SSC, SNV, ECDPM, and other collections have now been catalogued and are searchable by country and keyword at the LenCD web site, so that visitors can easily locate relevant case stories at any of these partners. In 2012 the network will continue to expand the collection with the ambition that this will become known as the most comprehensive entry point for locating capacity development case stories; develop ability to classify case stories by sectors and themes.

LenCD has also continued to expand the collection of research reports, policy papers, toolkits, and guidance notes in the online reference library in order to provide a base of reference material. This collection now includes 100 items from a range of sources.

The network has developed a distinct format for our routine email updates, promoting opportunities for subscribers to participate in various processes and announcing relevant new case stories, research reports, policy papers, and other information relevant to the community. Additional messages are also sent to the mailing list for special announcements. The mailing list now includes 1,094 subscribers, and 16 messages were sent to the list in 2011.

Topic pages have been updated with the final version of the perspectives notes and integrated with the former "resource corners".

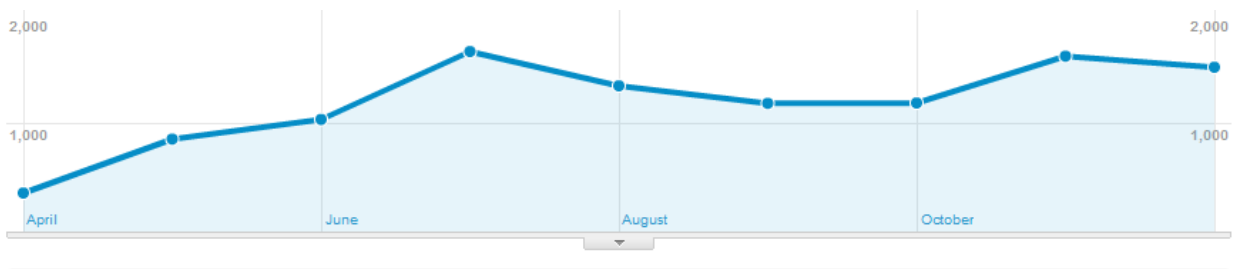
Plans for 2012 include a joint calendar that references events organized by network members and major global events, and a calendar that illustrates links among related events in international processes.

Towards greater rationalization of the capacity development knowledge architecture and to promote network members' messages, the LenCD web site subscribes to and republishes news feeds from partner web sites; this helps promoting news, events, blogs, and/or publications from Capacity4Dev, Capacitydevelopment.ning.com, CIAT Capacity, TheBroker.eu, APDev, and GSDRC.

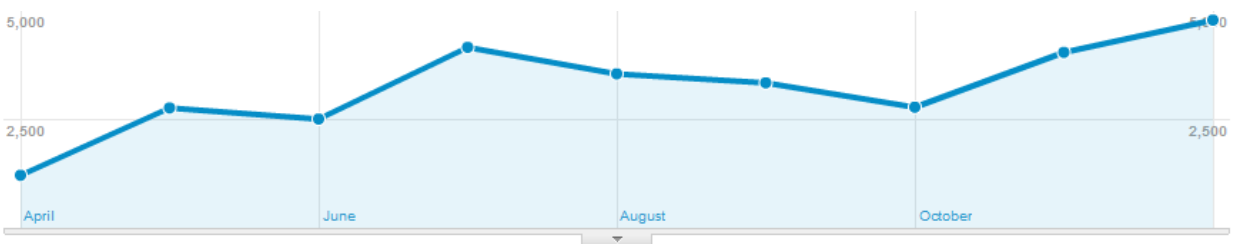
LenCD is an active contributor of relevant content to APDev and other partners' web sites in order to help publicize relevant capacity development information. Our blogs and events are also available as news feeds for other sites to use.

Web site traffic has more than doubled compared with 2010, but after a sharp increase in the first half of this year, traffic has levelled off.

Web site visitors per month 2011



Web site page views per month 2011



Community participation has unfortunately been limited. We have attempted to provide opportunities for network members to post blogs, participate in online discussions, and provide comments and feedback, but very few individuals have chosen to participate. Blogging has attracted some interest from some individuals, and we have published nine blog posts from network members, but discussion forums have attracted only a dozen messages.

### **3. POLICY - CD related commitments implemented in mainstream agendas, including aid effectiveness**

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.

#### **3.1 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 through 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 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.

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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.

#### **3.2 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.

### 3.3 The perspective notes on capacity development

Under the leadership and with the funding of the OECD/DAC, a series of perspective notes have been prepared with network participation. The perspective notes have been instrumental in shaping the Cairo workshop in preparation for the High Level Forum in Busan. The notes have also informed the content of the "Cairo Consensus on capacity development: call to action".<sup>10</sup>

The series of perspective notes was prepared by a professional drafting team assembled by the OECD/DAC and LenCD. The team included James Hradsky ('Technical Cooperation'), Nils Boesen ('Enabling Environment'), Anthony Land ('Sector Capacity Development'), Heather Baser ('Capacity Development in Fragile Situation' and 'Managing for Capacity Results'), Silvia Guizzardi and Mia Sorgenfrei ('Capacity Development and Civil Society Organizations').

LenCD has also contributed to facilitate the peer review process and hosted a series of on-line discussions on its knowledge sharing platform.

### 3.4 The Cairo Consensus

A two-day meeting of more than one hundred country and development partners, with expertise and interest in capacity development, was jointly organised by the CD Alliance, the OECD/DAC and LenCD, in Cairo, in March 2011. The event was made possible by JICA, which supported the event financially.

Under the leadership of the CD Alliance, the Cairo Workshop produced the "*Cairo Consensus*", which outlined some of the key issues that need to be at the heart of the aid and development effectiveness debates, towards improved capacity development practices. This consensus has 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<sup>11</sup>.

The Cairo Consensus represents a concise set of messages, which helped shape the agenda for the thematic session on capacity development at the High Level Forum in Busan. A core group of LenCD members kept the dialogue open with key representatives of the WP-Eff<sup>12</sup>, in meetings in July and October, to ensure that capacity development would remain high in the Busan agenda.

### 3.5 Stress testing the Cairo Consensus: the capacity development dialogues

Capacity development has increasingly come to the fore as a central concern for sustainable development and effective development cooperation. Yet, there is now consensus around the fact that both country and development partners continue facing the challenge of getting it right in practice, and avoiding the risks of supply-driven solutions, weak impact, fragmentation, and short term perspective.

Against this, and as a follow up to the Cairo Workshop, LenCD and concerted partners agreed to put the consensus through a "stress-test" on the ground, to understand whether the Cairo-consensus 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.

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<sup>10</sup> <http://www.len.cd.org/news/2011/04/14/cairo-consensus-capacity-development-call-action>

<sup>11</sup> <http://www.len.cd.org/news/2011/04/14/cairo-consensus-capacity-development-call-action>

<sup>12</sup> Particularly with Talaat Abdel Malek, co-chair of the WP-Eff.

Lead by UNDP, the “Stress testing the Cairo Consensus” is a LenCD initiative, consisting in a series of county dialogues on capacity development. Dialogues have been organised in Rwanda (11/12 July) by UNDP and the Public Sector Capacity Building Secretariat (PSCBS) on the theme of capacity development for decentralisation; and in Burundi by UNDP, with the collaboration of ACBF.

### 3.6 Capacity Development for Strengthening Stakeholder Ownership

WBI has taken the lead on a dedicated study on capacity development for strengthening stakeholder leadership. The study aimed at exploring: 1) the observability of stakeholder ownership, by clarifying the definition of stakeholder ownership and understanding how ownership can be observed; 2) how stakeholder ownership can be fostered through deliberate action (capacity development interventions).

The WBI study was linked to the synthesis document: “Key Findings and Cluster A Messages”, prepared by WP-Eff Cluster A. Partners in LenCD have been closely involved in consultations for the scoping of the study. However, the study has not been completed as WBI decided not to pursue this initiative further.

### 3.7 The results agenda: capacity development and sustainable results

The debate on capacity development and results frameworks gained momentum in the lead up to Busan, particularly in the context of the MfDR work stream. Contributing to this debate, a partnership between LenCD and the OECD/DAC, led to the preparation of the paper: *‘Managing for Capacity Results’*.<sup>13</sup> Authored by Heather Baser, this paper was written as an input to the Cairo meeting on capacity development. The paper aimed at generating a number of key messages on the topic of managing for capacity results for the High-Level Meeting on Aid Effectiveness in Busan.

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>14</sup>. The joint statement stressed that meaningful, sustainable results are premised on proper investments in capacity development and that these results materialize at different levels and at different times, along countries’ development trajectory.

To provide evidence in support of this statement, LenCD launched a call for submission of stories on investments in capacity development and sustainable results. Following an appraisal process of over 40 stories, LenCD published the top 15 in the publication: *‘Capacity → Results: Case stories on capacity development and sustainable results’*.<sup>15</sup> The stories have been contributed by different countries and development partners and cover 14 countries in Africa, Asia and the Pacific, Europe and Latin America.

The stories showcase how endogenous investments in capacity development have led, over time, to produce short, medium and long-term sustainable results. They tell how investments in leadership capacity, coalitions for change, multi-stakeholder platforms, information management systems, knowledge and skills, accountability mechanisms and others, have led, over time, to better performing public institutions, local governments, communities, small enterprises and civil society organizations; and how these, in turn, have contributed to better health services and outcomes, economic policies,

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<sup>13</sup> <http://www.lencd.org/group/managing-capacity-results/document/managing-capacity-results>

<sup>14</sup> <http://www.lencd.org/group/managing-capacity-results/document/joint-statement-results-and-capacity-development>

<sup>15</sup>

[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%20Results%20Case%20stories%20on%20capacity%20development%20and%20sustainable%20results/Capacity-Results-web.pdf)



business environments for small enterprises, education services and other sustainable development results that have benefited the people.

The publication has been prepared by LenCD, with the collaboration of its partners, including: the African Capacity Building Foundation (ACBF), the Australian Agency for International Development (AusAID), the Danish International Development Agency (DANIDA), Development Gateway, IBON Foundation, Instituto Marquês de Valle Flôr (IMVF), the Portuguese Institute for Development Assistance (IPAD), the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH/Federal Ministry for Economic Cooperation and Development (BMZ), Japan International Cooperation Agency (JICA), Pact, the Government of Paraguay, the Rwandan Public Sector Capacity Building Secretariat (PSCBS), the Netherlands Development Organisation (SNV), the United Nations Development Programme (UNDP) and the World Bank Institute (WBI).

The publication has been shared at the High Level Forum in Busan, in electronic form<sup>16</sup> and in hard copy. The publication has also been made available on-line, on the LenCD website, and cross-posted to other capacity development outlets, including Capacity.Org and APDev. Copies have also been distributed to participating partners, for onward transmission to other partners.

### **3.8 The building block on capacity development: the ‘Capacity Development Compact’**

In the lead up to the High Level Forum in Busan, the emerging consensus - amongst developed and developing countries - that capacity development is critical for aid and development effectiveness gained momentum. However, this consensus came about together with the recognition that the real issue is the operationalisation of the principles that have already been broadly agreed. This emerges clearly from the Partner Country Contact Group position paper (12 June 2011) which highlights the problems emerging from capacity development efforts that are not country-driven, lack a results focus or are an afterthought in the development process.

Against this, LenCD partners worked on 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.

#### ***The Capacity Development Compact provides catalytic support in the following areas:***

- ❖ Countries putting country-driven, results-focused capacity development into practice: National stakeholders could form a compact to adopt country-driven, results-focused approaches to the strategic planning, design, implementation and monitoring of capacity development programs, partnering as relevant with external partners from the region or other parts of the world. This would involve:
  - Country stakeholders, led by change coalitions and champions, defining capacity development priorities and results that support their development results, making capacity development central to national and sector policies and development strategies, and fitting the design of the capacity development activities and the change management process to the unique country context.
  - A focus on sustainable and progressive strengthening of national institutions and systems.
  - Measuring and monitoring results, particularly at the levels of intermediate results and institutional and systems improvements, drawing on relevant standards and peer performance where possible.
  - Demand-driven support by external partners that is aligned and harmonized with the country capacity development strategy.

<sup>16</sup> As part of the Knowledge and Information space (KIS).



- ❖ Application of innovative tools for country-driven, results-focused capacity development: In order to implement the country-driven, results-focused capacity development strategies and plans noted above, tools and activities will be required that go well beyond traditional approaches of training and technical assistance, for example strengthening change coalitions, connecting to knowledge in middle-income countries and strengthening leadership teams. The initiative will provide catalytic support to countries for the adaptation, application and learning on the use of these tools.
- ❖ Knowledge and exchange on what works: The initiative would be a knowledge connector sharing new learning, linking to multiples sources of global knowledge, enabling peer exchange, working with other networks, and facilitating learning, utilizing different media such as web platforms, video-conferencing and conference learning events. In addition, the experimentation and innovations indicated above will be underpinned by a rigorous process of learning what works. Measuring capacity development results and investigating the links to service delivery and impact on people’s lives could be examples of future areas of joint study.

While the CD Compact did not find a space on the Busan agenda, it remains a priority for LenCD in 2012.

### 3.9 Thematic session on capacity development

The thematic session (panel discussion), which was organised in Busan by LenCD and its partners<sup>17</sup>, helped position capacity development more strategically in the development effectiveness agenda. The session brought together ministers and practitioners from a number of countries; led by Africa’s partners, it was a standing-room only event.

The thematic session also confirmed that capacity development is not an add-on, or an afterthought. It requires an engaged political leadership to be put at the center of country-led development priorities. The discussion put forward three concrete post-Busan commitments for 2012 and beyond:

1. Make result-focused transformational capacity development the key focus of the country-led plans and actions for development effectiveness.
2. Link the strengthening of country systems and institutions to overall development plans, within the context of national capacity development strategies.
3. Adopt a more systematic approach to capture and share knowledge on capacity development based on country priorities.

#### **Thematic Session on capacity development**

The session was moderated by Frannie LÉAUTIER, Executive Secretary, African Capacity Building Foundation.

The panelists were:

- Talaat ABDEL-MALEK, Co-Chair, Working Party on Aid Effectiveness
- H.E. Chhieng YANARA, Minister attached to the Prime Minister, Secretary–General of the Cambodian Rehabilitation and Development Board of the Council for the Development of Cambodia
- Stella MUGABO, Executive Secretary, Public Sector Capacity Building Secretariat, Rwanda
- Don MARUT, Executive Director, International NGO Forum of Indonesian Development
- Ibrahim Assane MAYAKI, Chief Executive Officer, New Partnership for Africa’s Development
- Irina Bokova, Director General, United Nations Educational, Scientific and Cultural Organisation
- Christoph BEIER, Director, GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit) GmbH, Germany

<sup>17</sup> WBI, UNDP, the EC, BMZ, Préal, etc...

- Emmanuel AKWETEY, Executive Director, Institute for Democratic Governance, Ghana
- Wonhuyk LIM, Korean Development Institute, Korea
- H.E. Dalmas Anyango OTIENO, Minister of State for Public Service, Kenya
- Planned floor interventions were made by
- Gerard Van Bilzen, Ambassador for Train4Dev
- Nils Boesen, Director, United Nations Development Program, Learning Network on Capacity Development (LenCD)
- Akihiko Nishio, Director, World Bank Institute

See also: <http://www.lencd.org/event/2011/busan-hlf4-capacity-development-thematic-session>

### **3.10 The Knowledge and Innovation Space**

The Knowledge and Innovation Space at Busan was an open area at the heart of the Forum where innovative ideas, tools, and initiatives will be showcased. LenCD prepared an “e-poster”, or electronic slide show, which has been displayed on screens throughout the area, highlighting the importance of national leadership and coalitions for change to develop local capacities and achieve sustainable development results (<http://www.lencd.org/group/busan>).

## **4. MAKE IT HAPPEN - LenCD established as a recognised partner effectively promoting capacity development**

### **4.1 The Kigali Assembly Meeting**

Between the 10<sup>th</sup> and the 12<sup>th</sup> of February 2011, LenCD invited all its partners’ to meet in Kigali, Rwanda. The meeting 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 8<sup>th</sup> and 9<sup>th</sup> of February 2011.

The LenCD event offered an opportunity to energise partners around collective initiatives, consolidate longstanding partnerships and foster new ones, particularly in Africa. Building on the network’s achievements since its inception, partners reviewed ongoing initiatives and agreed on a set of key strategic areas where to focus energies and resources in the next two years.

As capacity development was emerging as a major theme in Busan, it was agreed to converge most of the network’s energies towards Busan and to continue supporting the ongoing Cairo process, co-led by the OECD/DAC and the CD Alliance.

The meeting was also instrumental to map out new opportunities for LenCD work in the regions. In Africa, LenCD strengthened its longstanding partnership with NEPAD and identified opportunities for more strategic support to the Africa Platform on Development Effectiveness (APDev). The ongoing collaboration with IDEG on the learning event on Capacity for Government-Civil Society Interface was deepened and a strategy for bringing this initiative forward was agreed upon. Partners from Latin America expressed interest in leveraging on LenCD partnership for deepening the learning on CD in the region, particularly in the area of rural development. Opportunities were also explored for leveraging on LenCD partnership to further harness the potentials of the Capacity Development for Development Effectiveness (CDDE) Platform in Asia and foster the development a CD-dedicated forum. The idea of a

kick-off meeting in September, linked to CDDE, to build and nurture the CD community in Asia, took root in Kigali.

The Kigali meeting brought most members of the working group for the development of a learning package on capacity development around the table, to lay the foundations of a conceptual framework underpinning the learning package. Kigali was also instrumental to give momentum to the LenCD knowledge management agenda and the ongoing work on rationalizing the CD knowledge architecture. Discussions in Kigali and the LenCD partners' survey - launched prior to the Kigali meeting - helped to map out demand for knowledge services and to identify the niche for LenCD offerings.

Partners in Kigali consulted on critical LenCD governance issues, including steering arrangements and coordination. The steering group was renewed and expanded, including new partners from the South, and the LenCD governance charter was approved.

#### **Composition of the LenCD Project Board/Steering Group:**

- Apollinaire Ndurukwigira, African Capacity Building Foundation (ACBF) - (co-chair)
- Mark Nelson, WBI - (co-chair)
- Florence Nazare, NEPAD (Africa)
- Stella Mugabo, PSCBS (Africa)
- Rose Wanjiru, CEGAA (Africa/CSO)
- Talaat Abdel-Malek CD Alliance (Africa) - Government of Egypt
- Jorge Prieto Cardos, Accion Social - Government of Colombia
- Antonio Tujan, Ibon & Reality of Aid (Asia)
- Nils Boesen, UNDP
- Godje Bialluch, GIZ
- Ikufumi Tomimoto - JICA
- Paul Riembault - EuropeAid
- James Hradsky - OECD/DAC

Following discussion around LenCD governance in 2010, within the steering group and the inner circle of LenCD members, a LenCD Charter was developed. The Charter has been circulated with amongst all invitees to the LenCD Assembly meeting in Kigali for comments and has been adopted at the Kigali meeting (<http://www.lencd.org/page/charter>).

A Survey on LenCD relevance and strategic work was developed and launched in January 2011. Leading up to the LenCD Assembly Meeting in Kigali, an online survey was designed to give all members of the LenCD community a chance to make suggestions and provide their views on the network. The survey explored LenCD members' perceptions and views around the network's purpose, strengths and weaknesses, the type of initiatives that LenCD should engage in and the services that should offer, and strategic areas of focus. The survey's responses are summarised and analysed in the Survey report (<http://sites.google.com/site/lencdorg/documents-1>).

#### **4.2 The LenCD Secretariat**

LenCD is supported by a Secretariat, comprising the Coordinator, the Knowledge Manager and the UNDP Project Manager. All three positions are part-time ones. The Secretariat is supported, for specific tasks, by short-term consultants, such as the CD Learning Package Coordinator. The work of such consultants

has been financed either by the LenCD core budget, or through parallel funding arrangements (i.e. funding from WBI, OECD/DAC, UNDP).

Funded by the LenCD core budget, the **coordinator's** function was covered up to June 2012, when the network first coordinator ended his final assignment. The LenCD project manager and two co-Chairs worked towards identifying a successor, undertaking two subsequent competitive recruitment processes (under UNDP rules and regulations). However, these two attempts were not successful and a successor coordinator could not be identified. The coordination function has been covered since, by the UNDP project manager. LenCD is planning to start a new recruitment process in March/April 2012.

The **project manager (PM)** has been supporting the network since the approval of the UNDP project (August 2009). The PM's time has been cost-shared by LenCD and the UNDP-Capacity Development Group, through its global programme budget.

The **Knowledge Manager** was selected, after a rigorous recruitment process, during the second part of 2010. The Knowledge Manager plays a critical role in facilitating the network exchange, updating the website and managing the resource corners, bringing forward the work commenced on the rationalisation of the CD knowledge architecture and other functions. Continue covering this critical function is important for the Network.

The LenCD Secretariat has been supported by the CD Learning Package Coordinator, whose assignment focused on providing leadership and guidance for the development, piloting and packaging of the CD Learning Package; and by the Knowledge Management Consultant, whose assignment, funded partly by WBI and partly by LenCD, focused on developing a strategy note for LenCD for rationalising the knowledge architecture.

Support has been provided to the **Steering Group/Project Board** and decisions have been facilitated. The Steering Group/Project Board met regularly and provided strategic guidance to the LenCD coordination team for implementation of LenCD initiatives.

#### **Schedule of Steering Group meetings**

- ❑ Kigali, 12 February 2011
- ❑ Virtual 14 April 2011
- ❑ Virtual, 10 August 2011
- ❑ Virtual 15 February 2012

## **5. RESOURCES AND BUDGET**

### **5.1 Resources**

LenCD would not exist if it was not for a number of partners, who, over the years, have, consistently or in an ad hoc manner, supported LenCD strategy and initiatives. Some have contributed financially through the UNDP LenCD project, allowing the network to rely on a minimal core coordination function (core team); some others have contributed in-kind or through parallel funding, supporting LenCD initiatives through their own budget.

The list here below captures LenCD partners' contributions over the past years.

**African Capacity Building Foundation (ACBF)** – has supported LenCD through Apollinaire Ndurukwigira's contribution to the Steering Group activities and the Africa Working Group (co-chair of the Africa WG). ACBF also co-hosted (with PSCBS) the LenCD Partners' meeting in Kigali and contributed with funding to

support the travel costs of five participants, provided the services of an event organiser in Kigali and hosted a welcome dinner during the Kigali event. ACBF also contributed the time of two of its collaborators, Frans Werter and Adeboye Adeyemo, to support the LenCD review group for the selection and editing of the stories on capacity and results.

**Aga Khan Foundation** – has supported LenCD through Janet Awimbo’s contribution to the Steering Group activities (co-chair of the SG) and leadership in the Africa Working Group.

**Austrian Development Agency (ADA)** – Euro 30,000 (equivalent to USD 41,667) received on 11 November 2010 and earmarked for the CD Learning Package.

**Australian Aid (AusAID)** – provided financial support, equivalent to USD 26,000, for the organisation of the regional workshop held in Bangkok on the 15<sup>th</sup> of September, on Technical Cooperation Reform.

**Colombia** - has supported LenCD through Jorge Prieto Cardos’ contribution to the Steering Group work and leadership for the expansion of LenCD in Latin America. Acción Social has also co-hosted (and co-funded) the one and half day meeting on ‘South-South Cooperation and Capacity Development: Evidence on Rural Development and Food Security’, which took place in Bogota’, between 27 and 28 September 2011.

**Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH** (merger of GTZ, InWent and DED) – the former GTZ has provided funding for LenCD since 2005. From December 2007 to March 2010 GTZ provided a total of EUR 200.000, which also entailed the part-time coordination function for two years (March 2008 - March 2010) It has also supported LenCD through Jutta Müller’s and Godje Bialluch’s contribution to the Steering Group work. The former InWent has provided funding for five participants of the LenCD Partners meeting in Kigali.

**Egypt/CD Alliance** – has supported LenCD through Talaat Abdel-Malek’s contribution to the Steering Group work.

**EuropeAid** - has supported LenCD through Virginia Manzitti, Paul Riembault and Laura Mascagna’s contribution to the Steering Group work. EuropeAid has also taken the lead in several county level learning events (Ethiopia, Vietnam, Nepal).

**IBON Foundation** – has cost-shared the design and production of the LenCD publication: Capacity → Results: case stories on capacity development and development results.

**Impact Alliance** – has closely collaborated with LenCD on several initiatives, including: i) the work on the rationalisation of the knowledge architecture and ii) organised 2 knowledge fairs.

**Irish Aid** - has indicated (January 2011) a forthcoming contribution of Euro 50,000 (equivalent to about USD 69,000). While the Irish contribution will not be earmarked, the donor has indicated preference for utilising the resources to sharpen the messages for the Busan HLF.

**JICA** - has supported LenCD through Ikufumi Tomimoto’s contribution to the Steering Group work. JICA is also being instrumental in supporting the Busan process with funding provided to the CD Alliance for the Cairo meeting in March 2011 and to the DAC for joint work.

**OECD/DAC** – The OECD/DAC also supported LenCD through James Hradsky’s contribution to the Steering Group work. The OECD-DAC provided support for consultations for the development of the Africa Learning Platform; organised a donors’ CD learning event, launched the donors’ reforms series, provided CD advisory services to inform the “International Consultations for State Building and Peace Building”, engaged the LenCD coordinator to support the Bogota’ HLE, and contributed with the work around the perspective notes on CD in preparation for Busan.

**Public Service Capacity Building Secretariat (PSCBS)** – Co-hosted (with ACBF) the LenCD Partners’ meeting in Kigali and supported with the logistical arrangements.

**Swiss Cooperation** - CHF 380,000 transferred in several tranches: CHF 100,000 (equivalent to USD 94,760) received on 2 January 2010; CHF 80,000 (equivalent to about USD 91,638) received on the 31st of July 2011; CHF 80,000 (equivalent to USD 88,594), received in November 2011; CHF 20,000 (equivalent to approximately USD 22,148), to be received in the first half of 2012. The Swiss Cooperation Agency has also committed to provide funds for the CD Learning Package phase II, in the amount of: CHF 90,000 (equivalent to approximately USD 100,000), to be received in the first half of 2012.

**Swedish International Development Cooperation (SIDA)** - SEK 1,500,000 transferred in two tranches: SEK 800,000 (equivalent to USD 110,987) received on 24 August 2010; the second tranche SEK 700,000 (equivalent to USD 96,000) to be received upon delivery and approval of results and financial reporting for 2010 (early 2011).

**Train4Dev** – Euro 2,980 have been made available, as parallel funding, by Switzerland, LuxDev and Denmark from the basket fund of the Train4Dev evaluation.

**UNDP** –is a member of the Steering Group and has supported LenCD through Niloy Banerjee’s contribution to the Steering Group work. UNDP has also provided the legal framework, which allows LenCD to receive and employ funding, through the UNDP LenCD project, and with it UNDP has also provided the project management function (at 30 percent of the time initially, with a progressively higher rate of involvement since July 2010). UNDP has also partnered with LenCD and Impact Alliance for the organisation of the knowledge fair in support of its Global Event of CD.

**World Bank Institute (WBI)** – is a member and co-chair of the Steering Group and has supported LenCD through the contribution of Mark Nelson to the Steering Group work. WBI has sponsored three strategic consultancies: i) the initial set up of the resource corners; ii) the scoping work for the restructuring of the Knowledge Architecture; iii) the scoping study for developing a CD learning package. WBI has also provided the Pretoria meeting with logistical support.

The table here below captures financial resources transferred and/or committed by donor partners to the UNDP LenCD project.

**Table 1 - UNDP LenCD Project – 2010-2012 Resource Mobilisation Overview**

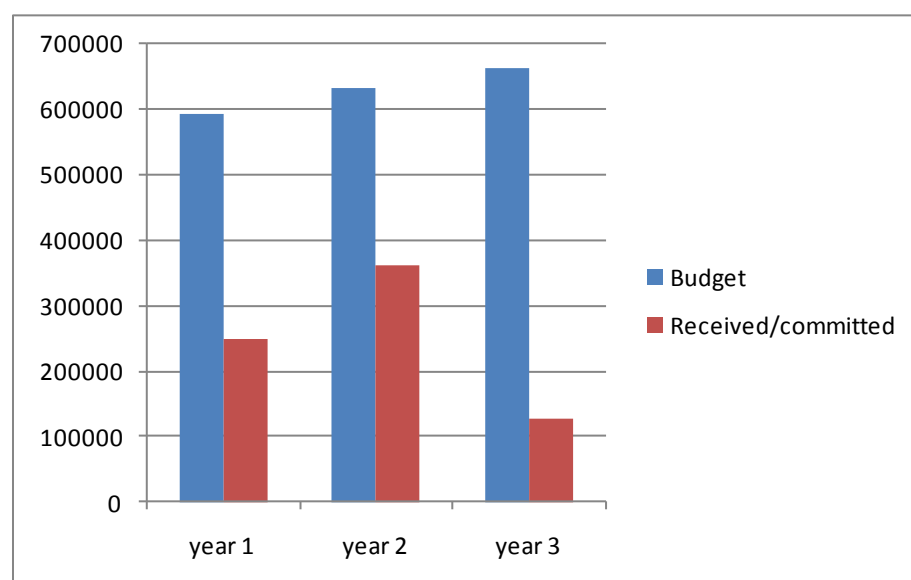
Donor	Total contribution in local currency	Total contribution in USD	Date	2010 Received	Date	2011 Received	Date	2012 Committed	Remarks
				USD		USD		USD	
Swiss Cooperation	CHF 180,000	186,398	2-Jan-10	94,760	6-May-11	91,638			
	CHF 100,000	110,742			29-Nov-11	88,594		22,148	Estimate
	CHF 90,000	100,000						100,000	Estimate - CD Learning Package/phase II
SIDA	SKR 1,500,000	223,023	24-Aug-10	110,987	27-Jul-11	112,036			
Austria Development Agency - ADA	Euro 30,000	41,667	11-Nov-10	41,667					CD Learning Package
Irish Aid	Euro 50,000	68,119			25-Feb-11	68,119			Road to Busan
Train4Dev	Euro 2,980							3,827	Parallel funding
<b>TOTAL</b>		<b>729,949</b>		<b>247,414</b>		<b>360,387</b>		<b>125,975</b>	

For the period 12/2007 – 03/2010 GTZ was instrumental in supporting LenCD coordination function. GTZ support amounted to a total of 190.000 Euro.

**Table 2 - UNDP LenCD Project – 2010-2012 Resource Overview against Budget**

	<b>Budget (USD)</b>	<b>Received (USD)</b>	<b>Committed (USD)</b>	<b>%</b>
<b>year 1</b>	592,000	247,414		<b>42%</b>
<b>year 2</b>	632,000	360,387		<b>57%</b>
<b>year 3</b>	662,000		125,975	<b>19%</b>
<b>3 years total</b>	<b>1,886,000</b>	<b>607,801</b>	<b>125,975</b>	<b>39%</b>

**Chart 1 - UNDP LenCD Project – 2010-2012 Resource Overview**



## **5.2 Resources and Expenditures**

The table here below presents the budget, resources and expenditures/commitments of the UNDP LenCD project.

**Table 3 – UNDP LenCD project resources and expenditures 2010-2012<sup>18</sup>**

<b>LENCD RESOURCES &amp; EXPENDITURES 2010-2012</b>	<b>Resurcess &amp; Expenditures USD</b>
<b>2010</b>	
<b>DONORS' CONTRIBUTIONS 2010</b>	<b>247,414</b>
Coordinator - 8 months July 2010-Feb 2011	28,000
Learning Systems Consultant - 8 months: July 2010-Feb 2011	28,000
CD learning Package Concept	2,400
Communication costs	56
ISS	2,923
GMS	2,372
<b>TOTAL EXPENDITURES 2010</b>	<b>63,750</b>
<b>2011</b>	
<b>2010 BALANCE + DONORS' CONTRIBUTION 2011</b>	<b>582,957</b>
Coordination	69,676
CD Learning Package Coordination	45,000
Knowledge Mangement consultancies	66,160
Project Management	65,577
Travel costs	18,635
Workshops and Conferences	7,053
Communication costs/Website	484
ISS	3,060
GMS	19,081
<b>TOTAL EXPENDITURES 2011</b>	<b>294,726</b>
<b>2012</b>	
<b>2011 BALANCE</b>	<b>288,231</b>
SDC CONTRIBUTION for 2012 (CHF 100,000)	110,742
SDC contribution for the CD Learning Package PHASE II (CHF 90,000)	100,000
<b>BALANCE FOR PROGRAMMING IN 2012</b>	<b>498,973</b>

<sup>18</sup> The disbursement figures for 2011, included in this table, are only provisional. An annual certified financial statement as of 31 December 2011 will be submitted to donors no later than 30 June 2012. UNDP award number 58071 includes project numbers 71985, 71986, 71987, 71988.



## 6. EVENTS

LenCD was solicited to participate in a range of meetings and processes. Many of them were attended by the LenCD coordinator and/or by members of the Steering Group (or designated focal points), who represented the network in these events.

The table here below summarises the main events in which LenCD has participated and played a role.

### Key events in 2011

- ❑ [African Capacity Building Foundation 20th Anniversary, Kigali](#)  
8 February, 2011 - Kigali, Rwanda
- ❑ [LenCD Partners Meeting 2011, Kigali](#)  
10-12 February, 2011 - Kigali, Rwanda
- ❑ [Launch of the Africa Platform for Development Effectiveness \(APDev\)](#)  
27 March, 2011 - Addis Ababa
- ❑ [Cairo workshop on capacity development: from concepts to implementation](#)  
28 March, 2011 - Cairo
- ❑ [Train4Dev Annual Meeting 2011](#)  
30 May, 2011 – Brussels
- ❑ [Manila Consensus on Public Financial Management](#)  
6 June, 2011 - Manila
- ❑ [EC Workshop on Technical Cooperation Reform and Capacity Development](#)  
4 July, 2011 – Brussels
- ❑ [Achieving results, enhancing ownership, and translating principles into action](#)  
13 July, 2011 - Kigali, Rwanda
- ❑ [A Country-led Approach towards Reform of Technical Cooperation](#)  
15 September, 2011 – Bangkok
- ❑ [Learning from South-South and Triangular Cooperation: Sharing Knowledge for development](#)  
26 September, 2011 - Bogotá, Colombia
- ❑ [Third Africa Regional Meeting on Development Effectiveness](#)  
28 September, 2011 - Addis Ababa
- ❑ [Busan: Fourth High Level Forum on Aid Effectiveness](#)  
29, 30 November, 2011 - Busan, Republic of Korea
  - [Busan HLF4 Capacity Development Thematic Session](#)  
30 November, 2011 - Busan, South Korea
  - [Busan HLF4 Effective Institutions Plenary](#)  
30 November, 2011 - Busan, South Korea