STRATEGIC APPROACH TO CB: RWANDA’S STORY

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SCBI can be considered in three distinct components

1. **Mobilizing capacity from reconstruction to development**

2. **The need for a new approach to capacity building**

3. **Principles of the Strategic Capacity Building Initiative**

4. **Achievements & Progress to date**

5. **Some lessons learned in CB journey**
Mobilizing capacity from reconstruction to development takes place across a number of stages:

1. Emergency
2. Rehabilitation
3. Priority Focus
4. Building a common vision
5. Rebuilding society

Development
Since 1994, Rwanda has been focused on building the capacity of its public sector to deliver on Vision 2020

The Government of Rwanda together with its development partners have invested heavily in capacity building for over 16 years to address this gap with little impact

Why does ‘capacity-building’ fail?

- Driven by donor preferences, and no appetite for skills transfer and utilisation
- No account of country strategy – ‘niche’ policy concerns or overlapping mandates
- Activities not linked directly to delivery means skills not utilised
- Institutionally-based means capacity is ‘siloed’ and not systemic
- Technical assistance is ‘fly-in, fly-out’ model and not ‘embedded’
- Skills and knowledge not retained in the institution
- Weak monitoring and evaluation makes it difficult to demonstrate impact

PSCBS established to coordinate capacity building initiatives aimed at addressing capacity challenges in the public sector

SCBI was the government’s response to address critical capacity needs of the urgent priorities in the development agenda.
The approach to designing SCBI took place in five stages

1. Identify POLICY PRIORITIES
2. Identify responsible DELIVERY AGENCIES
3. Assess CAPACITY GAPS
4. Design PACKAGE OF SUPPORT
5. Share & MOBILISE SUPPORT

THE CONCEPTUAL FRAMEWORK

A STYLISED DELIVERY CHAIN

- PRIMATURE
- PRESIDENCY
- MINECOFIN
- CABINET
- Lead Ministry
- Delivery Agencies
  - Private sector supplier
  - Local delivery body
- Delivery- Citizens and end users

Capacity blockages can develop at any point in the chain.

Sustainability is at the heart of the package of capacity building support.
SCBI is unique in that it is very much owned by the government and focused on delivering government priorities.

- **Prioritisation**: The focus is on government priorities, not sectors – 4 priorities only were chosen.
- **Delivery**: Experts also deliver on the goals of the institution.
- **Coaching vs TA**: Move away from the ‘fly-in fly out’ approach to embedding mentors.
- **Government Led**: SCBI initiated, coordinated and rolled-out by government with support from Development Partners, not the other way around.
- **Training that compliments needs**: Training seen as part of CB, not an end in itself.
Considerable achievements & progress have been made to date with the roll-out of this unique initiative. Catalyst to encourage cross-ministerial coordination. Catalyst to change the approach to all CB initiatives across government. Demonstrable potential for wider public sector reform through sharing best practices. SCBI now seen as a strategy to help deliver on EDPRS 2 objectives.

Example of how the SCBI approach has succeeded in transferring skills:

- Venant is a young Rwandan working closely with his expert in the Rwandan Geology & Mines Department to establish a database to manage traceability data which will in turn help GMD better understand mining production and site needs.

- Venant joined SCBI as a graduate in the field of economics having only undertaken an internship in GMD and hence had very little knowledge of the mining sector. But he joined with a desire to learn, overwhelming enthusiasm for the role and the potential to grow.

- Thanks to support from his coach, he has developed skills in data management and analysis, quality assurance and a wider understanding of the value of data to attract investors into the mining sector.
Some lessons learned in Capacity Building journey

1. CB should be government driven not donor driven.

2. Ownership of CB support cannot be supplied or forced; it should be earned by addressing “capacity for what?”

3. CB requires sufficient resources to achieve desired impact.

4. CB success stories are inspiring and should be shared across CB actors to learn from experiences of one another.

5. Strong M&E is needed to ensure CB brings about real change.
THANK YOU