

# The Learning Network on Capacity Development LenCD

2009-2010 Bi-annual Report

[www.LenCD.org](http://www.LenCD.org)

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

## Table of Contents

|   |    |
|---|----|
| Background.....   | 2  |
| Introduction.....   | 3  |
| 1. PRACTICE - Regional and Local CD Initiatives .....   | 5  |
| 1.1 Promote, support & connect regional initiatives and identify strategic opportunities and priorities ..... | 5  |
| 1.2 Learning Systems and Knowledge Products .....   | 6  |
| 1.3 Capacity Development Learning Initiatives (CDLI) at country level .....                                   | 7  |
| 2. EVIDENCE - Evidence and dissemination of good practice knowledge strengthened.....                         | 8  |
| 2.1 CD Learning Package.....  | 8  |
| 2.2 Upgrade and make available synthesis “Perspectives on Capacity Development” .....                         | 9  |
| 2.3 Improve and disseminate evidence.....   | 9  |
| 2.4 The CD Knowledge Architecture .....   | 10 |
| 3. POLICY - CD related commitments implemented in mainstream agendas, including aid effectiveness.....        | 10 |
| 3.1 Identify opportunities to impact on mainstream.....   | 10 |
| 3.2 Hold Global forum in conjunction with mainstream event – Knowledge Fairs .....                            | 10 |
| 3.3 Support PD/AAA process: Aid Effectiveness Agenda: on the road to Busan.....                               | 11 |
| 3.4 Support southern voice in the AE debate (in collaboration with the CD Alliance) .....                     | 11 |
| 3.5 Support donor reforms: Donors’ Learning Events .....  | 12 |
| 4. MAKE IT HAPPEN - LenCD established as a recognised partner effectively promoting capacity development..... | 12 |
| 4.1 Consolidate network governance, communication and effective outreach .....                                | 12 |
| 4.2 Coordinate, manage, and monitor resources effectively.....  | 13 |
| 5. EVENTS.....  | 14 |
| 6. RESOURCES AND BUDGET .....   | 14 |
| 6.1 Resources .....   | 14 |
| 6.2 Budget.....   | 17 |
| Annex 1: Results Indicators Monitoring Matrix .....   | 19 |
| Annex 2: LenCD Governance structure.....  | 29 |

## Background

Capacity Development (CD) has moved high on the international agenda. As many development partners, policy makers and practitioners implement their own CD programmes, they still face the challenge of how to approach and support the sustainable development of capacities. This implies a widespread need for learning from experience, successful practices, tools and methodologies, and for informing policy choices based on evidence.

LenCD is a network that provides a platform for development practitioners to converge across institutional boundaries and to promote collective action, complementarities and synergies. The network's objective is to promote concrete change in practice on the ground, by distilling and disseminating lessons, and bringing back relevant knowledge to inform policy decisions.

LenCD emerged as a result of informal networking amongst different partners, in the context of several streams of research efforts, workshops and conferences. It was established in Berlin in June 2004 by GTZ, WBI, UNDP, OECD/DAC, JICA, CIDA and ECDPM. The insight that brought the initial partners to Berlin was 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.

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. LenCD brings together actors with diverse perspectives in an open forum for reflection, respecting pluralism rather than negotiation for common positions.

Over the years, the network has supported the emerging global community of practice around capacity development by promoting exchange of knowledge, experience and approaches among practitioners. LenCD's contribution is documented at [www.LenCD.org](http://www.LenCD.org).

LenCD's earliest work was done in partnership with the OECD/DAC and focused on the Paris High Level Forum on Aid Effectiveness (HLF2), where the network organized the roundtable on capacity development. LenCD was also instrumental in guiding the research and organizing consultations for the development of the reference paper "The Challenge of Capacity Development: Working Towards Good Practice." The paper was adopted by the DAC in 2006 as collective guidance on capacity development. In an effort to build a broader community of practice on CD issues and reach out to practitioners in the South, LenCD organized the Nairobi Forum in October 2006, "Addressing the Paris Declaration: Collective Responsibility for Capacity Development."

For the Accra High Level Forum on Aid Effectiveness (HLF3) in September 2008, LenCD supported the organization of a DAC preparatory workshop (Bonn, May 2008). The workshop "Capacity Development: Accra and Beyond" contributed to setting a priority agenda for action on capacity development that informed debates in Accra and helped shape the relevant sections in the Accra Agenda for Action. These concepts were embodied concisely in the Bonn Consensus (May 2008) and more substantively in the "Perspectives on Capacity Development for Accra and Beyond". LenCD carried these messages to Accra with a marketplace display, outreach materials and a side event. With the significant momentum that emerged on capacity development after Accra, LenCD now has a major opportunity to further strengthen collective action in an area that is widely recognized as critical to development.

The strategic partners' meeting in Washington (15-17 December 2008) adopted the LenCD Strategy, established a South-North steering mechanism and agreed to endow the network with an operational mechanism to manage resources. To this end, the Steering Group has turned to UNDP. The Learning Network for Capacity Development (LenCD) project (UNDP project number: 71988) was established in August 2009, to provide LenCD with a legal platform on which financial and in-kind support can be

fostered and managed, collective action developed, and basic services more efficiently provided, while assuring LenCD’s independence as a multi-partner network.

## Introduction

The Washington meeting (15/16/17 December 2008) was critical in bringing together a core group of LenCD partners to take stock of LenCD initiatives and achievements and agree on the strategy for the coming years (2009-2011). Based on the agreements in Washington, the LenCD strategy for 2009-2012 is conceived around the following areas: (1) PRACTICE: promoting concrete practice change on the ground, (2) EVIDENCE: distilling and disseminating lessons, and (3) POLICY: bringing relevant knowledge back to inform policy decisions on capacity development. In addition as network with diverse members there is (4) an important coordination function to build synergies and make collective action happen.

This report is structured around the four pillars of the LenCD strategy that also underpin the results framework in the LenCD/UNDP project: 1) practice, 2) evidence, 3) policy and 4) make it happen/operations.

While this report covers the two years period 2009-2010, it must be noted that against a 1.9 million budget, the project did not receive any contribution during 2009 and could only become operational as of January 2010, when the first tranche (USD 94,760) of the contribution from the Swiss Development Cooperation was received (please see Resources and Budget for more details). This circumstance had implications on LenCD strategy and activities in 2009, which entirely accounted for initiatives funded through in-kind contributions or parallel funding arrangements from partners.

With regard to LenCD 2010 activities and results, LenCD could operate on a limited resource envelope (USD 247,414 against a budget of USD 592,000). Contributions were received in January (USD 94,760 from the Swiss Development Cooperation), in August (USD 110,987 from Sida) and in November (USD 41,667 from the Austrian Development Agency), with implications on the strategy and on contracting activities, as shown in the table here below.

## Pillars of the LenCD Strategy 2009-2011

|   |   |  |
|---|---|--|
| <p><b>Practice</b><br/> <b>Output 1:<br/>                     Regional &amp; local<br/>                     initiatives</b><br/>                     Learning , change practice<br/>                     on the ground</p> <p><i>Deliverables:</i><br/>                     CD Learning initiatives –<br/>                     knowledge sharing –<br/>                     lessons form practice</p> | <p><b>Evidence</b><br/> <b>Output 2:<br/>                     Knowledge base<br/>                     &amp; good practice</b><br/>                     Learning modules, policy<br/>                     briefs on key CD issues</p> <p><i>Deliverables:</i><br/>                     Evidence - Resource<br/>                     corners – policy briefs –<br/>                     case material</p> | <p><b>Policy</b><br/> <b>Output 3:<br/>                     Advocacy &amp;<br/>                     integration</b><br/>                     aid effectiveness agenda</p> <p><i>Deliverables:</i><br/>                     Tailored inputs for<br/>                     mainstream, e.g. GPP,<br/>                     Perspectives, synthesis<br/>                     report</p> |
| <p><b>Make it happen</b><br/> <b>Output 4: _Operational underpinnings</b> <i>Deliverables:</i> Legitimate governance<br/>                     - vibrant network – workspace &amp; tools – improved knowledge architecture</p>   |   |  |

**Table 1 - LenCD 2010-2011 Contributions & Expenditures/Commitments**

|             |  | Donor contributions & Expenditures/commitments | Scenario 2011 |
|-------------|--|--|---------------|
| <b>2010</b> |  |  |               |
| Jan         | SDC 1st tranche  | 94,760   |               |
| Feb         |  |  |               |
| Mar         |  |  |               |
| Apr         |  |  |               |
| Jun         | Senior Advisor (8 months assignment: July 2010-Feb 2011)                         | (28,000)                                       |               |
|             | Learning Systems Consultant (8 months: July 2010-Feb 2011)                       | (28,000)                                       |               |
| Jul         |  |  |               |
| Aug         | Sida 1st tranche   | 110,987  |               |
| Sep         | Recruitment Knowledge Manager  |  |               |
| Oct         | CD learning Package Concept  | (2,400)  |               |
| Nov         | ADA contribution   | 41,667   |               |
|             | Communications/global crossing   | (56)   |               |
| Dec         | ISS  | (2,923)  |               |
|             | GMS  | (2,372)  |               |
| <b>2011</b> |  |  |               |
| Jan         | Knowledge Manager (6 months: January-June 2011)                                  | (36,000)                                       |               |
|             | CD learning Package Coordinator (10 months: Feb-Nov 2011)                        | (45,000)                                       |               |
|             | LenCD Assembly Meeting - Kigali (estimated)                                      | (21,309)                                       |               |
|             | CD Knowledge Architecture  | (2,400)  |               |
| Feb         | Senior Advisor (4 months assignment: Feb-June 2011)                              | (58,000)                                       |               |
|             | Communication Costs  | (1,000)  |               |
|             | Website  | (460)  |               |
|             | Irish Aid contribution (received)  |  | 68,119        |
| Mar         |  |  |               |
| Apr         | Unspent Balance  |  | 19,495        |
|             |  |  |               |
| May         | SDC 2nd tranche committed and expected after CDRs and submission of final report |  | 78,000        |
| Jun         | Project Manger   |  |               |
|             | Coordinator (9 months assignment, 50% part-time)                                 | (60,000)                                       |               |
| Jul         | Knowledge Manager (6 months assignment, 50% part-time)                           | (36,000)                                       |               |
| Aug         | Sida 2nd tranche committed   |  | 96,000        |
| Sep         |  |  |               |
| Oct         |  |  |               |
| Nov         |  |  |               |
| Dec         | ISS  |  | (7,070)       |
|             | GMS  |  | (9,898)       |
|             |  |  |               |
|             | Balance  | 19,495   | 148,645       |

## 1. PRACTICE - Regional and Local CD Initiatives

### 1.1 Promote, support & connect regional initiatives and identify strategic opportunities and priorities

Much of what is being reported in this document, and in particular under this area, is focused on Africa. LenCD is an international network, with members from Africa, Asia, Latin America and Europe. In February 2009, the Steering Group decided that, given the limited financial resources available, LenCD should focus its attention on Africa. It was also decided that support to regional initiatives would need to be built incrementally. Notwithstanding its focus on Africa, LenCD has kept close relations with partners in Asia and Latin America and explored options in these regions. Throughout this period LenCD has continued to dialogue with Colombia's Accion Social - also part of the Steering Group - and the survey's results, showing that 17 percent of respondents are from Asia, suggests LenCD's continuous engagement in the region. The Africa experience of the last two years will now be useful to better build on partnerships established in Asia and in Latin America.

#### LenCD Africa Working Group

In line with the LenCD project work plan, LenCD focused its energies and invested its resources to support CD initiatives in Africa. A LenCD Africa Working Group was formed in early 2009, with the mandate of representing LenCD in the region, promote and initiate new partnerships around the LenCD agenda, explore and support learning and knowledge sharing opportunities in the region.

#### Composition of the Africa Working Group

- Janet Awimbo (the Aga Khan Foundation, Tanzania)
- Apollinaire Ndorukwigira (ACBF, Zimbabwe)
- Emmanuel Akwetey (Institute for Democratic Governance, IDEG, Ghana)
- Ruby Quantson (IDEG, Ghana)
- Lawrencia Adams (Strengthening Transparency Accountability and Responsiveness in Ghana STAR-Ghana)
- Anthony Land (independent consultant, Botswana)
- Alfredo Mazive (independent consultant /IODA, Mozambique)
- Rose Wanjiru (independent consultant /Open Forum, Kenya)

Under the joint leadership of Janet Awimbo and Apollinaire Ndorukwigira, the Africa Working Group has engaged in Africa-focused initiatives, including consultations on opportunities for an Africa Learning Platform on Capacity Development in 2009. This initiative produced an initial mapping of the CD Landscape in Africa with a great diversity of institutions, networks, initiatives and programmes. The report discussed a potential platform reviewing objectives, functions and possible options for operationalizing a platform. It emphasized the importance to conceive a platform as a multi-stakeholder effort and to build on existing communities of practice (available at [www.LenCD.org](http://www.LenCD.org)). The report was instrumental in articulating issues that subsequently contributed to the momentum and dynamic for establishing the APDev combining Capacity Development with Aid Effectiveness and South-South Cooperation.

Since 2010, two members of the Africa WG are part of NEPAD's Continental Steering Group, shepherding the operationalization of the Capacity Development Strategic Framework, adopted by the AU Council in January 2010. The group has engaged in discussions with NEPAD on the NEPAD-led Africa Platform for Development Effectiveness (APDev), entailing LenCD offer of support for the development of the capacity development leg of the APDev. The Africa Working Group has also been instrumental in preparing a regional initiative on Civil Society-Government Interface capacities lead by IDEG, Ghana.

## The Africa Platform on Development Effectiveness – APDev

At the first Africa Regional Meeting on Aid Effectiveness, South-South Cooperation and Capacity Development (Pretoria, South Africa, 2-5 March 2010) it was agreed to setup an African driven and owned platform focusing on the three inter-related themes of Aid Effectiveness, South-South Cooperation and Capacity Development. The establishment of the Africa Platform (APDev)<sup>1</sup> was subsequently endorsed at the 15<sup>th</sup> African Union Summit (Kampala, July 2010), where it was also agreed that the development of the platform would be coordinated by NEPAD, in conjunction with the AUC. The launch of the platform is expected for March 2011 at the Ministers of Finance and Planning Meeting, “Activities towards Busan”.

In 2009, in partnership with the OECD/DAC<sup>2</sup>, LenCD contributed to facilitate regional consultations on the process of establishing an African Platform; the process led to the mapping of options, opportunities, actors and processes and a strategy to move forward. The LenCD coordinator took the lead in conceiving and supervising this work; network members were invited to join an online reference group facilitated by Lawrencia Adams<sup>3</sup> (<http://sites.google.com/site/lencdorg/documents-1>).

Through the coordinator and members of the Africa Working Group, LenCD has been consulting regularly with partners, and primarily with NEPAD – which is leading the APDev process - to promote and support APDev as an important mechanism for energising the dialogue and mobilising action on capacity development in the region. The Africa Working Group has also explored options for support to be provided to NEPAD for the setting up and management of the Capacity Development leg of the APDev. Plans to recruit an Africa coordinator could not be pursued; nevertheless, support is being provided by the current team, in particular by the LenCD Learning Systems consultant<sup>4</sup> and by the LenCD Knowledge Manager<sup>5</sup>. LenCD is currently exploring the possibility to provide more consistent support to NEPAD and other African partners in the establishment and the management of the CD leg of the Platform, through a fully donor-funded Junior Professional Officer (JPO)/LenCD Africa Knowledge Facilitator (subject to donors’ interest).

LenCD has engaged with NEPAD work on the APDev in the context of several consultative meetings, including the 2/3 September 2010 meeting in Addis Ababa<sup>6</sup>, the 3 November 2010 meeting in Tunis and again in Addis on 21 January 2011. LenCD has accepted the invitation to be on the APDev Oversight Advisory Committee.

### 1.2 Learning Systems and Knowledge Products

With the support of a Learning Systems consultant, in 2010, LenCD has started working on a knowledge management strategy, including the development of core learning products and processes. This work is critical for LenCD to help "close learning loops" from multiple processes that generate CD knowledge. A range of instruments is under review and will be discussed at the Kigali Assembly meeting for further development and implementation. Specific products and services will be refined after the Kigali workshop and put into practice by the newly recruited knowledge manager to support the wider CD

<sup>1</sup> The Platform is to catalyze mutual learning and exchanges on commendable practices for input into policy-decision processes relating to Africa’s desire to achieve development effectiveness. As a first step, the Platform will be instrumental to Africa’s coherent preparation for 2011 Busan HLF4 through the forthcoming Tunis 2nd Regional Meeting from 4-5 November 2010.

<sup>2</sup> A consultant was recruited in summer 2009

<sup>3</sup> Institutional affiliation: Strengthening Transparency Accountability and Responsiveness in Ghana (STAR-Ghana)

<sup>4</sup> Tony Land

<sup>5</sup> Brian Lucas

<sup>6</sup> The AUC and NEPAD Technical Consultative Meeting on the APDev

community, including: the "CD Insights", to ensure that existing knowledge circulates, and "Consulting plus", to bring the expertise residing in the consulting community to bear.

**"Consulting Plus"** - A vast quantity of knowledge and insight is generated through consultancy assignments. However that knowledge is usually shared with a comparatively small group of users, and often remains as grey literature, inaccessible to a broader audience. Consulting Plus aims at creating opportunities to draw lessons of experience and insights from consultancy assignments, which can be brought into the public domain and disseminated through LenCD's knowledge management products and services (i.e. short reports, a case study/ story, data/ information that can support learning modules or be added to data-bases/ fact sheets, etc..).

**"CD insights"** - There is a very significant knowledge base on capacity development that often does not reach practitioners on the ground, policy makers, aid agency staff, journalists, who simply do not have time to search for, nor perhaps recognize the potential value of this knowledge to their own work. "CD Insights" offer subscribers inspiring knowledge and helpful information on capacity development practice. Brief captivating alerts disseminated on a daily basis feature promising practices, inspiring experiences, approaches or news items. They aim to promote uptake of CD ideas and encourage digging deeper into evidence, lessons and practice.

A basic "Case Stories" window, hosted by the LenCD website, features case studies from a variety of research efforts and experiences of a number of development organisations, including the stories collected through the knowledge fairs, which supported the UNDP 'Capacity is Development' event (Morocco, March 2010) and the High Level Event on South-South Cooperation and Capacity Development (Colombia, March 2010). LenCD is planning to establish an attractive and accessible multi-partner database of stories and experiences together with interested partners.

### 1.3 Capacity Development Learning Initiatives (CDLI) at country level

Opportunities for Capacity Development Learning Initiatives have been identified and pursued through LenCD partners. The EC-supported learning events in Nepal and Vietnam took place under the auspices of LenCD and Train4Dev. Others partners, including Denmark (Kenya) and GTZ (DRC), have made specific efforts to identify and organize country level learning events, which, for different reasons, have not come to fruition, including for context-specific political issues. Lessons from these experiences have been captured in 2010 (see box here below). These learning initiatives have significant potential for mainstreaming CD thinking in practice, by bringing together sectoral/thematic practitioners around specific practical CD challenges. Given the limited resources for LenCD core functions, the CDLI have not yet been promoted through LenCD. But this is likely to change in conjunction with the forthcoming Learning Package. Possible initiatives have already been indicated.

In July 2010, ACBF organised a 5 day-training workshop on the Results Measurement Framework applied to CD. Over 70 participants, representing national and regional organizations, took part in the event. The workshop was intended to apply to CD projects the most recent results-measurement approaches to CD and test them. The learning event yielded tangible lessons on challenges of developing CD-focused results measurement frameworks.

#### CD Learning initiatives: Lessons

- The value of such an event stands with the degree of genuine demand and the right mix of participants with a clear common focus. This is correct notwithstanding the fact that an event can help build ownership gradually.
- Critical is to identify participants on the basis of their genuine interest and demand for the topic;

the agenda should genuinely address their needs.

- More time and energy needs to be spent in the preparatory process in order to prevent and/or respond to possible challenges (for instance, for Kenya a preparatory mission was undertaken but the JLE did not go ahead for a range of political economy type of reasons.)
- Donor enticed JLE should be viewed with modest expectations. The donor counterpart Ministry may agree on the good idea but may not be able to convince the system.
- If genuine country ownership is the objective it is important to establish better sensors for opportunity through country staff and Southern partners. For NEPAD and ACBF for instance 2008 was a difficult transition year but it is likely that demand will be defined this year.
- The basic format for a JLE has turned out to be a basically useful design: larger group engagement in the beginning and end with a more focused workshop in the middle (2 levels) A high degree of participation, openness and flexibility has been appreciated and important in all events.
- Grounding in real experience and cases from the respective country and elsewhere helps to get from conceptual elusiveness into an experiential learning mode.
- It is worth considering the option to working more with universities to stimulate CD learning for a domestic constituency either as part of a learning event or as a first stage engagement.
- If country level learning events became more frequent we would run into a significant problem of a limited number of facilitators with the relevant skills.

<http://sites.google.com/site/lencdorg/cd-learning-initiative>

In partnership with the Swiss Cooperation, LenCD has been providing support to the Institute for Democratic Governance (IDEG) for the organisation of a regional learning event on Civil Society-Government interface: “Developing Interface Capacities between Civil Society and Government to Strengthen Democratic Ownership”. Through the Africa Working Group, LenCD has been closely involved in pre-workshop consultations, to shape the agenda and develop the content. The initiative has benefited from the collaboration of NEPAD and its links with Cluster A of the WP-Eff. The event was scheduled to take place between the 6th and the 8th of December 2010, in Accra; however, it was later rescheduled to 2011. More discussions on this will be held at the Kigali meeting in February 2011.

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

### **2.1 CD Learning Package**

During late 2009 and early 2010 LenCD and the OECD/DAC collaborated to support a report on the emerging consensus around the need to change current training practices. The resulting report *Seeking Better Practices for Capacity Development: Training and Beyond*, written by Jenny Pearson, drew together the findings from many different agencies and institutes in the aid and development sectors. The report details the emerging consensus not only about the necessary conceptual changes, but also what is now known to be best practice for assessment, design, delivery and M&E of training and learning practices for CD. The first version was shared widely, particularly through the LenCD website, and has recently been revised to incorporate feedback from across the sector. The paper will shortly be published as an OECD Working Paper, *Training and Beyond: seeking better practices for capacity development*.

In spring 2010, WBI and LenCD partnered to conduct a scoping study that explored how a more effective capacity development (CD) practice can be promoted by developing and making available a comprehensive learning package on capacity development, to meet the learning needs of field level practitioners in multiple constituencies. The study ‘Learning to Change Capacity Development Practice’ has a focus on Africa and has become the basis for a joined LenCD - Train4Dev initiative to develop such

Learning materials (<http://sites.google.com/site/lencdorg/cd-learning-package>). This is reflected also in the Train4Dev work programme agreed at the annual meeting in early June 2010, which established a partnership with LenCD in the context of the sub-group on CD, co-chaired by BTC and WBI.

In October 2010 LenCD and Train4Dev also worked together to develop the concept of an open source learning package to be called 'From Learning to Change: A Capacity Development Skills Package for Practitioners and Facilitators'. Against this and with support from the Austrian Development Agency (ADA) through the LenCD project, LenCD has recruited (February 2011) a CD Learning Package Coordinator/ lead developer<sup>7</sup> to help organize a CD Learning Package working group, comprising interested LenCD/Train4Dev stakeholders, to develop the CD Learning Package. The coordinator/lead developer will lead the processes for the development, piloting and dissemination of the CD Learning Package. For the development of the package the coordinator will be working closely with the CD Learning Package working group. It is expected that the draft CD Learning Package will be presented at the Train4Dev annual meeting (31st May/1st June 2011) and pilot tested in early fall.

## 2.2 Upgrade and make available synthesis "Perspectives on Capacity Development"

In 2008, "Perspective on Capacity Development" was prepared with network participation and was instrumental in shaping the Bonn preparatory workshop for the third HLF in Accra; it was also instrumental to shape the "Bonn Consensus" and the Accra Agenda for Actions.

In preparation for the fourth High-Level Forum a similar process has been embarked on with the DAC in developing Perspective papers on the key issues that had emerged from Accra. See para 3.6.

## 2.3 Improve and disseminate evidence

Thematic Resource Corners have been at the centre of LenCD's knowledge management strategy. A small but strategically important assignment with WBI, in May/June 2009, allowed setting up initial versions of the resource corners around the key issues that have arisen in Accra. There are currently eight resource corners as indicated in the box.

### LenCD Resource Corners

- 1) Civil society and private sector engagement - ownership & accountability;
- 2) Relevance, Quality and Choice of Capacity Development Support (technical cooperation, quality, South-South cooperation);
- 3) Support to Learning for Capacity Development;
- 4) Capacity Development in National, Sector, and Thematic strategies;
- 5) Enabling Environment - Incentive Systems, Drivers of Change, Political Context;
- 6) Capacity Development in Fragile Situations;
- 7) Country Systems Capacity - Aid Management, PFM, Procurement, and RBM;
- 8) Conceptual and methodological issues - Measuring Capacity Development

The Resource Corners have evolved in an ad hoc fashion through peer review and through substantive work in several areas, including "CD in fragile contexts" and "Beyond Training". The resource corners will further improve based on the work done with the perspectives papers (see paragraph 3.6). For lack of financial resources, the resource corners have remained as basic virtual libraries on a sub-optimal platform. A strategy has been developed to bring the resource corners to a higher level, make them more dynamic and respondent to the learning needs of CD practitioners. The strategy, comprising the identification of content editors and a quality assurance process, will be put into practice after

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<sup>7</sup> Jenny Pearson

discussions at the Kigali meeting and access to more technologically sophisticated outlets. There are significant potential collaborations amongst the LenCD partners, including with Capacity.org, for the substantive management of topics as well as of the platform. The resource corners can become direct assets for partner platforms like APDev (see above).

## 2.4 The CD Knowledge Architecture

In 2010, in collaboration with LenCD, WBI commissioned a research work which looked at opportunities for rationalizing the CD knowledge architecture. The report ‘Opportunities for Rationalizing the Capacity Development Knowledge Architecture’ was prepared by the Impact Alliance (Jeff Kwaterski). The scoping study explores the CD knowledge architecture and demonstrates the potential of connection and collaboration. It explores how the rapidly evolving internet opportunities might be applied to organise the available knowledge on capacity development more rationally; it proposes a set of immediate action (quick wins) and a more ambitious approach to establish a CD knowledge aggregator in close collaboration with the African Platform on Development Effectiveness.

With the support of the Knowledge Manager, LenCD is now taking this study forward, translating the recommendations from the research report into a proposal for LenCD action for improving the CD knowledge architecture. A workshop on this topic, organised at the Kigali Assembly meeting, will look at how organisations and individuals share information and knowledge about capacity development, as well as at the strategic role that LenCD can play in supporting these efforts. Discussions around this topic in Kigali will guide the shaping up of a LenCD work-plan for 2011 and 2012.

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

### 3.1 Identify opportunities to impact on mainstream

In order to influence changes in CD practice, identifying opportunities to impact on mainstream processes needs to remain on top of LenCD agenda. Several opportunities have been identified and pursued. Starting in late 2009, in collaboration with the DAC, CD advice was offered through a consultant<sup>8</sup> to accompany – and inform with CD inputs - the “*International Consultations for State Building and Peace Building*”. This approach has proven successful to link a consistent CD voice into ongoing processes and to strengthen the CD knowledge base around these (state and peace building) and other thematic areas (i.e. sectors). Other opportunities include support to NEPAD sector work; these are likely to be seized with the development of learning modules that can cater for multiple purposes (i.e. CoPs). Most of the efforts have so far been focussed on the Aid Effectiveness agenda (see below).

### 3.2 Hold Global forum in conjunction with mainstream event – Knowledge Fairs

Fostering learning and promoting and facilitating knowledge sharing are critical functions of LenCD. In collaboration with the Impact Alliance, in 2010 LenCD contributed to organise two knowledge fairs. One Knowledge Fair was organised to support the UNDP ‘Capacity is Development’ Global Event on Capacity Development (Morocco, 17-19 March 2010 <http://www.capacityisdevelopment.org/>); the second one supported the High Level Event on South-South Cooperation and Capacity Development, organised by the Task Team on South-South Cooperation (TT-SSC) (Colombia, 24-26 March 2010). Both knowledge fairs have offered significant opportunities for involving the wider network of CD practitioners in the identification of case studies experiences and have shaped a system for identification, codification,

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<sup>8</sup> Heather Baser

vetting and sharing of stories. The rich material collected and reviewed through the knowledge fairs has been made available also through the LenCD website. The potential is yet to be fully developed through a quality managed case window as indicated earlier.

### 3.3 Support PD/AAA process: Aid Effectiveness Agenda: on the road to Busan

In November 2011, the global community will meet in Busan, South Korea, to review progress on implementation of the Paris Declaration and Accra Agenda for Action. Through the Working Party on Aid Effectiveness (WP-EFF), preparations are under way to take stock of progress made by donors and partner countries in the implementation of joint commitments.

To complement this effort, the OECD/DAC, in cooperation with the Learning Network on Capacity Development (LenCD) and the Southern initiative CD Alliance, has continued a process –commenced in 2008 - to reflect on the specific commitments and implications of the Paris Declaration and the AAA for capacity development.

The OECD-DAC has recruited a team of CD experts to prepare a set of technical Perspectives Notes as a key input to this process. The perspective papers provide a review of the current state of play on CD priorities highlighted in the Paris Declaration and the AAA and the Bonn Consensus, namely:

1. Sector capacity development
2. Capacity development in fragile situations
3. The enabling environment for capacity development
4. Technical co-operation and capacity development
5. Capacity development and civil society organisations

LenCD has been engaged in conceiving the initiative, providing regular comments, giving visibility and organizing network and peer review for the papers. The perspectives papers also support the LenCD resource corners in each respective area.

The perspective papers constitute inputs into the preparation of the Busan High Level Forum (HLF4)<sup>9</sup>. They are the basis for a ‘Synthesis Report’ lead by a High Level group, which will inform deliberations at the CD Alliance-led Cairo meeting (28-29 March 2011). This process will provide the substantive basis for distilling key messages for the Cairo consensus and Busan.

Through a dedicated workshop, the LenCD Assembly meeting (February 2011) will provide an opportunity to shape and validate the key policy messages on capacity development that have been distilled from the perspective papers, and to help bring them forward to Cairo and Busan. The workshop will be a strategic opportunity for LenCD to support preparations for Busan and identify specific areas of work that LenCD can pursue beyond Busan.

### 3.4 Support southern voice in the AE debate (in collaboration with the CD Alliance)

LenCD has consistently promoted and supported the presence of its Southern partners in the various forums mentioned in this report. Given its broad Southern partners base, LenCD coordinator is frequently approached to suggest participants, or Southern partners for consultation, including for the Pretoria meeting in March 2010, the Bogota HLE (March 2010) and for the upcoming Cairo meeting (March 2011). This activity window also offers an opportunity to LenCD partners to financially support participants in the Aid Effectiveness process, which may become relevant as we approach Busan.

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<sup>9</sup> The preparation of the Synthesis Report will be lead by the CD Alliance and the OECD-DAC, under the guidance of the High Level Group. Under the leadership of Talaat Abdel Malek (CD Alliance) the High Level Group comprises: Chhieng Yanara (Asia); Frannie Leautier (Africa) and Fernando Straffage (Latin America).

### 3.5 Support donor reforms: Donors' Learning Events

LenCD has been solicited by donor agencies to support their learning programmes and reform processes. A 'donor' learning event took place at the DAC on 30/6 and 1/7 2009 with diverse DAC work streams<sup>10</sup> and participants from donor agencies. LenCD support has also been solicited by Belgium BTC, where a referral was made (EPCDM). A partnership between LenCD and ECDPM provided a half day orientation to LuxDev (10 Sep 09). Other donor partners have shown interest and it is to be expected that such learning events may become more frequent with the development of the Learning package.

With the support of LenCD, the DAC has launched the "Donor Reform Series", featuring Australia and the European Commission in the first issues. The series is currently discontinued due to resource constraints; however, the concept has proven to be useful for sharing knowledge on how to translate reforms into practice in donor agencies.

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

### 4.1 Consolidate network governance, communication and effective outreach

Throughout 2009 and 2010 LenCD has been supported by a two person part-time team: the Coordinator/Senior Advisor and the UNDP Project Manager. The core team has been supported by consultants/partners, whose work has been financed either by the LenCD core budget or through parallel funding arrangements (i.e. funding from WBI, OECD/DAC, UNDP).

The **Coordinator/Senior Advisor's** assignment was funded by GTZ (now GIZ) during 2009, through parallel funding arrangements, followed by a bridging arrangement with the DAC, during the first quarter 2010, to support the Bogota HLE. The cost of this function could be picked up by the project only in July 2010, after receiving the first tranche of the Swiss Development Cooperation contribution. In order to secure minimum funding for knowledge management in the budget, the contract was limited to essential baseline functions, with UNDP picking up additional workload through the project manager.

The **Project Manager (PM)** has been supporting the network since the approval of the UNDP project (August 2009). The PM's time has been contributed entirely by UNDP-Capacity Development Group through its global programme budget with a 30% time arrangement. However, the PM's support to the network has increased significantly from July 2010 onwards.

The **Knowledge Manager** was selected, after a rigorous recruitment process, during the second part of 2010, when the first tranche of the Sida contribution was received and money could be committed in the budget. The Knowledge Manager started his six months assignment on the 3rd of January 2011. 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. New Knowledge Management assignments in 2011 and 2012 will be subject to availability of resources.

An **Africa Coordinator** position, foreseen in the project document, was discussed extensively with the Africa working group and NEPAD; however, it was decided to put this recruitment on hold, due to funding constraints. Instead the Steering Group opted to seek a fully donor-funded Junior Professional Officer (JPO) in Africa and use the scarce resources to cover the critical LenCD core functions.

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<sup>10</sup> DAC work streams: environment, policy coherence, statistics, etc...

The Terms of reference for a **Junior Professional Officer**, to be posted in Johannesburg, have been advertised by the UN JPO Service Centre since August 2010; however, no donor has yet expressed interest in funding the position. The position comprises knowledge management functions focussed on Africa and support functions for the Africa working group and the Africa Platform.

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.

In September 2010, the Steering Group established a Task Team and gave it the mandate to organise the LenCD Assembly Meeting in Kigali (10-12 February 2011). The Task Team comprised the following LenCD members: Thomas Theisohn (LenCD coordinator/senior advisor), Alessandra Casazza (UNDP and LenCD project manager), Janet Awimbo (Aga Khan Foundation), Mark Nelson (WBI), Apollinaire Ndorukwigira (ACBF), Godje Bialluch (GTZ), James Hradsky (OECD/DAC). The Task Team met regularly and consulted with the Steering Group on the organizations of the Kigali meeting. Regular consultations were also held between the team and the Co-chairs of the Steering Group.

#### Schedule of Steering Group meetings

- ❑ 10 February 2009
- ❑ 17 March 2009
- ❑ 19 May 2009
- ❑ Jul-Aug 2009 (electronic)
- ❑ 10 November 2009
- ❑ Dec-January 2010 (electronic)
- ❑ 3 February 2010
- ❑ 6 March 2010 - Pretoria
- ❑ 19 March 2010 – Marrakech
- ❑ April 2010 - electronic
- ❑ 27 July 2010
- ❑ 13 September 2010
- ❑ Task team meetings: 12 Oct, 25 Nov, 14 Dec, 2010; 11 Jan,
- ❑ 25 January 2011

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>).

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 will be discussed at the Kigali meeting for adoption.

#### 4.2 Coordinate, manage, and monitor resources effectively

See paragraph on resources and budget.

## 5. 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 2009-2010

- ❑ 11-12 May 2009, Capacity Alliance Meeting in Berlin: LenCD positioned as learning and evidence network
- ❑ 1-4 June 2009: Train 4 Dev annual meeting in Oslo: partnership for country level joined learning events (CDLI)
- ❑ 15-18 June 2009: WBI/INWENT meeting: LenCD positioned as player and possible workstream on quality standards.
- ❑ End July 2009: NEPAD CDSF strategy workshop and university dialogue in Accra
- ❑ Nov 2009 Addis meetings with NEPAD on SSC and CDSF
- ❑ 2-5 March 2010 - The Africa Regional Meeting on Aid Effectiveness, South/South Cooperation and Capacity Development, Pretoria, South Africa
- ❑ March 2010 – Knowledge Fair ‘Capacity is Development’ at the UNDP Global Event on CD
- ❑ 24/25 March Bogota High Level Event on South-South Cooperation and CD
- ❑ 2-3 September 2010, the Africa Union Commission (AUC) and NEPAD Technical Consultative Meeting in Addis Ababa
- ❑ 25 October, WP-Eff Cluster A meeting in Paris
- ❑ 29-30 November 2010, The Paris donors’ meeting ‘CD in Donor Business Processes: Getting it Right!’
- ❑ November 2010 - Tunis meeting
- ❑ 10-12 February 2011, LenCD Assembly meeting, Kigali, Rwanda

## 6. RESOURCES AND BUDGET

### 6.1 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 two years.

**African Capacity Building Foundation (ACBF)** – has supported LenCD through Apollinaire Ndorukwigira’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.

**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.

**Colombia** - has supported LenCD through Jorge Prieto Cardos' contribution to the Steering Group work and leadership for the expansion of LenCD in Latin America.

**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 10)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).

**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 180,000 transferred in two tranches: CHF 100,000 (equivalent to USD 94,760) received on 2 January 2010 and CHF 80,000 (equivalent to about USD 78,000) to be received by the 31st of July 2011.

**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).

**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 after 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 2 - UNDP LenCD Project – 2010-2011 Resource Mobilisation Overview**

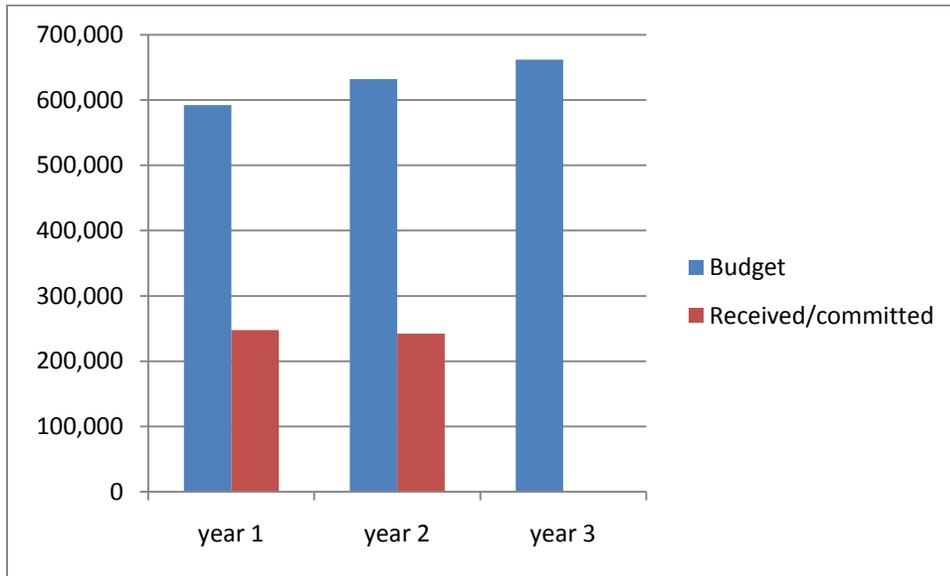
| Donor                            | Total contribution in local currency | Total contribution in USD | Date      | 2010           | Date      | 2011          | 2011           | 2011 Total | Remarks             |
|----------------------------------|--------------------------------------|---------------------------|-----------|----------------|-----------|---------------|----------------|------------|---------------------|
|                                  |                                      |                           |           | Received       |           | Received      | Committed      |            |                     |
|                                  |                                      |                           |           | USD            |           | USD           | USD            | USD        |                     |
| Swiss Cooperation                | CHF 180,000                          | 172,760                   | 2-Jan-10  | 94,760         |           |               | 78,000         |            |                     |
| SIDA                             | SKR 1,500,000                        | 206,987                   | 24-Aug-10 | 110,987        |           |               | 96,000         |            |                     |
| Austria Development Agency - ADA | Euro 30,000                          | 41,667                    | 11-Nov-10 | 41,667         |           |               |                |            | CD Learning Package |
| Irish Aid                        | Euro 50,000                          |                           |           |                | 25-Feb-11 | 68,119        |                |            | Road to Busan       |
| <b>TOTAL</b>                     |                                      | <b>421,414</b>            |           | <b>247,414</b> |           | <b>68,119</b> | <b>174,000</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 3 - UNDP LenCD Project – 2010-2012 Resource Overview against Budget**

|                      | Budget (USD)     | Received (USD) | Committed (USD) | %          |
|----------------------|------------------|----------------|-----------------|------------|
| <b>year 1</b>        | 592,000          | 247,414        |                 | <b>42%</b> |
| <b>year 2</b>        | 632,000          | 68,119         | 174,000         | <b>38%</b> |
| <b>year 3</b>        | 662,000          |                |                 | <b>0%</b>  |
| <b>3 years total</b> | <b>1,886,000</b> | <b>315,533</b> | <b>174,000</b>  | <b>9%</b>  |

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



## 6.2 Budget

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

**Table 4 – UNDP LenCD project 2010 expenditures and 2011 budget**

| Budget description                | 2010 Budget      |                           |                | Budget 2011    |
|-----------------------------------|------------------|---------------------------|----------------|----------------|
|                                   | Total allocation | Expenditures/ commitments | Budget balance |                |
| <b>PRACTICE</b>                   | <b>50,000</b>    | <b>0</b>                  | <b>50,000</b>  | <b>0</b>       |
|                                   |                  |                           |                |                |
| <b>EVIDENCE</b>                   | <b>101,859</b>   | <b>30,373</b>             | <b>71,486</b>  | <b>93,408</b>  |
| Learning Systems consultant       |                  | 28,000                    |                |                |
| Learning package coordinator      |                  |                           |                | 45,000         |
| Knowledge Mangement consultancies |                  |                           |                | 38,400         |
| UNDP ISS                          |                  | 1,400                     |                | 4,170          |
| 7% UNDP GMS                       |                  | 973                       |                | 5,838          |
|                                   |                  |                           |                |                |
| <b>POLICY</b>                     | <b>0</b>         | <b>0</b>                  | <b>0</b>       | <b>0</b>       |
|                                   |                  |                           |                |                |
| <b>MAKE IT HAPPEN</b>             | <b>95,555</b>    | <b>33,378</b>             | <b>62,178</b>  | <b>158,375</b> |
| LenCD Senior Advisor              |                  | 28,000                    |                | 118,637        |
| Kigali LenCD Assembly             |                  | 0                         |                | 21,309         |
| Learning package                  |                  | 2,400                     |                |                |
| Communication costs               |                  | 56                        |                | 1000           |
| Website                           |                  |                           |                | 460            |
| UNDP ISS                          |                  | 1,523                     |                | 7070.3         |
| 7% UNDP GMS                       |                  | 1,399                     |                | 9,898          |
|                                   |                  |                           |                |                |
| <b>LenCD TOTAL</b>                | <b>247,414</b>   | <b>63,751</b>             | <b>183,664</b> | <b>251,783</b> |

## Annex 1: Results Indicators Monitoring Matrix

| Expected Results   | Indicative Activities  | Indicators/Base lines and Targets   | Results<br>2010   |
|--|--|---|---|
| <p><b>Output 1:</b></p> <p><b>Regional and local initiatives for change in CD practice on the ground effectively promoted in all regions</b></p> | <p><u>Activity 1.1:</u></p> <p>Promote, support &amp; connect regional initiatives and identify strategic opportunities and priorities</p> | <p><u>Indicator 1.1:</u></p> <p># of regional working / champion groups / network nodes</p> <p><u>Baseline (2008</u></p> <p><u>Output Target 1.1.</u></p> <p>2010: 1 (Africa)</p> <p>2011: 2 (Africa, Latin America)</p> <p>2012: 4 (Africa, Latin America, Arab States, Asia): 0</p> | <p><b>LenCD Africa Working Group</b> - In line with LenCD project work plan, in 2010 LenCD focused its energies and invested its resources to support CD initiatives in Africa. A LenCD Africa Working Group was formed in early 2009, with the mandate of representing LenCD in the region, promote and initiate new partnerships around LenCD agenda, explore and support learning and knowledge sharing opportunities in the region.</p> <p>Under the joint leadership of Janet Awimbo and Apollinaire Ndorukwigira, the Africa Working Group has engaged in Africa-focused initiatives, including consultations on opportunities for an Africa Learning Platform on Capacity Development in 2009. This initiative produced an initial mapping of the CD Landscape in Africa with a great diversity of institutions, networks, initiatives and programmes. The report discussed a potential platform reviewing objectives, functions and possible options for operationalizing a platform. It emphasized the importance to conceive a platform as a multi-stakeholder effort and to build on existing communities of practice (available at <a href="http://www.LenCD.org">www.LenCD.org</a>). The report was instrumental in articulating issues that subsequently contributed to the momentum and dynamic for establishing the APDev combining Capacity Development with Aid Effectiveness and South-South Cooperation.</p> <p>Since 2010, two members of the Africa WG are part of NEPAD's Continental Steering Group, shepherding the operationalization of the Capacity Development Strategic Framework, adopted by the AU Council in January 2010. The group has engaged in discussions with NEPAD on the NEPAD-led Africa Platform for Development Effectiveness (APDev), entailing LenCD offer of support for the development of the capacity development leg of the APDev. The Africa Working Group has also been instrumental in preparing a regional initiative on Civil Society-Government Interface capacities lead by IDEG, Ghana.</p> <p><b>The Africa Platform for Development Effectiveness</b> - In 2009, in partnership with the OECD/DAC<sup>11</sup>, LenCD contributed to facilitate regional consultations on the process of establishing the African Platform; the process led to the mapping of options, opportunities, actors and processes and a strategy to move forward. The LenCD coordinator took the lead in conceiving and supervising this work; network members were invited to join an online reference group facilitated by Lawrencia Adams<sup>12</sup>.</p> <p>Through the coordinator and members of the Africa Working Group, LenCD has been consulting regularly with partners, and primarily with NEPAD – which is leading the APDev process - to promote and support APDev as an important mechanism for energising the dialogue and mobilising action on capacity development in the region. The Africa Working Group has also explored options for support to be provided to NEPAD for the setting up and management of the Capacity Development leg of the APDev. Plans to recruit an Africa coordinator could not be pursued; nevertheless, support is being provided by the current team, in particular by the LenCD Learning Systems consultant<sup>13</sup> and by the LenCD Knowledge Manager<sup>14</sup>. LenCD is currently exploring the possibility to provide more consistent support to NEPAD and other African partners in the establishment and the management of</p> |

<sup>11</sup> A consultant was recruited in summer 2009

<sup>12</sup> Institutional affiliation: Strengthening Transparency Accountability and Responsiveness in Ghana (STAR-Ghana)

<sup>13</sup> Tony Land

<sup>14</sup> Brian Lucas

|  |   |   |
|--|---|---|
|  |   | <p>the CD leg of the Platform, through a fully donor-funded Junior Professional Officer (JPO)/LenCD Africa Knowledge Facilitator (subject to donors' interest).</p> <p>LenCD has engaged with NEPAD work on the APDev in the context of several consultative meetings, including the 2/3 September 2010 meeting in Addis Ababa<sup>15</sup>, the 3 November 2010 meeting in Tunis and again in Addis on 21 January 2011. LenCD has accepted the invitation to be on the APDev Oversight Advisory Committee.</p>   |
| <p><u>Activity 1.2:</u></p> <p>Develop interface and systems to close the learning loop and make synthesis products</p>            |   | <p><b>Learning systems</b> - With the support of a Learning Systems consultant (Tony Land), in 2010, LenCD has started working on a knowledge management strategy, including the development of core learning products and processes. This work is critical for LenCD to help "close learning loops" from multiple processes that generate CD knowledge. A range of instruments are under review and will be discussed at the Kigali Assembly meeting for further development and implementation. Specific products and services will be refined after the Kigali workshop and put into practice by the newly recruited knowledge manager to support the wider CD community, including: the "CD Insights", to ensure that existing knowledge circulates, and "Consult plus", to bring the expertise residing in the consulting community to bear.</p> <p><b>Case stories</b> - A basic case stories window, hosted by the LenCD website, features case studies from a variety of research efforts and experiences of a number of development organisations, including the stories collected through the knowledge fairs, which supported the UNDP 'Capacity is Development' event (Morocco, March 2010) and the High Level Event on South-South Cooperation and Capacity Development (Colombia, March 2010). LenCD is planning to establish an attractive and accessible multi-partner database of stories and experiences together with interested partners.</p>   |
| <p><u>Activity 1.3:</u></p> <p>Effectively support Capacity Development Learning Initiatives (CDLI) at country level available</p> | <p><u>Indicator 1.2:</u></p> <p># and quality of country level CD learning initiatives (CDLI)</p> <p><u>Baseline (2008):</u><br/>0</p> <p><u>Output Target 1.2:</u><br/>2010: 4<br/>2011:8 (incl. 4 from 2010)<br/>2012: 12 (incl. Those from the</p> | <p><b>Capacity Development Learning Initiatives (CDLI)</b> - Opportunities for Capacity Development Learning Initiatives have been identified and pursued through LenCD partners. The EC-supported learning events in Nepal and Vietnam took place under the auspices of LenCD and Train4Dev. Others partners, including Denmark (Kenya) and GTZ (DRC), have made specific efforts to identify and organize country level learning events, which, for different reasons, have not come to fruition, including for context-specific political issues. Lessons from these experiences have been captured in 2010 (see box here below). These learning initiatives have significant potential for mainstreaming CD thinking in practice, by bringing together sectoral/thematic practitioners around specific practical CD challenges. Given the limited resources for LenCD core functions, the CDLI have not yet been promoted through LenCD. But this is likely to change in conjunction with the forthcoming Learning Package. Possible initiatives have already been indicated.</p> <p><b>Civil Society-Government interface learning event</b> - In partnership with the Swiss Cooperation, LenCD has been providing support to the Institute for Democratic Governance (IDEG) for the organisation of a regional learning event on Civil Society-Government interface: "Developing Interface Capacities between Civil Society and Government to Strengthen Democratic Ownership". Through the Africa Working Group, LenCD has been closely involved in pre-workshop consultations, to shape the agenda and develop the content. The initiative has benefited from the collaboration of NEPAD and its links with Cluster A of the WP-Eff. The event was scheduled to take place between the 6th and the 8th of December 2010, in Accra; however, it was later rescheduled to 2011. More discussions on this will be held at the Kigali meeting in February 2011.</p> |

<sup>15</sup> The AUC and NEPAD Technical Consultative Meeting on the APDev

|   |  |  |  |
|---|--|--|--|
|   |  | previous years)  |  |
|   | <p><u>Activity 1.4:</u></p> <p>Support regional knowledge exchange and integration into mainstream</p>   | <p><u>Indicator 1.3:</u></p> <p># and quality of regional knowledge exchanges</p> <p><u>Baseline (2008):</u><br/>0</p> <p><u>Output Target 1.3:</u></p> <p>2010:1</p> <p>2011: 3 (incl. 1 from 2010)</p> <p>2012: 6 (incl. above)</p>  | See above.   |
| <p><b><u>Output 2:</u></b></p> <p><b>Evidence and dissemination of good practice knowledge strengthened</b></p> | <p><u>Activity 2.1:</u></p> <p>Develop a LenCD Learning package</p> <p><u>Activity 2.2:</u></p> <p>Upgrade and make available synthesis “Perspectives on Capacity Development”</p> | <p><u>Indicator 2.1:</u></p> <p># of CD Learning Packages and « Perspectives on Capacity Development » available</p> <p><u>Baseline (2008):</u><br/>0</p> <p><u>Output Target 2.1:</u></p> <p>2010 : 1 CD Learning Package</p> <p>2011 : 4 CD Learning Packages and « Perspectives</p> | <p><b>CD Learning Package</b> - During late 2009 and early 2010 LenCD and the OECD/DAC collaborated to support a report on the emerging consensus around the need to change current training practices. The resulting report <i>Seeking Better Practices for Capacity Development: Training and Beyond</i>, written by Jenny Pearson, drew together the findings from many different agencies and institutes in the aid and development sectors. The report details the emerging consensus not only about the necessary conceptual changes, but also what is now known to be best practice for assessment, design, delivery and M&amp;E of training and learning practices for CD. The first version was shared widely, particularly through the LenCD website, and has recently been revised to incorporate feedback from across the sector. The paper will shortly be published as an OECD <i>Working Paper, Training and Beyond: seeking better practices for capacity development</i>.</p> <p>In spring 2010, WBI and LenCD partnered to conduct a scoping study that explored how a more effective capacity development (CD) practice can be promoted by developing and making available a comprehensive learning package on capacity development, to meet the learning needs of field level practitioners in multiple constituencies. The study ‘Learning to Change Capacity Development Practice’ has a focus on Africa and become the basis for a joined LenCD Train4Dev initiative to develop such Learning materials. This is reflected also in the Train4Dev work programme agreed at the annual meeting in early June 2010, which established a partnership with LenCD in the context of the sub-group on CD, co-chaired by BTC and WBI.</p> <p>In October 2010 LenCD and Train4Dev also worked together to develop the concept of an open source learning package to be called ‘From Learning to Change: A Capacity Development Skills Package for Practitioners and Facilitators’. Against this and with support from the Austrian Development Agency (ADA) through the LenCD project, LenCD has recruited (February 2011) a CD Learning Package Coordinator/ lead developer to help organize a CD Learning Package working group, comprising interested LenCD/Train4Dev stakeholders, to develop the CD Learning Package. The coordinator/lead developer will lead the processes for the development, piloting and dissemination of the CD Learning Package. For the development of the package the coordinator</p> |

|  |  |  |  |
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|  |  | <p>on Capacity Development » (including 1 from 2010)</p> <p>2012 : 7 CD Learning Packages and « Perspectives on Capacity Development » (including above)</p>   | <p>will be working closely with the CD Learning Package working group. It is expected that the draft CD Learning Package will be presented at the Train4Dev annual meeting (31st May/1st June 2011) and pilot tested in early fall.</p> <p>In 2008, "Perspective on Capacity Development" was prepared with network participation and was instrumental in shaping the Bonn preparatory workshop for the third HLF in Accra; it was also instrumental to shape the "Bonn Consensus" and the Accra Agenda for Actions. In preparation for the fourth High-Level Forum in Busan, a similar process has been embarked on with the DAC in developing Perspective papers on the key issues that had emerged from Accra (see support to PD/AAA processes and preparations for the HLF 2011 under output 3).</p>   |
|  | <p><u>Activity 2.3:</u></p> <p>Improve and disseminate evidence on:</p> <p>a) Civil society &amp; private sector engagement, ownership &amp; accountability</p> <p>b) TC, quality standards, SSC, genuine demand and supply</p> <p>c) National, sector, and thematic strategy</p> <p>d) Enabling environment incl. incentive systems</p> <p>e) Country systems</p> | <p><u>Indicator 2.2:</u></p> <p># and quality of resource corners and policy briefs in the six priority areas established in the PD and AAA (and beyond)</p> <p><u>Baseline (2008):</u><br/>0</p> <p><u>Output Target 2.2:</u></p> <p>2010: 3 resource corners and Policy briefs</p> <p>2011: 6 resource corners and Policy briefs (including 3 from 2010)</p> <p>2012: 6+</p> | <p><b>Resource Corners</b> - Thematic Resource Corners have been at the centre of LenCD's knowledge management strategy. A small but strategically important assignment with WBI, in May/June 2009, allowed setting up initial versions of the resource corners around the key issues that have arisen in Accra. There are currently eight resource corners as indicated in the box.</p> <p>The Resource Corners have evolved in an ad hoc fashion through peer review and through substantive work in several areas, including "CD in fragile contexts" and "Beyond Training". The resource corners will further improve based on the work done with the perspectives papers. For lack of financial resources, the resource corners have remained as basic virtual libraries on a sub-optimal platform. A strategy has been developed to bring the resource corners to a higher level, make them more dynamic and respondent to the learning needs of CD practitioners. The strategy, comprising the identification of content editors and a quality assurance process, will be put into practice after discussions at the Kigali meeting and access to more technologically sophisticated outlets. There is significant potential collaborations amongst the LenCD partners, including with Capacity.org, for the substantive management of topics as well as of the platform. The resource corners can become direct assets for partner platforms like APDev (see above)</p> <p><b>The CD knowledge architecture</b> - In 2010, in collaboration with LenCD, WBI commissioned a research work which looked at opportunities for rationalizing the CD knowledge architecture. The report 'Opportunities for Rationalizing the Capacity Development Knowledge Architecture' was prepared by the Impact Alliance (Jeff Kwaterski). The scoping study explores the CD knowledge architecture and demonstrates the potential of connection and collaboration. It explores how the rapidly evolving internet opportunities might be applied to organise the available knowledge on capacity development more rationally; it proposes a set of immediate action (quick wins) and a more ambitious approach to establish a CD knowledge aggregator in close collaboration with the African Platform on Development Effectiveness.</p> <p>With the support of the Knowledge Manager, LenCD is now taking this study forward, translating the recommendations from the research report into a proposal for LenCD action for improving the CD knowledge architecture. A workshop on this topic, organised at the Kigali Assembly meeting, will look at how organisations and individuals share information and knowledge about capacity development, as well as at the strategic role that LenCD can play in supporting these efforts. Discussions around this topic in Kigali will guide the shaping up of a LenCD work-plan for 2011 and 2012.</p> |

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|  | <p>capacity<br/>f) CD in fragile situations<br/>g) Conceptual and methodological issues</p> <p><u>Activity 2.4:</u><br/>Promote existing CD knowledge infrastructure and reinforce synergies with other CD knowledge systems</p> | <p>(including the above)</p>   |                   |
|  | <p><u>Activity 2.5:</u><br/>Identify options to increase impact of CD knowledge systems on practice on the ground</p>  | <p><u>Indicator 2.3:</u><br/># of MOUs/ functioning collaborative arrangements</p> <p><u>Baseline (2008):</u><br/>0</p> <p><u>Output Target 2.3:</u><br/>2010: 3 collaborative arrangements<br/>2011: +2<br/>2012: 7+ including the above)</p> | <p>See above.</p> |

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|  | <p><u>Activity 2.6:</u><br/>Develop basic language outreach</p>   | <p><u>Indicator 2.4:</u><br/># of functional basic language outreach</p> <p><u>Baseline (2008):</u><br/>1 (English)</p> <p><u>Output Target 2.4:</u><br/>2010: 2 (English and French)<br/>2011: 3 (English, French and Spanish)<br/>2012: 3 (English, French and Spanish)</p> | <p>Several discussions with partners; still ongoing.</p>  |
| <p><b>Output 3:</b><br/><b>CD related commitments implemented in mainstream agendas, incl. aid effectiveness</b></p> | <p><u>Activity 3.1:</u><br/>Identify opportunities to impact on mainstream</p> <p><u>Activity 3.2:</u><br/>Hold Global forum in conjunction with mainstream event</p> | <p><u>Indicator 3.1:</u><br/># inputs into mainstream processes</p> <p><u>Baseline (2008):</u><br/>0</p> <p><u>Output Target 3.1:</u><br/>2010: 2 (CD Knowledge Fairs/ advocacy at mainstream events )<br/>2011: 3 additional</p>   | <p><b>CD inputs in mainstream processes</b> - In order to influence changes in CD practice, identifying opportunities to impact on mainstream processes needs to remain on top of LenCD agenda. Several opportunities have been identified and pursued. Starting in late 2009, in collaboration with the DAC, CD advice was offered through a consultant<sup>16</sup> to accompany – and inform with CD inputs - the “<i>International Consultations for State Building and Peace Building</i>”. This approach has proven successful to link a consistent CD voice into ongoing processes and to strengthen the CD knowledge base around these (state and peace building) and other thematic areas (i.e. sectors). Other opportunities include support to NEPAD sector work; these are likely to be seized with the development of learning modules that can cater for multiple purposes (i.e. CoPs). Most of the efforts have so far been focussed on the Aid Effectiveness agenda (see below).</p> <p><b>Knowledge Fairs</b> - Fostering learning and promoting and facilitating knowledge sharing are critical functions of LenCD. In collaboration with the Impact Alliance, in 2010 LenCD contributed to organise two knowledge fairs. One Knowledge Fair was organised to support the UNDP ‘Capacity is Development’ Global Event on Capacity Development (Morocco, 17-19 March 2010 <a href="http://www.capacityisdevelopment.org/">http://www.capacityisdevelopment.org/</a>); the second one supported the High Level Event on South-South Cooperation and Capacity Development, organised by the Task Team on South-South Cooperation (TT-SSC) (Colombia, 24-26 March 2010). Both knowledge fairs have offered significant opportunities for involving the wider network of CD practitioners in the identification of case studies experiences and have shaped a system for identification, codification, vetting and sharing of stories. The rich material collected and reviewed through the knowledge fairs has been made available also through the LenCD website. The potential is yet to be fully developed through a quality managed case window as indicated earlier.</p> |

<sup>16</sup> Heather Baser

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|  |  | 2012: 7+ (including the above)   |  |
|  | <p><u>Activity 3.3:</u><br/>Support PD/AAA processes and preparations for the HLF 2011</p> <p><u>Activity 3.4:</u><br/>Support southern voice in the AE debate (in collaboration with the CD Alliance)</p> | <p><u>Indicator 3.2:</u><br/># of policy documents in the aid effectiveness agenda significantly shaped by LenCD (e.g. good practice papers, synthesis reports)</p> <p><u>Baseline (2008):</u><br/>0</p> <p><u>Target 3.2:</u><br/>2010: 1 interim report<br/>2011: 3 AE cluster strategies and a synthesis report on CD<br/>2012: 6+ including the HLF 2011 CD follow up strategy</p> | <p>In preparation for the 4HLF in Busan, the OECD/DAC, in cooperation with the Learning Network on Capacity Development (LenCD) and the Southern initiative CD Alliance, has continued a process –commenced in 2008 - to reflect on the specific commitments and implications of the Paris Declaration and the AAA for capacity development.</p> <p>The OECD-DAC has recruited a team of CD experts to prepare a set of technical Perspectives Notes as a key input to this process. The perspective papers provide a review of the current state of play on CD priorities highlighted in the Paris Declaration and the AAA and the Bonn Consensus, namely:</p> <ol style="list-style-type: none"> <li>1. Sector capacity development</li> <li>2. Capacity development in fragile situations</li> <li>3. The enabling environment for capacity development</li> <li>4. Technical co-operation and capacity development</li> <li>5. Capacity development and civil society organisations</li> </ol> <p>LenCD has been engaged in conceiving the initiative, providing regular comments, giving visibility and organizing network and peer review for the papers. The perspectives papers also support the LenCD resource corners in each respective area.</p> <p>The perspective papers constitute inputs into the preparation of the Busan High Level Forum (HLF4)<sup>17</sup>. They are the basis for a ‘Synthesis Report’ lead by a High Level group, which will inform deliberations at the CD Alliance-led Cairo meeting (28-29 March 2011). This process will provide the substantive basis for distilling key messages for the Cairo consensus and Busan.</p> <p>Through a dedicated workshop, the LenCD Assembly meeting (February 2011) will provide an opportunity to shape and validate the key policy messages on capacity development that have been distilled from the perspective papers, and to help bring them forward to Cairo and Busan. The workshop will be a strategic opportunity for LenCD to support preparations for Busan and identify specific areas of work that LenCD can pursue beyond Busan.</p> <p><b>Support to Southern voice</b> - LenCD has consistently promoted and supported the presence of its Southern partners in the various forums mentioned in this report. Given its broad Southern partners base, LenCD coordinator is frequently approached to suggest participants, or Southern partners for consultation, including for the Pretoria meeting in March 2010, the Bogota HLE (March 2010) and for the upcoming Cairo meeting (March 2011). This activity window also offers an opportunity to LenCD partners to financially support participants in the Aid Effectiveness process, which may become relevant as we approach Busan.</p> |

<sup>17</sup> The preparation of the Synthesis Report will be lead by the CD Alliance and the OECD-DAC, under the guidance of the High Level Group. Under the leadership of Talaat Abdel Malek (CD Alliance) the High Level Group comprises: Chheng Yanara (Asia); Frannie Leautier (Africa) and Fernando Straffage (Latin America).

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|   | <p><u>Activity 3.5:</u><br/>Support donor reforms</p>  | <p><u>Indicator 3.3:</u><br/># of incidences where LenCD is drawn in as partner in supporting CD learning and reform in development agencies</p> <p><u>Baseline (2008):</u> 0</p> <p><u>Output Target 3.3:</u><br/>2010: 3 aid agency events / processes<br/>2011: + 3<br/>2012: 10+ (incl. the above)</p> | <p><b>Donors' learning events</b> - LenCD has been solicited by donor agencies to support their learning programmes and reform processes. A 'donor' learning event took place at the DAC on 30/6 and 1/7 2009 with diverse DAC work streams<sup>18</sup> and participants from donor agencies. LenCD support has also been solicited by Belgium BTC, where a referral was made (EPCDM). A partnership between LenCD and ECDPM provided a half day orientation to LuxDev (10 Sep 09). Other donor partners have shown interest and it is to be expected that such learning events may become more frequent with the development of the Learning package.</p> <p>With the support of LenCD, the DAC has launched the "Donor Reform Series", featuring Australia and the European Commission in the first issues. The series is currently discontinued due to resource constraints; however, the concept has proven to be useful for sharing knowledge on how to translate reforms into practice in donor agencies.</p>  |
| <p><b>Output 4.1:</b><br/><b>LenCD established as a recognised partner effectively promoting capacity development</b></p> | <p><u>Activity 4.1:</u><br/>Consolidate network governance, communication and effective outreach</p> <p><u>Activity 4.2:</u><br/>Maintain LenCD public webpage and</p> | <p><u>Indicator 4.1:</u><br/># of relevant project staff in place and consultants effectively managed</p> <p><u>Baseline (2008):</u><br/>0</p> <p><u>Output Target 4.1:</u><br/>2010: 1 project</p>  | <p>Throughout 2009 and 2010 LenCD has been supported by a two people part-time team: the Coordinator/Senior Advisor and the UNDP Project Manager. The core team has been supported by consultants/partners, whose work has been financed either by the LenCD core budget or through parallel funding arrangements (i.e. funding from WBI, OECD/DAC, UNDP).</p> <p>The <b>Coordinator/Senior Advisor's</b> assignment was funded by GTZ (now GIZ) during 2009, through parallel funding arrangements, followed by a bridging arrangement with the DAC, during the first quarter 2010, to support the Bogota HLE. The cost of this function could be picked up by the project only in July 2010, after receiving the first tranche of the Swiss Development Cooperation contribution. In order to secure minimum funding for knowledge management in the budget, the contract was limited to essential baseline functions, with UNDP picking up additional workload through the project manager.</p> <p>The <b>Project Manager (PM)</b> has been supporting the network since the approval of the UNDP project (August 2009). The PM's time has been contributed entirely by UNDP-Capacity Development Group through its global programme budget with a 30% time arrangement. However, the PM's support to the network has increased significantly from July 2010 onwards.</p> <p>The <b>Knowledge Manager</b> was selected, after a rigorous recruitment process, during the second part of 2010, when the first tranche of the Sida contribution was received and money could be committed in the budget. The Knowledge Manager started his</p> |

<sup>18</sup> DAC work streams: environment, policy coherence, statistics, etc...

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| <p>work platform</p> <p><u>Activity 4.3:</u><br/>Coordinate, manage, and monitor resources effectively</p> | <p>manager, 1 researchers/knowledge facilitator, 1 evidence facilitator,</p> <p>2011: as 2010 + 1 Regional Facilitator Latin America</p> <p>2012: As 2011 + 2 additional Regional Facilitators for Asia and the Arab States region</p> | <p>six months assignment on the 3rd of January 2011. 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. New Knowledge Management assignments in 2011 and 2012 will be subject to availability of resources.</p> <p>An Africa Coordinator position, foreseen in the project document, was discussed extensively with the Africa working group and NEPAD; however, it was decided to put this recruitment on hold, due to funding constraints. Instead the Steering Group opted to seek a fully donor-funded Junior Professional Officer (JPO) in Africa and use the scarce resources to cover the critical LenCD core functions.</p> <p>The Terms of reference for a <b>Junior Professional Officer</b>, to be posted in Johannesburg, have been advertised by the UN JPO Service Centre since August 2010; however, no donor has yet expressed interest in funding the position. The position comprises knowledge management functions focussed on Africa and support functions for the Africa working group and the Africa Platform.</p> <p>Support has been provided to the <b>Steering Group/Project Board</b> 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.</p> <p>In September 2010, the Steering Group established a Task Team and gave it the mandate to organise the LenCD Assembly Meeting in Kigali (10-12 February 2011). The Task Team comprised the following LenCD members: Thomas Theisohn (LenCD coordinator/senior advisor), Alessandra Casazza (UNDP and LenCD project manager), Janet Awimbo (Aga Khan Foundation), Mark Nelson (WBI), Apollinaire Ndurukwigira (ACBF), Godje Bialluch (GTZ), James Hradsky (OECD/DAC). The Task Team met regularly and consulted with the Steering Group on the organizations of the Kigali meeting. Regular consultations were also held between the team and the Co-chairs of the Steering Group.</p> <p>A <b>Survey</b> 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 (<a href="http://sites.google.com/site/lencdorg/documents-1">http://sites.google.com/site/lencdorg/documents-1</a>).</p> <p>Following discussion around LenCD governance in 2010, within the steering group and the inner circle of LenCD members a <b>LenCD Charter</b> was developed. The Charter has been circulated with amongst all invitees to the LenCD Assembly meeting in Kigali for comments and will be discussed at the Kigali meeting for adoption.</p> |
| <p><u>Activity 4.4:</u><br/>Evaluate LenCD</p>   | <p><u>Indicator 4.2:</u><br/># of annual reviews</p> <p><u>Baseline (2008):</u><br/>0</p> <p><u>Output Target 4.2:</u></p>   | <p>LenCD has taken stock of activities and results in Pretoria (March 2010) and Kigali (February 2011). The final evaluation is planned for 2012.</p>  |

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|  |  | 2010: 1 annual review<br>2011: 2 annual reviews (including 1 from 2010)<br>2012: 1 final evaluation |  |
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## Annex 2: LenCD Governance structure

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

- ❑ Janet Awimbo - Aga Khan Foundation (co-chair)
- ❑ Mark Nelson - World Bank (co-chair)
- ❑ Apollinaire Ndorukwigira - African Capacity Building Foundation (ACBF)
- ❑ Talaat Abdel-Malek - Government of Egypt),
- ❑ Godje Bialluch - GTZ
- ❑ Niloy Banerjee - UNDP
- ❑ James Hradsky - OECD/DAC
- ❑ Jorge Prieto Cardos - Government of Colombia
- ❑ Paul Riembault - EuropeAid
- ❑ Ikufumi Tomimoto - JICA

### Composition of the LenCD Africa Working Group:

- ❑ Apollinaire Ndorukwigira - ACBF, Zimbabwe - [a.ndorukwigira@acbf-pact.org](mailto:a.ndorukwigira@acbf-pact.org)
- ❑ Janet Awimbo - the Aga Khan Foundation, Tanzania - [janet.awimbo@ngorc.or.tz](mailto:janet.awimbo@ngorc.or.tz)
- ❑ Anthony Land - independent consultant, Botswana - [tland@info.bw](mailto:tland@info.bw)
- ❑ Alfredo Mazive IODA - [alfredomazive@teledata.mz](mailto:alfredomazive@teledata.mz)
- ❑ Rose Wanjiru - Open Forum, Kenya - [rose.wanjiru@gmail.com](mailto:rose.wanjiru@gmail.com)
- ❑ Lawrence Adams - Strengthening Transparency Accountability and Responsiveness in Ghana STAR-Ghana - [adamsl@hotmail.com](mailto:adamsl@hotmail.com)
- ❑ Abena Tabi - IDEG, Ghana - [ttabi@ideg.org](mailto:ttabi@ideg.org)
- ❑ Emmanuel Akwetey - IDEG, Ghana - [eakwetey@ideg.org](mailto:eakwetey@ideg.org)
- ❑ Ruby Quantson - IDEG, Ghana - [rquantson@ideg.org](mailto:rquantson@ideg.org)