

Meeting report

LenCD Learning Event on Change Management and Making Reform Happen

LenCD General Assembly 2013

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LenCD
Learning Network on Capacity Development

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Discussion papers and background papers, copies of the slides used in all presentations, and a collection of photographs from the event are available online at www.len.cd.org/ga2013

Introduction

The Learning Network on Capacity Development in collaboration with the European Union organised a Learning event on Change Management and Making Reform Happen that took place in Brussels on 20th June 2013. The learning event was followed by the LenCD General Assembly on 21st June. The events took place at the Manos Conference Centre in Brussels. It brought together some 50 practitioners from developing countries, development agencies, government, think tanks and civil society.

The learning event on the first day focused on the theme of institutional reform and opened with an explicit link to the Effective Institutions Platform with a presentation by EIP co-chair Steve Pierce. Most of the morning was organized in parallel working groups with altogether eight presentations featuring case experiences, approaches, and tools. At lunchtime Dr. Jim Armstrong, President of The Governance Network presented a keynote address, “Improving Institutional Capacity Development: Bright Spots”. During the first part of the afternoon a facilitated workshop explored the role of CSOs in leading reform processes. The final plenary, “Pathways to institutional reform and concrete initiatives”, harvested insights from the day.

The LenCD Assembly on the second day focused on LenCD priority setting and work planning for 2013-14 and beyond. It was open to all participants. After reporting on progress from 2011 to 2013, a plenary session explored LenCD engagement with the Effective Institutions Platform. Parallel working groups then discussed priority action in three areas:

- Promoting CD facilitation in Africa
- Connecting CD platforms (web developers forum)
- Capacity development as an engine for results

The early afternoon plenary drew together the inputs from the working groups and added other elements in plenary discussion. The second afternoon session discussed ideas for the coming year, when LenCD will celebrate its 10th anniversary, as well as possible futures visioning various business models for the network. The meeting closed with the announcement of the new LenCD Steering Group.

This report is organised following the agenda, which can be found in Appendix 4. Documents related to the meeting, including presentations and background papers, can be found on the LenCD web site at www.lencd.org/ga2013. The appendices to this report also include the numerous written inputs from participants collected on cards.

Thursday 20 June 2013:
Learning Event on Change Management and Making Reform Happen

Plenary 1: Opening remarks and introducing the Effective Institutions Platform

Mark Nelson, LenCD co-chairperson representing World Bank Institute, welcomed LenCD members and guests. LenCD will celebrate its 10th anniversary in 2014. In the past ten years, LenCD has helped define the field of capacity development and has played an important role in the aid effectiveness debate. There has been a noticeable change in discourse, increased partner country orientation and introduction of new instruments such as political economy assessments, but the message needs to be taken further. The network is still very important considering the amount of money spent on development cooperation each year and the critical debate on results. LenCD's role in advocating and lobbying for capacity development both on the technical and political level is still crucial. New actors such as the emerging economies have entered the scene and have to be engaged into the debate on CD, and the debate has to be taken to the sector level to make it more tangible. This event will help map out the way forward for LenCD and identify the network's priorities for the coming years.

Jan ten Bloemendal, Head of Unit 'Quality of Delivery Systems' in the Directorate General for Development and Cooperation (EuropeAid) welcomed participants on behalf of the EC. There is no development without capacity development, which always entails change. The last decade brought changes in the way development cooperation is done, including more alignment to partner country strategies and policies as well as increased reliance on partner countries' capacities. However, challenges remain, including focusing more resources on fewer sectors, achieving impact, and increasing mutual accountability between development partners and partner countries. The EC is ready to take the discussion further and to work on these challenges with other development partners and partner countries. It is important to share experience between practitioners and the political level, as this event has done.



Steve Pierce, USAID, and co-chair of the Effective Institutions Platform, gave a brief overview of the Effective Institution Platform (EIP). The EIP is a "coalition of the willing" and depends on the energy of its members. It includes a wide range of participants and topics. Its challenge is to address the

big picture and deliver inspiration, rather than reaching only the lowest common denominator. The EIP can support change through supporting knowledge sharing and consultation on reform efforts; sparking innovative ideas and processes; finding consensus on political sensitive issues; engaging with other forums; and bringing important messages to the attention to the Global Partnership Platform and the ministerial level. LenCD has committed itself to lead EIP core activities on 'Change Management' together with DfID. The role of the champions is (among other tasks) to bring multi-stakeholder groups together and develop joint efforts, which will lead to the delivery of concrete objectives. In this regard, and considering the genesis of the network, EIP is looking forward to cooperate with LenCD especially in identifying and formulating political messages which can be brought forward to the Global Partnership Platform. The EIP is envisaging having its next platform meeting in autumn 2013, and the next ministerial meeting is planned for the first quarter of 2014.

Parallel Session 1a: Case experiences (Rwanda, Nigeria)

Rwanda: Strategic approach to capacity building in priority sectors

Comfort Mbabazi, Public Sector Capacity Building Secretariat, Rwanda

Ms Mbabazi described Rwanda's transition from rebuilding and reconstruction to development, but noted that the country faces a human capacity shortage. Capacity building fails where it is driven by external forces rather than real local needs, when it is not done systematically with proper assessment, when technical assistance is done on a fly-in-fly-out basis without real



transfer of capacity, and when processes are driven by donors' preferences rather than by country strategies. It fails when activities are not directly linked to delivery so skills are not utilised, capacity is siloed rather than systematic, when priorities are unclear, and when monitoring and evaluation is weak.

Rwanda has identified clear priority areas and instituted rigorous procedures for tracking performance. M&E mechanisms include weekly tracking systems, annual workplans and capacity building plans, terms of reference for teams, and targets for transferring capacity. Technical assistance experts are shadowed by local staff to improve skills transfer. Training is treated as part of a larger capacity-building process which catalyses further change, not an end in itself. Lessons learned include:

- Capacity building should be government-driven, not donor-driven;

- Ownership cannot be forced, but should be earned by addressing “capacity for what?”
- Sufficient resources are required;
- Success stories are inspiring and should be shared;
- Strong M&E is needed to ensure real change.

Results have shown good progress in building capacity of government, but citizens don't yet always feel the impact and aren't necessarily able to hold government to account. In the private sector, labour retention has been a challenge and various approaches are being investigated including ways of motivation beyond pay. In other countries, the private sector has been a leader and pressured governments for change; in Rwanda the government is leading the way.

Nigeria: Reforming the ‘unreformable’

Dr. Joe Abah, State Partnership for Accountability, Responsiveness, and Capability

Dr Abah began by outlining the many challenges that Nigeria suffers from: the resource curse, high levels of corruption, an ineffective and corrupt public service, weak judiciary and legislature, lack of transparency and accountability in government, and cultural, ethnic, and religious conflicts. A more dysfunctional environment would be difficult to imagine. Institutional theory is unhelpful: people are not in fact rational, and cultural factors do not necessarily explain things.



SPARC's message is that partnership is key. It does not bring a predefined agenda, but takes a pragmatic approach to shifting barriers and working collaboratively with local authorities. It works in ten states with diverse contexts, using three approaches to engagement:

- “going with the grain” in states with a track record of reforms and specific technical assistance requirements
- “consolidation” where some reforms are in place and there is a clear understanding of the need for systematic cross-government reform
- “building foundations” in states with limited experience of reform, where pilot projects are used to demonstrate instances of reform on which to build.

SPARC has successfully implemented reforms in many areas and the cost savings achieved due to the implementation of reforms have been worth much more than the cost of the programme.

Discussion

During the discussion following the two presentations, it was noted that the SPARC programme includes a highly developed knowledge management facility. The programme leveraged budget support to good effect, and developed the first sub-national budget support programme. It has helped states develop internal revenue sources in preference to natural resource-based revenues.

The two cases presented in this session showed that multiple paths are possible. The first case is one of strongly government-led reform, and the second is one where an external facilitator plays a leading role. They both illustrate the value of partnerships and that one cannot build capacity in isolation, that context matters, informal rules must change, sustainable coalitions and working with political processes and incentives are important, and that formal technical training is less effective than approaches that emphasise skill transfer more strongly such as coaching.

Parallel Session 1b: Case experiences (Ghana, Mozambique)

Ghana: The IEA's leadership in reforming the presidential transition process **Dr. Michael Ofori-Mensah, Institute of Economic Affairs**

In his presentation, Dr. Ofori-Mensah highlighted that whereas Ghana has gone through two successful democratic elections since the return to constitutional in 1993, the two elections themselves have posed challenges to the state's capacity. The process of political and administrative renewal following the elections resulted in inadequate handover or even removal of government information and extreme cases such as forced evictions and theft of government property. As an input to a felt need to change this practice, the IEA wrote a research paper proposing guidelines to better manage the process and avoid the negative effects. This paper was discussed with different Ghanaian stakeholders, some of whom felt it should serve as a basis for legislation. In response the IEA drafted a Presidency Succession Bill, which was subsequently validated by different stakeholders and despite not yet having become law informed actions during the 2008 elections. The Bill was eventually adopted and enshrined into the nation's law in 2009, following a successful workshop to discuss its contents with Members of Parliament. The Bill was adopted as all key stakeholders were convinced that the Bill's benefits transcended the regime presently in power.

Mozambique: Experiences with approaches to institutional effectiveness **Alfredo Mazive, Academia de Desenvolvimento Humane e Organizacional Wumunho**

Mr Mazive presented key features of Mozambique's Public Sector Reform Strategy (PSRC), which identified and promoted several transitional quick wins (e.g. reducing registration time for new businesses). However the strategy did not deal with fundamental challenges that transcend the public sector as an entity, challenges that include the problematic relationship between the government and power and the state, or the absent accountability of Members of Parliament to voters and lack of an independent judiciary. Donor support to the PSRC was mainly based on and inspired by two change management tools, which as a basis for capacity development support failed to facilitate fundamental changes. Instead of current approaches, a shift would be needed to identifying which hard- and software are needed to produce changes all stakeholders aspire – with an emphasis on software. Instead of current problem-focused approaches and a strong emphasis on

training, a shift towards appreciative inquiry and appreciative coaching is expected to be more effective in managing change.

Discussion

In the discussion following the presentations, the following key points were made:

- In change management processes, approaches and tools that are otherwise well thought through and inspirational can promote transition without transformation if applied too rigidly. External support to change management needs to change and adapt over time.
- Effective change management combines investments in both 'software' and 'hardware' and does not shy away from a more political engagement.
- Understanding change management requires one to go beyond the tangible results of such processes, as this can be merely cosmetic. Analysis of recent processes towards constitutional reform in Ghana and Kenya shows that simply completing that process in the latter country does not mean that all challenges have been left behind.
- Change management requires stamina and a long-term horizon: the discussion of a right to information bill in Ghana has already taken up almost a decade, yet those involved are convinced of its future adoption.
- As opposed to 'problem-driven' approaches, 'appreciative inquiry' reflects the understanding of capacity development as an endogenous process, and the need for outsiders to start from that what is already there.
- Besides this long-term orientation, change management also needs to take account of the frequent change of people from one stakeholder category to another (e.g. from government to civil society), as well as from the frequent blending of government and state.
- A social consensus should not be defined as a win-win for all involved. Instead of this some costs will have to be borne by several stakeholders, yet all involved are convinced that in the medium- to long-term this will benefit them.



Parallel Session 2a: Tools and Approaches

ODI's analytical framework for evaluating change processes

Heidi Tavakoli and Rebecca Simson, Overseas Development Institute (ODI)

ODI has carried out research in three countries (Sierra Leone, Tanzania and Uganda) where aid appears to have had a positive effect on the institutional framework for service delivery. The project explored whether aid help address governance constraints and if so, how. Six enabling factors were identified which affect the impact of governance and institutions on public service provision:

1. The change agenda moves over time so there is a need to take advantage of windows of opportunity and not necessarily follow predetermined frameworks and needs assessments
2. Take advantage of tangible political payoffs, accepting that aid is inherently political and working with the political incentive structure
3. Build on what already exists in terms of legal, policy and regulatory frameworks
4. More emphasis is needed on strategic dialogue and policy implementation instead of providing advice.
5. Collective action solutions: external actors should facilitate instead of advise, and the aim should be to get actors together to focus on solutions
6. Be adaptive and learn from lessons

European Commission: Rapid Assessment of Capacities (RAC)

Enzo Caputo and Jaime Rojas, RAC team

The RAC was presented as an instrument to assess capacity development outcomes in a given development process (project or programme). There is a need to carry out proper assessments as a need to go beyond what can be seen at a superficial level. By focusing on individual and/or institutional capacity development processes, the RAC provides findings that go beyond standard evaluations. The RAC methodology has been used in Ukraine, Chad and Bolivia. It takes approximately two months with two experts and is very participatory. It has four steps:

1. Assess the Opportunity Framework (regional and national opportunities available to a country as well as limits to it)
2. Assess capacity outputs (Actual changes in the internal competences and skills that are found (in reference to the learning process) at individual & institutional level)
3. Assess capacity outcomes (capacities are necessary for the accomplishment of the institutions' mission (How was individual learning metabolized within organisational behaviour?))
4. Hold a validation workshop to put everything in correlation (what and how was the learning process?)

Steps 2 and 3 allow for people to tell stories of their learning. Assessments must be non-invasive, light and regularly carried out. They are snapshots and need to be done repeatedly as the situation shifts (ex-ante, mid-term and final). Flexible frameworks like RAC may offer advantages for learning compared with tools like logframes.



Parallel Session 2b: Tools and Approaches

Trends in coalition building at sub-national levels within Eastern and Southern Africa Janet Awimbo, Global Greengrants Fund (GGF)

Ms. Awimbo highlighted a number of coalition building trends based on GGF's experience in the sub-region. Positive trends or opportunities included:

- Growing demand from grassroots groups to strengthen their coalitions to enable them to have more influence at higher levels. She said this is evident from GGF grantmaking where a larger proportion of the budget now goes to networks.
- More requests from groups that want to learn how to work with governments (in response to reforms in local governance (e.g. devolution) as well as the growth of sectoral institutions)
- Increased commitment and demand among CSOs to improve their competence and integrity (eg self-assessments).

The following constraints were also noted:

- Resources, information, funding
- Cultural barriers within and among organisations (for example, competition among CSOs can be a major barrier). This affects "collaboration readiness."
- Lack of appropriate methodologies for tracking results by coalitions.

Organisational Assessment and the dynamics of change

Jos Brand, Institutional Development Advisor and Organisational Psychologist

Mr. Brand shared ten lessons learned from a programme on organisational change that brought together Dutch INGOs with their Southern partners (https://partos.nl/webfm_send/16495)

1. There is need for more clarity on key concepts (for instance the relationship between Organisational Assessments and Organisational Development). What clearly emerged from the learning programme is that OA should be used as a regular check (iterative process) towards desired change.
2. In the context of North-South relationships it is particularly important to be explicit about the underlying reasons for conducting organisational assessments. While learning is often given as the objective, the real reason is often to meet demands from donors and it is important to be honest about it.

3. Tools (LFA/5Cs/OCA/7S) help, but the facilitation approach is perhaps even more important. When used too rigidly even the best tools might stifle dialogue and learning. One helpful approach is to start with positive approaches (Appreciative Inquiry) before moving to more difficult organisational challenges. It is important to ensure that self-assessments are genuinely steered by the organisation itself (even where external facilitation is involved).
4. Building trust and good relationships help to open the black box (to understand how change/impact happens).
5. Multiple roles of external partners (eg donor/partner) are not the issue – what is important is to be explicit about them and when they change.
6. Avoid over-emphasizing performance scores, and clarify what the figures really mean
7. Agree on how change will happen (learning is not a useful concept in some cultures – look for alternative terms – eg professionalization)
8. Ensure balance in facilitation roles (can vary depending on what is needed – eg leadership development, team building)
9. Assess change readiness (often, both external and internal drivers are needed)
10. It takes two to tango: Northern partners should be open about how they deal with power and leadership, and be prepared to undergo “reverse” assessments from Southern partners

Discussion

The discussion following the two presentations highlighted the following points:

- Collaboration for what? – MSPs have become a standard donor requirement, but may not be useful/welcome by organisations involved. Many donor-driven networks do not survive the project phase due to lack of a common understanding/purpose and investment. It is also important to bear in mind that potential partners may have different capacities, which requires finding ways to ensure equitable participation.
- Ownership is critical for coalition building – many CD consultants are not effective (“capacity developers need to be capacitated”).
- Honesty by Northern partners (putting their money where their mouth is when they support coalition building). True collaboration is a long-term relationship and dialogue process and there is need to give time for this.
- Setting realistic goals/objectives (intermediate and long term) is a key building block in change-readiness (if task is too daunting people are demotivated)
- Networking and collaboration take time and effort and is context-specific: sufficient attention needs to be paid to developing collaboration-readiness (capacity)
- CSOs are starting to understand the need to demonstrate their effectiveness as an inherent principle (not donor-driven). In general sector approaches work best to build forms of mutual accountability.

Possible roles for LenCD in taking issues forward:

- Building more awareness of complexity and change management among CD practitioners (as opposed to focusing on linear ‘management for results’ approaches)
- Need to assess capacity assessment/development tools
- Highlight the need to pay attention to CD skills by policymakers

Keynote presentation: Improving International Capacity Development: Bright Spots

Dr. Jim Armstrong, president of the consultancy firm The Governance Network, described how capacity development often fails due to a lack of understanding of, or incorrect assumptions about, the real needs of the people involved. Development agencies often have difficulty changing, and despite efforts to “learn lessons”, what ultimately makes a difference is not lessons learned, but lessons applied. Capacity development is complex, occurring at multiple levels and over timeframes that may last twenty years or more.

There is a “standard model” for capacity development work that involves simple solutions, external experts who “own” the problem and the solution, the transfer of “best practices”, fixed protocols, projectisation, and rigid contracts. The typical project cycle is: diagnose, design, implement, monitor, and evaluate. But has any country ever really developed primarily through this “outside-in” model based on the wholesale importation of beliefs, expertise and capital? The CD standard model has not yet produced substantial change, and may itself be part of the problem.

Dr Armstrong has been looking for “bright spots” – successful interventions that have had surprising results – and has found promising approaches emerging which accept complexity, diversity, and specificity. These are flexible

and people-oriented approaches, which involve collaborative processes of co-diagnosis, co-designing, co-acting, and co-learning. In this approach, the donor’s role is to be a facilitator. They support legitimate ownership; increase support through engaging leaders and communities; are demand-driven; take advantage of context-specific, locally crafted solutions; involve more flexible time horizons and work plans; focus on developing adaptive skills; require highly skilled CD experts; and use new evaluation methodologies. CD experts should become CD facilitators, but this can be a difficult adjustment to make.

Many of the features of this new paradigm for CD are challenging to implement. These include problems of measurement, engagement with political leadership and communities, the process of adapting to the new paradigm, difficulty giving up familiar failsafe systems, translating knowledge into action, operating more flexibly and less prescriptively, moving from supply-driven to demand-driven operation, scaling up, and the lack of appropriately skilled CD facilitators. There is still a need for more research to better understand what is working and what is not.



Plenary 2: CSOs leading reform processes through capacity development

Participants in this workshop analysed three cases (from Albania, Nigeria and Uganda) selected from LenCD's 2011 *Capacity: Results* publication in order to discuss the roles that civil society played in each case. The discussion was oriented around three themes: policy, service delivery, and problem solving of societal challenges.

- **Policy:** Participants recognised common roles for civil society, such as monitoring government actions, demanding accountability and advocacy. The traditional role of civil society in a democratic system is to voice opinions and dissatisfaction to the public sector. As a watchdog it plays an important role in safeguarding the fairness of the 'rules of the game'. When policy making and implementing is not functioning, the watchdog and advocacy roles are difficult and civil society will attempt to push reform or even force change in the political system. It can (temporarily) take a leading role, but since civil society represents many different interests it will need to find ways to organise and negotiate its own rules for political action.
- **Service:** Workshop participants concluded that civil society's involvement was important for sustainability of service delivery. Quality of service provision to the society depends to a large extent on the implementation capacity of the state, hence the first role for civil society mentioned in the table is to negotiate improvement of services. Public services to citizens by the state are always complemented by service delivery by voluntary organisations in civil society. However, the less state institutions are functioning the more civil society will try to fill urgent service gaps, either by providing the service themselves or by finding new and innovative ways to organise service delivery, which might involve private actors.
- **Problem solving:** In the Nigeria case the Interfaith Mediation Centre has been effective in mediation and resolving conflict, and from this example the workshop group concluded that civil society should play an advisory role through organising effective participation and involvement. The Joint Action Forum (JAF) in Rwanda was mentioned as another example. However, problem solving did not feature prominently in the three cases that were discussed in the workshop.



Participation in problem solving and organising consultation with civil society actors are two obvious roles for civil society. But when there is a need for significant transformation, institutional reform will entail thinking deeper about different roads for the future. But looking ahead and predicting change and the consequences of decisions and actions is complex. People expect that observed tendencies are good indicators for what the future will look like, but many political and social processes are not taking place gradually, but with sudden changes instead. The institutional response to social issues by the state is always one step behind the new reality. For this reason civil society should not only be consulted and allowed to participate - the traditional role civil society - but should be accepted to play a more prominent role in finding solutions for problems that affect citizens.

Conclusions

- There is a growing recognition that civil society actors play an important role in institutional reform, but involvement of civil society has not been systematically studied.
- Strategies for capacity development of civil society organisations in reform processes need to be based on realistic expectations, hence a better understanding of the various roles of civil society is necessary.
- Civil society is diverse, so it will not assume one single role in a reform process. When studying civil society involvement the range of roles and how these influence each other need to be taken into account.
- The framework proposed (see appendix) is an initial effort to conceptualise roles of civil society in institutional reform. To make it a more solid base for further discussion there is a need to strengthen the evidence base of the framework.
- Documentation and analysis of an increasing number of cases should reveal plausible links between civil society action and institutional reform.
- LenCD is evidently a suitable platform to collect and learn from experiences. Further, LenCD is in a good position to advocate new insights in the Effective Institutions Platform.

Plenary 3: Pathways to institutional reform and concrete initiatives

During this plenary participants stepped up to the "speakers corner" to make their points verbally and in writing. The cards generated are reproduced in the appendices under the headings insights from evidence, cases, approaches and tools, and proposed actions/initiatives.

Under 'insights', participants highlighted the importance of capacity development particularly in fragile states, and noted that CD principles are not always followed – Bangladesh being one example. The objective should be to build capacity and capabilities to deliver, not only develop tools and rules.

Several prerequisites and processes were identified for successful capacity development. An enabling environment is an important prerequisite, including democratic space, freedom of information, cross-fertilization of ideas, and political will. Northern partners also need to be open to facilitate trust. Documenting what already exists can provide a good starting point for change management. Good planning is an important step, as institutional reform can be overwhelming, but one should avoid rigid tools, logframes, and sequenced linear approaches in favour of flexible

approaches that break down the process while taking into account the complexity and nonlinearity of capacity development. Plans should include how to deal with resistance to change and how to take advantage of practical wisdom.

Capacity development needs to be considered as a process which is complex and non-linear, and plans should incorporate effective communication, good mobilisation, and participation. Coalitions with a clear, shared purpose will be important. CD practitioners should be facilitators rather than advisors, and accept that people will shift between stakeholder roles. Finally, they should be reflective and critical, and take an evidence-based approach to assessing the effectiveness of tools and approaches.



Participants suggested many actions that could be taken towards improving capacity development practice. Foremost among these was building the capacities of the capacity builders themselves, including capacitating and using local facilitators, including community-based institutions.

A strong need was also seen for promoting the concept of capacity development to governments and donors, getting them to treat it as a “main dish” rather than a “side dish” in development policy. It was argued that CD programmes should be “ring-fenced” to be more effective. LenCD seems to be preaching to the choir, noted one participant. How can the network get the real decision-makers to listen? Another observed that one could consider all development assistance to be capacity development – what actually counts as CD? A third asked whether it was feasible to educate decision-makers even before they become decision-makers, by reaching out to schools and universities, perhaps through the e-learning package.

On the ground, one should encourage more local ownership in capacity development programmes, build sustainability into reform processes, engage more with sector-level issues (energy and climate change were mentioned), consider the social innovation approach, and press for coordination among donors. A change in mindset is needed to encompass problem-solving and organisational change. One participant also noted that change is promoted “within our own houses”.

Participants recognized a need to improve understanding of change processes, and suggested specific activities such as a second phase to the ODI “unblocking results” research, and for LenCD to act as a development lab for practitioners. The results agenda was strongly highlighted, and there

were calls for carrying out further research on CD and results, noting that M&E systems need to be adapted when looking at CD and that current results-based approaches may well jeopardise CD.

The learning event closed with a final panel that re-emphasized a number of points presented above and articulated issues for LenCD to tackle (see discussion on day 2). Participants encouraged more events of this kind facilitating an open practitioner exchange around capacity development.



Plenary 1: Where do we come from – where are we heading

Kobena Hanson of ACBF delivered opening remarks for the day, noting that LenCD provides a good forum for learning and the exchange of experiences, and that it mirrors the ACBF vision so strong synergies can be developed. Links with the Effective Institutions Platform and with the African Community of Practice on Managing for Development Results (whose secretariat is now within AfDB) are also promising.



Lawrencina Adams and **Brian Lucas** reported on LenCD progress this year. Key achievements in 2011-13 include:

- **Busan HLF:** LenCD prepared a range of inputs to the Busan Aid Effectiveness forum including a joint statement on results and capacity development, a book of case studies, and convening a thematic session at the event. The network was able to leverage diverse stakeholders across constituencies around a common commitment to institutional effectiveness.
- **Networking:** collaboration with the EC to support this Learning Event and General Assembly, and outreach and relationship building with many other organisations, networks and platforms for collaboration. Formation of proposals to the Effective Institutions Platform and participation in the EIP meeting in Johannesburg.
- **E-learning course:** LenCD supported DiploFoundation's development of the e-learning course in collaboration with Learn4Dev, which will launch in September
- **Online communications and knowledge management:** Ongoing development of the web site including the case story library, document library, blogs and newsfeeds from 9 partner organisations, collaboration on the CD calendar, and updating the email bulletin.
- **Discussion papers and online discussions:** Three discussion papers were prepared: *Change Management*, *Coalition Building*, and *Measuring Results*. Online discussions around these issues were convened leading up to the EIP meeting in Johannesburg.

Work planned in the remainder of 2013 includes LenCD collaboration with EIP on change management, launching webinars or online seminars of case stories on CD in various sectors,

updating topic guides, framing CSO input into CD and institutional reform, launching and continued support to the e-learning course, and putting CD into the Global Partnership and the post-2015 development framework, preparations for LenCD's 10th anniversary (2014)

Discussion in this session showed particular interest in the e-learning course, with suggestions being made for future translation to French, Spanish, and other languages, and exploring links with universities. ACBF has links with African think-tanks, which may be useful here.

Plenary 2: A partnership opportunity: What role can LenCD play in supporting the Effective Institutions Platform (EIP)?

Suggested actions that LenCD could take:

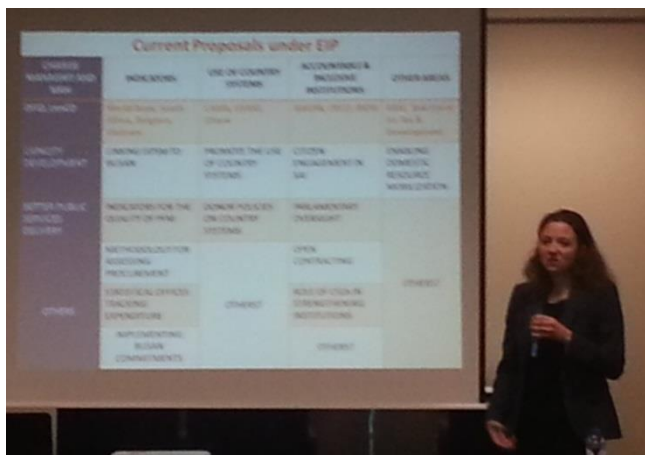
- Continuing to sensitise political masters on the importance of public sector reform efforts and building coalitions for reform
- Promote a whole-of-society approach to change including CSOs, private sector, academic institutions in the development of methodologies
- Promote the idea of external actors facilitating rather than transferring best practice
- Work on the issue of measuring results

How they could perhaps be accomplished:

- Bringing a multi-stakeholder group together & call for partners to join efforts
- Providing information and evidence (mapping)
- Delivering on more technical work (filling gaps where needed)
- Sharing principles and building consensus (developing shared methodologies and approaches)
- Shaping goals and initiatives of political interest to other forums, such as the Global Partnership

Four main conclusions emerged from this discussion:

- **Synthesise lessons:** There is clearly a need to synthesise lessons.
- **Communication:** there is a need to bring coherence to web sites and resource centres, and to bring stronger messaging process perhaps without developing new language. (see also WG 3)
- **Political messages:** Capacity for results and effective service delivery are very interesting debates at the high levels. There are genuine debates about the results-based movement.



- **Partnership with the APRM:** LenCD might be able to help in terms of advocacy, thinking about communication, advocacy, and knowledge gaps.

Working group 1 would have reinforced this plenary session, but was instead absorbed into the plenary session and no separate working group session was held.

Working group 2: Promoting CD facilitation in Africa

This working group identified many challenges and objectives for capacity development. The connection between organisational development and capacity development was debated, and it was decided that both need to be strengthened and linked together. The ultimate goals of capacity development include improving governance, leadership, and accountability, as well as the capacity, engagement, and empowerment of civil society. To do this, it is important to support learning, mentoring, and exchange of experiences, to obtain sufficient resources for capacity development, and to link policy and practice. It was noted that development practitioners often focus on “hardware” and formal structures such as laws, rather than “software” such as knowledge and values, but informal structures like the latter are very important.

As a step towards achieving these goals, the group identified a range of resources and networks that could be engaged and drawn upon:

- **CD regional expert pool** and networks exist and should be expanded and connected to build a critical mass of facilitators with broader CD perspectives.
- **APDev** offers opportunities to rally around it as a virtual and physical platform for discussion of issues
- **APRM** is a legitimate and credible mechanism with political buy-in, but questions were raised about how one can link in transformative leadership and capacity development, and how to operationalize national plans of action. It was suggested that a lot of work done through the APRM process is not adequately used by CD experts, and that one could pick a few countries and provide focused support towards improving this uptake. A relationship-building process is needed to engage with APRM on capacity development.
- The **e-learning course** is an interesting product, which could be of broad interest, but how can resources be found to support large numbers of people to take the course and become accredited?
- **CABRI** is a good platform to engage with on PFM systems and accountability
- **CAADP** is an opportunity for capacity development, where major stakeholders in several countries have collaborated.
- **IODA** (International Organisation of Development Associations) may offer an opportunity for increasing interaction, networking, learning and mentoring.

Participants in the working group also discussed longer-term objectives and visions for the future. The ultimate vision was one of systems, institutions, and individuals that are progressively improving, and where business cycles of governments in our countries have changed to support appreciative enquiry and making reform happen.

To achieve this, it was suggested that CD work should be systemic and holistic, not sector-specific, although it was noted that donors typically give money sectorally and that this thinking needs to change. The CD experts pool can be developed using a multisectoral approach, able to deal with systemic issues, cut across sectors, and move from bottom to top. The e-learning course may be able to support this. A need to map expertise was identified, to find out who is doing what, and to identify strategic levels, channels, and platforms through which to engage (e.g. NEPAD, FAO, EIP, APRM). The importance of working with local organisations was also noted, and a focus on coaching and mentoring beyond needs assessment into deeper empowerment was called for.

Working group 3: Connecting CD Platforms: Web developers forum

This session first developed a “mapping” of capacity development knowledge platforms, starting with the platforms represented at the event and then including many platforms related generally to international development. The organisations represented were:

- **Capacity4Dev**, sponsored by the EC, is by far the best-resourced platform. Its unique feature is its thematic groups, of which there are currently 240. They are self-managing, and offers document repositories, discussion groups, blogs, event calendars, and project management facilities. It produces video interviews, maintains a member roster, a question-and-answer service (which has had limited uptake), and a newsletter.
- **Capacity.org** has at its core its journal published three times per year. It also provides an events directory, mailing list, resource directory covering 20 themes, and social media outreach. Its newest feature is a news bulletin service using paper.li.
- **ApDev** has a mailing list, events directory, resource directories, and online communities including the CD expert pool. It is seeking content partners to contribute materials.
- **LenCD** provides a resource library, case stories library (probably its most unique feature with over 600 case stories catalogued), thematic guides / perspectives notes / discussion papers, an email bulletin, working group facilities, an events directory, and a network member search engine.

Other relevant organisations discussed were: Capacity.Net, Learn 4Dev, Teamworks, capacitydevelopment.ning.com, Zunia, Impact Alliance, United Nations Procurement Capacity Development Centre, AfDB capacity development network, OECD Knowledge-Sharing Alliance, Monde.org, Eldis, CDF, Global Fund to Fight AIDS, Tuberculosis and Malaria, Devex, and Guardian Development.

The only truly collaborative joint knowledge product currently operating is the Capacity Development Calendar, a Google calendar which Capacity.org, LenCD, and INTRAC contribute to.

Challenges to collaboration



included “platform pride” or organisational egos (it was noted that this was not a barrier at the operational level of those present, although it may be at higher strategic levels) and the lack of a community of practice where exchange could take place systematically. It was also noted that the people present in the group were not at the strategic decision-making level in their organisations.

The group agreed to:

- Select a name under which to operate joint CD knowledge initiatives. (After the meeting, “Capacity Alliance” emerged as the name of choice.)
- Collaborate on a new joint knowledge product, a weekly capacity development information bulletin, which will use the paper.li platform (Capacity.org to lead this)
- Develop a consistent taxonomy of capacity development terminology to support information exchange
- Agree on a common hashtag for use on Twitter to flag capacity development related information

Working group 4: Capacity Development as engine for results

This working group focused on the role LenCD could play in terms of identifying and responding to existing knowledge gaps; shaping and communicating political messages to advocate for CD; and broadening the reach of CD approaches. Key conclusions reached were that LenCD should:

- **Synthesize the insights and knowledge/ reports gathered by LenCD to date** in an accessible, user- friendly format and show-casing how CD works in practice and the supportive role it plays.
- **Promote high level visibility and understanding of CD** and the recognition of capacity development outcomes through a high level event on capacity results focusing on decision makers’ concerns, framing the discussion on CD in terms of capacity to deliver, and improving internal communication on CD issues within the parent organisations of current LenCD members to broaden the reach of LenCD and increase visibility including at the higher political level.
- **Broaden reach** by collaborating with sectoral organisations, supporting exchanges on how the CD agenda is operationalized in different organisations and on the different corporate approaches to CD and results, and promoting South-South exchange including through webinars and video-conferences with the use of infrastructure made available by supportive agencies.

Previous discussions within LenCD focused on the challenges resulting from increased political focus on measurable outcomes. However, there may be an opportunity to reignite discussion on capacity development, particularly exploring the capacities needed for results and sustainability. The World Bank Capacity Development and Results Framework proposes an approach to CD results that emphasizes “learning outcomes” for local agents.

Developing approaches to evaluate capacity development efforts is necessary but not sufficient in terms of better communicating the importance of CD. It is necessary to further reflect on this and to

identify more “pragmatic” ways to communicate about CD results to decision makers, who are likely to perceive other issues as more salient and to not be responsive to arguments related to capacity development outcomes as such, but rather to arguments related to the role of CD in enabling reforms.

Plenary 3: LenCD priorities and work plan for 2013-14

During the plenary session the rapporteurs reported on the inputs generated by the respective working groups for shaping LenCD priorities. These are reflected above. The discussion confirmed the four areas of action and added others. In developing the workplan, recommendations noted on the first day in plenary 3 should also be taken into account.

1. **Collaboration with the Effective Institutions Platform (EIP):** LenCD could possibly (co-)host the EIP meeting in fall 2013, where the focus will be on political messaging (including on CD and results and the role of CS) and for the Ministerial meeting envisaged for March 2014. LenCD could join in follow up research on "Unblocking results" (ODI), review and dissemination of emerging findings. LenCD has volunteered to lead further work on change management.
2. **Promoting CD facilitation in Africa.** LenCD should be instrumental in skills development for facilitators / institutional innovators with a focus on organisational change and development (OD), adaptive learning and leadership, dealing with complexity, collaboration, mobilisation etc.. The Africa WG of LenCD will take the lead.
3. **Connecting CD Platforms,** which is a longstanding aspiration, which may have been hindered by "platform pride" but offers numerous concrete steps in the short and longer term.
4. **Capacity development as engine for results.** LenCD has already worked on this over the years with a range of papers available and should pursue this work. There was ample need and scope for integrating CD in the results management systems. Many institutions have been working on this but the challenge is to bring it together. LenCD should help to further synthesize what is known, identify low-hanging fruits, craft clear messages for decision makers and practice.



The discussion tabled further items for consideration and inclusion into LenCD's workplan :

- **Engaging with sectors:** LenCD should start to invest in and support CD in sector settings where most development finance is spent and where many lessons are learned. The network should explore how to engage constructively and add value in sectors without duplicating existing efforts. Energy, climate change and food security were mentioned specifically. Also in the sector context the results angle could be particularly helpful.
- **Country level learning:** Participants emphasized a bridging role between decision makers and practitioners on the ground and pointed to the need to promote learning on country level. "LenCD should facilitate a dialogue on how change happens at the country level. CD and sustainability issues should be built into the process of developing and implementing strategies and plans. (LenCD has some experience with country level learning events)
- **New generation of administrators and leaders:** LenCD was challenged to reach out to the youth as future administrators and leaders. It could seek partnerships with universities and opportunities were flagged by NEPAD. LenCD has a learning package and e-learning course and there may be options to integrate CD content in regular curricula.
- **Broadening the network:** The e-learning course on CD should also be accessible in French and Spanish. There is room for additional players that could be brought into the process, or instance community based institutions, such as African Cooperative Bank. Beyond the strong focus in Africa, Asia should also be further build up as a hub of sharing, learning and applying CD knowledge.
- **Clarifying communication:** It is increasingly difficult to promote CD as a topic even in LenCD member organisations and there is a trend of "retrofitting" CD to denote "training and business as usual approaches. The network needs to reflect carefully to further sharpen communication, articulate what is already known, couch the issues in language that is more accessible to get the basic message across more effectively.

A large number of written ideas were submitted by meeting participants using cards, which were put up on the wall; the complete list of written submissions is included in the appendix (see page 24).

Plenary 4: LenCD's 10th anniversary: Thinking out of the box: Which business model for another ten years?

The session aimed to collect ideas for activities to mark 2014 as LenCD's tenth year of advocacy and action. At the same time participants were asked to reflect on what LenCD should look like in 3-5 years and how it should be organized. Written submissions from attendees were collected on cards and are included in the appendix.

LenCD 10th anniversary (2014): Ideas included a visible anniversary event with an emphasis to reach decision makers, with particular mention of IFIs and Finance Ministers. Such an event could be organized "stand-alone" or linked to others. Opportunities to raise the political visibility of CD include the AU Summit in July 2014 and the Conference of African Ministers of Finance in March

2014. Others suggested having a more sectoral or thematic anchor and linking the conference to issues such as food security or sustainable energy. Since the challenge of "capacity results" had featured high during the discussion and the results agenda receives so much attention, this focus could also be on "capacity as a motor for results".



From another angle an event could focus on the new generation as those who will be leaders in the future. It could take the form of an informal and public-oriented "walk for CD" with practitioners and decision makers. The 10th anniversary should be an occasion to celebrate achievements over the decade including Accra & Busan "Landmarks" and to compile 10 years of CD lessons learned; a user-friendly report with input from partners.

LenCD Futures: During its 10th year LenCD will also reflect on its business model. The UNDP support project that has allowed the network to receive and manage funding will come to a close and a bolder look is needed at options. In an environment where development resources are difficult to obtain for a global network the question of how to shape LenCD's business model is a critical one. Participants put forward a number of pointers to explore this issue further:

- **LenCD should remain a vigorous advocacy partnership** of like-minded organisations and individuals to promote better CD policy and practice. It should build bridges between high-level decision makers, technical expertise, governments, CSOs, etc.
- **LenCD or functions could merge with other platforms.** Keeping in mind that LenCD's attractiveness is also linked to its providing neutral ground for collaboration, there is scope to streamline certain functions by sharing them with other networks or for even merging with other platforms (e.g. Capacity.org, Capacity4Dev, AfCoP, ...)
- **LenCD could develop a consulting arm** that can be contracted for CD related work and might even allow generating the income needed for managing core functions of the network.
- **Become a professional association** of development practitioners who lead the debate about successful practices, tools, case studies and technologies for sustainable development. This could imply a degree of exclusivity, payment of dues, professional learning and accreditation, etc.
- **Stronger regional working groups** in Africa, Latin America, Asia/Pacific to set the agenda and pursue their own respective business model.
- **Develop a closer link to universities** to ensure that CD learning is mainstreamed in curricula and taken up by existing structures. This also implies reaching specifically out to young people/students, the "new generation" of leaders.

Plenary 5: Announcement of LenCD steering group members

In this final session of the event, the new membership of the LenCD steering group was announced as follows:

- African Capacity Building Foundation (ACBF): Kobena Hanson (Co-Chair)
- European Commission (EuropeAid): Paul Riembault (Co-Chair)
- IBON & Reality of Aid: Anthony Tujan
- Rwanda Public Sector Capacity Building Secretariat: Peter Malinga
- NEPAD Planning and Coordinating Agency: Florence Nazare
- Food and Agricultural Organisation of the United Nations (FAO) (OEKC): Sally Bermann
- United Nations Development Programme (UNDP): Peter van de Pol
- World Bank Institute (WBI): Mark Nelson
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ): Godje Bialluch
- Belgian Technical Cooperation (BTC): Bart Horemans
- Centre for Economic Governance, Kenya: Rose Wanjiru
- OECD Development Assistance Committee (DAC): Sara Fyson (observer)

LenCD members thanked the out going co-chair, Mark Nelson, for his vision and unwavering support over the years. The incoming co-chair, Paul Riembault, mindful of the added workload, expressed confidence that the LenCD steering group would be able to provide the guidance and support for a visible 10th anniversary and for defining a sound grounding of the network for the years to come. The session closed with a vote of thanks to all those who had contributed to a successful event.

Appendices

Appendix 1: Participants list

- Joe Abah, State Partnership for Accountability, Responsiveness, and Capability, Nigeria
- Lawrencia Adams, LenCD Coordinator
- Jim L. Armstrong, The Governance Network
- Janet Awimbo, GGF East and Southern Africa Coordinator, Global Greengrants Fund
- Sally Berman, FAO
- Godje Bialluch, GIZ
- Reinhard Bodemeyer, GIZ
- Jos Brand, Brand International Consultancy
- Mari Carmen Bueno, RAC team
- Enzo Caputo, RAC team
- Sifa Chiyoge, ICA-Africa
- Adrian Costandache, European Commission
- Alexis Derine, Consultant
- Aroma Dutta, PRIP Trust
- Koen Faber, Double Loop: learning for social development
- Sara Fyson, OECD
- Jos Gallacher, European Commission
- Paola Gessi, European Commission
- Kobena Hanson, African Capacity Building Foundation
- Bart Horemans, Belgian Development Agency
- Sorina Juglan, European Commission
- Jasson Kalugendo, APDEV Knowledge Manager
- Niels Keijzer, Deutsches Institut für Entwicklungspolitik / German Development Institute (DIE)
- Sulaiman Kiggundu, Parliament of Uganda
- Christoforos Korakas, Capacity4Dev
- Julia Kroemer, SQ2M
- Brian Lucas, LenCD Knowledge Manager
- Alfredo Mazive, Academia de Desenvolvimento Humano e Organizacional Wumunhu
- Comfort Mbabazi, PSCBS (Coordinator, Strategic Capacity Building Initiative (SCBI))
- Wangu Mwangi, Capacity.org
- Florence Nazare, NEPAD
- Mark Nelson, WBI
- Michael Ofori Mensa, IEAGH
- Paul Okumu, ACPPP
- Jacques P Sam, Consultant
- Steve Pierce, USAID
- Joelle Piraux, Belgian Development Agency
- Laure-Helene Piron, DFID
- Manuela Prina, EC/European Training Foundation
- Paul Riembault, European Commission
- Jaime Rojas, RAC team
- Maria Sancho Hidalgo, European Commission
- Rebecca Simson, ODI
- Heidi Tavakoli, ODI
- Jan ten Bloemendal, European Commission
- Thomas Theisohn, Event facilitator
- Petrus van de Pol, UNDP
- Rose Wanjiru, CEG
- Virginie Wyart, European Commission

Appendix 2: Cards posted on the “wall of ideas”

A large number of ideas were submitted by meeting participants on cards, which were put up on the wall under the following headings.

Insights / evidence

- Set realistic goals for change processes (also intermediate/process objectives)
- Change management can be facilitated by adequately documenting what is there (e.g. government assets)
- Over-reliance on tools in change management approaches leads to transition without transformation
- Change management approaches have to internalize frequent “migration” of people between stakeholder categories
- What is the effectiveness of capacity development tools and approaches? Any evidence/studies?
- CD skills (building) needs attention from policymakers/ donors
- Northern partners need to be explicit about their agenda/ capacity (reverse assessments)
- If we are unclear and ambiguous about our own theories of change, on what basis can we legitimately design CD projects/ interventions without the authentic engagement of the subjects of change?
- Question: do results-based approaches jeopardize change efforts?
- Country context matters in reforms
- Collaboration for what? Clarity purpose of partnership (+ roles) from outset
- Enabling environment: democratic space, cross-pollination of ideas, freedom of integration
- Political will is important for effective governance reforms
- Systemic view on specific institutional reform
- In fragile states, capacity building practice at all levels is a must
- Capacity building component is absent in most projects in Bangladesh

Insights / cases

- Reforms: Kenya’s case: Democratic space achieved after the repeal of the constitution in 2002 to change from a single party to multiple party system was instrumental in providing an enabling environment for long term change. Since piecemeal reforms had not led to the expected change, people demanded for constitutional change. Constitutional change overhauls the social contract between people to people as well as between people and their leaders. Important features:
 - Decisive moments; right timing
 - Popular participation combined with key leadership/champions
 - Generation of ideas in various forums/conferences
 - Effective communication – media was very instrumental
 - External actors – donors financial support to some of the initiatives
 - Constitutional change in 2005 after a referendum in 2005; promulgated in 28/8/2005

- Implementation challenges of constitutional provisions. Vigilance is critical.
- Rwanda + Nigeria case studies different than Ghana: Change can be lead from government (Rwandan Capacity Building Secretariat). It can also be facilitated externally across different contexts/entities (SPAR Nigeria works with 10 states in Nigeria). It can originate from civil society building broader coalitions with those with power (eg Ghana IEA influence law making/ new rules)
- In specific situations we should focus on society mobilization and not use intermediaries – eg conflict affected states
- CB must be taken as program which must “stand alone”
- Effective and sustainable capacity building comes in a collaborative approach among government departments and with broader society

Insights / Approaches

- Practical wisdom: Normal functioning institutions; need substantial transition; institutional context
- Better leverage/ exploit: How to better exploit practical wisdom for change
- Mechanism/ approach to move from supply side to demand side (community)
- For functioning institutions, capacity building must be taken as priority/ sector
- Effective communication (use of media): mobilization, popular participation
- Capacity building should be made a main course: Be at the center and not a side dish in development dialogue
- Capacity building needs to be matched with society strengthening to ensure oversight and increased demand for greater capacity which stimulates more demand
- Use resources/ practices already in play, facilitate transformation; minimize imposition of tools; flexibility and adaptation
- National dialogues: vehicle for sharing the vision; ensure goals don't get to the minimum denominator
- Listen and address causes of resistance to change
- Focus on capacity and capabilities to deliver and not on processes and methodologies along
- Focus the reforms to country level context
- Harmonise and sequence reforms
- Plan for resistance to change: redesign, regroup/co-action
- What is the best approach to start conversations about change management? Problem driven versus appreciative inquiry
- Capacity building should be built on the premise that an economic growth agenda must cover a broader societal development agenda and vice versa
- Move from logframes to flexible frameworks works ultimately for transformation
- Move from our role as advisors to facilitators

Insights / Tools

- CB is a tool and approach for improving governance practice
- Coaching rather than supply driven TA
- Appreciative inquiry and coaching

- The Brokering Guide Partnering Toolkit
- www.changemanagementtoolbook.org

Insights / Other issues

- All development assistance is capacity development
- How can we make CD more attractive to be listened to?

The following list was started with inputs on day 1 and complemented during discussions on day 2. Also on day 2, further cards were added on LenCD's 10th anniversary plans and future options.

Action / initiatives

- Partnership with universities
- Unblocking results; follow-up research/ joint learning process
- Integrate CD in the results measurement
- Focus on CD as engine for results; CD as a transformative process of change
- LenCD to act as CB lab for development practitioners through inclusive process
- Prep to learn about tools of CB and change management for local government and NGOs from LenCD
- Invest/Support on CD in a sector (energy or climate change)
- Link capacity development results at the level of sector issues – link between stakeholders
- Make the e-learning course on CD accessible also in French and Spanish
- Involve learning institutions forming future p. Administrators and leaders etc
- Sensitise CSOs to “problem solving” role
- If CD is intended to lead to institutional transformation, take a social or institutional innovation approach. Develop training opportunities for institutional innovators: adaptive learning and leadership, dealing with complexity, collaboration, mobilisation etc
- Focus on organisation change and development (OD), skills development for facilitators
- Develop workshops for IFI decision makers to ensure they understand current and emerging knowledge on capacity development + change
- LenCD could host the EIP meeting in fall 2013
- Assess existing CD tools (role for LenCD)
- Encourage community based institutions such as African Cooperative Bank to address the long term financial constraints of communities
- LenCD should facilitate a dialogue on how change happens at the country level (not just training on how donors initiate and facilitate change)
- Self assessment capacity builders
- Start/ continue/ support change of our own houses / staff procedures....and force coordination
- Ring-fence capacity development programmes from donor financial flows
- Continuous dialogue; sustainability plans should be built into the process
- Encourage more ownership in capacity development programmes
- Capacitate/ Then use local facilitators to deliver capacity development program
- Asia requires to be included as a hub of sharing, learning and applying

- LenCD: The Rwanda and Nigeria: Examples should be packaged and uploaded to the website so as to facilitate sharing of good practices in (institutional) reforms - government lead & external partners facilitate respectively
- Could we offer these excellent presentations as webinars once there is a critical mass of shown interest?

Futures

- An informal safe space for development practitioners (dues payment), coordinated, peer reviewed etc
- Future (3-5 years): collaborate and merge with other networks (AfCoP) and merge
- Collective networks; increased diversity; Europe needs CD!
- Regional working groups: Africa, Latin America, Asia/Pacific?
- Condensing vs. specifying?
- Remain a vigorous advocacy partnership
- Develop a consulting arm?
- Carry on LenCD outreach activities
- Develop webinars out of the case library
- Further pursue the way to enter CD into some kind of university teaching
- A platform to generate new ideas, link up with new generation and think outside the box
- Link access to high-level decision makers + technical expertise
- How can we “seduce” our environment? Can we make it “exclusive”?
- Professional association of development practitioners who lead the debate about successful practices, tools, case studies and technologies for sustainable development
- Capacity is bringing the longer term perspective
- Dev practitioners/ Bridge platform/ Higher political level/ CSOs
- Reaching out to young people/students
- LenCD as CD/OD – Learning & knowledge sharing platform

10th Anniversary

- To celebrate Accra & Busan “Landmarks”
- High level meeting --> capacity results
- AU Summit July; 2014 – Strong CD event – Political visibility of CD
- Conference of African Ministers of Finance March 2014 – Political visibility of CD
- Decision Makers’ forum on CD (political + IFI leaders)
- Walk4CD with decision makers?
- 1st joint conference with a sector based process (food security etc)
- Even for the next generation
- Compile 10 year CD lessons learned; user friendly report with input from partners

Appendix 3: Concept note for the meeting

LenCD emphasizes the ‘soft’ elements of change processes and tries to capture the median, between the technical and political side of reforms. These soft elements of effective institution building hinge, among others on: change management, coalition building and appropriate ways of measuring capacity development results.

From this optic, LenCD is organising its General Assembly with a Learning event on Change Management and institutional effectiveness in Brussels on the 20 and 21 June 2013, in collaboration with the European Union. Capacity development practitioners, partner countries, development partners, civil society organisations, think tanks and other stakeholders have been invited to present and exchange on their tools and approaches for making reform happen.

It is widely accepted that a whole of government or society approach is an increasingly favoured approach to reforms; not only led by central government institutions but including where relevant, sector ministries, local governments, CSOs, private sector, think tanks, and academic institutions in the development of tools and methodologies to help with reform efforts.

This event is another **milestone in the commitments made in Busan under the Effective Institutions Building Block** and consolidating interests around change management and capacity development. LenCD will use this opportunity to further define its contribution to creating and maintaining a virtual and physical ‘*space*’, where experiences can be exchanged on how to catalyse and support reform processes at the country level.

Civil society and think tanks are important actors in institutional reform processes especially as regards the demand side of institutional transparency and accountability. This often leads to a sustained push for institutional reform and capacity to lead these change processes in governance institutions. A workshop is planned to bring to the fore the perspectives and experiences of civil society organisations in promoting Institutional effectiveness and will generate insights for a perspectives paper on the state of play of citizens participation post Busan.

Another highlight of the event will be a keynote address **on Improving Institutional Capacity Development: Bright Spots** by Dr Jim Armstrong, President of the Governance Network based in Canada. Dr Armstrong has been involved with major change projects with national leaders around the globe.

Objectives of the learning event

1. Discuss and distil experiences on opportunities and challenges of institutional reform
2. Gain a better understanding of the role of CSO in institutional reform processes
3. Identify concrete initiatives to promote a better understanding and practice
4. Explore LenCD possible role in collaborating with the Effective Institutions Platform (EIP)

Participants and presenters will discuss existing experiences with reform processes by highlighting opportunities and challenges for institutional reform; looking critically at tools and approaches; distilling the role of coalition building and evidence of results achieved that are not necessarily

technical or political. By building bridges and connecting to other communities of practice, participants could start a process of influencing policy around the global partnership for development effectiveness and capacity development. The gathering will also seek to fine tune LenCD's possible role in the coming years as well as its contribution to the effective institutions platform.

Taking into account the participants' different institutional backgrounds (i.e. development partner, CSOs, think tank, partner country representative, practitioners) and their working experience, facilitation support will be provided in framing guidelines for presentations to ensure that expected outcomes are attained.

Expected Outcomes of the learning event:

- A distillation of lessons and experiences from presentations and discussions to be shared through the network.
- A report that captures the discussions and most relevant insights
- A CSO perspective paper developed and discussed among the community of practice on change management
- Elements for onward collaboration between LenCD and the EIP
- Strengthened networking and links among participants to seize future opportunities
- Specific inputs to LenCD's vision and work programme for the coming years (to be defined during the Friday business meeting)

As has been customary, the LenCD Business Meeting on Friday 21 June 2013 is open to old, new and interested participants. It is an opportunity to get to know the network and to participate in its agenda setting and exploration of ideas.

Appendix 4: Agenda

Day/time	Programme	
Thursday 20 June	<i>Change Management and Making Reform Happen Learning about institutional reform</i>	
8.30-9.00	Registration & networking	
	Plenary 1 <i>Chair: Mark Nelson, LenCD co-chair, World Bank Institute (WBI)</i> <i>Rapporteur: Godje Bialluch, GIZ & LenCD Steering Group</i>	
9.00-10.00	Opening remarks <i>Paul Riembault</i> , Head of Section Capacity Development, DG EuropeAid - European Commission Framing the learning event: notions, objectives, expected outcomes <i>Mark Nelson</i> , LenCD Co-Chair, World Bank Institute (WBI) Post-Busan Building Block: Effective Institutions Platform (EIP) <i>Steve Pierce</i> , Co-chair EIP, United States Workflow, ground rules , getting started (Thomas Theisohn, Facilitator)	
10.00-10.30	Coffee break & networking	
	Parallel Sessions	
10.30-11.30	Case experiences – Session 1a <i>Moderator: Sara Fyson, OECD/DAC</i> <i>Rapporteur: Brian Lucas, LenCD</i> Rwanda: Strategic Approach to Capacity Building in priority sectors <i>Comfort Mbabazi</i> , Coordinator, Strategic Capacity Building Initiative Public Sector Capacity Building Secretariat (PSCBS) Nigeria: State Partnership for Accountability, Responsiveness, and Capability <i>Dr. Joe Abah</i> , Programme Manager, SPARC Nigeria	Tools and Approaches - Session 2a <i>Moderator: Florence Nazare, NEPAD</i> <i>Rapporteur: Sally Berman, FAO</i> ODI's analytical framework for evaluating change processes <i>Heidi Tavakoli</i> , Overseas Development Institute (ODI), Centre for Aid and Public Expenditure European Commission: Rapid Assessment of Capacities (RAC) - A methodology pilot tested in Bolivia, Ukraine, Chad <i>Enzo Caputo and Jaime Rojas</i> , RAC Team
11.30-12.30	Case experiences - Session 1b <i>Moderator: Paul Riembault, EC</i> <i>Rapporteur: Alisa Herrero, ECDPM</i> Colombia, Jamaica, Guatemala: Institutional Capacity Development and civil society in the area of sexual reproductive health (UNFPA) <i>José Romero Keith</i> , Ph.D., Consultant in Capacity Development, UN System in Mexico and Central America	Tools and Approaches - Session 2b <i>Moderator: Godje Bialluch, GIZ</i> <i>Rapporteur: Wangu Mwangi, Capacity.org</i> Trends in coalition building at sub-national levels within Eastern and Southern Africa <i>Janet Awimbo</i> , Coordinator for the East and Southern Africa Regional Advisory Boards of the Global Greengrants Fund

Mozambique: Experiences with approaches to institutional effectiveness,

Alfredo Mazive, CEO, Academia de Desenvolvimento Humano e Organizacional Wumunho in Maputo, Mozambique

Organisational Assessment and the dynamics of change

Jos Brand, Institutional development Advisor, Organisational Psychologist

12-30-14:00

**Lunch
&**

Key Note:

**Improving Institutional Capacity Development: Bright Spots
Dr Jim Armstrong – President, The Governance Network**

Moderator: Kobena Hansen, ACBF, LenCD Co-chair

Rapporteur: Sara Fyson, OECD/DAC

14:00-16:00

Workshop

*Moderators: Koen Faber, Double Loop: Learning for Social Development
Brian Lucas, Knowledge Manager, LenCD*

*Rapporteurs: Christophorus Korakas, EC Capacity4Dev Platform Manager
Paul Okumu, Head of Secretariat-Africa CSO Platform on Principled Partnership (ACPPP)*

CSOs leading reform processes through capacity development

Civil society and the private sector agents are important actors in institutional reform processes. The purpose of the workshop is to explore the roles that civil society organisations (CSOs) can play in promoting institutional reform at the national level, to learn from experiences of CSOs' engagement in institutional reform processes in various contexts, and to begin developing a framework for understanding the roles that CSOs can play in institutional reform and the ways in which their capacity to engage can be supported.

16:00-16:30

Coffee break & networking

16:30-17:30

Plenary 3

Moderator: Lawrence Adams, LenCD Coordinator

Rapporteur: Rebecca Simson, ODI

Pathways to institutional reform and concrete initiatives

- What evidence of successes and failures, lessons and perspectives?
- Concrete ideas for concrete initiatives on the way forward?

This session will be organized as an interactive Forum, where all participants will be invited to share their respective harvest of insights, vision and ideas.

Please do not be surprised if you are asked to be a discussant in this forum!

17:30-18:00

Closing (18h)

Evening

Some suggestions for evening activities in Brussels can be found at:
www.agenda.be or <http://visitbrussels.be>
Walking tour suggestions at: http://visitbrussels.be/bitc/BE_en/do-see/to-do/walks.do

19:00

LenCD Steering Group member dinner meeting

**Friday 21
June**

LenCD Assembly - Business day

9:00-10:30

Plenary 1

Moderator: Kobena Hanson, African Capacity Building Foundations (ACBF)
Rapporteur: Reinhard Bodemeyer, German International Cooperation (GIZ)

Opening Remarks

Kobena Hanson, African Capacity Building Foundations (ACBF)

Where do we come from - Where are we heading

Progress report 2011-2013, lessons, challenges, opportunities

Lawrencia Adams, LenCD Coordinator

Petrus van de Pol, LenCD/UNDP Project Manager

Brian Lucas, LenCD Knowledge Manager

Q&A - Discussion

Renewal of Steering Group & Election of co-chairs

10:30-11:00

Coffee & networking

11:00-11:30

Plenary 2

Moderators: Lawrencia Adams(LenCD) and Sara Fyson (OECD/DAC)
Rapporteur: Florence Nazare, NEPAD & LenCD Steering Group

A partnership opportunity:

What role can LenCD play in supporting the Effective Institutions Platform (EIP)?

Reflecting and going forward on commitments made in Jo'burg.

This plenary session will introduce the issues following the presentation also on day 1. Ideas on how LenCD could support the Platform will be further discussed in a dedicated working group.

11.30 - 12.30

Parallel working groups

Working Group 1:	Working Group 2:	Working Group 3:	Working Group 4:
Moderator: Lawrencia Adams Rapporteur: Laure-Hélène Piron	Moderator: Rose Wanjiru Rapporteur: Alfredo Mazive	Moderator: Brian Lucas Rapporteur: Petrus van de Pol	Moderator: Mark Nelson Rapporteur: Jose Romero
LenCD engagement with the Effective Institutions Platform Identify concrete areas and modes of collaboration. This working group follows up on the above plenary.	Promoting CD facilitation in Africa Identify specific steps to launch an Africa Initiative to Help Bridge the Gap between Organisational Development and Capacity Development	Connecting CD Platforms: Web developers forum Plan specific initiatives for developing links, rationalizing work and collaboration between platforms with focus on capacity development	Capacity Development as engine for results A persistent and critical challenge: How to advocate, shape, apply and support results systems that operationalize CD as transformational process of change?

13:00-14:00

Lunch & networking

14:00-16:00

Plenary 3

Moderator: Lawrencia Adams – Rapporteur: Brian Lucas

LenCD priorities and work plan for 2013-14

Reporting back from the working groups

Working Group 1: LenCD engagement with the Effective Institutions Platform

Working Group 2: An initiative to promote CD facilitation in Africa

Working Group 3: Connecting CD Platforms: Web developers forum

Working Group 4: Capacity Development as engine for results

Q&A & Plenary discussion on other priorities and issues

15:00-16:00

Plenary 4

Moderator: Lawrencia Adams – Rapporteur: Janet Awimbo

LenCD's 10th anniversary 9 June 2014

Thinking out of the box: Which business model for another ten years?

Buzz groups and Plenary Discussion

16:00-16:30

Coffee & networking

16:30-18:00

Plenary 5

Moderator: Kobena Hansen – Rapporteur: Brian Lucas

Conclusions and next steps

Incoming Steering Group

Closing

Incoming Co-chairs