



United Nations Development Programme

# Trends in Public Sector Capacity Needs in Africa

Presentation by

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at the

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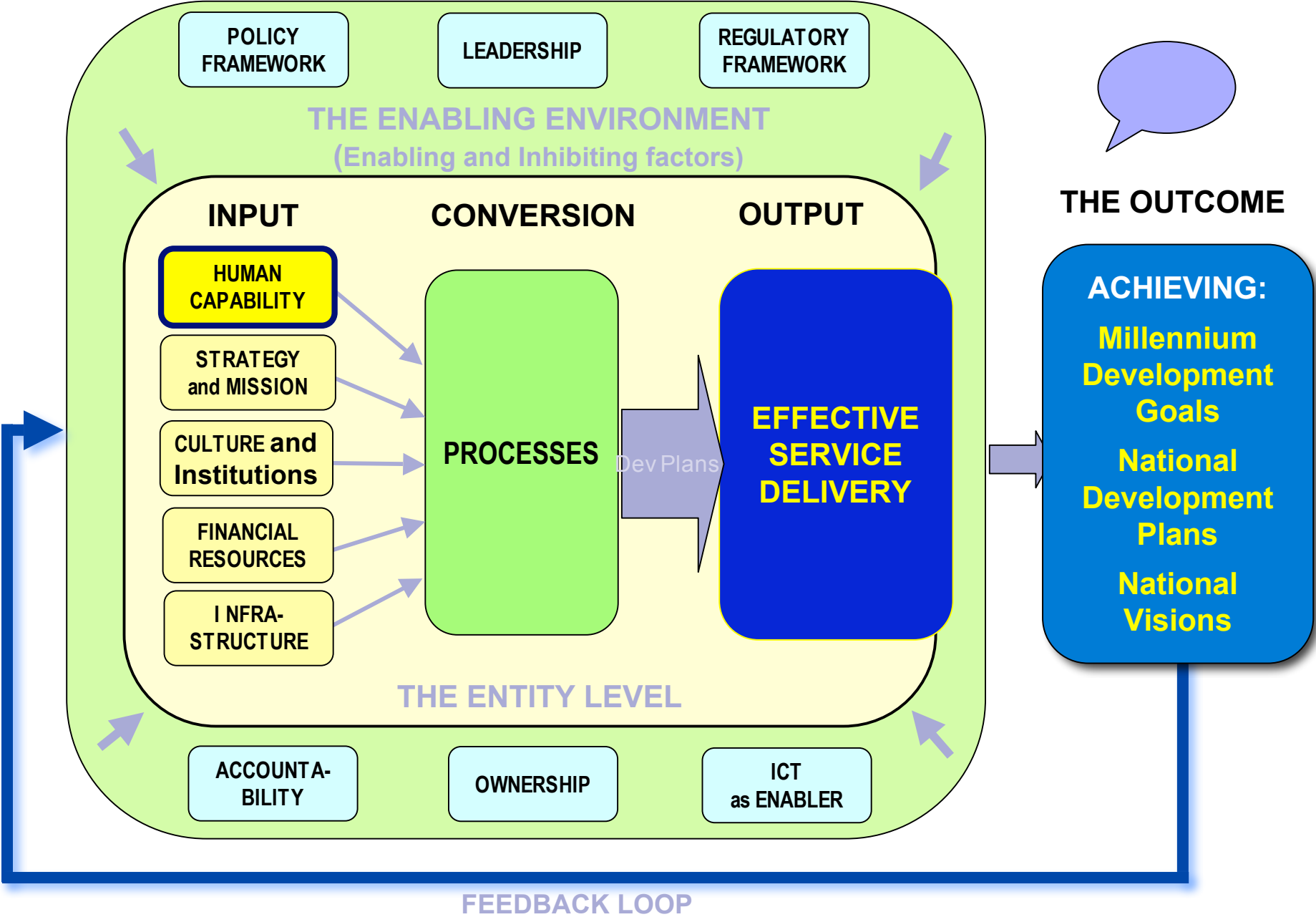
# OBJECTIVES OF THIS PRESENTATION

- Create a shared understanding of Capacity Development
- Context and challenges of Capacity Development
- Discuss Lessons learnt from practicing Capacity Development across sectors
- Share UNDP Capacity Development Strategy for Africa

# Context Trends

- Greater realisation and acceptance of fact that we have failed
- Greater trend towards self reliance and engagement with the rest of the world from near equality
- global consensus/shame that Africa needs to be given a chance to self determine, self develop and get assistance on its own terms

# Capacity for What?



# Common Trends in the capacity needs of the public service

- Lead different levels of developmental state
- Knowledge organisation
- Deal with globalisation
- Manage and benefit from the interface with democratically conscientised publics
- Management of the regulatory framework
- Manage the proliferation of public sector institutions

# Differentiated Analysis of needs

- Poor resource poor least developed countries
- Resource poor middle income countries
- Resource rich poor countries
- Resource rich middle income countries
- Geopolitically significant countries



# The Capacity Myth in Africa

- *exogenous* versus endogenous process
- Capacity is commonly defined in *numbers and levels of education and training* despite the very different context in Africa.
- Hardly ever any assessment of level and depth of utilisation
- Capacity “building” focuses on *knowledge and skills* rarely strategic competencies: ‘We have the knowledge, the skills and even the systems but lack leadership capacity” Chief Secretary, Malawi
- Capacity development is a simple *event or series of inputs* that can easily be resolved through short-term training often defined and delivered by external partners.
- Capacity is defined at the *sectoral* level, e.g. teachers, Doctors, economists with often no reference to the relationships between and across inter-dependent sectors. Yet, development outcomes e.g. “justice for all” is achieved through the contributions of police, prisons, internal security, justice, construction, education, presidency etc.
- Capacity is assumed to be about human resources in a country and less about the organizational systems and the enabling environment.



# Methodological trends

# Capacity Default Principles-UNDP View

CD is a long-term, dynamic process.

## 1. don't rush

... builds upon respect and self-esteem.

## 2. respect the value system and foster self-esteem

... is context specific.

## 3. scan locally and globally; reinvent locally

... requires an enabling dynamic.

## 4. challenge mindsets and power differentials

... needs attention and leadership internally and globally .

## 5. think and act in terms of sustainable capacity outcomes

... can be encouraged with conducive incentives.

## 6. establish positive incentives

... is premised on ownership.

## 7. Derive support for CD priorities from national priorities, processes & systems

... grows from existing capacities.

## 8. build on existing capacities

... is most needed where it is weakest.

## 9. stay engaged under difficult circumstances

... needs to work for poor people.

## 10. remain accountable to ultimate beneficiaries

PSR in Malawi

Decentralisation process in Namibia

Process with Namibia  
Cabinet and PS's

Ministers must eat  
first syndrome

Bots Vision 2016  
NDP9 and MDG's

Zim in the 80's and SA in the 2000's

A local authority example - KK

CD support cannot be seasonal and projectised

Accountability for results and not  
process – the Malaysian experience



# Capacity Development Process – 5 Steps

