

Presentation to the 1st Biennial General members meeting and Conference

30 August 2007

Midrand, South Africa



Introduction

Why new approaches to capacity building?

- Multiplicity of initiatives;
- Repeated failures;
- Increasing failure to deliver on set objectives;
- Heightened expectations to deliver;
- Focus on more money and more people;



Introduction

- **So, what is it that we are doing differently in developing capacity to attain the MDGs?**
 - “We always do what we have always done, so we get we always get”
 - Keep busy with no impact on growth (Kalongolongo economics);
 - Frustration due to repeated failure;
 - Low self-esteem as a people because we do not move at the desired speed, and depth;
 - Train more of the same;
 - Employ more of the same;
 - Create more, and repeat more of the same problems and mistakes;
 - Make service delivery a favour, and not a right;
 - End result is a citizenry that does not demand service delivery; and the cycle continues



What next-Change of mindset!

- Adoption of MDGs in 2000 by the global community, and NEPAD by the African Union, provided an opportunity for Africa to rethink its approach to development;
- Realised that the NEPAD objectives and the MDGs could not be achieved without a paradigm shift;
- Good Governance was to be a strong pillar of the African development agenda;
- Launch of APRM was, and continues to bear testimony to this commitment;
- Yet implementation of NEPAD, and national development plans aimed at achieving the MDGs were not moving at the desired speed;
- The 5 year review of MDGs confirmed this for most African countries;
- Lack of capacity was identified as a major constraint to achieving the MDGs;
- We therefore have a perfect opportunity to think and do differently.



What next-Change of mindset!

- Led to a process of developing a ‘capacity development strategic framework’ (CDSF) for Africa;
 - How do we define capacity development in the African context?
 - In 2006, NEPAD, in collaboration and with support of ACBF, ADB, ECA, Southern Africa Trust, embarked on a consultative process to re-look capacity issues in Africa;

“A process of enabling individuals, groups, institutions or societies: to define, articulate, engage, and actualize their vision or developmental goals building on their own resources and ideas and making strategic use of other available resources and ideas that can be organically applied to their situation/context ”



WHATS NEW?

NEW APPROACHES TO CAPACITY
DEVELOPMENT AT INDIVIDUAL,
INSTITUTIONAL, AND SYSTEMIC
LEVELS



WHAT'S NEW AT Individual Level

Traditional	CDSF
<ul style="list-style-type: none"> • Technical skills • Training needs assessment=symptoms • Training as a response to capacity building • Monetary incentives • Entrenching loyalty through job security • Reward of seniority and compliance rather than performance and creativity (who do you think you are) 	<ul style="list-style-type: none"> • Performance and competence • Leadership, responsibility and accountability to results/success of organization • Analysis of performance hindrance within job arrangements (deliverables, processes, regulations etc.) • Performance driven competence development, including attitudes and motivation • Peer and team based coaching and mentoring on the job • Training as an input into ongoing learning processes • Focus on other motivators like personal growth opportunities, conducive management support • Job security through performance • Accountability to the desired success of organization • Reward for performance, leadership, creativity and innovation, dedication and commitment



WHAT'S NEW At institutional level

CONVENTIONAL	CDSF
<ul style="list-style-type: none">• Input oriented approach<ul style="list-style-type: none">– More people– More resources• Focus on mandates• Focus on coordination• Focus on structure (notion of institutional reform)• Establishment of new institutions to resolve challenges• Crisis and politically driven and ad-hoc interventions-no demand• Focus on policy development and reform	<ul style="list-style-type: none">• Output and result driven process to reform and transformation<ul style="list-style-type: none">– Reorganisation and simplification of processes– Improving performance of existing staff and leadership• Functional approach to mandates, roles and responsibilities• Primacy of integration of functions over coordination• Deep analysis of functions and rationalisation of systems before strengthening• Focus on optimising system performance rather than expansion• Alternative options for delivery of services• Focus on behaviour, competence and performance of staff and leadership• Organ development of structure through self-driven analysis and processes rather than restructuring• Dealing with the issues of non-performance of existing institutions including leadership• Long-term efforts based on critical analysis of capacity requirements with solid M&E



WHAT'S NEW at Systemic Level

CONVENTIONAL	CDSF
<ul style="list-style-type: none">•Focus on policy development and reform•Analysis of inputs and outputs in a linear way•Real issues dealt under assumptions•Simple solutions to complex problems based on superficial analysis•System policies and regulations seen as a control measure to improve performance•Communication mainly from top down, resulting in information gaps and often resistance to change	<ul style="list-style-type: none">•Focus on policy implementation and impact, and the resulting performance or non-performance•Systemic analysis of the deeper problems in terms of institutions, their processes, structures, regulations, resources, peoples competence and motivation, behavior and the context in which institutions operate (policies, environment, institutional arrangements and functions)•Systemic analysis of triggers for change which can unleash a high change potential and trigger other changes, based on analytical in-depth knowledge of the system•Focus on enabling and motivation factors for organizing the system to perform better, rather than control, including leadership•M &E integrated into the design and at all stages of the change process and driven by people who manage the change•Communication

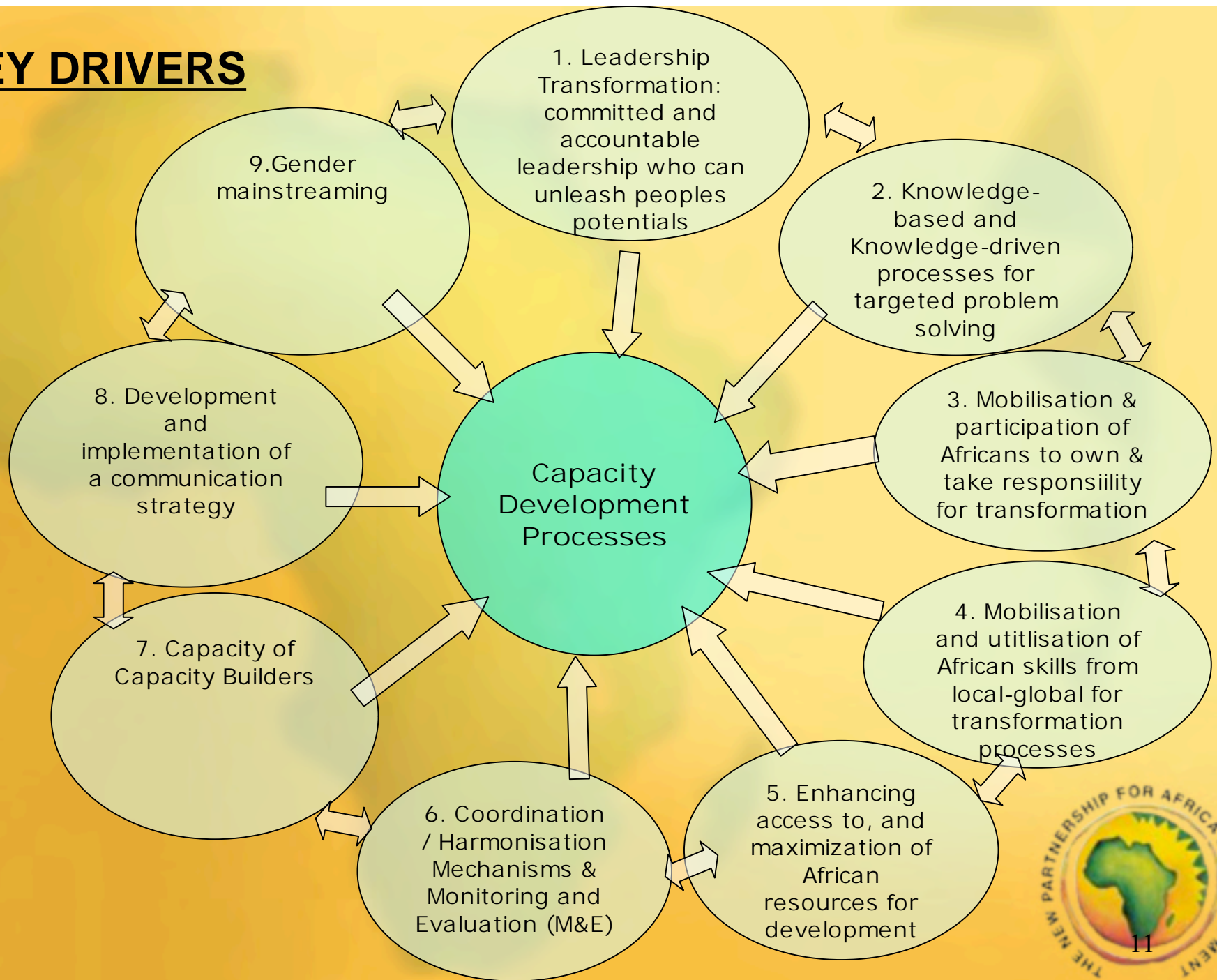


OTHER Cross-cutting issues

CONVENTIONAL	CDSF
<ul style="list-style-type: none">• External analysis and solutions prescribed to people living outside the system• Individual and issue-specific capacity building• Capacity building is carried out by institutions which themselves have not transformed	<ul style="list-style-type: none">• Critical self-assessment and acceptance of failures and systemic weaknesses which drives the search for own solutions to increase performance and self-transformation• Responsibility and ownership for weaknesses and solutions• Utilization of competent and transformed African experts and home grown solutions• Learning and adaptation by whole system, not only few individuals in certain departments/positions• Critical analysis of capacity development institutions for their own capacity develop new cadres of staff and leaders required for transformation



KEY DRIVERS



Application of CDSF

VISION

- Optimising and harnessing African resourcefulness for achieving set development objectives

GOAL

- Capacity development is to be the central vehicle towards the state's ability to effectively create a conducive environment for the achievement of stated development goals.



Application of CDSF

APRM Countries

- The outcome of the review process, which is Programme of Action (POA) addresses, amongst other things, capacity gaps which can be incorporated into the Capacity Development Strategy of the country and be implemented;
- Areas that may not be covered within the APRM POA can be supplemented by specific capacity assessments and identification needs of the sector or institution of concern if not already done;
- While countries would be encouraged to develop as much as possible a comprehensive national capacity development strategy based on appropriate needs and assessments, the CDSF would have a flexible approach to accommodate various degrees of comprehensiveness based on national needs and requirements



Application of CDSF

Countries that have not acceded to the APRM

- The process has to ensure buy-in by the political leadership at the country level;
- Utilizing already existing national development strategies including PRSPs, MDGs, and other existing database such as the African Governance Initiative (AGI);
- Ensure country ownership and leadership in the formulation and implementation of a national Capacity Development Strategic Framework.



Role of MDIs

- Need to be transformed in order to be true agents of changing the mindset;
- They need to be the vehicle for delivering on the new agenda;
- Cannot be business as usual;
- Governments cannot do it alone;
- Extending a formal invitation for them, to formally enter into a partnership, for the implementation of the CDSF;



CONCLUSION

- There is a need for complete mindset in the way we do business if we are to achieve the MDGs;
- Need to get rid of the “all is well at the top” syndrome;
- Approaches to capacity development should be based on results, and not work plans and activities;
- There is a need for a systemic approach to capacity development;
- It will take significant discomfort to move from the comfort zone;
- With a bit of discomfort, we can nurture “living heroes”, instead of living cowards;
- Need to manage diversity for the enhancement of the system;
- Otherwise the MDGs will remain a pipedream;
- MDI’s have a critical role to play-starting now!



CDSF PROCESS MILESTONES

- November 2006-workshop in Johannesburg;
- December 2006-Briefing to Bureau of Conference of Ministers of Public Service
- February 2007-Follow up workshop at ECA in Addis;
- February 2007-Drafting meeting in Johannesburg;
- February 2007-Briefing to Ministerial meeting of Ministers of Public Service;
- April 2007-Briefing to NEPAD Steering Committee in Accra;
- May 2007-Workshop for application of framework to APRM countries;
- June 2007-Report to NEPAD Heads of State and Government Implementation Committee;
- July 2007-National workshop for Ghana, focusing on implementation of APRM PoA
- Next
 - September-Uganda, to inform PoA
 - September-Kenya, focusing on capacity for the implementation of the PoA

