

# CAPACITY DEVELOPMENT THROUGH SSC & TRIANGULAR COOPERATION IN AFRICA: LESSONS LEARNED

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# Post-conflict countries

- Weaker states in the South have to reconstruct amidst the challenging circumstances
- Southern countries with stronger economies and stable systems are well positioned to form partnerships for regional reconstruction;
- Well intended donor interventions often do not achieve the desired outcomes for two reasons:
  - Non adherence to the tenets of the Paris Declaration e.g. ownership
  - Content of the designed projects are not aligned to the context, needs & priorities of recipient country
- South-South partnerships can achieve better results
- AU and SA foreign policy imperatives

# Regional Capacity Building Project

- 3 post conflict countries: Rwanda, Burundi and South Sudan
- Capacity building of individuals and institutions
- 5 year project funded by Canada: R 70m
- Previous experience of capacity building in DRC
- Secretariat to the African Management Development Institutions Network



# Project Purpose

## **Purpose**

- To improve the management and leadership capability of the public service through training and development in three post- conflict countries

## **Expected Results**

- Improved skills and capacity for good governance and better service delivery in the targeted post-conflict countries.

# Project Outcomes

## Outcomes:

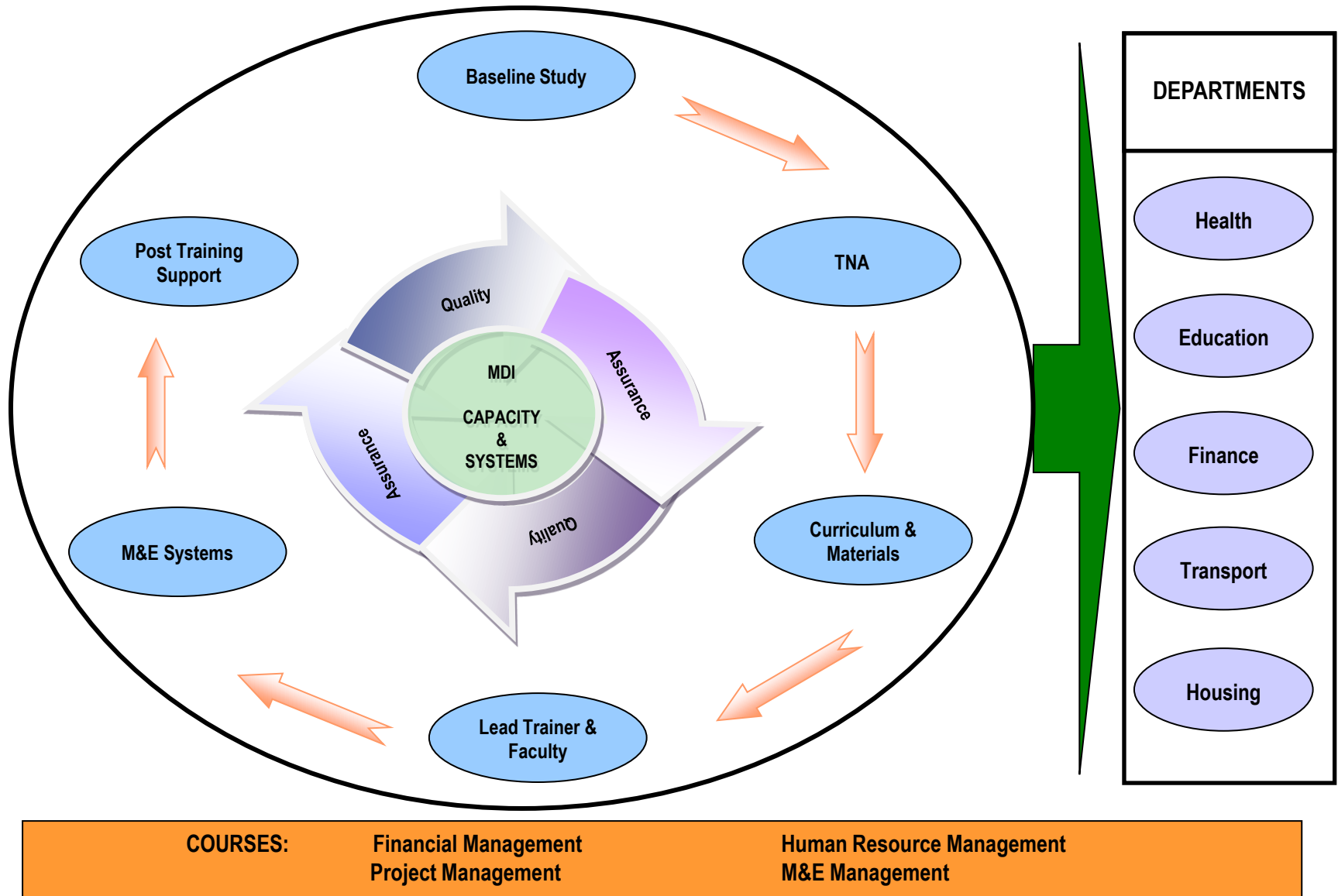
- Improved capability within MDIs for curriculum development and training delivery;
- Improved management and leadership capacities across key government departments in the 3 partner countries; and
- Strengthened institutional capacity at PALAMA to engage in regional capacity building initiatives.

Course areas: project management, financial management, human resource management and monitoring and evaluation

Service delivery areas: water, food, health, peace and security

On completion of the project, partner countries will have better training institutions, policies, systems, programmes and human capacity to continue developing their respective public services in the long term

# COMPREHENSIVE LEARNING CYCLE





# Innovative Methodologies

- **Indigenous** management and leadership for improved governance and service delivery;
- **“Participatory approaches”** - at all levels of project implementation;
- **Project coordinating teams** - at each MDI - no additional compensation;
- **Sustainable development** - beyond TOT - focus on MDI capability;
- **‘Comprehensive learning cycle’** - baseline studies, TNA, curriculum and materials development, training and monitoring of faculty, quality assurance cycle and M&E;
- **“Learning by doing”** - capacity building intrinsically linked to each step and each activity of the project: occurs parallel to all project activities;
- Accord with **Paris Declaration** - ownership, alignment, harmonization, managing results, mutual accountability;
- South-South and North-South **partnerships**;
- High levels of **trust and mutual respect** ensures stakeholder buy-in, MDIs convene stakeholder and donor forums biannually;
- **“Indigenization of the project”** - relevance to context by taking into account country strategies, policies and legislative frameworks, the utilization and development of local expertise



# South-South Partnerships

- SSC – better analysis and understanding of ‘real’ context for change and for designing interventions with indigenous content, which are more likely to be successful and resource efficient.
- Propensity for equal relations and high levels of trust
- Peer learning and Knowledge Exchange

# BUILDING HORIZONTAL PARTNERSHIPS

- Work with what exists - leads to more organic partnerships.
- South Led initiatives: mutual interests, common colonial histories, similar contexts, challenges which lead to similar and goals and aspirations. Forging joint solutions for common local challenges.
- Build on existing networks e.g. Regional cooperation. Political will is already there. Regional Capacity Building case, AU policy on the reconstruction of post conflict societies, part of SA foreign policy imperatives. Contributes to regional peace and security, growth and development.

# CRITERIA FOR EFFECTIVE SSC

- Communication and consultation at all levels builds ethos of respect and trust
- This dispels tendency to compete and allows for greater openness and collaboration
- Joint leadership based on equal partnership allows for greater ownership, decision-making and accountability by partners
- Conceptualise, design and develop strategies and interventions jointly.

# MEASURING PROGRESS: RBM VS PBM

- RBM is effective in the North where strong institutions exist. Strong institutions need to be in place to enable the results.
- In the absence of strong institutions, processes, protocols and procedures become key elements that will lead to the results aimed for.  
In the developing context, RBM is not possible if not accompanied by PBM.
- Effective and sustainable results emerges from attention paid to complex and rigorous processes which include relations built on mutual trust, respect and hence, accountability.
- Processes are related to issues of sustainability

# USEFUL PROTOCOLS FOR WORKING WITH PEOPLE FROM THE SOUTH

- Acknowledge that people of South have knowledge and insights into their challenges and know solutions
- Do not mistake a lack of development for ignorance
- Work with mutual respect and trust
- Ownership is key and means authentic decision making
- Active listening skills are important
- Take them on board as co-designers and co-researchers
- “Learning by doing” leads to sustainable project implementation

# LESSONS FOR SSC

- Leadership from all partners is key.
- Consistent, mutual openness, trust, respect and accountability.
- Project champions and stable project management teams.
- Interventions are based on strong relations and in the absence of strong institutions.



