



Governance and Capacity Building

Perspectives from the World Bank Task Force on Capacity Development in Africa

Building Capacity for the Education Sector in Africa

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Capacity is a missing link in Africa

- 1980s onwards: Macro-economic and social policies have been improved
- 1990s onwards: Good governance and democratization are better founded
- 1990s onwards: Sector programs, poverty strategies have improved aid practice
- Mid-1990s onwards: A PACT for capacity was launched, implemented tentatively
- 2000s: Tougher demands on Africans and partners to change development practice



We move toward a shared vision for capacity development

- *Capacity matters: Binding constraint on dev.*
- *Governance matters for capacity development*
- *Capacity dev: effective state & engaged society*
- *Africans must take lead in capacity & aid*
- *Capacity dev must be core of country strategies*
- *Unleashing, nurturing, retaining existing capacity*
- *Better use of local talent and the diaspora*
- *Priority to country capacity to build capacity*
- *Countries need robust M&E, focused on results*
- *Avoid capacity-depleting practices, such as PIUs*
- *Capacity support must be adequate, predictable*
- *Capacity dev adapted to diverse country contexts*
- *Mutual accountability and independent monitoring*
- *-> Renewed compact for capacity dev in Africa*



GOALS

Growth, poverty reduction, peace, empowerment

CAPACITY OUTCOMES

Effective state:
Public goods and services

Engaged society:
Participation, accountability

CAPACITY DEVELOPMENT PROCESSES

•Skills, professionalism
•Performance, incentives
•Good governance

•Capable social actors
•Information / access
•Open policy / space

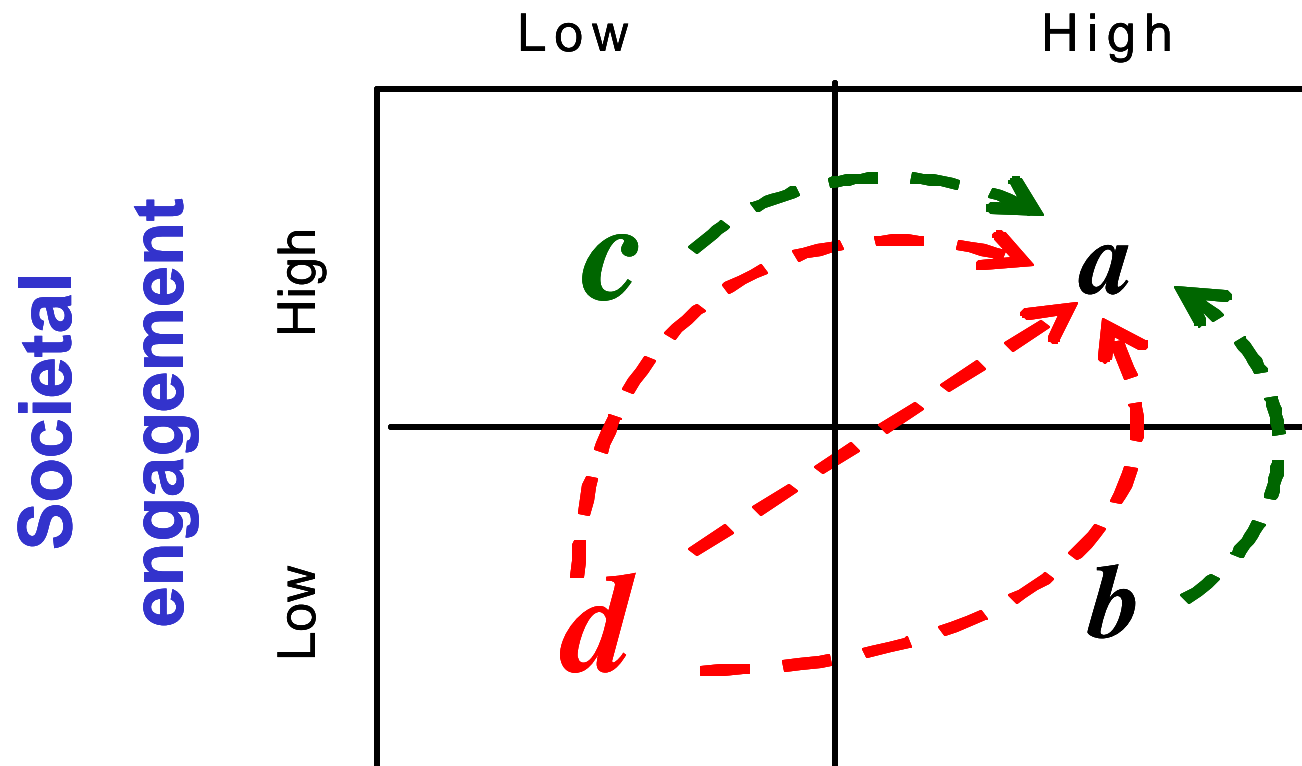


Capacity and governance are about an effective state and an engaged society

- Political liberalization has raised new demands:
- An *effective state* delivers public goods and services to the population, provides an enabling environment for growth and private sector development, and ensures peace and security.
- An *engaged society* participates in public decision-making, contributes to the provision of public goods and services, and holds authorities accountable for the means and results of public action.
- Societal engagement is thus both an end and a means.

Countries follow different trajectories toward the nirvana of good governance

State effectiveness

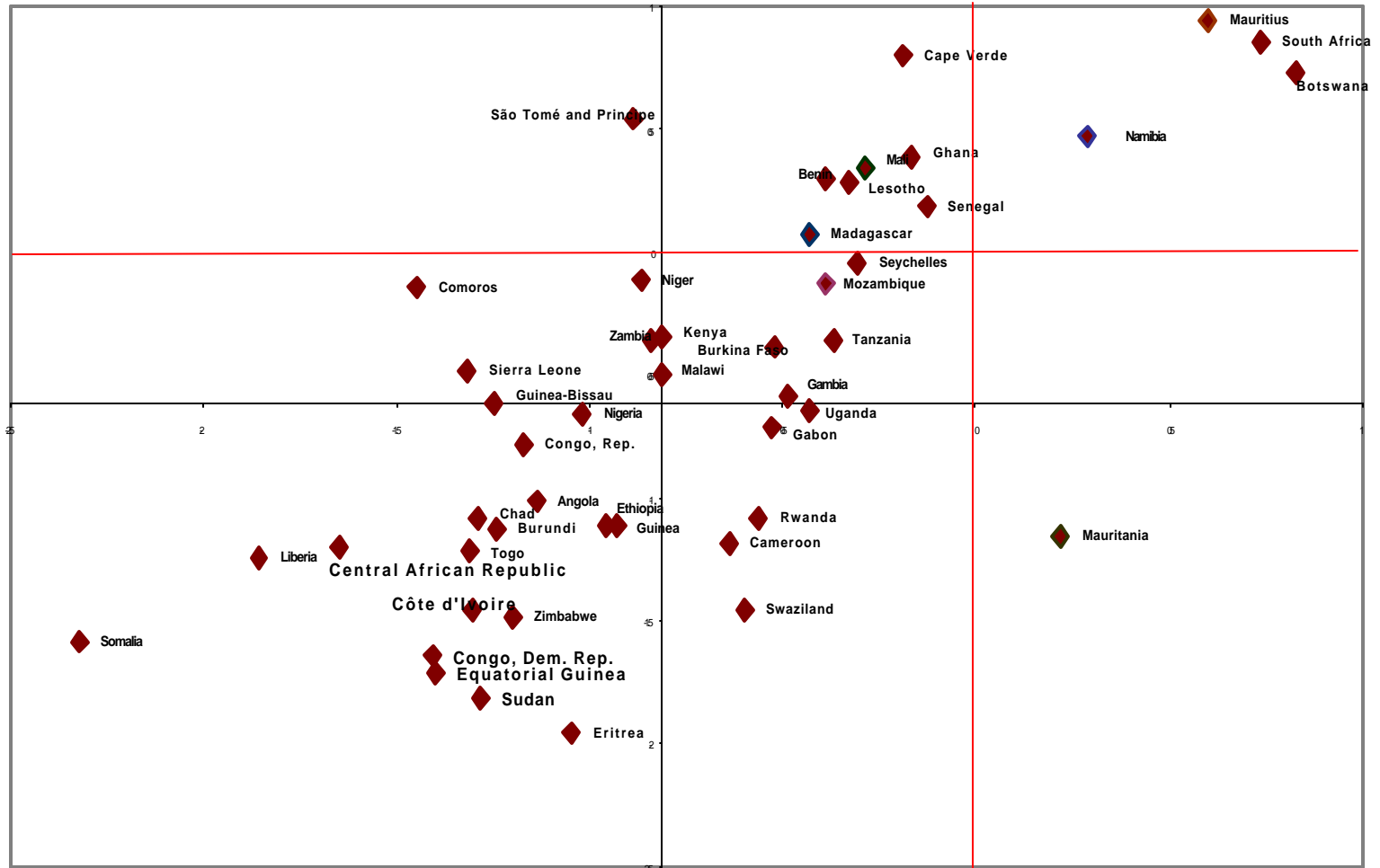




African countries went through waves of capacity development and decline

- At independence: A capable, but small state serving the elite
- An expanded state with a bloated bureaucracy in 1970s & 1980s
- A rolled back state during structural adjustment in 1980s & early 1990s
- A reformed and expanded state for good governance since mid-1990s

Governance and capacity variations among African countries today: Perceptions of state effectiveness and societal engagement



Low

State effectiveness

High

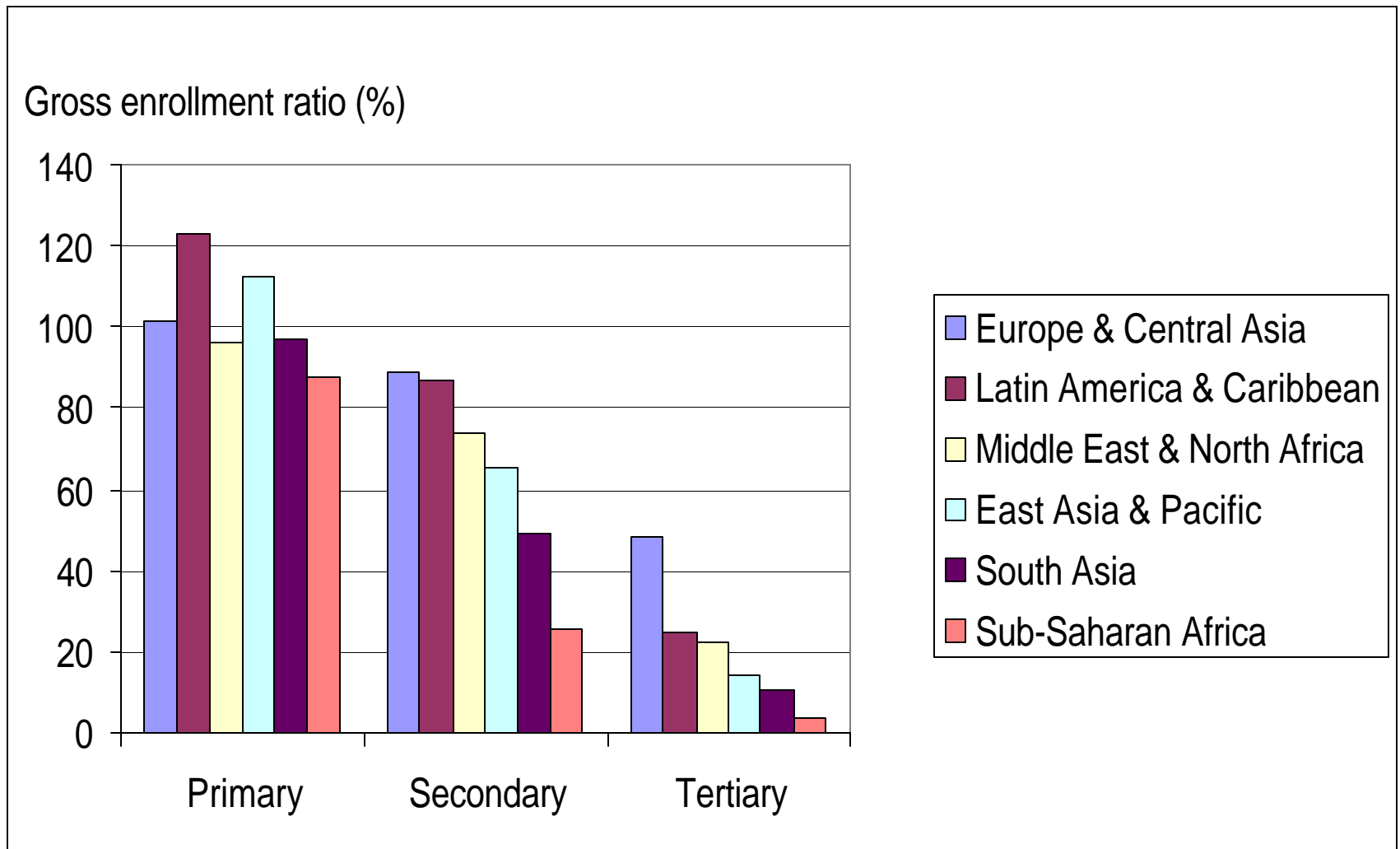
Societal engagement



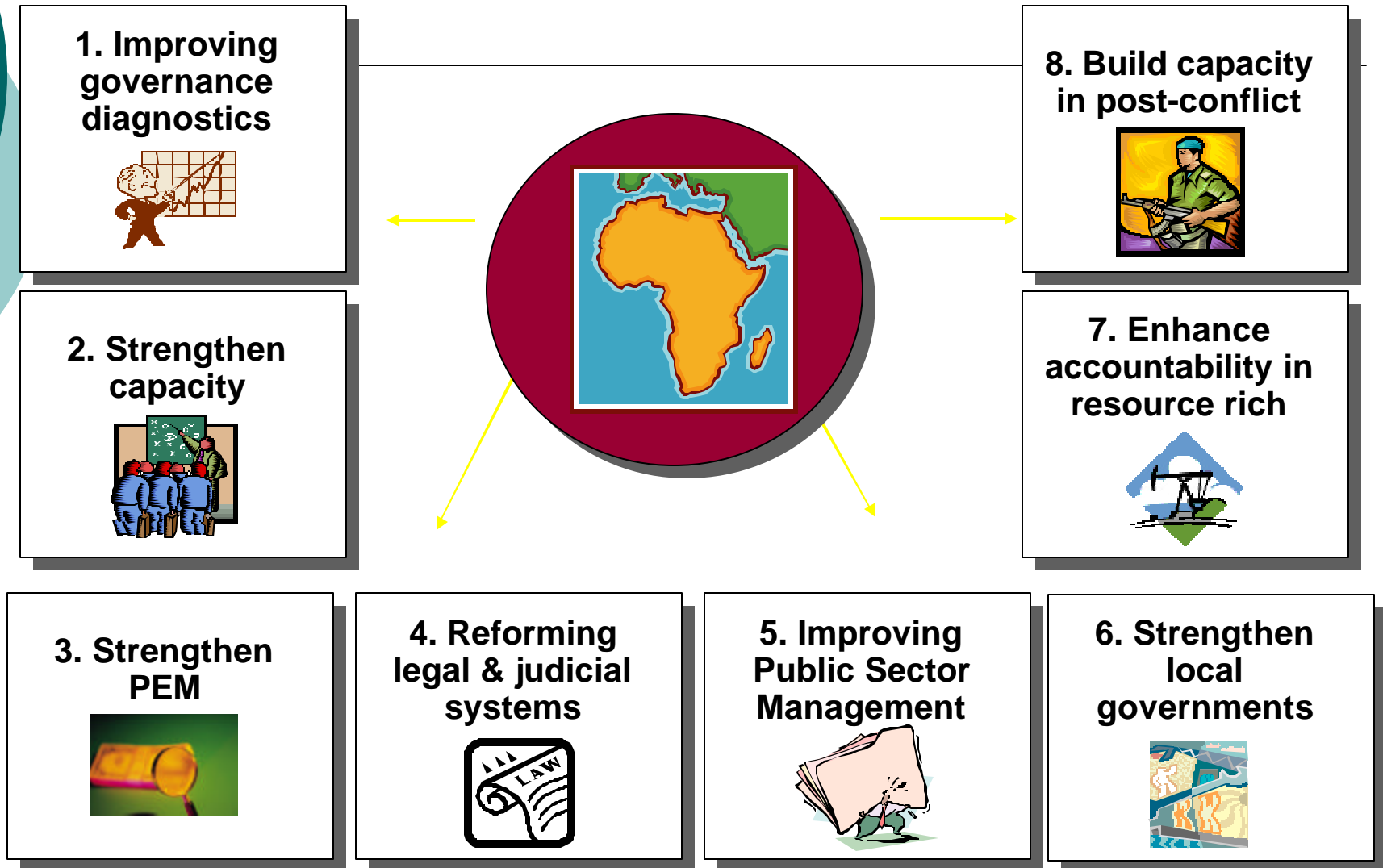
The governance agenda in Africa: How to build effective states & engaged societies?

- African lead: National and regional politics and peer pressure, including NEPAD
- Good governance promotes capacity dev:
 - Leadership, incentives, work envir. for individuals
 - Mandates, incentives, resources for organizations
 - Policy dialogues, reforms, accountability, voice
- Public sector management: Expenditure accountability, meritocracy, rule of law
- Demand pressure for accountability: Building capacity of non-state actors
- The way of doing the aid business: Reduce capacity destruction and overburdening
- Strategies adapted to: Existing capacity, pol & adm leadership, peace & consensus, societal engagement

Africans are lagging particularly in secondary and tertiary education



The Bank's Africa Action Plan (AAP) on governance





From lessons to challenges

- Addressing capacity gaps as a governance challenge: Rulemaking, prioritization, management, public services, regulation, enforcement, accountability
- Building effective states and fostering engaged societies
- Pursuing different paths to capacity development in diverse contexts
- Scaling up good practices, focused on results
- Seizing opportunities from more open politics