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DEFAULT PRINCIPLES FOR CAPACITY DEVELOPMENT

01 ***Don't rush***

Capacity development is a long-term process. It eludes delivery pressures, quick fixes and the search for short-term results.

02 ***Respect the value system and foster self-esteem***

The imposition of alien values can undermine confidence. Capacity development builds upon respect and self-esteem.

03 ***Scan locally and globally; reinvent locally***

There are no blueprints. Capacity development draws upon voluntary learning, with genuine commitment and interest. Knowledge cannot be transferred; it needs to be acquired.

04 ***Challenge mindsets and power differentials***

Capacity development is not power neutral, and challenging mindsets and vested interests is difficult. Frank dialogue and a collective culture of transparency are essential steps.

05 ***Think and act in terms of sustainable capacity outcomes***

Capacity is at the core of development; any course of action needs to promote this end. Responsible leaders will inspire their institutions and societies to work accordingly.

06 ***Establish positive incentives***

Motives and incentives need to be aligned with the objective of capacity development, including through governance systems that respect fundamental rights. Public sector employment is one particular area where distortions throw up major obstacles.

07 ***Integrate external inputs into national priorities, processes and systems***

External inputs need to correspond to real demand and be flexible enough to respond to national needs and agendas. Where national systems are not strong enough, they should be reformed and strengthened, not bypassed.

08 ***Build on existing capacities rather than creating new ones***

This implies the primary use of national expertise, resuscitation and strengthening of national institutions, as well as protection of social and cultural capital.

09 ***Stay engaged under difficult circumstances***

The weaker the capacity, the greater the need. Low capacities are not an argument for withdrawal or for driving external agendas. People should not be held hostage to irresponsible governance.

10 ***Remain accountable to ultimate beneficiaries***

Any responsible government is answerable to its people, and should foster transparency as the foremost instrument of public accountability. Where governance is unsatisfactory it is even more important to anchor development firmly in stakeholder participation and to maintain pressure points for an inclusive accountability system.