



Capacity Development for Harmonization

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**Capacity Development: Accra and beyond
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- Capacity for alignment or for harmonization?
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- What capacity is needed to harmonize the donors?
 - What are the tools to exercise this capacity?
 - What are the constraints to build this capacity?
 - What are the recommendations for the Accra Agenda for Action?



What country capacity needed?

Country leadership needed:

- Setting the development agenda;
- Building the results and monitoring systems;
- Defining the budgetary frameworks;
- Managing aid relationships: clear demand, negotiating adequate donor support, and dividing the labor;
- Knowing and directing the aid-flows.

What are the tools?

- Country Harmonization and Alignment Action Plans.
- Good national and sector strategies, with clear results matrices, and medium term budgetary frameworks
- Aid Statistics (including GIS).
- Adequate implementation mechanism (including pooled arrangements).
- Results and Resources Partnership.

What donor capacity needed

- Lead donor: analytic, management capacities.
- Process management skills: PFM, institutional, implementation, diplomatic.
- Operational flexibility to join common arrangements.
- Programmatic approach (“working the plan”, rather than “planning the work”).
- Assessment tools, like PER and PETS.
- Decentralized decision-making.
- Incentives (rewarding, career, budget)

What are the constraints?

- Lack of clear and strategy driven demand.
- Sub-optimal internal coordination in partner governments; scattered data availability.
- Lack of implementation of country action plans.
- Sub-optimal use of capacity of non-state actors.
- Tied TA, earmarking, counterpart funding, and use of donor results frameworks.
- Ineffective, irregular and not joint consultation mechanisms.

- Lack of joint analytic, policy grounding work.
- Use of parallel PIUs.
- Donors having execution agency attitude, rather than financing agency.
- Donors having centralized decision-making.
- Donors having little procedural / legal flexibility,
- Ignorance of the operational rules and regulations at the side of field-staff.

Messages for Accra HLF discussions

Countries

- Give priority to capacity for alignment.
- Set up effective internal aid coordination mechanism.
- Monitor implementation of country action plans.
- Establish database for aid statistics.
- Formulate strategy driven demands (incl. CD plans).
- Effective consultation mechanisms at both national and sector level (RRPs).

Donors

- Support partner countries on their CD agenda.
- End tied TA.
- Use country implementation structures.
- Decentralize.
- Join Legal Harmonization Initiative.