

**CAPACITY DEVELOPMENT: ACCRA AND BEYOND**  
**Roundtable 7: Fragile Contexts**  
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**Introduction:** Fragile contexts include a diverse range of country situations, ranging from actual conflict to post-conflict reconstruction to lack of political stability characterized by lack of human security and absence of public services to the general public. Many fragile contexts have a severe shortage of trained manpower and lack institutions.

Capacity is needed to restore basic services quickly so as to enable reconstruction and reconciliation and more broadly to tackle the potential causes of further conflict or social or political breakdown. This is particularly important as around 50% of countries that emerge from conflict fall back into turmoil within five years. The challenges of these countries are complex and require a multi-faceted approach to bridge the transition from humanitarian relief operation to sustainable economic development and good governance. Therefore, as we prepare for the Ghana HLF3, capacities building priorities for fragile contexts **should be those that contribute directly to reducing fragility.**

**Interventions:** The African Development Bank (AfDB)'s strategy in this area points to targeted interventions that comprise intensified provision of policy advice and efforts to strengthen institutional and administrative capacity. One possibility is to attract nationals from the Diaspora and refugees who fled the country as result of conflict and bad working socio-economic conditions, to come back and take leadership positions in Government, civil society and private sector. This is one innovative way of addressing the capacity gaps which are acute in fragile contexts.

Building on the Bank's experience, we also recommend the use of the secondments for capacity-building. This was how the AfDB supported the Government of South Sudan by seconding Ugandans and Ethiopians in **Public Financial Management** and building **Statistical Capacity** (critical for population census in preparation for the elections). Secondment of seasoned professionals helps fill critical gaps at the senior executive level, building leadership capacity on a targeted basis and gradually develops senior civil servant capacity in management and implementation of reforms. This can further be supplemented by **attachment programs** and **training**, so that key personals can enhance their skills to be able to run their state.

We are also aware that in South Sudan other development partners have contracted KPMG to do the entire **public auditing** and Crown Agents to do public **procurement**. Our strategy is to support non-sovereigns such as KPMG or Crown Agents for service delivery. With weak state institutions for delivery of critical services, non-sovereigns may be the best or only avenue to address critical service gaps in fragile state situations.

Last but not least, as dialogue is critical to avoid sliding back into conflict, the AfDB recommends capacity for knowledge-building and dialogue. Economic and sector work (ESW) needs to be supported in order to enhance knowledge: in particular, analysis of the impediments to change, the dynamics in government, state-building and the potential drivers of reforms. This knowledge is important to get the reform agenda for fragile states right in specific country contexts and to underpin productive dialogue.