

1. Which high-impact measure (s) should feature in the Accra Action Diary to help ensure capacity development is systematically promoted?

In response to this question, donor community, as it has been doing so far, should strengthen the inclusive and consultative process with regard to the formulation, implementation, monitoring and evaluation of programmes and development policies at the country level. It is true that the national counterpart is not involved in the allocation of budgetary resources for a project or programme. Yet, the national counterpart should be partnering with donors during the entire process to ensure the ownership of programmes and donor coordination for effective and transparent use of resources. This is why it is important to redesign the procedures concerning the allocation of financial resources to the envisaged activities pertaining to the operating budget. An important allocation in terms of percentage should be committed to activities which will make it possible for project's recipients to actually enjoy the dividends of the programme assistance. A minimum fixed-rate should be approved and granted to the activities bearers of great impact. This provision shall be spelt out explicitly and clearly in all donor programmatic and operating documents.

2. How are these measures supporting home-grown capacity development efforts?

It is true that the underperformance of all the capacity development programmes is not located at their implementation stage, that is to say downstream, but rather upstream and from the very stage of their formulation. Having said that, donors must re-examine the approach with which they set out the budgetary resources allocation process for programme and project. The current budgetary resources allocation is not likely to indeed support the home-grown capacity efforts and expect to provide a strong evidence of its impact at the country level or targeted results. Many resources are spent on missions, trips, consultancies, workshops, and wages and as a result only little is devoted to major project activities capable of making a difference. By substantially reducing the resources assigned to the administrative costs and while increasing the reserved share for the targeted activities of the project, donor community will effectively meet their anticipated results which are to develop national capacities and address the transfer competencies. Consequently, this budgetary resource allocation should be institutionalized and documented in terms of minimum percentage or threshold not to be overlooked as an imperative and policy. Another approach which donors should adopt is that of getting closer to project beneficiaries. Hence, it is necessary that debate be launched within donor community concerning the **(i)** budgetary resource allocation for results-based management and **(ii)** bringing services and operations closer to the recipients.

3. Why do you think the recommended measure can effectively make a difference?

The current strategies and development policies related to home-grown capacity development showed their limit and insufficiency in some extents. Millions of dollars are spent here and there in connection with development aid and the results are far from being satisfactory. Thus, it is timely to start questioning even the quintessence of donor's programmes as well as the institutional framework in which these policies and strategies are implemented. The transparency, inclusiveness, and accountability are basic principles in the sphere of programme and project management. And these principles should be observed at all stages of programmatic and operational cycle.

4. Recommendations for shaping the Accra Action Agenda

- To guarantee success of the above-mentioned measure, donors will focus themselves on strengthening technical and organisational capabilities of the national institutions in three major functions: **(I)** formulation of national strategies and policies; **(II)** effective implementation of policies and development strategies; and **(III)** control over governmental action. Donor's intervention in capacity development in relation with these three categories of functions implies support for the democratic institutions (executive, legislative, legal), civil society organizations, and central and decentralized public administrations.
- The national ownership is an important dimension that donors should support in the implementation of the sustainable national capacity building programme. For this purpose, a particular attention should be paid to the identification of national expertises, which do not always missing, and an effective knowledge sharing and transfer, through the twinning between the international and national expertise supported according to the approach "training - action", during a pre-negotiated period of time and which does not exceed 2 years. This requires regular annual reviews of the knowledge transfer process throughout the period agreed upon with the government. Each axis of the programme will imply collaboration with national experts from the concerned administrations or institutions.
- In this case, the enhancement of good governance and capacity building of the government will be measured by the quality of the public services delivered by its different structures, including security; capacity of the citizens to participate in the political system; and the emergence of dialogue spaces and transparency in public finance.
- The last one but not the least, donors should find consensus on a fixed-rate in terms of percentage concerning budgetary resource allocation for results-based management to be allocated to the main activities susceptible to change people's lives or bring about a major change.