

## Business unusual – five recommendations to the World Bank

- Align the country assistance strategy to the partner country's own capacity-sensitive poverty reduction strategy or a medium term plan, which includes explicit focus on capacity development and use.
- Adapt or develop its business lines and instruments to use country systems, avoid doing harm to existing capacity, and support the participation of social actors. Where conditions do not allow the use of the country's own systems, as in fragile states, support well selected initiatives to build the country systems *a novo*, particularly in public financial management, and to promote societal demands for more effective government.
- Adopt a results focus and strengthen country capacity for a monitoring and evaluation system, which should also have an explicit component for capacity development.
- Provide clear leadership and management focus on capacity development as a core activity in Bank operations; improve the incentives and resourcing of capacity development diagnostics and implementation; and build the corporate structure to deliver, including Bankwide and regional focal points for capacity development.
- Harmonize support for capacity development with partners – including technical cooperation – to counter the deleterious effects of years of fragmented (and mostly tied) support in Africa. This should include the establishment of a multistakeholder Consultative Group for capacity development.