

Preliminary Findings and Emerging Agenda for Action (RT1: Ownership)

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Key Enabling Conditions: Effective Technical Cooperation (TC) for Capacity Development (CD)

1. **Holistic Development Vision and CD Strategy.** TC contributes more effectively to CD when linkages between national development priorities are clearly articulated and TC is embedded within well defined national and sector CD strategies and plans.
2. **Country Ownership and Leadership.** Strong political awareness and commitment to CD, alongside robust sector organizational leadership and commitment can help assure effective TC and CD outputs/outcomes.
3. **Country Led CD Partnerships.** Use of TC resources and CD outcomes can be optimized when countries and development partners agree on TC policies and practices and their respective comparative advantage, within a variety of TC types and modalities.
4. **Country Managed Long-Term Organizational Development Plans.** TC resources and CD outcomes are optimized within phased and sequenced capacity development plans, alongside long-term donor commitments of support.
5. **Country Managed Multi-Level Organizational Development Plans.** TC can contribute effectively to CD when responsive to multi-level organizational development priorities for learning and change, sequenced at central, local and community levels.

Preliminary Agenda for Action

Holistic Development Vision and CD Strategy

- Strengthening country capacity to conduct CD assessments and formulate national and sector level CD strategies, roadmaps and targets.
- Strengthening country capacity to design and implement TC-for-CD classification and management information systems, consistent with national development priorities and plans.

Country Ownership and Leadership

- Design and implementation of TC-for-CD knowledge management, awareness raising and advocacy action plans drawing on country/development partner experiences and good practice.
- Greater devolution of authority to and strengthening of development partner country offices capacity to engage in TC-for-CD strategy and programming.

Country Led CD Partnerships

- Develop methodologies and tools for joint sector capacity assessments incorporating staff development programs for country and donor office staff.
- Develop principles and guidelines for the formulation of partnership principles for TC and CD within sector strategies, SWAPs and program based approaches.

Country Managed Long-Term Organizational Development Plans

- Enhancing country capacity to use sector organizational performance assessment tools, incorporating sequencing of critical capacities and mapping of TC priorities and modalities.
- Increased mapping of most effective TC modalities at the sector level, linked to different types of CD outputs/outcomes.

Country Managed Multi-Level Organizational Development Plans

- Design and implement joint country/donor client needs/satisfaction surveys, including at local/community levels to stimulate demand for organizational change and planning.
- Formulating organizational learning strategies at central/local levels, including peer-to-peer learning and increased use of South-South or Trilateral cooperation.

This joint study is implemented by 11 partner countries (Cambodia, Ghana, Kenya, Lao P.D.R., Malawi, Malaysia, Pakistan, Tanzania, Thailand, Vietnam, Zambia) and 7 donors (AsDB, DFID, BMZ/GTZ, JICA, UNDP, World Bank).

<http://www.jica.go.jp/cdstudy/index.html>

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