

Contents

Abbreviations

Summary	1
1 Introduction	5
2 Literature review and working definitions: CDS and country systems	9
2.1 Capacity development	9
2.2 Country systems	11
2.3 Donor approaches to supporting capacity development	12
2.4 International consensus on effective capacity development support	14
3 Cambodia and Malawi: differences and similarities in development paths	14
3.1 General characteristics and trends	14
3.2 Efforts to increase ODA transparency and overview of CDS provided	17
3.2.1 Cambodia	17
3.2.2 Malawi	18
3.3 Developmental patrimonialism and aid-dependence	19
4 CDS on paper: overall aid management policies and priorities of Cambodia and Malawi	22
4.1 Cambodia	22
4.1.1 Cambodian policy priorities and strategies for CDS	24
4.2 Malawi: National development plans and overarching cooperation strategies	26
4.2.1 Malawian policy priorities and strategies for CDS	28
5 CDS in practice: planning, managing and evaluating support in the health and education sectors in Cambodia and Malawi	29
5.1 Overall characteristics and CDS policies in the health and education sectors	29
5.1.1 Cambodia: health sector	29
5.1.2 Cambodia: education sector	30
5.1.3 Malawi: health sector	32
5.1.4 Malawi: education sector	34
5.2 Planning interventions	36
5.3 Procurement and recruitment	39
5.4 Day-to-day management of capacity development support	41

5.5	Monitoring and evaluation	44
6	Discussion and conclusions	45
6.1	Analysis of findings	45
6.2	Conclusions and recommendations	46
	Bibliography	51
	Annex	
Annex 1:	Four enablers of reciprocity as the prerequisite for cooperation	59
	Figures	
Figure 1:	Four enablers of reciprocity as the prerequisite for cooperation	10
Figure 2:	ODA disbursements in Cambodia by type of assistance	17
Figure 3:	Aid Disbursement by modality from financial years 08/09 – 10/11	18
	Tables	
Table 1:	Interviewees	7
Table 2:	Four dimensions that influence capacity change	10
Table 3:	Three dimensions of using country systems (UCS) in development cooperation	12
Table 4:	Good-practice principles for effective capacity development support	15
Table 5:	Selected statistics on Cambodia and Malawi	16
Table 6:	Selected statistics on development and aid effectiveness	16
Table 7:	Overview of RGC development and aid-management documents	23
Table 8:	Overview of GoM development and aid-management documents	27
Table 9:	Main findings in relation to management of CDS in Cambodia and Malawi	45
	Boxes	
Box 1:	RGC guiding principles for the management of TC	25
Box 2:	Overall approach and objectives of the Cambodian CD Master Plan	31
Box 3:	Fragmentation and competition undermining value for money of training in Cambodia	37
Box 4:	Managing government-led CDS support – design features of the Cambodian CDPF	38
Box 5:	Integrating TAs into line positions in Malawi's Local Councils	43