

“Reforming the Hand that Feeds You?”

Political economy of capacity development
Authority and control
Interests and incentives
Management of resources



Government

Central Government and policy makers

Civil service politicized

Policy on CD established but not followed up

No incentive to implement central CD policy

Accepts low priority CD projects to access resources

Willingness to overlook lack of alignment, systems

Lack of coordination & transparency

Donor-driven design & focus

Reporting to donor

Emphasis on technical ability instead of soft/CD skills

Few incentives or sanctions for reforming CD

Development partners

Donors (funders of capacity development support)

Technical assistance and experts

DP recommendations

6. Advisers report only to Government
7. Use Government systems to report
8. Improve coordination & transparency

Implementers and recipients of external capacity development support

Government recommendations

1. Prepare Government-wide capacity strategy linked to public sector management
2. Joint diagnosis and needs assessment
3. Government leads project design
4. Co-fund advisers to signal commitment
5. Increase use of evaluations



Reduced impact of CD