

2008

Effective Technical Cooperation for Capacity Development

Thailand Country Case Study



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Joint Study on Effective TC for CD



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1. NATIONAL OPERATIONAL ENVIRONMENT FOR TECHNICAL COOPERATION

1.1. HISTORICAL CONTEXT

Since the first National Economic and Social Development Plan (1961-1966), human resource development and technology transfer are the main factors for Thailand in building its capacity to becoming an emerging country that it is now today. In the early years, the then Department of Technical and Economic Cooperation (DTEC) was first established by Royal Decree in 1950 as a national focal point for managing Thailand's ODA under the Office of Prime Minister, responsible for technical cooperation received from external cooperation partners.

In order to ensure effective planning and utilization of ODA, DTEC formulated Departmental Plans or "ODA Absorption Plans" which were based on the National Plans as well as needs surveys conducted in various ministries on what Thailand required for country development. The DTEC's plans also aimed to match Thailand's needs with traditional donors' development aid policies. As the focal point for technical cooperation, DTEC was the intermediary responsible for screening project proposals from the ministries so to ensure that they meet the objectives of the National Plans as well as the aid policies of donors.

Upon completion of the initial appraisal, DTEC then submitted the screened projects for approval by the National Committee on Development Assistance which comprised of representatives from relevant ministries and agencies, such as the National Economic and Social Development Board (NESDB), the Budget Bureau and line ministries. Thailand started to provide technical cooperation to other developing countries since 1963, including technical cooperation among developing countries, with a view to promote economic and social development through international partnership.

1.2. ORGANIZATIONAL MANDATE

The roles and responsibilities of DTEC as the coordinating agency for technical cooperation could be summarized as:

- To act on behalf of the Royal Thai Government in administering technical cooperation programs which had been agreed upon by Thailand and her cooperating partners, including various foreign governments and international organizations. DTEC also cooperated with both the Royal Thai Government and non-governmental agencies in administering technical cooperation projects.
- To develop the Technical Cooperation Plan in accordance with the National Economic and Social Development Plan and to assess and evaluate the impact of technical cooperation projects.

- To administer grants and counterpart funds obtained through technical cooperation projects.
- To administer English language proficiency tests to the Royal Thai Government officers and to continually provide language training and orientation programs for those who were selected for academic and training abroad.
- To procure and control project equipments and supplies; and process privileges to foreign experts, volunteers, staff and trainees.

1.3. POLICY ENVIRONMENT FOR TECHNICAL COOPERATION

The policy environment at that time was formulated at two levels, consisting of: (i) operational policies and priorities for external cooperation between Thailand and other development agencies; and (ii) policies for provision of technical cooperation by Thailand to other partner countries, especially within the ASEAN and Greater Mekong Sub-regions.

Policy Guidelines for Receiving External Technical Cooperation consisted of:

- To supervise the quality of technical cooperation so as to meet the real development needs of Thailand.
- To streamline a long term technical cooperation plan which serves the development needs of Thailand in various sectors as specified in the National Economic and Social Development Plan.
- To increase technical cooperation in terms of the volume of cooperation and a number of external cooperating partners.
- To give preference to technical cooperation rather than loans so as to obtain the maximum benefits for Thailand's development.
- To accelerate both the transfer of technical know-how and technology as well as human resources development in accordance with Thailand's needs.
- To conform to the Royal Thai Government's foreign policy.
- To encourage the participation of private sectors and NGOs in technical cooperation program.

Policies for aid provision through the Thai International Cooperation Program consisted of:

- To promote and develop close relationships in the fields of technology, economics, culture and politics with other developing countries, particularly neighboring countries.
- To support the government and private agencies of both cooperating countries in promoting trade, investment and tourism for mutual benefits.

- To exchange Thai experiences in economic, technical, scientific, and technological development with other developing countries.
- To promote technical cooperation and assistance between Thai agencies and institutions and those of cooperating countries in order to establish institutional linkages and to enhance their capacities.
- To enhance the internationalization of Thailand.

1.4. OPERATIONAL ENVIRONMENT FOR TECHNICAL COOPERATION

For ODA management, the Royal Thai Government set up the procedures and mechanism for DTEC and Thai agencies concerned in dealing with technical cooperation from development partners. The key aspects of the mechanism are:

- (i) *Agreements* signed with various traditional donors, bilateral agreements namely, USA, Great Britain (under the Colombo Plan), Austria, Germany and Japan.
- (ii) *Project Cycle Management* working through Coordinating Committee; Project Steering Committee which composes of traditional donor, implementing agency and DTEC as tripartite cooperation; Mid-term review; Annual Meeting; and Evaluation.
- (iii) *Scholarship Management* DTEC set selection criteria and procedures for scholarship allocating to the line ministries. The main criteria were sector selection for scholarship in order to match Thailand's development needs, English proficiency tests for all government nominees and contracts of work obligation with financial or legal fine to ensure that the fellows will come back to serve their organizations after their study or training completion.
- (iv) *Technical Cooperation Supporting System* working through action plan, budgeting, counterpart fund, financial system, auditing, procurement and tax clearance, English language testing and training services, and reporting.

These operational arrangements helped to maximize Thailand's capacity building through value added human resources development. Effective utilization of TC has also contributed immensely to the country development so that Thailand is able to become one of the middle income countries. At present, Thailand has been working on this development process by continuously receiving and exchanging fellowships with traditional donors and other development partners.

2. OVERVIEW OF TRANSITIONAL ARRANGEMENTS FROM BENEFICIARY TO PARTNER ROLE IN TECHNICAL COOPERATION

2.1. ADJUSTING STRATEGIC FOCUS OF TECHNICAL COOPERATION FOR CAPACITY DEVELOPMENT

For over 40 years, DTEC's experienced and knowledgeable staff worked closely with more than 60 foreign governments and international agencies in planning, implementing and monitoring development assistance. The wealth of Thailand's practical experiences gained as a recipient country was transferred to the Thai International Cooperation Programme (TICP) for south-south cooperation. The geographic reach of the TICP has been very extensive with participants from more than 50 developing countries taking part in training and study activities organized under this scheme.

Thailand not only shared its own expertise but also provided forums for developing countries to exchange information and experiences. TICP is based on the principle of "Technical Cooperation through Human Resources Development" and Thailand's experiences have proven to be highly beneficial for partner countries in their socio-economic planning and development.

In October 2002, as part of an extensive administrative reform, DTEC was transferred to the Ministry of Foreign Affairs after some 30 years under the auspices of the Office of the Prime Minister. This transfer coincided with Thailand graduating from being an aid recipient to being an emerging development assistance provider. By a Royal Decree, DTEC was dissolved on 19 October 2004 and a new agency called the "Thailand International Development Cooperation Agency (TICA)" was established to assume the former mandates of DTEC, including administration of technical cooperation projects.

Under the Ministry of Foreign Affairs, TICA remains committed to its role in steering and coordinating Thailand's technical cooperation activities under bilateral, trilateral regional and multilateral frameworks and agreements. Both development partners and recipients countries have been assured that TICA will maintain the present cooperation frameworks while developing and expanding new partnership initiatives.

With accumulated experiences as a recipient of Official Development Assistance (ODA) and advanced development, Thailand has played an increasingly active role as an ODA provider. This new role of Thailand has been well received and is widely recognized in its contribution towards economic and social wellbeing, improved trading relationships and closer cultural linkages with its partner countries. Recognizing these benefits, the Royal Thai Government has been expanding the Thai International Cooperation Programme (TICP) to further strengthen mutual cooperation between Thailand and its partner countries.

Thailand's technical cooperation programme (TC) has been expanding continuously since 1992 in terms of both geographical coverage and modalities of cooperation. Currently, more

than 50 countries in the Southern Hemisphere are beneficiaries of Thailand's technical cooperation under a variety of schemes such as the Bilateral Cooperation Programme, Technical Cooperation among Developing Countries Programme, the Annual International Training Course (AITC), the Thai International Postgraduate Programme, the Trilateral and Regional Cooperation Programme, and the Thai Volunteer Programme. The types of TC offered include development projects; provision of fellowships, training and Study visits, joint researches and the supply of experts, missions and equipment.

Thailand's Participation in High-level Forums on South-South and Regional Cooperation

The UN has recognized the potential of emerging donors, such as Thailand, in providing growing South-South Cooperation (SSC) of which the JARCOM initiative is a key regional component. A High-level Committee on South-South Cooperation has been established for many years.

For example, at the 15th Session of this High-level Committee in 2006, the JICA and UNDP regional support offices made a joint presentation on SSC networking and the potential of the JARCOM network to both mobilize additional SSC resources, and also sharing of SSC good practices and lessons learned.

Subsequently in 2007, various meetings on extending South-South and Regional Cooperation have been convened including 16 bilateral and UN agencies, with the Thailand International Development Cooperation Agency (TICA), being an active partner in these consultations.



Consultation Meeting on Inter-Agency Network for South-South/Regional Cooperation in Asia, Bangkok, 2 March 2007

2.2. CHANGES IN POLICY AND OPERATIONAL FOCUS OF TECHNICAL COOPERATION

The Royal Thai Government officially announced the new role of Thailand as an “Emerging Donor” in 2003 after more than 40 years as an “Aid Recipient Country”. In response to the new paradigm of the Royal Thai Government's foreign policies, such as “Forward Engagement” and “Look West Policy”, TICA has been playing an active role in promoting cooperation with other developing countries through various south-south cooperation arrangements. In recent years, the scope of Thailand International Cooperation Programme has broadened beyond its neighbors and region to reach out to South Asia, the Middle-East, Commonwealth of Independent States (CIS), Africa and even further to Latin America and the Caribbean.

Different types of TC activities have been undertaken, including dispatching of Thai experts and volunteers; provision of fellowships for academic study/training or study visits to Thailand; supply of technical equipments; and implementation of development projects or other tailor-made programs. These activities have been carried out under various bilateral, multilateral, and regional cooperation frameworks and in areas where Thailand have comparative expertise and knowledge, such as agriculture, health, education. The overarching aim of these activities is to share Thailand's expertise and best practices with other developing countries, focusing on capacity building and human resources development needs for the advancement of socio-economic development.

In addition, Thailand has been supporting participation of non-governmental players in development cooperation through sponsorship of various academic and research institutions in Thailand, such as the Mekong Institute (MI) and International Institute for Trade and Development (ITD), so to enable them to extend their programs for both the public and private sectors in developing countries. Thailand believes that institutional networking is key to ODA effectiveness. Thailand also values and prides the competency and expertise of its institutions and intends to continue to facilitate the advancement of their capacity in development cooperation.

At present, Thailand, through TICA, continues to receive and exchange fellowships with traditional donors and other development partners. In 2007, Thai government officials were awarded 336 fellowships allocated by Japan, China, India, Malaysia, France, South Korea, Sweden, Egypt, the Netherlands, Israel, Singapore, Spain, Pakistan, the Colombo Plans and UNDP.

Thai Experts to Uganda under Asia-Africa Knowledge Co-Creation Program

The Ministry of Agriculture, Animal and Fisheries of Uganda in cooperation with JICA Uganda Office has accepted two (2) Thai experts to present Thailand's experience in (i) rice-fish culture and (ii) agriculture and agricultural extension, as activities under the Policy Research Project (PRP). TICA intends to cooperate and recruit professional Thai experts from the Department of Agricultural Extension, Thailand, to present and share Thailand's experiences for "Capacity Development of Irrigation Farmers Association Leaders and Agricultural Extension Officers" at Doho Rice Irrigation Scheme in Eastern Uganda during March 19 - April 2, 2006.



Mr. Tharmnonn from DOAE, Thailand, is teaching staffs of Doho Rice Irrigation Scheme Project, Uganda, Mar. 19 - Apr. 2, 2006

3. CURRENT PARTNERSHIP ARRANGEMENTS IN TECHNICAL COOPERATION

3.1. OVERVIEW OF TECHNICAL COOPERATION POLICY

Thailand has adopted the Paris Declaration as the principle guideline for the effectiveness of its ODA planning and administration. Recently Thailand collaborated with the European Commission, UNDP and the World Bank in organizing the workshop on “**Aid Effectiveness from Paris to Bangkok**” to exchange information and ideas among development agencies based in Thailand. The outcome of the workshop is twelve policy messages concerning aid effectiveness. The most important message came out of the workshop is the message on partnership which emphasizes the need for all partners both in the donor community and developing world to work more closely together in ensuring aid effectiveness.

The Thai International Cooperation Programme (TICP) embodies this principle of partnership in its South-South Cooperation and is operationalized at two dimensions; firstly, 100 percent of grant aid be provided to its limited-resource partners; and secondly, cost-sharing basis or TCDC modality with more developed partner countries.

South-South Cooperation between Thailand and Timor Leste

A regional secretariat and network has been established to facilitate South-South Cooperation between ASEAN's more developed countries (e.g., Thailand, Singapore, and Malaysia) and less developed countries as a basis for both bilateral and trilateral cooperation. One example is Thailand-Japan trilateral cooperation with Timor Leste for agriculture development, through the “**One Village One Product**” approach (OVOP).

The programme was initiated by a team from Timor Leste visiting Thailand in 2007 to survey the practices and lessons learned from Thailand's “**One Tambon One Product**” scheme (OTOP). On the basis of the survey and its own needs, Timor Leste designed a TC programme for support by the Department of Agricultural Extension of Thailand as the primary TC resource. As part of this program, the Ministry of Agriculture and Fisheries, Timor Lester, advocated for mobilization of the OVOP through high-level ministerial support, engagement of the private sector and other donor and NGO agencies.



Timor Leste delegation observation at the biggest wholesale market in Thailand

Thailand's South-South Cooperation comprises of development programmes and projects, experts, volunteers, equipment, and more than 2,000 fellowships of which Thailand provided yearly to its partner countries worldwide. Around half of the fellowships are provided to Thailand's neighboring countries and the other 50 percent are allocated to countries in Africa and Latin America.

3.2. BILATERAL PROGRAMME

TICA provides direct assistance to its development partners through the Bilateral Programme. Projects are designed after close consultation between Thailand and its partners so to ensure the activities will be of the highest benefits for all parties. Activities organized under the program include development and training projects, dispatch of Thai experts and provision of equipments.

The basic philosophies of cooperation under this program, particularly with regional neighbors, are as follows:

- (i) **Complementarities:** sharing of what we have and our partners do not have so to ensure complementarity of activities.
- (ii) **Mutual Benefit:** we and our partners can benefit from any projects we have done together.
- (iii) **Solidarity:** regional or sub-regional solidarity aiming to tackle cross-border issues such as illegal migration and trafficking, communicable diseases.

Apart from these philosophies, frankness and sincerity among partners is critical for the effectiveness of this type of bilateral cooperation.

Demand-Side Approach to Bilateral Cooperation with Lao PDR

The focus of this programme is technical cooperation arrangement between Thailand and Lao PDR which began in 1993. In response to wider needs of Lao PDR, the focus of Thailand's technical cooperation has been expanded from the traditional sectors of agriculture, education and health to cover other development sectors based on a demand driven basis through the joint committee mechanism.

The type of TC varies from human resources development; technology management transfer; improvement and institutional building; and planning and programming. Many development projects have been implemented through fellowship and equipment provision, a dispatch of experts, and other relevant activities. Examples include: (i) Thai-Lao Collaboration Project for Nursing Manpower Development; and (ii) The Development Project of Technical School in Prefecture of Vientiane with the dispatch of 93 experts/missions to Lao PDR.

3.3. TECHNICAL COOPERATION AMONG DEVELOPING COUNTRIES (TCDC)

Technical Cooperation among Developing Countries (TCDC) is based on the partnership principle that the form of TC exchange shall take place on a reciprocal basis between the two countries. The program involves Thailand and its development partners sharing the responsibilities for providing opportunities for exchanging knowledge and technology. Study visits, training programs and exchange of experts are the primary activities of the

TCDC, but other new activities, such as joint research projects, are now being initiated. An example of TCDC is the cooperation between Thailand and China so-called “Sino-Thai Scientific and Technical Cooperation” which has lasted more than 30 years.

This Sino-Thai Scientific and Technical Cooperation is being implemented through: (1) Student Exchange Programme; (2) Exchange of Study Visits Programme; and (3) Joint Research and Development Programme. For the implementation of this cooperation, the expenses of international travel are borne by the sending party, while the in country expenses are borne by the host country.

3.4. EXPANDING TRILATERAL COOPERATION

Being a new emerging donor, Thailand’s relationship with its traditional donors has shifted from one of a recipient-donor to one of a development partnership. Thus, TICA’s strategic plan has been expanded to include triangular North-South-South cooperation (or Trilateral Cooperation) for joint provision of assistance to developing countries with established OECD-DAC donors to jointly. Such arrangements have helped to leverage the skills of an established donor and enable Thailand to deliver improved services to partner countries. Thailand has established triangular arrangements with development partners such as Australia, Canada, France, Hungary, Japan, Luxembourg, Singapore, Germany, UNDP, UNESCAP, UNFPA, and UNICEF.

An agreement signed with Japan in 1994 is Thailand’s trilateral cooperation agreement. Its objective is to mutually assist other developing countries in the region, including Timor-Leste, and also in Africa. Thailand has been working with Japan under the JARCOM framework to provide assistance for the new members of ASEAN for many years. At the JARCOM forums, the older ASEAN members (Thailand, Singapore, Indonesia, the Philippines and Malaysia) discuss with the new ASEAN members on their capacity development needs and the design of TC projects which are jointly supported by Japan, Singapore, Malaysia, the Philippine, Indonesia and Thailand. This type of Trilateral Cooperation provides a good modality on how the traditional donors can promote and support South-South Cooperation.

In addition, the United Nations Partnership Framework (UNPAF) has been providing the basis of a mutually beneficial partnership between Thailand and United Nations agencies. Thailand’s cooperation with UNDP is divided into two categories, namely, national partnership of which UNDP financially supports Thailand’s development projects and international partnership of which Thailand and UNDP together support development projects for other developing countries in the region and beyond. Thailand also signed trilateral cooperation agreements with UNESCAP, UNICEF, UNFPA.

However, some trilateral relationships, although formally agreed, have not yet realized in actual assistance programme. In this regard, TICA recognize the need for further :

- Clarifying on the process for TICA and other donor agencies on how to work together;
- Addressing the constraints that financial regulations may place on collaboration;
- Clarifying on what TICA can offer through such partnership arrangements and ensuring that there is a clear understanding that trilateral cooperation is not intended to substitute Thai ODA commitments by channeling a third donor's ODA through Thai aid institutions.

3.5. SAMPLE MODALITIES FOR THAILAND'S TECHNICAL COOPERATION

Annual International Training Courses Programme (AITC) Recognizing the importance of human resources in the development of a country, Thailand's cooperation programs accord the highest priority to human resources development. This is achieved by extending its expertise and experiences to other countries through SSC activities. TICA, as the lead agency, has developed a wide range of training programs under the Annual International Training Courses (AITC).

The AITC is organized annually, with fellowships awarded by the Royal Thai Government to participants from over 50 countries, including Thailand's neighbouring countries, and other countries in Asian region, Pacific, Africa, OAS Member States, FEALAC and CARICOM Member States. At present, the 2008 AITC program comprises 45 training courses covering development areas identified by developing countries in various sectors such as health care, environment, trade and investment, education, and tourism, etc.

AITC is also implemented through trilateral cooperation arrangements. The activities are organized jointly with other donor countries or international organizations such as the Thai-Japanese Third Country Training Programme, the Thai-United Nations Children's Fund TCDC Cooperation Programme, and the Thai-United Nations Fund for Population Activities in providing development cooperation to third party countries.

Third Country Training Programme (TCTP) Recognized as a centre of excellence in various fields in the region, including international standard infrastructures and facilities, Thailand is viewed as an ideal "training ground" for participants from other developing countries, particularly in Asia and the Pacific. A number of international organizations, such as WHO, UNESCAP and UNDP, optimize Thailand's expertise and capacity by providing full financial support for training courses in Thailand for a third country under this scheme. These TCTP courses are designed to support and complement the existing cooperation programs in the participating countries.

TCTP for Advanced Freshwater Aquaculture

19 men and women from 11 countries possessing intermediate knowledge and skills on freshwater aquaculture, gathered for a seven week training course at the Inland Aquaculture Research Institute (IARI), Ayutthaya, Thailand. They learned about breeding, nutrition, diseases, water recycle system, and farm management. They were assigned to study tilapia, carp, and catfish, all of which are common freshwater food fish, to develop practical knowledge during the course.



Opening ceremony held at the IARI headquarters, Kasetsart University, Bangkok, 11 September 2005

At the end of this course, the trainees attained the latest advanced techniques of freshwater aquaculture and further apply the techniques according to their home country context. Although skills transfer was primarily provided by IARI, the workshop allowed country participants to share their own experiences and share knowledge on a formal and informal basis. Participants came from Bangladesh, Cambodia, China, Lao PDR, Madagascar, Myanmar, Philippines, Sri Lanka, Timor Leste and Vietnam.

TCTP for Agricultural Extension and Development for Africa

As part of Asia-Africa Cooperation, TICA-JICA jointly implement a Japan-Thailand Technical Cooperation Project on the Agricultural Extension and Development for Africa, starting in January 2006 for policy makers of 6 countries from Africa namely: Malawi, Tanzania, Ethiopia, Kenya, Uganda and Zambia, which aimed to empower policy makers and agricultural extension practitioners to work toward capacity development of their extension officers in their countries.



The Department of Agricultural Extension (DOAE), MOAC, Thailand joined with the National Agriculture Extension and Training Center (NAETC), Kasetsart University to conduct **“Training of Trainers on Agricultural Extension and Development for Africa”** from 2006-2008, including joint follow-up teams from TICA-JICA and DOAE-NAETC.

Thai Volunteer Programme Also known as “**Friends from Thailand - FFT**”, this programme dispatches young Thai volunteers or “**friends**” for fieldwork in support of Thailand’s technical cooperation programmes in other developing countries, particularly neighboring countries. As the name implies, this program also aims at building friendship and forging people-to-people relationship at the grassroots level between Thailand and its partner countries. Through direct contact with the beneficiaries, it is also hoped that “Friends from Thailand” will contribute towards sustainable human resources development and promote cultural exchange.

Regional and Sub-regional Cooperation Thailand’s development cooperation programs and activities have been implemented to respond capacity building and human resources development needs under the regional economic cooperation framework, which have been initiated to foster either economic, social or political interests in the region, such as BIMSTEC and OIC. Thailand, as a member, has been actively involved in various regional training programs, such as on Avian Influenza to share its success in the prevention and control with other members under these regional frameworks. This partnership modality also aims to promote regional and sub-regional cooperation in the Mekong sub-region through the ACMECS framework and the GMS country economic framework.

Thailand Participation in Sharing Experiences on Conflict Resolution

The JARCOM network has facilitated SSC on sharing experience on conflict resolution and the role of development assistance in the process of post-conflict reconstruction. In 2005, observers from Southern Thailand worked alongside participants from Mindanao, Philippines and Aceh, Indonesia in sharing ideas on peace building efforts. Seminars were facilitated by ASEAN based conflict studies network. A key outcome of the seminar was recognition by post-conflict academics that direct dialogue with those actively participating in the field of peace building enriched their theoretical and practical understanding.



Peace Building Seminar, Malaysia, 23 -26 January 2006

4. FINDINGS, LESSONS LEARNED AND RECOMMENDATIONS

4.1. TC IS MORE EFFECTIVE WHEN ALIGNED WITH NATIONAL AND SECTOR DEVELOPMENT PLANS

For beneficiary countries, formulation of national and sector development plans and sector organizational plans and priorities is critical. Clear definition of institutional and organizational priorities, especially human resource development needs, helps focus CD priorities and related TC approaches and expected outputs.

This capacity assessment should be done with full participation of relevant ministries, government agencies, private sector, and NGOs at national and regional levels. The plans help define the framework for both internal and external consultation between the internal and external development partners. This requirement applies just as much when Thailand was a TC recipient as it does as Thailand continues the transition towards a provider of TC.

4.2. TC IS MORE EFFECTIVE WHEN COMPOSED BY ROBUST AID MANAGEMENT SYSTEMS

For effective ODA management system of the responsible agency; a unique and standardized operating system is one of the most important aspects for balancing external resources allocation and use of TC. Any TC supporting system needs to incorporate a three part typology covering: (i) development and investment projects; (ii) fellowships/training; and (iii) TA experts and the complementarity between these three dimensions.

Any information system needs to be specified anticipated CD results and be able to capture the effectiveness of operational procedures, including planning targets, budgeting, accounting, auditing and procurement process, and provide a basis for monitoring and evaluation. A key dimension of any such operating system is to be monitored the impact on human resource development and capacity, based on effective reporting mechanisms post training.

4.3. IMPROVED DONOR ALIGNMENT WITH GOVERNMENT POLICIES

A key requirement is for the beneficiary Governments to identify a specific focal point for coordination and monitoring of policies. When this is in place, donors need to work together to establish joint partnership principles and processes with this Government focal point, which may be at both national and sectoral agency levels.

4.4. PLANNING MUST BE REALISTIC AND BASED ON ABSORPTIVE CAPACITY

An initial priority is to help phase and sequence TC inputs, taking account of absorptive capacity and also help strengthen TC absorptive capacity. In the medium term, the priority needs to strengthen country capacity to monitor the CD outputs/results and make sector organization increasingly own and accountable for TC inputs and CD outputs. In the medium to long term, as absorptive and monitoring capacity for are in place, the focus needs to shift to ensuring that any technical cooperation for capacity development contributes to national system sustainability, including at local levels.