



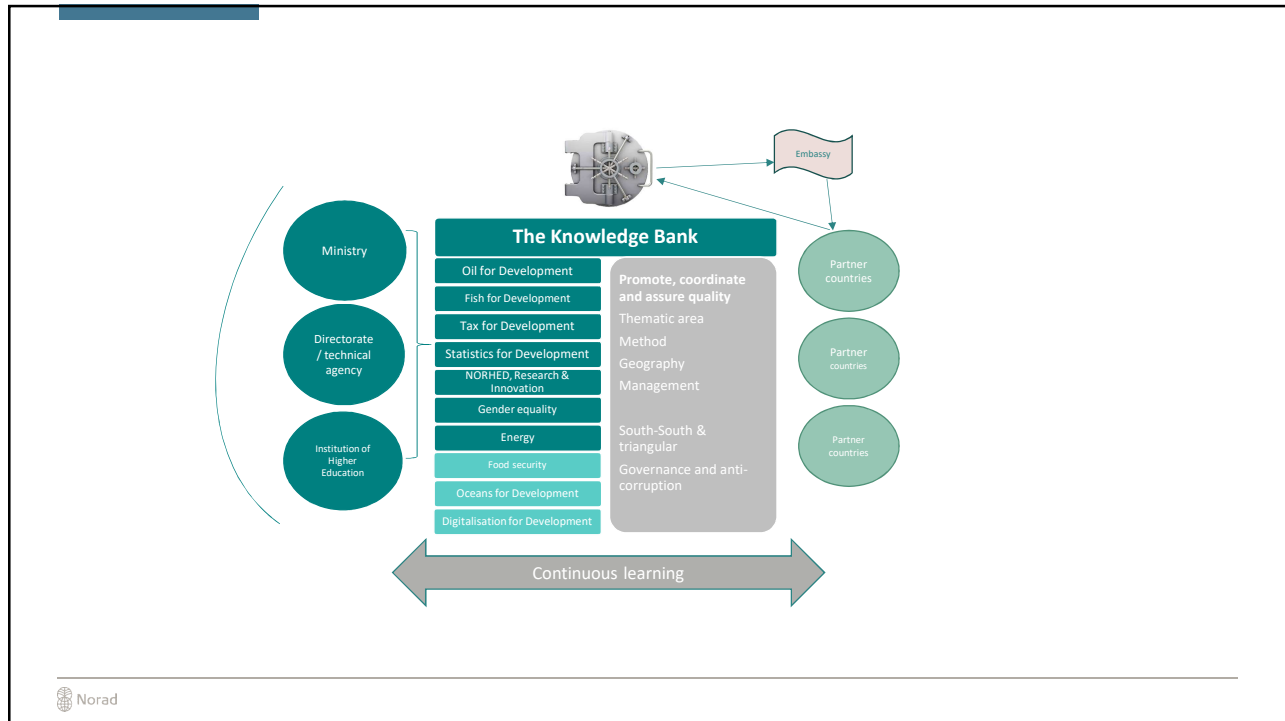
Achieving capacity development through institutional cooperation

Bjarne Garden, the Knowledge Bank, Norad



The Knowledge Bank, Norad

- Established in 2018, on Parliament's demand
- Objective:
Strengthened capacity in public institutions in Norway's partner countries
- Idea:
Norwegian expertise made available to developing countries
- Method:
Demand driven, «shoulder-by-shoulder» cooperation –
Norwegian expert institutions and sister institutions
- Fish for Development, is one of the programmes



Capacity development

- The decision-making phase: Which country
- Methodology:
 - Three levels:
 - a) **Individual**
 - b) **Organisation**
 - c) **Institutional environment**
- + a theory of change:
 - ✓ What *changes* to arrive at?
 - ✓ What *inputs* will provide the (lasting) changes?

Institutional cooperation

Institutional cooperation is the input:

a tool, a method to develop capacity
(not an end in itself)

- A division of labor between the partnering institutions
- Building on previous experience and results
 - Demand
 - Ownership
 - Political will to change/reform
 - Long-term
 - Realism
- Challenges
 - Financing model / capacity
 - Administration
 - Results management & documentation
 - Security

Success criteria – what works

- Norad report no. 10/2015: Evaluation of Norwegian Support to Capacity Development
<https://norad.no/om-bistand/publikasjon/2015/evaluering-av-kapasitetsutvikling/>

Lessons:

- 1) Understand the context
- 2) Strong ownership and commitment by all stakeholders
- 3) Ensure implementation capacity
- 4) Recognize individual, organizational and institutional levels of CD
- 5) Adopt a flexible and adaptive approach
- 6) Combine long-term commitment with «quick wins»