



# From Capacity to Impact

- Lessons from an evaluation of agency to agency cooperation

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# What do we know about government cooperation?



- **Evaluation of cooperation between authorities in the Western Balkans**
- 10+ government agencies
- 10 collaborations (national & regional)
- 11 years (2009—2019)
  
- **Results, relevance, coordination, efficiency and lessons learned**



*Institution Building In Practice: An evaluation Of Swedish Central Authorities' Reform Cooperation In The Western Balkans (EBA 2020:04)*



# What results? The Theory of Change

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- A chain from the initiated cooperation to improved governance

Intervention  
selection



Intervention  
design



Delivery of  
Swedish  
intervention



Partner agency  
capacity  
improvements



Partner agency  
performance  
improvements



Governance  
performance  
improvements





# Results of the evaluation

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- Sustainable results, especially improved capacity
- In about half of the interventions, broader results were demonstrated (citizens/decision-makers)
- Broader PAR reform/change?

Intervention selection



Intervention design



Delivery of Swedish intervention



Partner agency capacity improvements



Partner agency performance improvements



Governance performance improvements





# Results of the evaluation

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- Not all projects were relevant in relation to real priorities
- The best performers were those that had a system-wide approach

Intervention  
selection



Intervention  
design



Delivery of  
Swedish  
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## Lessons learned - design

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**A longer design and start-up phase** allowed for more consultation with partners and contributed to a stronger commitment from all involved.

The needs analyses became more realistic and the common understanding of the goals of the collaboration deepened.



# Lessons learned – External expertise

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## **A mix of domestic officials and external expertise in implementation.**

- Involving key officials provide a more realistic design of interventions, greater ownership of implementation and more sustainable results.
- Local/regional expertise contributes strongly with knowledge and context, as well as builds local capacity.

# Lessons learned – Resident Advisors

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## **The availability and skills of long-term experts**

Important success factors are the experts' ability to work in the specific context and how well their experiences and skills reflected the actual needs of the project.





# Lessons learned – Donor involvement

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**Support from donor / embassy in country can be an important contributing factor to the projects' final success.**

1. More ambitious objectives and better implementation
2. Understanding in the local political and institutional context
3. Political support highlights the importance of proposed reforms and changes

# Questions?

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