

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



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



- 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



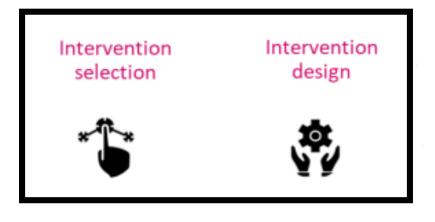
Governance performance improvements



Results of the evaluation



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



Delivery of Swedish intervention



Partner agency

capacity

Partner agency performance improvements



Governance performance improvements



Lessons learned - design



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.





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.





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.





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?

