



## The Concept of Institutional Capacity Building, and a Review of Road Sector Projects

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**Statens vegvesen**



## about the presentation

- a new way of understanding the concept of “institutional capacity building”
- findings from a review of road sector projects aiming at institutional reforms and building capacities



## review of five cases

1. Institutional sustainability and capacity development within **road safety projects** supported by Sweden
2. Norwegian assistance to the road sector in **Botswana**
3. Norwegian assistance to the road sector in **Tanzania**
4. Assistance to the transport sector in **Ghana** supported by the African Development Bank
5. Road sector management in **Laos, Papua New Guinea and Philippines** supported by Asian Development Bank

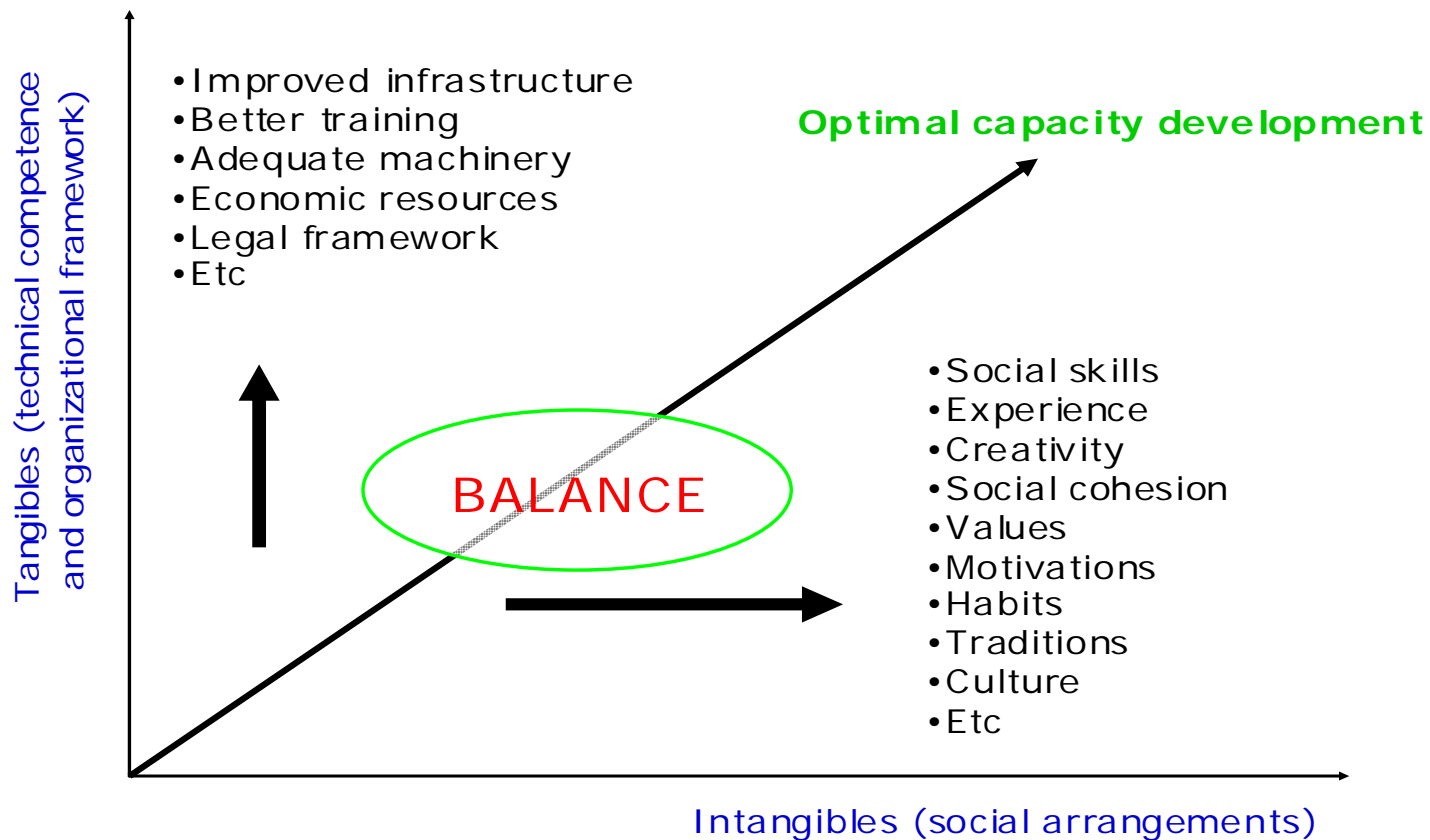


## what is institutional capacity building?

- it should lead to **changes in individual behaviour** and ultimately to **more efficient and effective institutions**
- it refers to **investment in people, institutions and practices**

# tangible and intangible factors

## Balance between Intangibles and Tangibles in ICB



# capacity building vs. governance & integrity

## capacity building:

- legal framework
- economic & human resources
- functioning organization
  
- motivation
- values
- traditions
- culture

## governance & integrity:

- transparency
- accountability
- predictability
- credibility

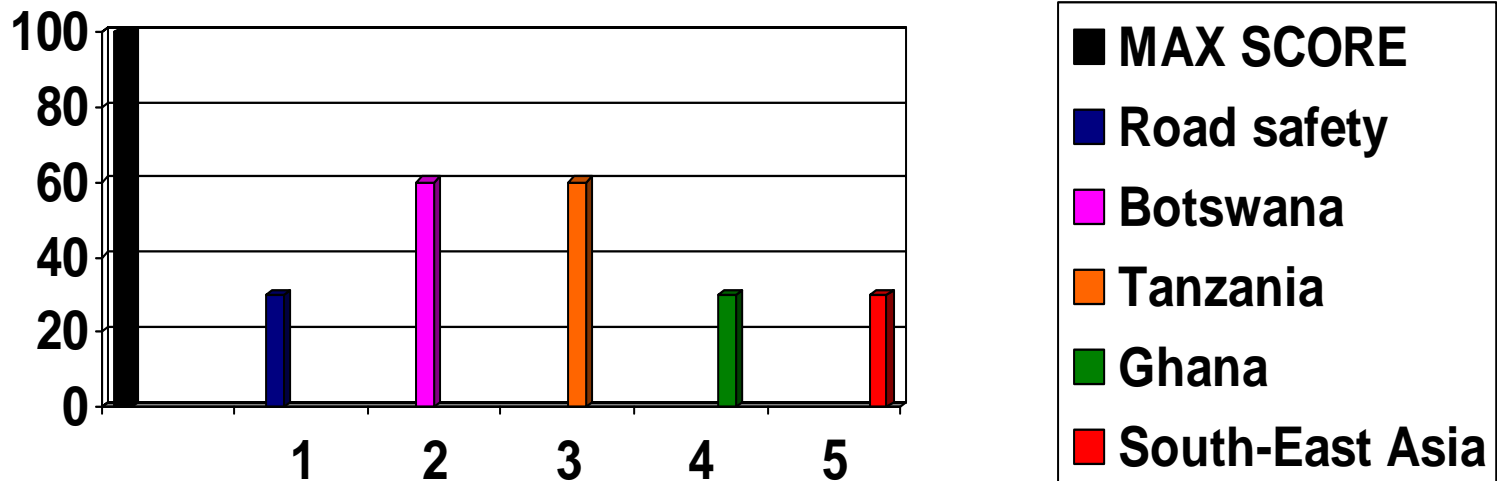
## ultimate goal:

create efficient and effective institutions

## institutional development impact

“the extent to which the project improves the ability of a country to make better use of its resources”

scale: high, substantial, modest, negligible





## how is capacity building perceived?

- in different ways
- in some projects – developing structures, organizational mechanisms and processes, and human resources
- in other projects – training and technology transfer





## related to the definition of capacity building?

- project activities and interventions directed towards tangible factors (technical competence and organizational framework)
- limited focus on intangibles factors (social and cultural arrangements)



## critical elements

- reform processes need political commitment
- recipient's ownership of objectives and processes
- building capacities and implementing reforms takes time
- focus on developing human resources
- salary levels

**higher impact on institutional development if more emphasis had been put on intangible factors**



## capacity building in transition countries

- the definition with the two axes also applies to countries with economies in transition
- the focus in transition countries should be different



## concluding remarks

- there is no clear definition and understanding of capacity building among the various actors involved in road sector development – and efforts to achieve it are equally unclear
- if capacity building is to serve as a useful instrument to create good governance - put much stronger emphasis on intangible factors