



# Institutional capacity building

Review of road sector projects  
in developing countries

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# Case studies

1. Institutional sustainability and capacity development within SIDA financed road safety projects
2. Norwegian assistance to the road sector in Botswana
3. Norwegian assistance to the road sector in Tanzania
4. AfDB assistance to the transport sector in Ghana
5. Road sector management in Lao PDR, Philippines and Papua New Guinea (ADB)



# Objectives

- How ICB is perceived
- How ICB is addressed
- To what extent the cases relate to the ICB concept (as set out in the position paper)
- Which experiences have been gained (successes and failures/short-comings)



## How is ICB perceived?

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



## How is ICB addressed?

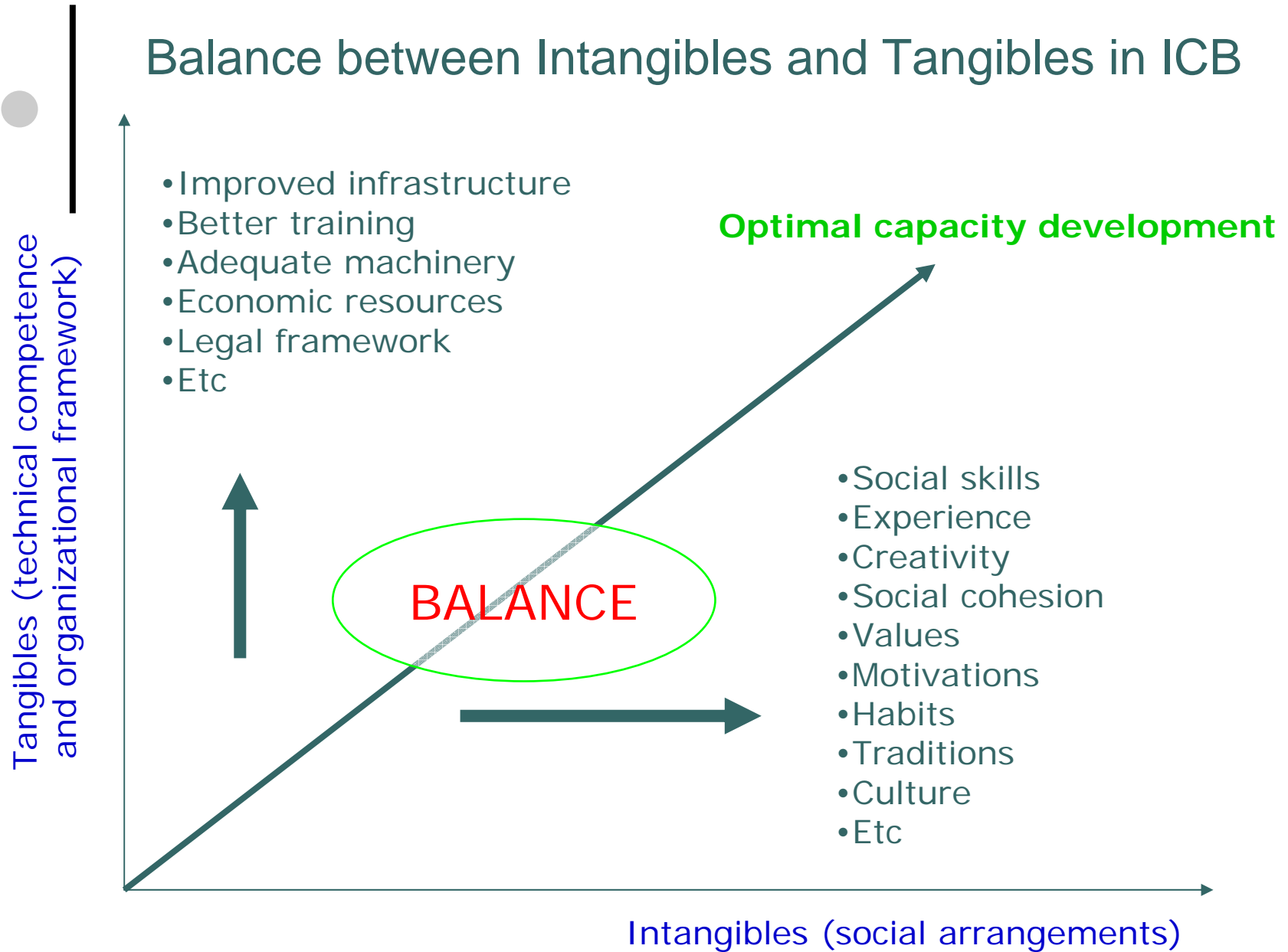
- Training on managerial and technical matters
- Developing organizational mechanisms and processes and human resources
- Technical assistance through:
  - consulting services
  - expatriate staff – long-term assignments
  - institutional cooperation/twinning arrangement



## Related to the ICB concept?

- Interventions geared towards hard capabilities (technical competence and organizational framework)
- Little attention paid to soft capabilities (social arrangements) – although local conditions are taken into account

# Balance between Intangibles and Tangibles in ICB





# Institutional development impact

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

<b>Road safety projects</b>	<b>Botswana</b>	<b>Tanzania</b>	<b>Ghana</b>	<b>Laos</b>	<b>Philippines</b>	<b>Papua New Guinea</b>
<b>Modest</b>	<b>Substantial/ Modest</b>	<b>Substantial</b>	<b>Modest</b>	<b>Substantial</b>	<b>Modest</b>	<b>Modest</b>





## Success factors

- Long-term involvement
- Demand-driven assistance
- Interventions adapted to the level of development and absorption capacity of the institutions involved
- Focus on human resources development



## Short-comings (1)

- Lack of understanding/competence of institutional reform processes and capacity building
  - underestimation of the need for human resources development to help develop new institutional arrangements
  - underestimation of the importance of the social and cultural context



## Short-comings (2)

- Low salary levels in the public sector make:
  - it difficult to recruit and retain qualified staff
  - government organizations prone to corrupt practices and misappropriations
- Complex bureaucratic structures and decision-making procedures



# Conclusions (1)

- Institutional reform processes and capacity building need
  - to comprise technical competence and organizational frameworks (hard factors) and an understanding of the social and cultural arrangements (soft factors)
  - expertise both at the sector level and the macro-level
  - a long time to yield results



## Conclusions (2)

- Sustainability of reform processes requires
  - political commitment
  - stakeholders' ownership of the objectives and processes
  - mechanisms to secure and allocate human and financial resources