Global Good Practices

Practice: **Stimulate local ownership of capacity building programmes through National Project Teams**

#NationalTeams

How can international and regional forums, donors, and development agencies stimulate local ownership of the capacity building programmes they wish to support? How can countries ensure commitment in capacity building efforts?

Related thematic areas:

Cybercrime

Culture and skills

Of particular interest to:

LAW ENFORCEMENT

GOVERNMENT

Description

To achieve local commitment and ownership, the global actor – a donor, an aid agency, or an international organisation – offering support and resources for a particular capacity building initiative should engage in a dialogue with the government about participation in this initiative. If the government wishes to participate, it should be requested to establish a **National Project Team** which is to be composed of officials meeting a defined set of criteria or representing specific ministries or other institutions.

The National Project Team plays a crucial role in implementing capacity building activities at the national level. Members are required to mobilise their respective institution, to contribute to the project work plan, to support the organisation of activities, to mobilise participants in activities, etc.

The composition of the National Team is thus essential. Officials selected for the team should have sufficient decision-making power, but not be too highly placed in order to reduce potential political pressure. In addition, one member is to function as National Coordinator.

In this way, a project can involve multiple institutions within a country, ensure local ownership, facilitate inter-agency cooperation, and avoid cumbersome administrative procedures each time an activity is organised.

Actors (or who this is for)

- International, regional, and bi-lateral organisations, donors, and other national and international stakeholders offering resources and support for capacity building in the cyber sphere.
- Government ministries, national bodies, law enforcement authorities, and training institutions interested in strengthening national cyber capacities.

The big picture

One of the essential recommendations for the success of capacity building programmes is that they should be 'owned' by the people and organisations benefiting from them. Without local ownership and engagement, capacity building programmes are considered 'external assistance', with many risks, downsides, and inefficiencies that were observed during the past decades of international development cooperation, based on the traditional assistance model.

However, important resources for capacity building programmes are mostly available externally – within global networks, international forums, or organisations. This is particularly the case in the cybersecurity sphere, where international forums have a major interest in improving the capacity of individual states in order to strengthen the global network and render it a safer environment. Facilitating local ownership and commitment for programmes that are designed and resourced 'elsewhere' is not an easy task due to inherent tensions.

Instead of imposing the engagement of national beneficiaries, international partners should encourage and stimulate local commitment and ownership. They first need to target specific regions or countries to work on raising awareness of the challenges that could be addressed, and the capacity building programmes and resources required and available. Once the awareness and the needs are expressed, the commitment towards a joint programme may be stronger.

Instructions

Preparatory phase

- Raise awareness of the challenges and needs in countries.
- Raise awareness of available capacity building programmes.
- Match local needs and global offers.
- Obtain government commitment to participate in a particular programme.
- Request the government to appoint a National Project Team based on a set list of criteria (i.e., represents key counterpart institutions).

Implementation phase

- Upon formal response from the government, involve the National Project Team in a detailed initial assessment of the situation. This is to result in a situation report representing the baseline against which progress can be assessed at a later stage.
- Assist the National Project Team in the preparation of a project workplan.
- Make members of the Team responsible for the organisation of activities with the support of the project.
- Involve the Coordinator and the Team in Project Steering Committee meetings.
- Involve the National Project Team in monitoring and evaluation exercises to determine progress made.

Timing

The time required for the process described varies greatly, because the preparatory phase may be very different from one region to another. The regional policy processes, which play an important role, may be at very different stages. Six months to two years is needed for awareness building.

Once a country has requested capacity building assistance, the process of establishing a National Team and starting to engage in capacity building activities may take three to nine months.

Examples

The GFCE Initiative relates to Global Action on Cybercrime Extended (GLACY+) project, a joint project of the Council of Europe and the European Union. It follows the GLACY project from 2013 to 2016.

GLACY+ relies on the lessons learnt, materials developed, and best practices identified from the experience of seven priority countries in Africa and the Asia-Pacific region – Mauritius, Morocco, Philippines, Senegal, South Africa, Sri Lanka, and Tonga – in the strengthening of their criminal justice capacities on cybercrime and electronic evidence and enhancing their abilities for effective international cooperation in this area.

GLACY+ extends this experience by enabling GLACY priority countries to serve as hubs and share their knowledge with other countries in their respective regions. Countries in Latin America and the Caribbean are now also benefitting from project support.

GLACY+ extends its outreach and partnerships through the GFCE. The project provides several examples of countries that have requested capacity building and have formed National Teams.

Source, support, and mentoring

The source for defining this practice is the joint project of the European Union and the Council of Europe – GLACY+.

More information:

- GLACY+ summary: https://rm.coe.int/168063f695
- About GLACY+: http://www.coe.int/en/web/cybercrime/glacyplus
- GFCE Initiative GLACY+: https://www.thegfce.com/initiatives/g/glacy

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