

Key messages from the learning basket « Programming Practices » @ F2F 2019 CHRnet «X-Change 4 Peace & Human Rights»

The following elements emerged while discussing 'Programming Practices' during the F2F:

What do 'Programming Practices' mean for SDC as an institution and at policy level?

Fragile and conflict affected contexts are rapidly changing and require thorough context analysis, timely relevance assessment of SDC interventions in order to contribute to "out of fragility". But challenges also arrive if contexts constantly deteriorate "into fragility". How can we frame and translate contextual knowledge into an explicit "theory of change" and corresponding monitoring of context (MERV) and programme (Logframe / Result Framework)? This all is encompassed in CSPM and HRBA.

Key questions to ask:

- **Context:** How did CSPM help us to analyse the context?
- **Programming:** How can CSPM and HRBA help us to address root causes of fragility?
- **Programme Adaptation:** How can CSPM (and the scenarios developed for the cooperation strategy) help us to change intervention logic while keeping the objectives (contribution to peace and state building)?
- **Institutions:** What institutional requirements are necessary?

Key Messages and conclusions from the participants:

- Programming in FCAS needs flexibility in order to address contextual changes;
- CSPM and HRBA can only be built in if they are part of contextual analysis and Theory of Change (ToC) within a project;
- The human dimension is partly missing: take into account the emotional / psycho-social aspects in conflict of beneficiaries, implementer and donors.

What could it mean for the FCHR network (learning, capacity building, QA...)?

- Participants expressed the need and interest to launch a new Core group for the FCHRnet.
- Contribute to SDC learning processes on adaptive management, theory of changes, risks management, digital transformation, social cohesion, peace & governance, etc...
- Learning journey SONAP "Engaging with authoritarian regimes" => CHR Policy Unit to be associated to this reflection process, maybe enhance in 2020 to the MENA-D region?
- Launch with the DAO Division a learning journey on fragility programming in its region?
- Launch with the HH a learning journey on the nexus & on development programming?

What could it mean for the Peace, Governance and Equality (PGE) Cluster in the future, especially in terms of learning, communicating, joint trainings, etc.?

Ahead of the "realignment" of the strategic goals in the Federal Dispatch M21-24 regrouped into one objective "Peace & Governance", the 4 teams thematic units (PGE Cluster) decided, late 2018, to pull together and group their efforts in a dedicated thematic cluster with the intent to constitute a "one-stop shop" for SDC policies and field operations in that area.

The P&G cluster aims at experimenting new forms of co-creation and of mobilizing people and knowledge across the institution. Together, the 4 units committed to work together on joint communication, joint trainings and joint tools (joint analysis to foster the coherence).

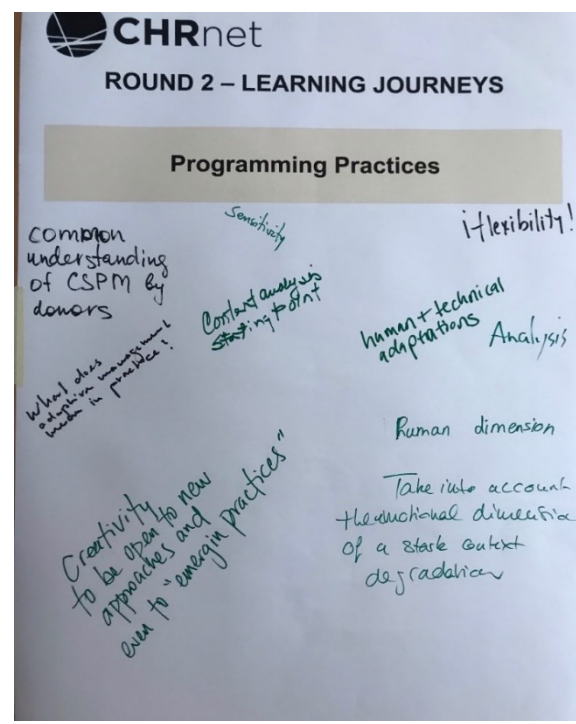
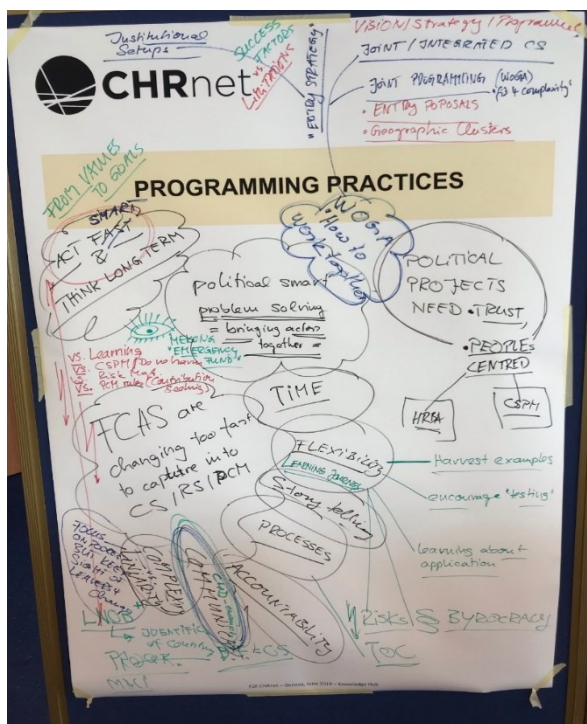
What could this mean in the future / possible options to consider:

- Working in a clustered way is more efficient, effective, allows to reach better results. Working jointly, with a comprehensive effort, with more synergies.

- It is planned that the PGE Cluster will organise a common space ('white space') for all networks' members to interact, learn, exchange, train, etc.

- The P&G cluster could embark on formulating a strategic vision with regard to its scope, its thematic areas and their respective instruments, their articulation with one another and their potential for acceleration, the financial basis and prospect for the cluster... thus defining its thematic and operational footprint on SDC's portfolio.

Charts from learning basket "Programming practices" (with transcript of content)



Feedback & key take aways

From values to goals => act smart and think long term

WoGA => how to work together - Entry Strategy:

Vision / strategy / program / Joint / integrated CS / Joint programming WoGA / Fit 4 Complexity / Entry Proposals / Geographic Cluster / Institutional set-ups / Success factors & limitations / Political smart problem solving = bringing actors together / FCAS are changing too fast to capture into CS / RS / PCM

Time & flexibility, examples, testing / Learning Journey (learning about application, Risks, bureaucracy) / Story Telling / Processes (ToC) / Accountability / Communication / Complexity vs. linearity / Political projects need trust and people centered – HRBA & CSPM

Need for common understanding of CSPM by donors / What does adaptive management mean in practice? / Creativity to be open to new approaches and even to "emerging practices" / Sensitivity & Flexibility / Context analysis as starting point / Human dimension and technical adaptations / Take into account the emotional dimension of a State context degradation.