

Session 8: Implications for Western Balkans and messages to SDC HQ

The final session discussed next steps. Participants agreed a number of action points.

For both HQ and country offices

- MERV: think more about power relations in MERV process (We always have an outcome on structures, another on people but could there be one on how to change social norms? Barbara will share the message with HQ).

HQ level

- Strong emphasis on analysis. But need to move to programming and good monitoring cycle.
- Logframe: once approved “there is no interest and we can do what we want”.
- Nudge book for all! Not just World Bank / OECD reports.
- Need HQ backing to do this work and address risk aversion from HQ.
- We don’t want another tool but we should put PEA in our project management together with other existing tools e.g. we already do stakeholders analysis..

Country level

- We need to give ourselves time to invest in a good local network for information.
- BiH political meetings every two weeks. We do political analysis. Haris does a power analysis. Other offices could do this too. Also useful are meetings with others from the Embassy to discuss politics together.
- Outcome monitoring system in several offices. Partners fill a 1-page form on results and also on challenges they face to reach the outcomes and how they adapt the programme. Should include the political situation and could do a PEA if there is a change in the situation.
- Let’s be pragmatic! Let’s apply PEA to those programmes that may benefit.

Q&A

- Can we take more risks than we think HQ wants?
- DDLG holds the PEA methodology but how to change SDC practice? Through social norms via courses and not just changing the rules by updating the MERV which is too technical and static but can help teams reflect.
- You can use the MERV in the way you want. There is a lot of space for country teams. Are there good practices we can learn from?
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Documents to share with offices in the region

- BiH: mini politically exposed persons (PEP) open source analysis methodology
- BiH: strategic field visits
- BiH: Conflict Sensitive Programme Management (CSPM) work
- Kosovo: Strategic review approach in economic domain

In a last and final session, the groups organized in country office groups in order to define what they take home and what stays with them now after the course and what possible actions are:

Macedonia

- SDC and SECO projects being implemented. SECO staff do not use these tools. PEA approach lacking in particular at the design phase as we work politically. SECO design needs to include PEA elements
- Action: Cliff and others to discuss strategy in the region to help SECO move in this direction – starting today!



Serbia

- Power analysis would be interesting to do during the MERV exercise. Probably more useful to use power analysis during the annual review workshop. Link it to concrete issues and go deeper. Perhaps not in discussion with government partners but with implementers.
- Action: the moderator of the annual report will include power analysis in domain discussions by 24.09.19

Kosovo

- Increase PEA sensitivity throughout the project cycle management but particularly in MERV and Annual Review process.
- Action: all staff on an ongoing basis.



BiH

- We use OMS as a steering tool and could give indicators that things are not going well as partners provide information challenges and NPOs respond. Will add questions to the strategic monitoring visit template to ensure they ask questions on the context and challenges.

- Action: head and 3 NPOs who took part in the course to sensitise the other 5 NPOs on this approach by end of November when the annual reporting starts.