



Workshop on Sector Approaches in Context of the EU integration
Sarajevo, 22-24 March 2010

Session 3: How to manage the governance of Sector Approaches

Lida Kita, European Training Foundation
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Governance

Three dimensions of democratic governance:

- a) the **core governance issues** of rules, interests, resources and power;
- b) the **governance principles**: 'participation'; 'inclusion'; 'transparency' and 'accountability';



Governance

- c) the governance themes or **governance clusters**:
- (i) support to democratization;
 - (ii) promotion and protection of human rights;
 - (iii) reinforcement of the rule of law and the administration of justice;
 - (iv) enhancement of the role of civil society;
 - (v) public administration reform, management of public finances and civil service reform; and
 - (vi) decentralization and local government reform.



What a SWAp is not...

- A document
- A financing modality (basket fund, budget support)...
- Government decides, donors accept...
- Donors gang up to twist arm on government...
- Government and donors crowding out civil society and private sector



What a SWAp can be..

- Focusing on strengthening the sector involving all stakeholders
- Building trust through mutual transparency and patient dialogue
- Dealing with the real, and often thorny issues and trade-offs in sectors
- Strengthening domestic ownership and accountability



Typical challenges in SWAp

For governments:

- Demonstrate steady political leadership
- Open books and embrace dialogue – also on sensitive issues
- Build some order in own house
- Get results on the agenda, curbing patron-client relations
- Patience and humility



Typical challenges in SWAp



For donors:

- Back off, take the back seat
- Recognise own limited capacity to understand and deal with complexity
- Accept that ownership is more important than perfection
- Curb disbursement and visibility pressure
- Patience and humility


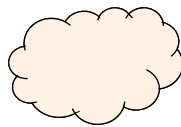



Joint challenges


- Initially higher transaction costs
- Balance quick results with long term capacity development
- Get a critical mass of development partners and national sectors aboard
- Take decentralisation into account

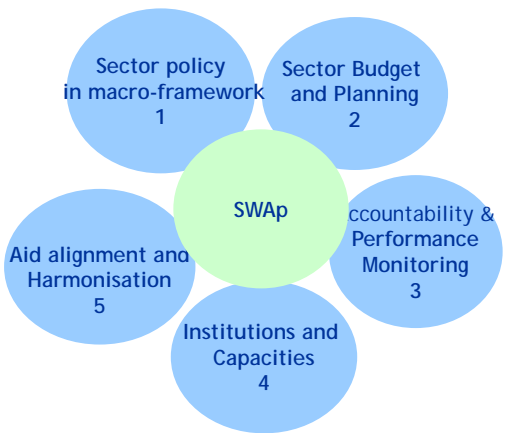
Stocktaking exercise:
What is the weather like in the country?

What are these initial conditions in the country?
In education sector in particular...



What is the weather like in the country?
Among the dimensions to be assessed:



- Sector's definition
- Country-led management
- Political stability / predictability
- Political leadership / reform-minded proactive minister
- Existence of a strategic framework for reform
- Consultative processes with other stakeholder
- A unique program and budgetary framework
- Coordination of donor assistance
- Harmonization of donors
- Performance monitoring culture/tools
- Decentralization
- Use of national procedures
- Importance of the reform under European Integration agenda
- Other: ...



In conclusion on this practical « meteo exercise »:

Why assess?

- Agree where and how support is needed
- Agree on issues for analysis and dialogue
- Keep track of changes, adjust plans & support

What to assess?

The Accountability imperative

When to assess?

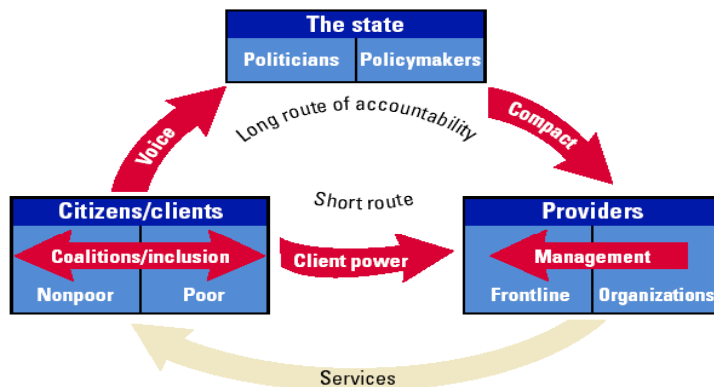
Continually

How to assess?

Next slide!



Figure 3.2 Key relationships of power





Focusing on performance: the demand-side

The State

- Evidence based policy making, internal accountability and ownership, learning, accounting to citizens

Civil society

- Pressure for social and political accountability, informs participation in policy making

Providers

- Responsiveness to clients and account to them and state

Donors

- Transparency of donor behavior; accountability to