





State of Play

- There is no shortage of experience in the region in **sector strategy formulation**
- There is a growing trend towards the use of **Sector Working Groups**, some of which are locally governed
- There are some pooled funding mechanisms, but very few examples of full **programme-based sector budgets**
- There are serious capacity constraints and little experience in the use of **monitoring and evaluation** frameworks.
- **The ground is relatively fertile for the wider and systematic application of sector approaches**



Key Challenges

- Many sector strategies are of **poor quality** and often remain **unimplemented**.
- Sector working groups often have **no legal basis** and therefore **lack authority** to effectively co-ordinate actions.
- Donor funding is often **off-budget** and is of **insufficient scale** to act as a lever on sector policy.
- M&E systems, where they do exist, are often **neither maintained** nor serve as the basis for **policy-making**.
- **The gestation period of a sustainable sector approach is long.**



Examples of Good Practice

- **BiH Justice Sector Strategy** is an example of a well prepared strategy with broad-based stakeholder support, including civil society engagement, and well developed monitoring system.
- **BiH PARCO Fund** as a good example of pooled funding
- **Tunisia** has good examples of effective budget support
- **BiH PARCO** is an example of well-developed capacity to manage a sector approach.



Key Recommendations

Strategic planning approaches

- Need to audit and improve the quality of approved strategies
- Greater focus to be placed on implementation, action plans and monitoring
- Developing a robust sector strategy cannot be fast-tracked

Linking sector and national plans

- Coherence between sector and national plans is essential
- Achieving coherence is an incremental process, which never ends
- EU integration is a vital imperative, but not the only driver

Mechanisms for donor support

- Need to pilot integrated budget frameworks in one or two sectors
- Use blended delivery mechanisms in the first instance (projects, pooled, SBS)
- Strengthen link between sector strategies and country budgets

Capacity building

- Strong country ownership is a necessary condition
- Donors should address sector approaches with a single voice



KISS

(Keep it Simple, Stupid)

'everything should be made as simple as possible, but no simpler'
Einstein

Don't rush sector approaches

Don't start unless you intend to finish

