



particip



Meta-Analysis of Country Programmes 2021–2024

Presentation of the synthesis report



Introduction

(10min)



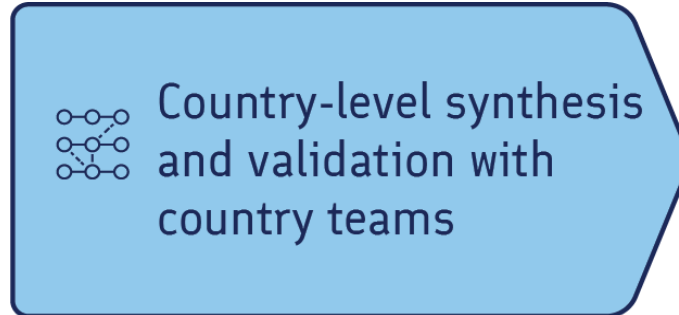
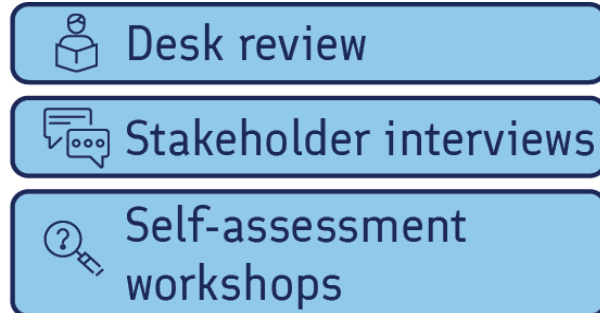
Meta-analysis questions

CP = Country Programme

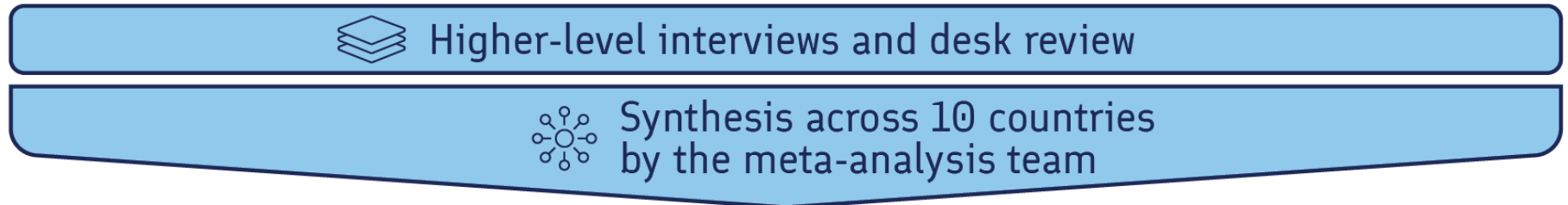
1. **Context.** What key developments with relevance for the 2021-24 CPs took place and are taking place in the ten partner countries? What key developments with relevance for the next programming cycle are expected?
2. **Programming.** How have the 2021-24 CPs been managed and adapted to respond to these developments and to other changing conditions to remain relevant?
3. **Results.** To what degree, how and why did/do the CPs contribute (or did/do not contribute) to intended and unintended results?
4. **Sustainability.** How sustainable will CP results likely be and what can be done to further sustain them?
5. **Added value.** What value have CPs added compared to planning and implementing separate projects?
6. **Next cycle.** Based on what has been learned (questions 1-5), what should be changed and what should be maintained in the next programming cycle?

Approach

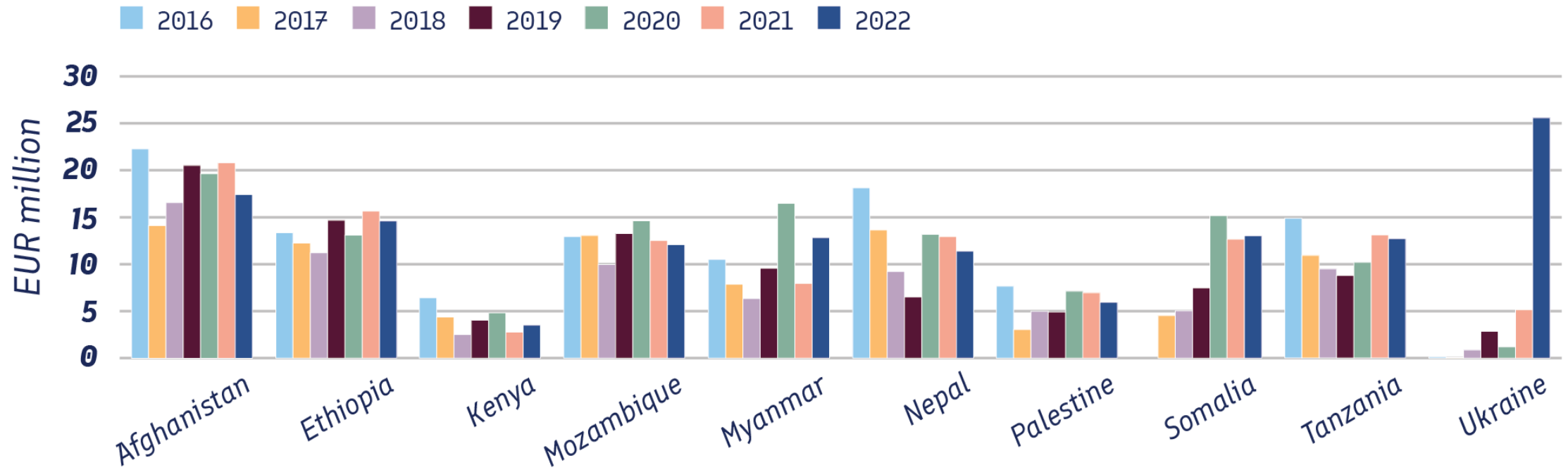
Focus on
**Individual
Countries**



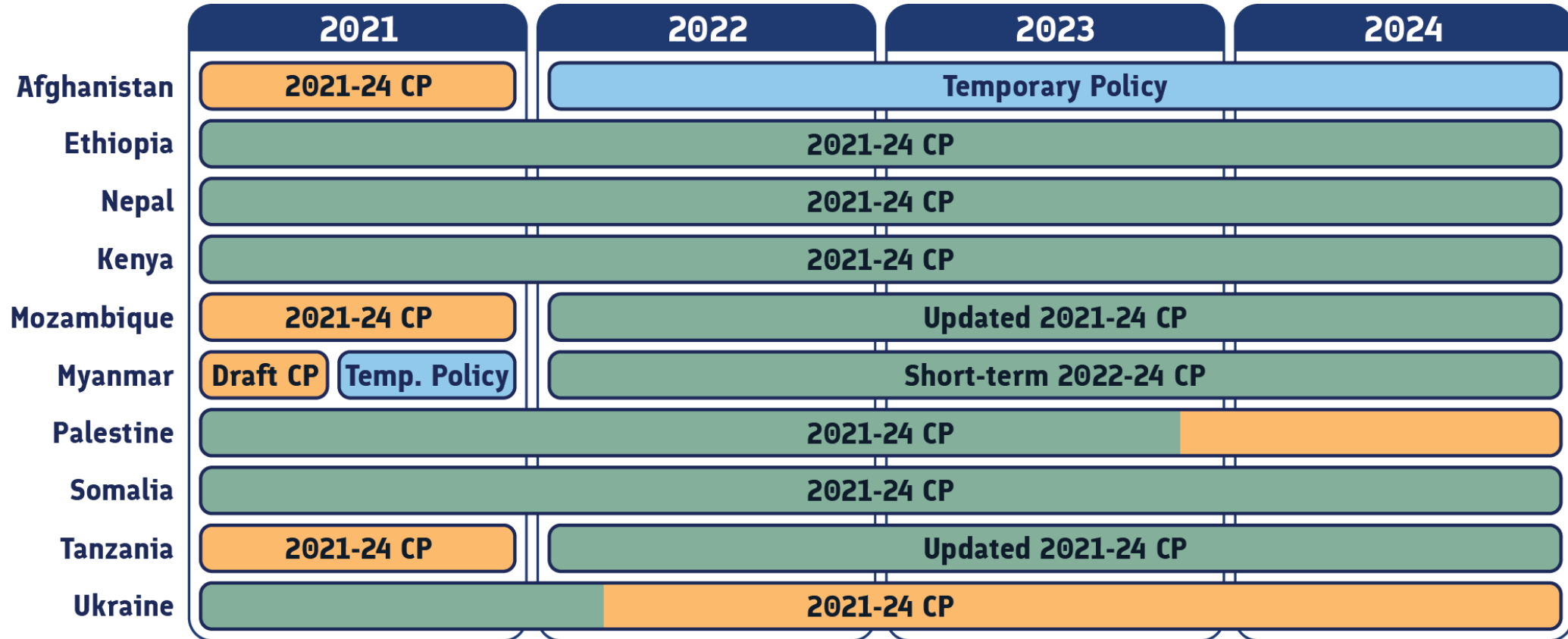
Focus on
**Programmatic
Modality**



CP disbursements 2016-22



CP documents 2021-24



LEGEND

Approved and up-to-date
Country Policy (CP) document

Approved CP document, however not up-to-date
(only applies to the results framework for Palestine)

Temporary
Policy

Findings, conclusions, recommendations

(40min)



Conclusions

1. Results
2. Continuity & RBM
3. Time & effort
4. Need for proactive planning
5. Risk of losing footholds
6. Policy integration

Recommendations

1. Continue results-based approach
2. Simplify & adapt formats
3. Scenario analysis & resilience
4. Focus on sustaining results & influence
5. Integrate plans & reports
6. Transfer & apply lessons learned

Conclusions

Recommendations

1. CPs have **delivered results**.

2. CPs have **strengthened continuity and results-based management** of Finland's bilateral development cooperation.

1. The MFA should **continue a programme- and results-based approach** in bilateral development cooperation.

- For all 10 countries
- Light-touch in countries without CP (Afghanistan, Kenya, Mozambique, Myanmar)
- Maintain the most value-adding elements but simplify formats (Recommendation 2)
- Plan for resilience (Recommendation 3)

Findings

CPs were **actively and successfully managed** to remain relevant when country contexts changed.

Targeted **influencing activities** played a central role in adaptively managing CPs, often with effects beyond Finland's own contribution.

After a difficult year 2021, overall reported **results performance** returned to pre-pandemic levels in 2022.

The results of targeted **influencing activities** are significant but not systematically monitored or reported.

1. CPs have **delivered results**.

The **Covid-19 pandemic, conflict and regime change** are among the key factors affecting results in 2021 and 2022.

All CPs contribute to MFA's **cross-cutting priorities** of a Human Rights-Based Approach (HRBA), gender equality and non-discrimination, with a weaker focus on climate resilience and particularly low emission development.

Average CP **budget utilisation** was high (86% in 2021 and 84% in 2022) but the rate itself does not provide a full picture of challenges on the ground.

Findings

CPs demonstrated **continuity** in terms of their impact areas across programmatic cycles and even during drastic changes of context.

The CP has been an important instrument for supporting an RBM culture within the MFA, and for **demonstrating programme-level results**.

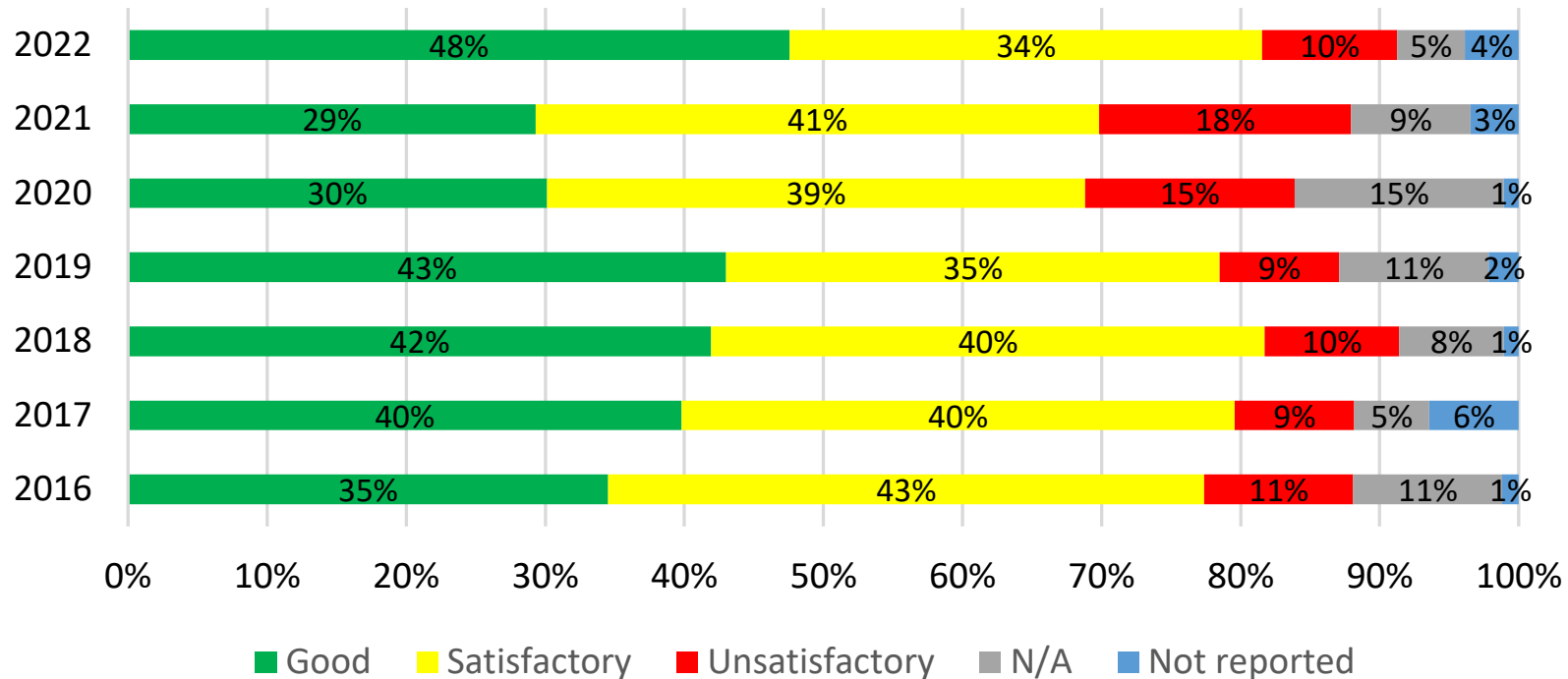
2. CPs have **strengthened continuity and results-based management** of Finland's bilateral development cooperation.

CPs provided Finland with country **expertise, contacts and access** that can also support other Finnish policies beyond bilateral development cooperation.

A programmatic approach gives a **coherent vision** of Finland's development cooperation goals, objectives and mechanisms for achievement to internal and external stakeholders.

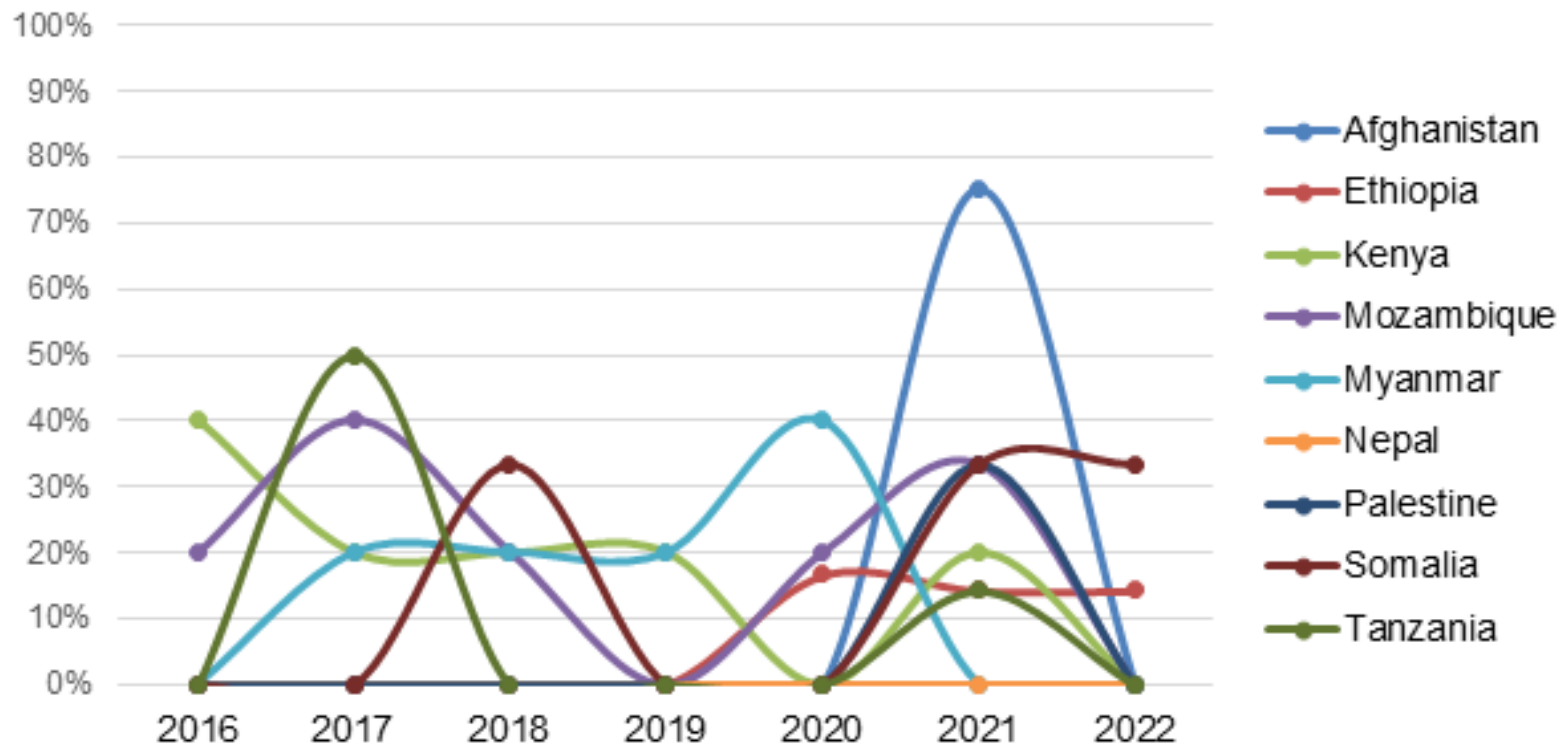
In 2022, 82% of outputs were satisfactory or good

CP outputs (immediate results) reported 2016-22 in the 10 countries

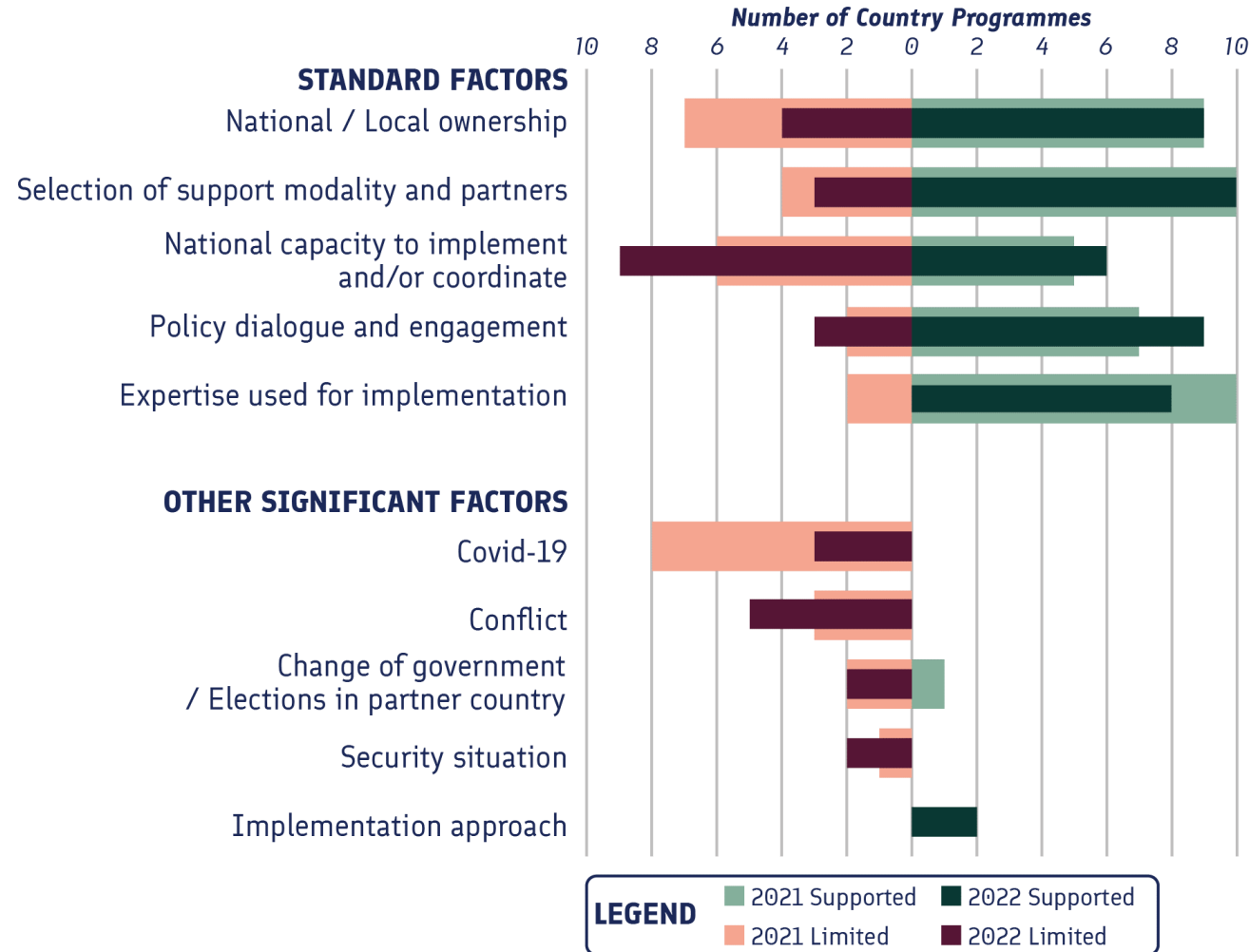


Achieving results was most difficult in 2021 (despite adapted reporting)

Percentages of unsatisfactory long-term results (outcomes) (Ukraine excluded)



Multiple “real world” factors were affecting results



Conclusions

Recommendations

3. To add programmatic value, CPs need to **reflect the realities on the ground**, but updating CP documents and results frameworks after drastic changes in partner countries required an **unrealistic level of effort** with current CP formats and staff resources.

2. CP formats and processes should be **simplified and adapted**.

- Simplify plans, reports & procedures but conserve value-added:
 - Retain basic structure
 - Relax focus on indicators (especially in fragile contexts)
 - Make some annexes optional
- Add influencing activities
- Very basic formats (temporary policies) for countries without CPs

Findings

There was a **mismatch** between programme ambition and staff resources in many CPs.

Staff capacity and expertise dominate self-perceived strengths of country teams – and their loss is considered a threat.

CP documents and processes are overall useful but **time-consuming and lack flexibility**.

In several instances, changing country contexts were usefully reflected in **temporary policies and updated CPs**.

3. To add programmatic value, CPs need to **reflect the realities on the ground**, but updating CP documents and results frameworks after drastic changes in partner countries required an **unrealistic level of effort** with current CP formats and staff resources.

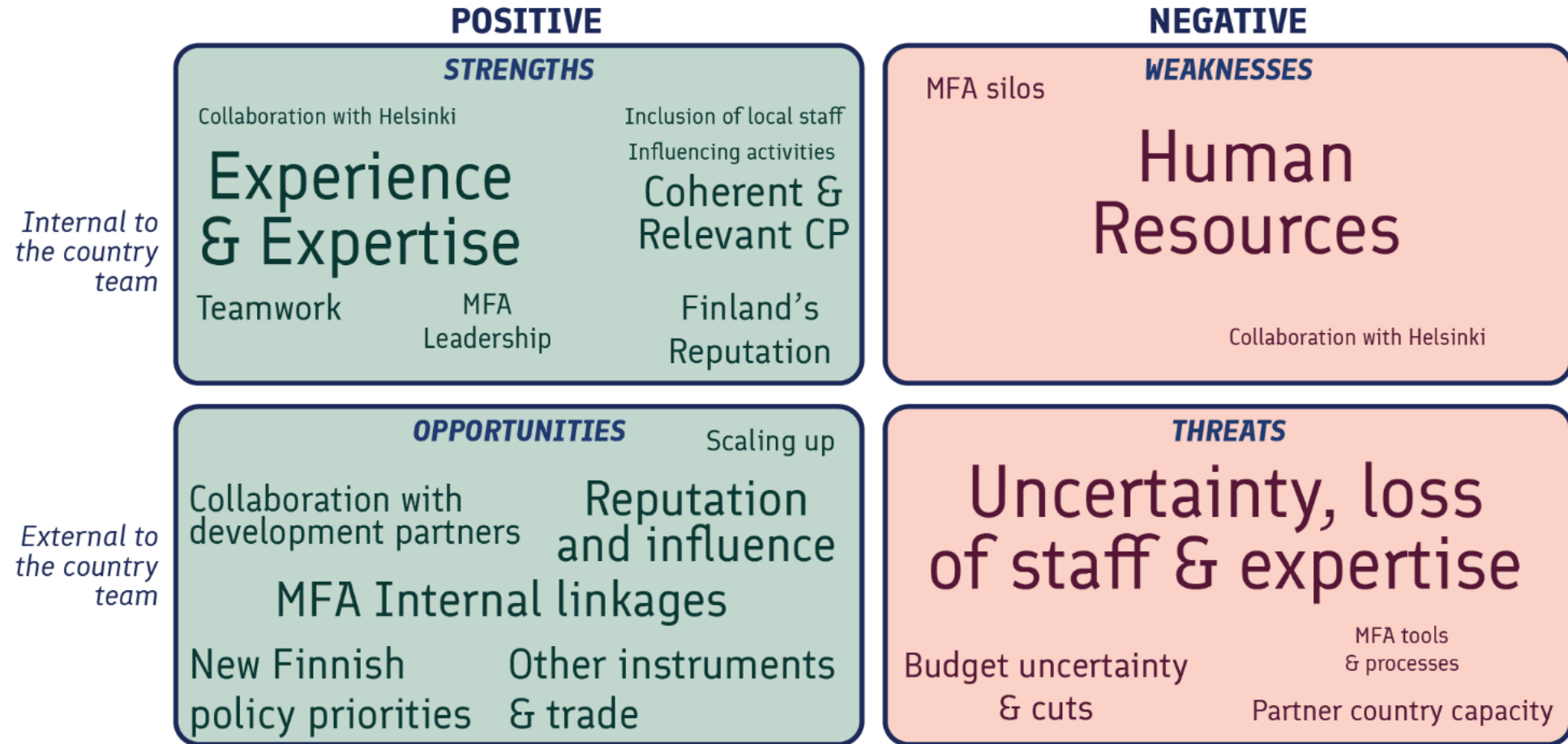
Unavailability of indicator data and a lack of targets **hinders the monitoring** of results frameworks.

Financial disbursement data is used but the risk management annex and monitoring, evaluation and learning (MEL) plans are **often not regularly monitored**.

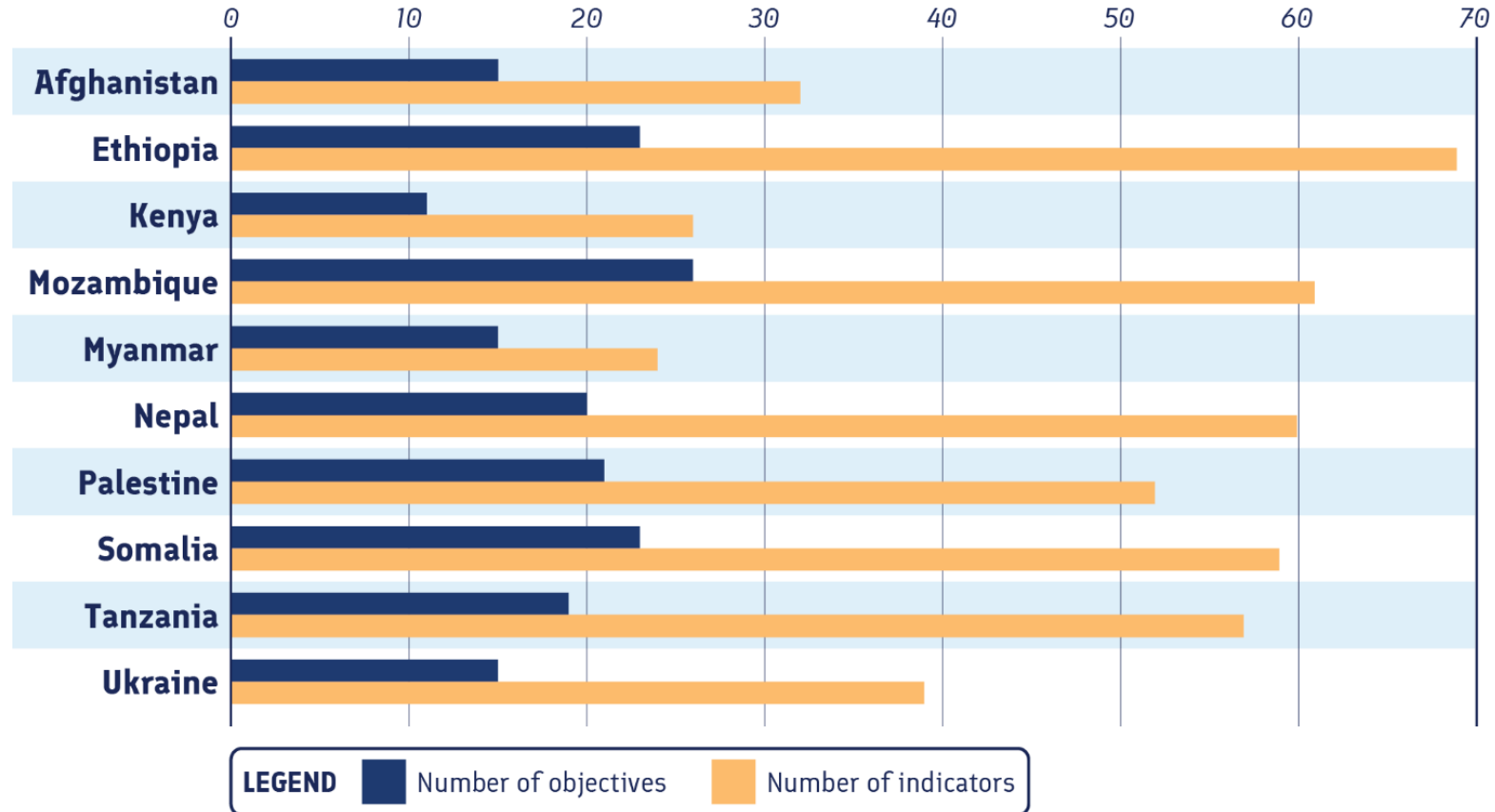
The CP results frameworks are rather **complicated, too dependent on quantitative indicators** and do not provide information on influencing & project steering results.

The CP **management response** process is useful.

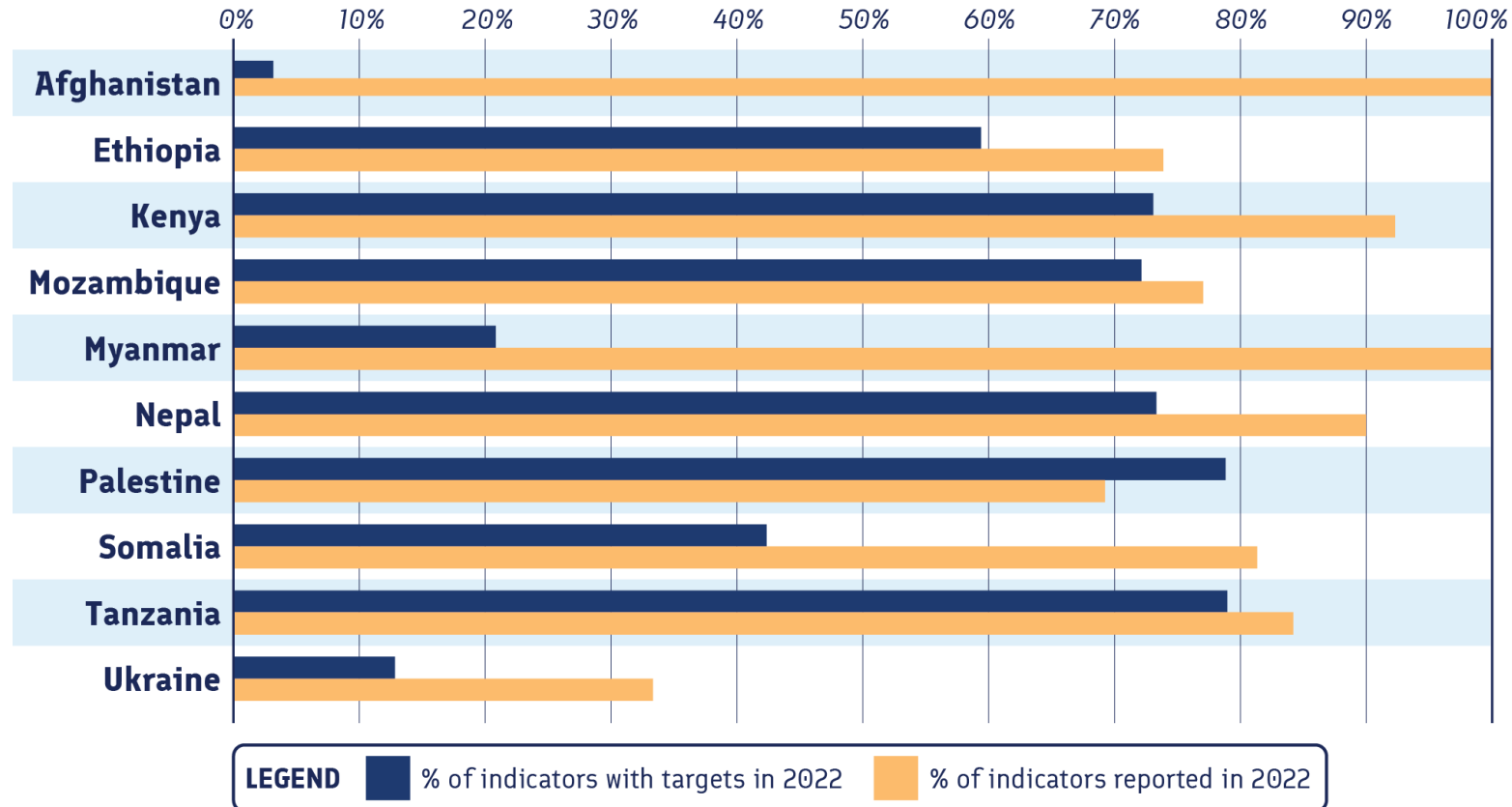
Staff capacity & expertise dominate SWOT analysis



Many indicators ...



... which are not always used



Conclusions Recommendations

4. In country programming, **proactive planning for sustainability** of results and **resilience** in view of unknown but likely future shocks becomes increasingly important.

3. Future country programming should embrace **scenario analysis** and consider **resilience** vis-a-vis possible shocks more systematically.

- Systematically use scenario analysis & theories of change
- Consider consequences for all policy areas
- When? When preparing new programme cycles and after shocks
- In addition to reacting to shocks, proactively plan for resilience against future shocks

Findings

All countries experienced **evolving contexts**, including some with dramatic and unexpected impacts on CPs.

Some contexts that the CPs operate in will remain **extremely volatile and uncertain** in the next programme cycle.

Going forward, CPs are expected to continue delivering immediate results. The achievement of longer-term results strongly depends on **enabling conditions**.

Sustainability of results strongly **depends on development scenarios** for most countries.

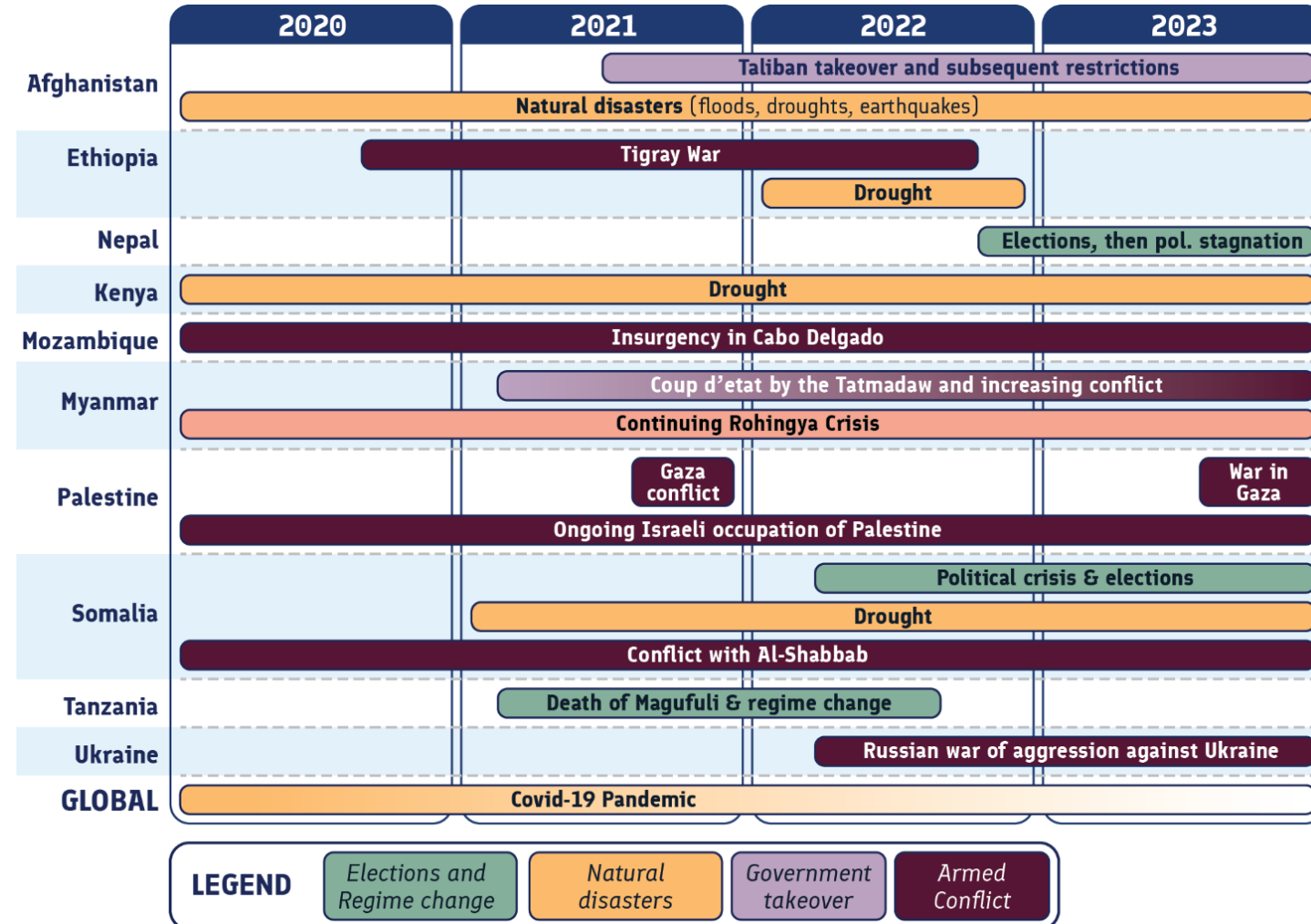
4. In country programming, **proactive planning for sustainability of results and resilience** in view of unknown but likely future shocks becomes increasingly important.

Sustainability is expected to be high when **systems are functional, capacities remain available**, and there is **strong ownership** by government or stakeholders.

In some countries, **results achieved have however been (or could be) lost** because of regime change and conflict.

In contexts where there is no government partner, **individual- and community-level results are more resilient** than institution-level results (but may lack the enabling environment for contributing to higher-level results).

Evolving contexts continue to be volatile



Conclusions

Recommendations

5. In addition to reduced development impact, new Government of Finland's priorities and austerity measures carry the **risk of losing important footholds** in partner countries.

4. When implementing new Government of Finland's priorities and austerity measures, including the phasing out of CPs, the MFA should focus on **sustaining results and conserve, to the extent possible, existing access and influence** in partner countries.

- Ensure continuation or sustainable "sunsets" of Finland's bilateral development cooperation projects
- Prioritise influencing activities and partnerships over new programming
- Continue engagement also in countries without CPs

Findings

New Finnish government priorities led to a period of MFA-internal **uncertainty** and left the MFA with **little free resources** for future country programming.

New Government of Finland's priorities and austerity measures will shape the planning of future bilateral development cooperation.

5. In addition to reduced development impact, new Government of Finland's priorities and austerity measures carry the **risk of losing important footholds** in partner countries.

CPs provided Finland with country **expertise, contacts and access** that can also support other Finnish policies beyond bilateral development cooperation.

Conclusions

Recommendations

6. **Closer integration** between bilateral development cooperation and other Finnish priorities in partner countries is feasible and may benefit other Finnish policies beyond bilateral development cooperation.

5. The MFA should **further integrate country-level planning and reporting** of bilateral development cooperation with that of its foreign and trade priorities while conserving the good RBM practices established in CPs.

- Draw on detailed bilateral programming for more integration with other policy areas
- Keep following government cycles
- But: need to acknowledge difficult integration with other development cooperation channels

6. The MFA should **apply lessons learned from results-based bilateral programming** to support results-based management of its foreign and trade priorities.

- Apply relevant know-how & tools to managing other policy areas

Findings

New Government of Finland's priorities and austerity measures will shape the planning of future bilateral development cooperation.

The CP has been an important instrument for supporting an **RBM culture** within the MFA, and for **demonstrating programme-level results**.

6. Closer integration between bilateral development cooperation and other Finnish priorities in partner countries is feasible and may benefit other Finnish policies beyond bilateral development cooperation.

The value-add of CPs was **limited** by their focus on bilateral development cooperation.

Thank you!

