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Operational challenges in the effective use of EU funding instruments

Fostering Cooperation and Institutional Capacity for Roma Inclusion

October 9-10, 2014 - Vienna

Outline

- * Brief information about MtM
- * Context & Initial dilemmas on what, how and whom to support at local level
- * Testing methods, tactics and models for building partnerships on local development
- * Lessons & barriers
- * Recommendations

What we do in CE&SEE countries

- * Provide technical and capacity building assistance through Project Generation Facility (pro bono)
- * Outreach and facilitate local dialogue, mobilize human capital and resources
- * Advocate for relevant planning and programming of SF&IPA; connect EU and national funding opportunities for social inclusion
- * Provide supplementary and mentoring grants to beneficiary organizations
- * Giving bridging loans, including covering non-eligible funds
- * Where: Bg, Cr, Cz, Hu, Mk, Mn, Ro, Se, Sk

The logic of intervention – WHY?

- * Based on assumption that existing policies for Roma prerequisites Roma-focused institutional setup and consistent funding resources
- * Enable as much as possible Roma participation and ownership in both policy-planning and policy execution stages
- * EU integrations provide most favourable policy environment ever for Roma in European history
- * The change take place at local level

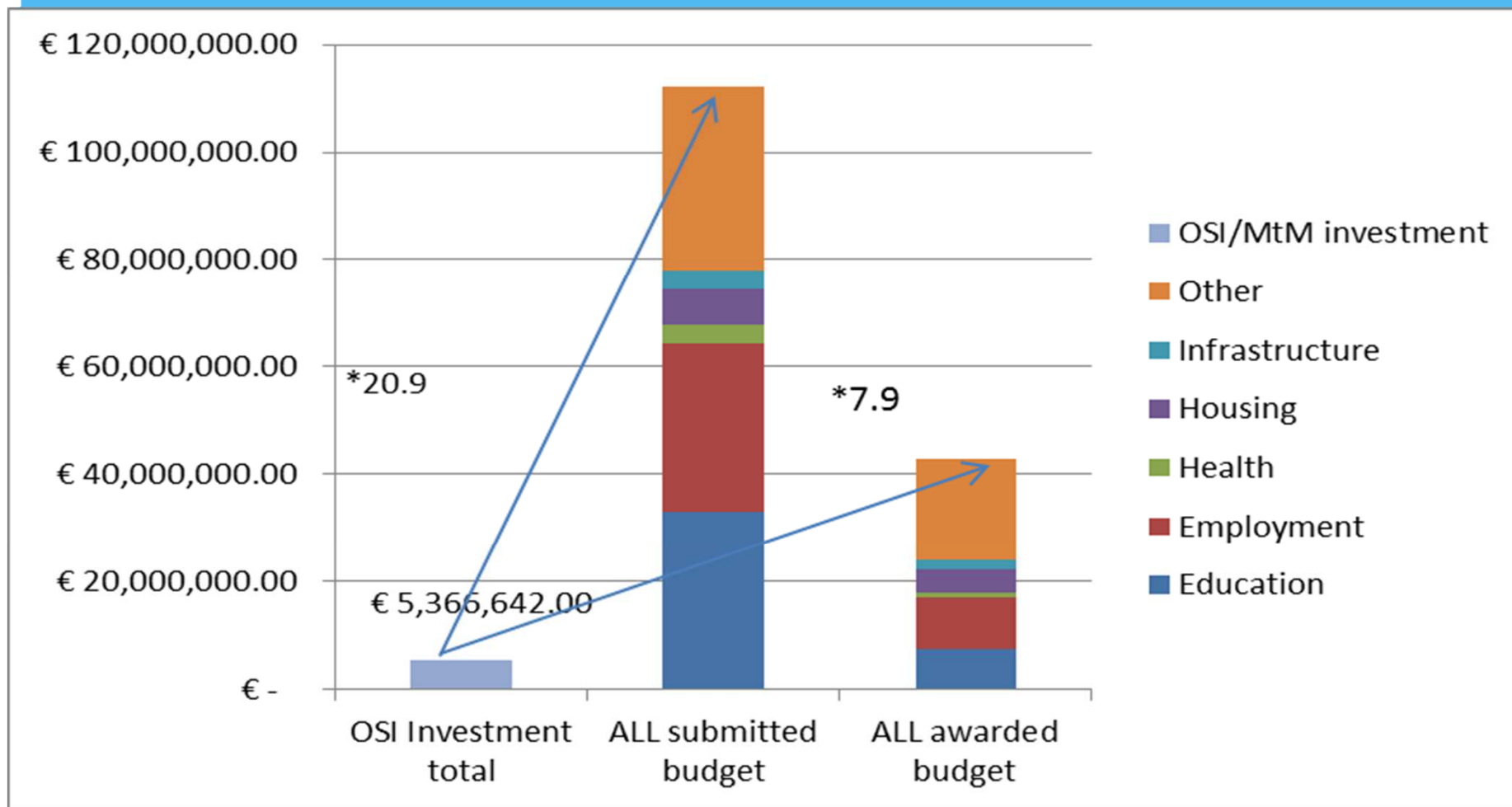
Context & Initial dilemmas on why and what to support at local level

- * EU integrations – relatively political and centralized process, corporate agenda of national governments
- * Middle of the SF&IPA multiyear programming (DAPs?)
- * Chronic budget deficit, low absorption of SF&IPA
- * Different models of decentralization, mostly strong centralized financial environment
- * Limited funding streams for local development needs through IPA (except bilateral donor assistance)
- * Insufficient engagement and learning prospects on EU funding instruments = weak capacities to cope with strict regulations
- * Roma as part of horizontal conditionality

Results

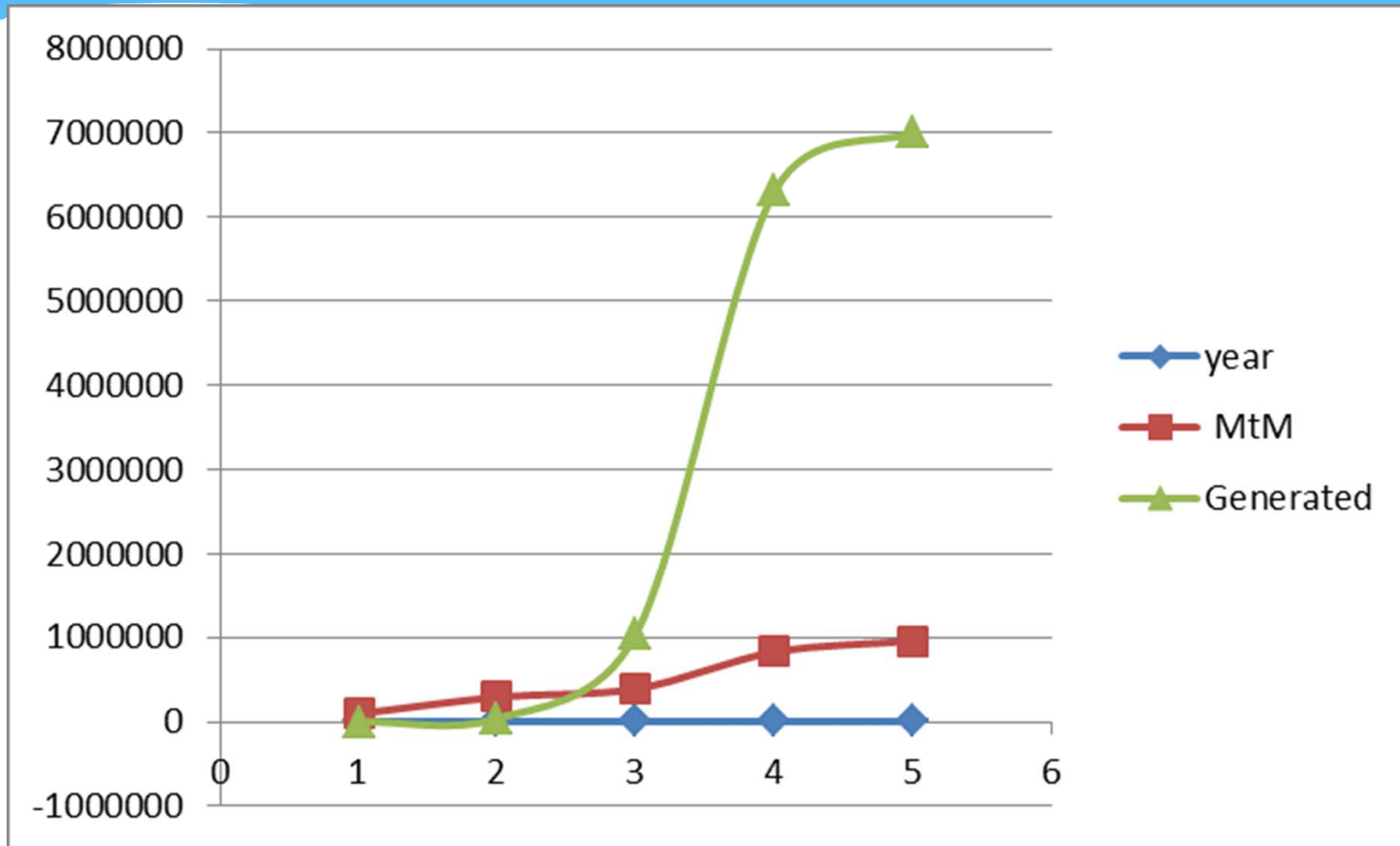
- * Assisted the generation of 1383 projects
- * • Leveraged EUR 49 million from 475 projects generated through PGF support, falling mainly in the areas of education, employment, and health (SEE – 7 million Euro)
- * • Incentivized and assisted local governments and Romani organizations to implement parts of local action plans in approximately 1000 localities
- * • Provided targeted training on EU project design and management for approximately 2,500 persons, including around 1000 Romani and 1500 non-Romani representatives of public administration, educational institutions, and nongovernmental organizations
- * Investment ratio 1:8; success ratio 34%

MtM / CEE investment and financial results for the period December 2008-June 2014



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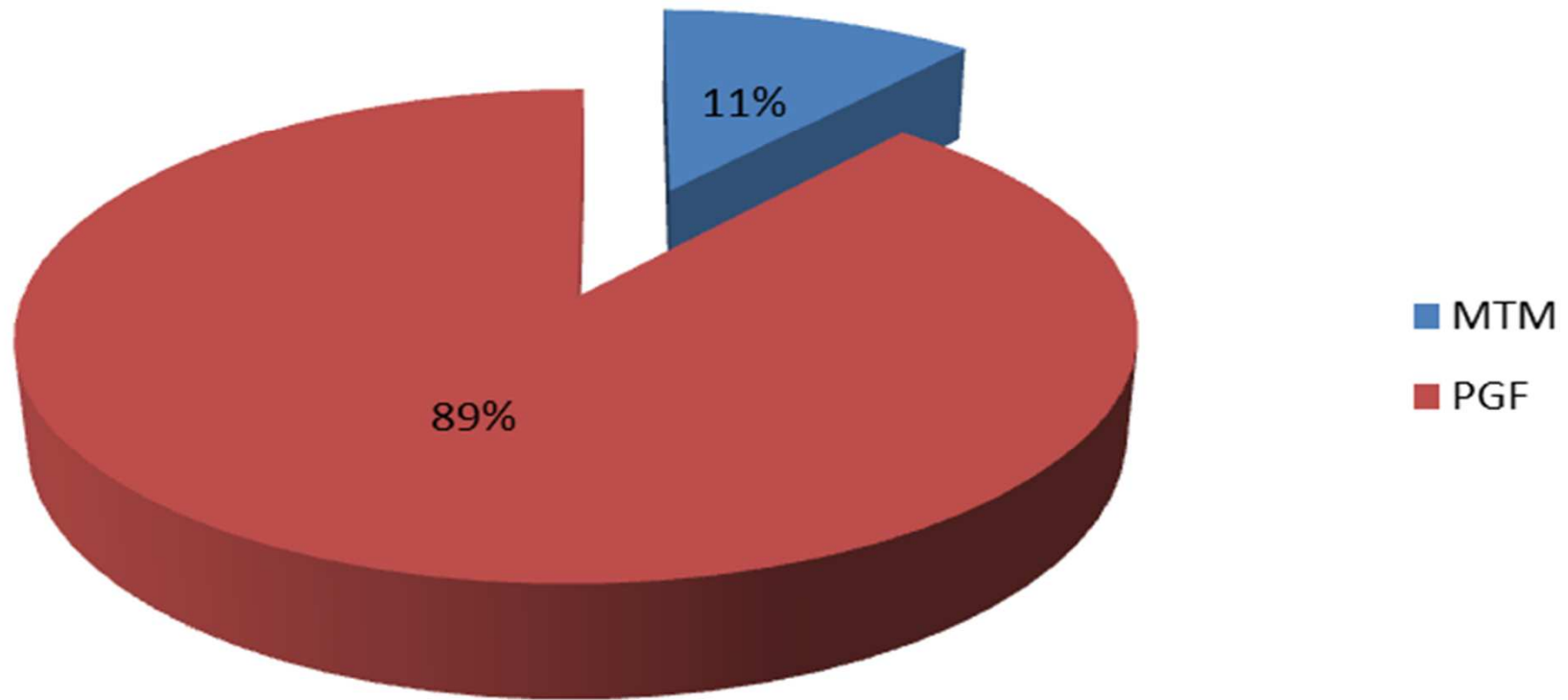
Results in enlargement countries November 2010-June 2014



Nadir Redzepi, OSF/ Making the Most

Cost effectiveness

MTM/PGF RATIO



Testing methods, tactics and models for building partnerships on local development needs -HOW

- * Advanced knowledge of power dynamics and culture of relations/interactions – setting consortia partnerships
- * Assist effective/meaningful participation of Roma representatives aiming to ensure proactive ownership and responsibility within the communities
- * Incentivizing and conditioning
- * Identifying/negotiating common interests/needs
- * Language of social inclusion vs local development needs/ legal procedures
- * Opt for both committed and skilful players

Lessons learnt +

- * Many players, many interests = balance and flexibility
- * Advanced expertise and trust between local stakeholders
- * Define clear benchmarks on role, responsibility and task for each key actor
- * Learning to combine and utilize mainstream and Roma targeted funding opportunities
- * Assimilation of existing/new knowledge platforms with adding local specifics/experiences

Lessons

- * Corporate culture – focus on attracting rather than optimal utilization of aid assistance
- * Ad hoc and short term planning at price of long term results/quality; absence of genuine long term vision
- * Selective or suppressing data reporting culture, weak ownership and articulation of development needs
- * Fictive financial contribution, mostly in kind
- * Weak monitoring capacities, vague control mechanisms, diverse understanding and interpretation of key success indicators

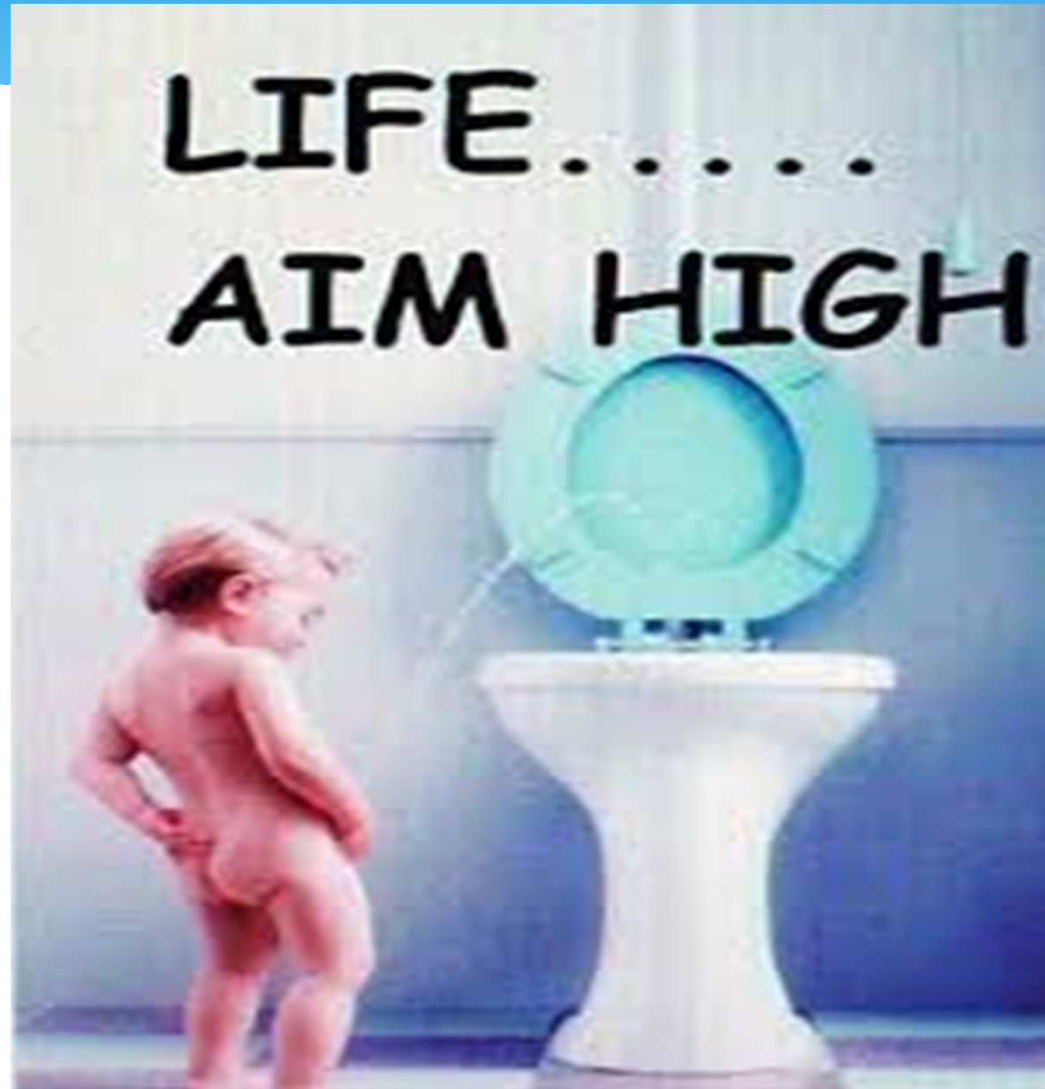
Barriers

- * Election cycles
- * Central vs local politics vs local community needs
- * Frequent normative changes, public procurement procedures
- * Cash flow problems, delayed reimbursements
- * Traditional vs formal partnership; token participation
- * Implementation delays affect relevance of the interventions
- * Lack of interest in developed (capital) cities
- * Social inclusion policies without genuine politics
- * Roma problems still considered through international donor assistance; synonym for fundraising, soft-core capacity building training interventions

Conclusion and recommendation

- * Deepen and extend the collaboration, joint work and respect of diverse ideas
- * Till now the progress is visible through political and policy promises at transnational and to some extent national level
- * Still we are in a search for best practices and acknowledging individual contributions which is inevitably important
- * But in meantime we have to admit that there is no system for institutionalizing the good practices and models of individual contributions

... WE MUST



THANK YOU!

- * <http://www.opensocietyfoundations.org/about/programs/making-most-eu-funds-roma>
- * nadir.redzepi@opensocietyfoundations.org

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