

WORKSHOP ON THE PARIS DECLARATION: IMPLICATIONS AND IMPLEMENTATION

**BAMAKO, MALI
MARCH 27-29, 2006**

1. Some 200 participants representing 25 North, Central, and West African countries and their development partners met in Bamako to examine the Paris Declaration and its implications for them in their particular circumstances, and discuss ways to enhance its implementation. The workshop was hosted by the Government of Mali and sponsored by the African Development Bank, the World Bank, the Government of France, and the United Nations Development Programme, in collaboration with the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD-DAC) and its members. Of the countries represented, some had already begun implementing harmonization, alignment, and managing for results (HAMfR) activities, while others were relatively new to the agenda.

2. The agenda was carefully designed to focus on lessons learned, experiences, and the concrete implications of the Paris Declaration. The objectives were to take a closer look at the Paris commitments, focusing particularly on their application to country and country-level donor institutions, policies, procedures, and systems; to facilitate open discussion and exchange of views among partner countries and donors on aid effectiveness issues; and to lay the groundwork for cross-country sharing and a community of practice to continually exchange experiences. Presentations in the plenary sessions set the stage for this work, but much of the specific discussion was carried out in smaller group sessions. In the final session, in line with the outcome orientation of this workshop, partner country representatives shared with the group their plans for HAMfR activities on their return home from Bamako. (The list of participants is provided as Annex A, the agenda as Annex B, the reports of the group sessions as Annex C; the sponsors' summary as Annex D, and a summary of the participants' evaluations as Annex E. In addition, many of the workshop presentations are available at the following websites: www.aidharmonization.org or www.mfdr.org.)

EXECUTIVE SUMMARY

3. The participants in the Bamako workshop were a diverse group, representing middle- and low-income countries, fragile states, donor headquarters and country offices, civil society organizations, Francophones and Anglophones, large and small countries, and countries that had long been involved in the harmonization, alignment, and results agendas as well as those that are relatively new to the work. Although not all the countries had been represented at the Paris High-Level Forum, most participants agreed that, as they work to meet their development challenges and reach the Millennium Development Goals (MDGs), the Paris commitments on country ownership, harmonization, alignment, managing for results, and mutual accountability are relevant.

It was understood that implementation may mean different things in such different contexts, and that accordingly the approach must be tailored to the particular country's or agency's circumstances.

4. Countries shared experiences—for example, on developing a national action plan or collaborative assistance strategy, using budget support, strengthening a results focus, introducing independent assessments, building capacity. Small countries, fragile states, and middle-income countries shared their own perspectives on the challenges of this work. Many countries urged donors to support the country in exercising leadership, align their aid with country priorities, harmonize their approaches at the country level, and delegate more decisionmaking power to their local offices.

5. The greatest value of the workshop was in raising the awareness of the Paris Agenda and its implications for those countries in the region that have not yet been engaged with their partners on aid effectiveness issues. Some of these countries declared that they plan to commit formally to the Paris Declaration and also take part in the monitoring exercise. Participants that are further along the line in this area found value in the experiences of other participants, which they can reflect in the plans for their own ministries, countries, and institutions. Some countries declared that they will develop national or sectoral strategies and action plans; and some will engage more with stakeholders, pursue capacity building, strengthen their monitoring and evaluation systems, or conduct independent assessments—again, selecting actions appropriate to their particular circumstances.

SUMMARY OF PROCEEDINGS

OPENING REMARKS

6. The Bamako Workshop on the Paris Declaration opened with a reception at which the participants were formally welcomed by representatives of the host and sponsors: (Mali), Philibert Afrika (ADB), Michel Reveyard (OECD-DAC), Nicolas Normand (Ambassador of France), Joseph Byll-Cataria (UNDP), and Alassane Diawara (World Bank). The speakers expressed the hope that the workshop would offer an opportunity to share concerns and experiences, discuss issues openly, and develop a plan of actions that would lead to greater aid effectiveness and help meet the Paris commitments and the Millennium Development Goals (MDGs).

PLENARY 1

7. In the opening address, His Excellency Abou-Bakar Traoré, Mali's Minister of Economy and Finance, reminded participants that since the Monterrey Consensus we have understood that achieving the MDGs will require increasing both the amount of development aid and the efficiency with which we use that aid, and that in the Paris

Declaration donors and partners had reiterated their commitment to these goals. He noted that in the Bamako workshop participants would review these commitments, focus on implementation, and identify practical interventions that would improve harmonization, alignment, and managing through results-based approaches. Citing Mali's own recent accomplishments—a framework for financial cooperation and an agreement on budget support—he reminded participants that development is not just a matter of amounts disbursed, numbers of classrooms or health centers built, or kilometers of roads constructed; rather, it is a question of the quality of education and health care, the quality of jobs created, and improvements in people's conditions of life. He added that citizens are demanding that governments be accountable for results; and he concluded by expressing confidence in the harmonization and alignment process, which he termed “the road to the future.”

8. ***Presentation on Harmonization, Alignment, and Results Agenda.*** In presenting an overview of the agenda and the work of the Joint Venture on Aid Effectiveness, Michel Reveyrand listed five areas for action: putting the HAMfR principles into effect, making them better understood, fostering country ownership of the process, giving greater attention to managing for results, and carrying out voluntary monitoring. He noted a range of open questions, such as how to better involve civil society and reinforce country capacities. He emphasized that this work must be a sustained process, and it has only just begun.

9. Representatives of four countries then briefly discussed their experience with HAMfR.

- Gabon receives relatively little aid from relatively few donors, because it is a middle-income country—a designation its representative said does not take into account the country's debt burden, health challenges, and poverty level. To ensure that aid is used as effectively as possible, Gabon is committed to implementing the Paris Declaration. The harmonization process is now led by the donor community, but the government hopes to use the PRSP to align aid with the national budget process; and it intends to put in place a monitoring unit that will work with the donors. The representative called on donors not only to harmonize their own processes, but also to harmonize them with those of countries.
- For Guinea, the Bamako workshop proves that the Paris Declaration is not just another declaration; rather, it reflects a very real and shared desire to use aid more effectively. The representative of Guinea mentioned the country's great need for aid resources, due partly to the presence of large numbers of refugees from six surrounding post-conflict countries. He described the country's process of public consultations; its development of a coordination mechanism among the Ministries of Finance, Economy, and Planning; and its work to focus the second PRSP on aid coordination and effectiveness. He asked donors to make good choices in allocating aid, to help prevent any countries from falling into dire poverty.

- Burkina Faso has long been involved in harmonization and alignment, so that the Paris Declaration reinforces a vision already anchored in the country. Heavily dependent on official development assistance, the country has made a significant fiscal effort, particularly since adopting the PRSP. The national budget is the principal financing instrument of the PRSP. Most development partners provide budget support, although project aid remains predominant. Among the country's actions to improve its use of aid are a range of steps to modernize the management of public finances and the creation of sectoral strategies in all ministries and institutions. Emphasizing the importance of government ownership of development, the representative asked donors to incorporate capacity building into all approaches.
- In Tunisia, too, the spirit of harmonization predates the Paris Declaration, with good coordination of external funding, particularly through the Ministry of Finance. The country focuses on sound management of public funds, better use of fiscal systems, and optimizing financial management. The representative asked donors to reduce or remove conditionality, use national systems, and not lose sight of the need to promote development through equitable partnerships based on trust and accountability.

Discussion in this area ranged widely, covering such topics as the need for different approaches suited to a specific country's circumstances (Morocco), the importance of including civil society in the process (Nigeria), the need for local-level action to identify development challenges and approaches (Cameroon), the importance of aid predictability (Senegal), the need for donors to harmonize their procedures (Chad) and to align with the country's priorities (DRC, Guinea), the value of creating a government office dedicated to work on harmonization (Liberia), and the desirability of including in the agenda countries that are not yet engaged (CAR).

10. ***Presentation on Managing for Development Results.*** The World Bank's Pedro Arizti gave a brief background presentation on the results agenda, pointing out that it is integral to the Paris Declaration. He outlined the five managing for results principles that were agreed in Marrakech: focus the dialogue on results; align programming and monitoring and evaluation on results; keep measuring and reporting simple; manage for, not by, results; and use results information for learning and decisionmaking. He introduced the Sourcebook on Managing for Development Results (distributed at the workshop), which illustrates the application of these principles in various contexts. As a case study in managing for development results, he cited the experience of Malawi, where the Government took leadership of the development process and, with the cooperation of the donors, launched a multisectoral approach that is closely linked to the budget process.

11. A representative of Cameroon discussed his country's experience with managing for development results. In Cameroon there has been some confusion about *which* results to achieve, since donors do not agree. The country itself has decided that instead of focusing only on reducing poverty, it must focus on increasing growth; indeed, it will take a growth rate of 8 % to achieve the MDGs by 2015, although the present growth rate

is only 4 %. To achieve the higher growth rate, Cameroon will need an investment rate of 20-25%, but its present investment rate is in the range of 10-13%. Noting that donors in Cameroon provide little budget support and prefer project assistance, that they impose multiple conditionalities, and that in 2004 Cameroon received 400 project missions and there were 60 coordination/management units among the 14 donors, the representative asked, “Are they aware of the Paris Declaration?” He proposed a range of solutions: assessing the partnership framework with a view toward creating a new platform based on mutual trust with clearly defined responsibilities; working with donors to better align donor assistance with Cameroon’s own priorities; and revisiting the PRSP to focus it on Cameroon’s priority sectors.

12. Discussion in this area covered, among other things, the role of civil society organizations (CSOs) in country-level monitoring (Nigeria); the utility of the PRSP to establish partnership between donors and the government and help maintain aid flows (Senegal, Chad); concerns about diverging donor approaches (DRC, Guinea); the importance of the regional component of harmonization (ECOWAS); concerns about whether conditionalities are realistic and achievable (Liberia); the need for donors to continue to support countries that have made good progress (Cape Verde); and again, in view of the importance of the agenda, the need to include in it countries that are not yet engaged (CAR).

GROUP SESSIONS

13. The remainder of the day was devoted to small group sessions, each discussing a specific topic in the area of harmonization, alignment, and managing for results. Each group session began with a brief presentation by a speaker to provide background and spark discussion. At the end of each session, the chair and rapporteur distilled the messages from the discussion for presentation to the larger group. This summary report briefly describes the presentations; the messages from each session are provided as Annex C.

- ***Developing a National Harmonization Action Plan.*** Ghana’s Helen Allotey explained her country’s experience with creating and using a harmonization and efficiency matrix that combines the commitments of the Government and of donors. Carried out under the strong leadership of the Government, this action plan allows everyone to agree on the objectives that are to be achieved. Jean-Francois Arnal, French representative in Ghana, presented the key principles around which the sector group framework had been rationalized as a first step to implement the action plan.
- ***Common Performance Assessment and Conditionality Frameworks in Development Policy Lending/Budget Support Operations/Capacity Requirements.*** The World Bank’s Jan Walliser focused on how best to harmonize two often incompatible calendars: the government’s budget calendar, and donors’ disbursement calendar. One approach is to agree on a

performance assessment date by which the government will be able to provide the necessary statistical information on which donors can base their allocations in time for the next budget.

- ***Collaborative Results-Based Assistance Strategies.*** Nigeria's Shogbola Olakunle described how his country undertook a program to attack corruption and increase growth, creating a strategy for partnership with the donors.
- ***Building Country Results—Institutional Development and Capacity-Building Challenges.*** Cécile Molinier, UNDP Resident Representative in Mauritania, described how that country undertook a process to improve ownership, strategic planning of reforms, and aid coordination, and is now building on that process to improve capacity, achieve the Paris commitments, and measure results.
- ***Donor Challenges and Constraints.*** CIDA's Archie Book focused on the disconnect between headquarters and field offices; and Philippe Ospital from the French Embassy in Ouagadougou pointed out that harmonization and alignment imply changes for donors that are not necessarily in their favor—for example, changes in work methods and skills mix—but that these constraints can be overcome (as in the case of Burkina Faso). Finally, the EC's Irene Horejs focused on constraints that lead to success—such as the need to achieve results, the obligation for donors to organize themselves to meet partners' needs; and the tension between political discourse and realities on the ground. The EC is reexamining its aid policy and procedures, making efforts to reorient the institutional cultures to improve the effectiveness of its aid delivery.
- ***Development and Use of Common Arrangements.*** The ADB's Charles Muthuthi introduced emerging approaches to improving public financial management—mainly budget support and sectorwide approaches—by strengthening country institutions. He cited the cases of Tanzania and Uganda, emphasizing that using country systems is a long-term process that involves commitment to capacity building. His ADB colleague Emmanuel Lomo then outlined progress in harmonizing the multilateral development banks' procurement procedures—citing, for example, harmonized standard bidding documents, joint country procurement assessments, procurement options in sectorwide approaches, and the work of the OECD-DAC Joint Venture on Procurement.
- ***Mutual Accountability and Independent Assessment.*** The World Bank's Chris Hall pointed out that a wide range of country and donor performance assessments is in use, but the Paris Declaration's Indicator 12 suggests that more is needed. He described and compared the mutual assessments that have been carried out in Tanzania, Mozambique, and Cameroon, and drew lessons for other countries to consider.

- **Results—Mutual Learning Initiative.** CIDA’s Benoît-Pierre Laramée discussed an initiative of the OECD-DAC Joint Venture on Results: four smaller workshops organized in Asia, Latin America, East Africa, and West Africa to give country participants an opportunity to focus together on their experiences with managing for results, and to learn from each other.

PLENARY 2

14. During the final session of the day, representatives of the small group sessions presented the messages they had derived from their discussions (see Annex C).

PLENARY 3

15. Under the chairmanship of Nigeria’s Shogbola Olakunle, the second full day of the workshop opened with brief reflections on progress so far. Philibert Afrika noted some of the issues that had been emphasized during the previous day’s discussions: many countries and institutions are embracing the harmonization, alignment, and results agenda, but progress is uneven and greater efforts are needed; work on the agenda entails greater costs early on, but lower costs later; it is desirable for many countries to have national frameworks or action plans (although not all countries wish to develop such plans), and donors support them; and country leadership and ownership are key factors for success, while dissemination and sharing are good practices to advance implementation. Among the continuing challenges he noted are that country progress is constrained by country capacities; country fiduciary systems need to be stronger for increased budget support from donors; for donors, there is a disconnect between headquarters and field offices, and greater decentralization is needed; and it will be important to enhance the role of the private sector and civil society in monitoring progress. Chris Hall looked forward to the work planned for the day—that is, that country delegations would plan, and then share, the messages they would take back from the workshop to their ministries and countries. He noted that donors are also working hard on this agenda, changing the ways they do business and demonstrating commitment to real change. He highlighted the need for continuing communication to help both partner countries and donors stay informed about progress and good practices; and on behalf of all the signatories to the Paris Declaration, he invited those that are not formally associated with the work to join it. The UNDP’s Jeffrey Avina said that “the Paris Declaration is a possibility, not a certainty”—and that success would be measured by results. He pointed out that citizens have grown more demanding, and are expecting countries and donors to show the results of their development work. He said that countries should request donors’ assistance in identifying ways to ramp up work on the HAMfR agenda and focus more on the results achieved. He mentioned some of the remaining challenges—for example, sectoral and cross-border issues; acknowledged that both donors and countries are working hard on reform to meet the challenges of new ways of doing business; and called for continuous learning to enhance implementation.

16. ***Monitoring Survey, Indicators, Field Testing.*** The OECD-DAC's Christian Lehembre briefly discussed the process of monitoring progress on the Paris commitments—a brief survey on the 12 indicators, now being field-tested in six countries and scheduled for worldwide use in May-August. The survey has two parts, one to be completed by the government of the country, and the other by the donors. In discussion, Helen Allotey commented on Ghana's experience with the field-testing, terming the exercise useful and helpful in challenging both the government and the donors to do better. In response to a question about the role of civil society in the process, she said that while there is no specific role for civil society in completing this survey, Ghana asked civil society to participate in the field testing. In response to questions about the cost of the exercise, it was explained that the survey is very simple, and completing it should not be costly; however, countries are encouraged to talk to their donors if cost is an issue. Countries were encouraged to participate in the monitoring as they wished, even if they are newcomers to the Paris Declaration process; and they were reminded that donors are ready and willing to provide help in getting started.

17. ***Aid Management Systems.*** UNDP's Gabriel Accascina explained the value and use of aid management systems, tools that can assist governments in tracking and managing the flow of external resources. The Development Gateway's Stephen Davenport then explained one particular aid management system, the Aid Management Platform.

18. ***Harmonization and Alignment—Early Experience: Mali.*** In discussing Mali's experience with harmonization, alignment, and managing for results, Sidi El Moctar Ba noted a range of problems, including the multiplicity of donor procedures, poor aid predictability, poor coordination between ODA and national budget procedures, and poor aid coordination by the government. He briefly explained the actions Mali had taken to address these issues in the context of the Paris Declaration: taking ownership by developing a PRSP with participation by civil society and donors; improving alignment by developing framework agreements for the budget and other areas, and beginning reforms; improving harmonization by working closely with the donors; improving results management by setting out medium-term budget frameworks, reviewing public expenditures, and defining indicators; and establishing mutual accountability by including donors in reviews. He concluded by saying that this work benefits from strong political will, and the country is seriously addressing its Paris Declaration commitments.

19. ***Harmonization, Alignment, and Managing for Results in Fragile States.*** After a decade of war, Sierra Leone faced such problems as uncertain aid flows and lack of alignment and coordination among donors. Although not a Paris signatory, the country subscribes to the principles of the Paris Declaration. The country has developed a PRSP and set out a matrix of priority actions that guides donors, and the government meets frequently with donors to further the dialogue on development issues. For the future, the country hopes that improved capacity will draw greater aid resources to better satisfy the needs of the country's people. Liberia, although it has been the object of donor concern, expects the new government to foster an environment of improved governance in which it can take ownership of its development process, expect donors to align their aid with the country priorities and harmonize their own procedures, and use aid resources efficiently

and effectively to improve the lives of its people. Liberia’s presentation concluded, “We are not walking, we are running; and with the firm political will of our newly elected Government, we are optimistic that we are going to catch up with the rest of the world in the attainment of the five principles and the twelve indicators of the Paris Declaration.”

COUNTRY GROUP DISCUSSIONS AND PLENARY 4

20. At the end of the morning and through lunchtime, country representatives met together to discuss the messages they would take back to their ministries and countries from the Bamako workshop. In the afternoon they reported to the entire workshop on their discussions. The following paragraphs capture some of the points from these reports.

- ***Algeria, Libya, Morocco, Tunisia:*** There is no one “correct” approach—it is necessary to take into account each country’s own circumstances; countries need to set out objectives in their national plans, and strengthen capacities and systems; and donors need to be flexible, harmonize procedures, and devolve more authority to country offices.
- ***CAR, Congo, Côte d’Ivoire, DRC:*** All fragile states with PRSPs; they will sensitize their donors to the advantages of adopting and implementing the Paris Declaration and participating in the monitoring process; they understand that government leadership is essential.
- ***Burkina Faso:*** They will develop a strategy and action plan in each sector; pursue mobilizing all forms of aid, including budget support; develop a road map for HAMfR, with actions for both donors and Government; and increase the dialogue among the Government, local donors, and civil society.
- ***Benin:*** They will work with stakeholders to develop a road map for HAMfR; revive their frameworks for discussion and clarify roles and responsibilities; integrate the Paris Declaration in the PRSP and participate in the monitoring process; pursue capacity building in the area of managing for results; and engage with non-OECD donors around the Paris agenda.
- ***Cape Verde:*** They will formalize the country’s participation in the Paris Declaration; investigate the use of an aid management system; reassess the roles of committees and Parliament; pursue a frank and regular dialogue with donors; and pursue institutional capacity building.
- ***Cameroon, Chad, Togo:*** All will implement an efficient monitoring and evaluation system and will participate in Paris Declaration monitoring. Chad will urge the Government to join the Paris Declaration process, and will establish consistent dialogue with donors on the Paris indicators. Togo will officially commit to the Paris Declaration; develop a road map/strategy for HAMfR, including donors and civil society; and elaborate a national development strategy to improve the rule of law, economic management, and

institutional and statistical capacities. Cameroon, which has already committed to the Paris Declaration, will implement its agreed activities; draw on an external evaluation that is now under way to prepare a road map; participate in Paris monitoring by completing the survey and begin to identify best practices in managing for development results.

- ***Gabon:*** The country has committed to the Paris Declaration and will take an active role in implementation, learning from others that are more advanced; it will formulate a program on institutional reform. It asks donors to take the national development strategy into account, harmonize their own procedures, and increase transparency.
- ***Gambia:*** They will improve the country's aid coordination unit and extend its mandate to nongovernmental organizations; work with donors to ensure that all country strategies are aligned with Gambia's Medium-Term Development Plan; work to better coordinate aid in the areas of governance and capacity building.
- ***Ghana:*** Continued country ownership and Government leadership will keep the process on track; they will use the monitoring survey as an instrument for dialogue with donors and civil society; they will continue to strengthen the country's fiduciary systems and will explore building an aid management system; and they encourage Government and donors to jointly change behaviors.
- ***Guinea:*** They will make the PRSP the reference point of the HAMfR agenda and strengthen Government leadership of the agenda; build capacity in human and institutional reform; promote transparency on public financial management and create a culture of accountability; and work with donors to establish mutual monitoring of projects and programs.
- ***Guinea-Bissau, Sao Tome and Principe, Senegal:*** They will prepare an action plan for HAMfR; pursue reforms in public financial management and procurement; and implement a general framework for budgetary support to harmonize donors' procedures.
- ***Burundi, Liberia, Sierra Leone:*** They will commit to the Paris Declaration and foster leadership for implementation; build capacity to implement it; and work with donors to conduct mutual assessment of progress.
- ***Mali:*** They emphasized the importance of strong will and leadership to carry out the agenda, the need for continuous dialogue between the Government and local donors, and the need to build capacity to implement, monitor, and evaluate the Paris Declaration; they will conduct an independent assessment on mutual accountability to serve as a diagnostic basis for implementing the Declaration.

- ***Mauritania:*** The country’s commitment to the Paris Declaration is irreversible; they intend to participate in the monitoring process; strengthen implementation and statistical capacity; amend sectoral memoranda of understanding with donors; and revitalize the dialogue with donors to formulate a partnership framework, align donors’ support, and implement the PRSP. They intend to demonstrate that harmonization is as relevant for middle-income as for low-income countries.
- ***Nigeria CSOs:*** They will recommend that Nigeria commit to the Paris Declaration; streamline the functions of its national planning commission; establish or strengthen its regulatory and institutional frameworks for civil society; and continue to recognize the strategic importance of CSOs in planning, implementing, and monitoring development projects and programs at the local, state, and national levels; and that donors harmonize their application procedures in line with the Government’s processes.

PLENARY 5

21. On behalf of the sponsors, Philibert Afrika presented a summary of the Bamako Workshop on the Paris Declaration (see Annex D). The workshop participants then had the privilege of witnessing the formal signing of a general framework agreement on budget support between Mali and several donor partners—a development that Minister Traoré characterized as committing the Government to make the best possible use of the resources allocated to Mali. He then spoke briefly about the discussions at the Bamako workshop and the work ahead to implement the Paris commitments, and “with optimism and hope” declared the workshop closed.

EVALUATIONS

22. Participants submitted around 80 evaluation forms, generally indicating that the workshop had been useful to them and providing suggestions for appropriate follow-up (see Annex E).

PARTICIPANTS

Algeria

M. Sid-Ahmed Louahadj Sous
Directeur au Ministère des Finances
Immeuble Francis Cité Malki, Ben Aknoun
Alger, Algérie
Tel: (213) 21 59 53 31
Fax: (213) 21 59 53 30
E-mail: sidahmed.louahadj@mf.gov.dz

M. Houda Hakem
Chargée d'études au Ministère des Finances
Immeuble Francis Cité Malki, Ben Aknoun
Alger, Algérie
Tel: (213) 21 59 51 26
Fax: (213) 21 51 25
E-mail: houakam@yahoo.fr

Benin

M. Adjovi Servais
Directeur des Etudes, Caisse Autonome d'Amortissement
Ministère des Finances
BP 59, Cotonou
Tél: (229) 21314261/21314781
Fax: (229) 21315356
E-mail: sadjovicaa@yahoo.fr

M. Toussaint Adjaho
Directeur de la Préparation du Budget
Direction Générale du Budget
Ministère des Finances et de l'Economie
BP 302, Cotonou
Tél: (229) 21300281/21301486
Fax: (229) 21 30 18 51

M. Médard Djidjoho Padonou
Ministère chargé de la Planification et du Développement (Bénin)

Burkina Faso

M. Sie Tioye Antoine-Marie
Directeur de la prévision et des analyses macroéconomiques
Ministère de l'économie et du développement
09 BP 647 Ouagadougou 09
Tél: (226) 50 31 24 72
Fax: (226) 50 31 24 72
E-mail: sie_tioye@yahoo.fr

M. Sebgo Léné
Directeur général de la coopération
Ministère des Finances et du Budget
03 BP 7067 Ouagadougou 03
Tel: (226) 70 20 06 02
Fax: (226) 50 31 54 09
E-mail: dg.coop@finances.gov.bf

Kere Dieudone,
Direction de la Coopération Internationale
Burkina Faso, 01 BP 5700 Ouagadougou
Tel: 00226-50-31-44-49
Fax: 00-226-50-314590
djekere@msn.com

Diop Mariam
Directrice Adjointe
CIFOEB
01 BP 752 Burkina Faso
mariamdiop@hotmail.com
Tel: 00 226-50-36-42-18

Burundi

Mr. Rurakamvye Pierre Claver
Permanent Secretary of the National Aid Coordination Committee
Second Vice-Presidency
80 Prince Louis Rwagasore Road
Tel: (257) 910100
E-mail: pcabega@yahoo.fr

Cameroon

M. Mebada Mebada Grégoire
Secrétaire permanent/Comité Technique de Suivi des Programmes Economiques (CTS)
Ministère de l'Economie et des Finances
BP 13127, Yaoundé
Tél: (237) 223 38 96
Fax: (237) 222 2751/223 3896
E-mail: Sp3cts@yahoo.fr

M. Oumarou Ousmanou
Chargé d'Etudes Assistant
Direction de la Coopération Economique et Technique
Ministère de l'Economie et des Finances
BP 5131, Yaoundé
Tel: (237) 223 15 57/763 94 41
Fax: (237) 223 15 57
E-mail: oumarou@yahoo.fr

Cap Vert

Ms. Vieira Miryam
Desk Officer, Direction General of International Cooperation
Palacio das Comunidades, BP 60
Achada Ssanto Antonio, Praia, Cabo Verde
Tel: (238) 260 78 27
Fax: (238) 261 92 70/260 19 60
E-mail: Miryam.vieira@mne.gov.cv

Ms. Monteiro Miriam
Director of Public Investment
Direction General of Plan, Av. Amilcar Cabral
BP 30 Plateau, Praia, Cabo Verde
Tel: (238) 260 75 31
Fax: (238) 260 75 32
E-mail: MiriamM@gov1.gov.cv

Central African Republic

M. Jean-Pierre Kpata
Président du Comité d'élaboration du Document de Stratégie de Réduction de la Pauvreté
BP 696, Bangui
Tel: (236) 61.92.85
Fax: (236) 61.96.89/61.73.87
E-mail: jpkpata@yahoo.fr

M. Bendert Bokia
Directeur de la Programmation Pluriannuelle des Investissements
Ministère de l'Economie et du Plan
BP 696, Bangui
Tél: (236) 61.92.85/61.78.11
Fax: (236) 61.96.89/61.73.87

Congo

M. Gankanga Justin Gaetan
Chef de Service Investissement à la CCA
BP 2090, 38 rue Lefoubou, Mikalou
Brazzaville
Tel: 654-59-59/549-96-84

M. Ngassi Théogène
Chef de Service du Contrôle des Investissements
39 rue Mbandza Ndounga, Talangai
BP 64, Brazzaville
Tél: (242) 5563956

Côte d'Ivoire

M. Diegba Kotro Blaise
Directeur de la Dafexi au Ministère Délégué auprès du Premier Ministre chargé de
l'Economie et des Finances
Tél: (225) 20200960/ Direct line: (225) 20200959, Mobile: (225) 07144263
Fax: (225) 20225365
E-mail: diegba@yahoo.fr

Mme Yablé Christine
Directeur de la Planification/Direction Générale du Plan, au Ministère d'Etat
Ministère du Plan et du Développement
Democratic Republic of Congo

M. Bonge Gbende Benjamin
Directeur de Coordination des Ressources Extérieures
Ministère du Plan
Avenue Coteaux No. 4155
Commune de la Gombe, Kinshasa
Tél: (243) 999909844
E-mail: benjaminbonge@yahoo.fr

M. Kibaya Mwashamia Isidore
Assistant Chargé du Suivi des Réformes des Secteurs sociaux, C.T.R.
Ministère des Finances
Avenue Ituri No. 11
Commune de la Gombe, Kinshasa
Tél: (243) 999994331
E-mail: isidorekibaya@yahoo.fr

Gabon

M'BA Charles
Ministre des Finances
Gabon BP 4042
Tel: 241-79-55-27
Fax 241-72-55-62
crimba@hotmail.com

Mara-Rogombe
Ministère des Finances du Gabon
Chargé d'Etudes
BP 4042 Libreville
Tel: 241-07-35-18-55
Fax: 241-72-55-62
leandre.mara@laposte.net

Mr. Emane-Essie Hubert
Conseil, Ministère des Finances
BP 4042, Libreville
Tel: (241) 07 41 42 42
Fax: (241) 72 65 09
E-mail: emnessie@yahoo.fr/ hubert.emane-essie@finances.gouv.ga

Mme Mabilia Koumbat-Doumbeniny Martine
Conseiller technique
Ministère des Finances
BP 165, Libreville
Tel: (241) 06252265/795054
Fax: (241) 726509
E-mail: mabialamartine@yahoo.fr

Gambia

Mr. Momodou CEESAY
Principal Economist
Department of State for Finance and Economic Affairs
Tel: 4227651
Fax: 4227954

Mr. Jobe Bai Ibrahim
Permanent Secretary
Office of the President State House, Banjul
Tel: 220-43-23-858
Tiedps2@ganet.gm

Ghana

Ms. Allotey Helen
Director, External Resource Mobilisation Multilateral
Ministry of Finance and Economic Planning,
Box M40, Accra
Tel: 233-21 663304
Fax: 233-21 669475
E-mail: Hellen.allotey@pufmarp.gov.gh.
or helenallotey@yahoo.com

Ms. Effie Simpson-Ekuban
Director, Ministry of Finance and Economic Planning
Box M40, Accra
Tel: 233-21 660672
Fax: 233-21 662216
E-mail: esimpsonnekuban@yahoo.com

Guinee

M. Thierno Habib Diallo
Ministre de la Coopération

M Chaïkou Yaya Diallo
Conseiller Technique du Ministre de la Coopération
Coordonnateur de l'Equipe Technique chargée de la coordination de l'aide

M. Sékou Traoré
Conseiller Principal du Ministre de l'Economie et des Finances

M. Ibrahima Sory Sangaré
Coordonnateur du Secrétariat Permanent de la SRP

Mme Baldé Fatoumata
Chef de Division Coordination de l'Aide, Ministère de la Coopération

Guinea Bissau

Maria Paula Costa PEREIRA
Conseillère du Ministre de l'Économie
Avenue Amilcar Cabral N° 37 BP.N°6
Téléphone: (245) 20 45 94
E-mail: palucha63@hotmail.com
Tél.: Portable: (245) 720 23 43

Manuel CORREIRA
Directeur au Ministère des Affaires Etrangères et Coopération International
Place des Héros Nationaux, BP. N° 190
Téléphone: (245) 7235444

Liberia

Mr. Deline Alexander
Coordinator, Macro Fiscal Analysis Unit
Ministry of Finance, Monrovia
Tel: (231) 06-557-465
E-mail: dalexander89@yahoo.com

Mr. Munyeneh P. Emmanuel
Director Aid Coordination & Cooperation
Ministry of Planning and Economic Affairs
P. O. Box 10-9016, 1000 Monrovia, 10-Liberia
Tel: 231 6 515047
E-mail: munyeneh@yahoo.com

Lybie

Mr. Issa B. Edaeki
Director of Auditing Administration
Secretariat of Finance, Zawiat Aldahmani
Tripoli
Tel: 218.21.3405729
Fax: 218.21.3405739

Mauritania

M. Isselmou Ould Sid'El Moctar
Directeur Adjoint de la Programmation et des Etudes
Ministère des Affaires Economiques et du Développement
BP 238, Nouakchott
Tel: (222) 525 49 03
Fax: (222) 525 33 35

M. Mohamed El Hassen Ould Boukhreïss
Directeur Adjoint des Financements
Ministère des Affaires Economiques et du Développement
BP 238, Nouakchott
Tel: (222) 525 33 35
Fax: (222) 525 33 35

Morocco

M. Mohamed Kabbaj
Adjoint au Directeur du Budget
Ministère des Finances et de la Privatisation
Direction du Trésor et des Finances Extérieures
Quartier Administratif, Boulevard Mohammed V
10 000 Rabat
Tél: (212) 37 67 72 69
Fax: (212) 37 67 75 31

M. Ali Lamrani
Chef de la Division des Financements et Relations multilatéraux
à la Direction du Trésor et des Finances extérieures
Ministère des Finances et de la Privatisation
Direction du Trésor et des Finances Extérieures
Quartier Administratif, Boulevard Mohammed V
10 000 Rabat
Tél: (212) 37 67 73 77
Fax: (212) 37 67 73 72

Niger

M. Yacoubou Mahaman Sani
Commissaire chargé du Développement
Ministère de l'Economie et des Finances
BP 384, Niamey
Tél: (227) 72 31 54
Fax: (227) 721020/735934
E-mail: yakoubousani@yahoo.fr

M. Hamma Amadou
Directeur Général des Impôts
Ministère de l'Economie et des Impôts
BP 384, Niamey
Tél: (227) 72 31 54
Fax: (227) 721020/735934

Nigeria

Mr. Shogbola Olakunle
Deputy Director (Development Aid)
Nigeria Federal Ministry of Finance
Ahmadu Bello Way, Central Business District
Abuja
Tel: (234-9) 234 69 67
Fax: (234-9) 234 36 09

Mrs. RUFA'I Mariya
Chief Admin. Officer
Nigeria Federal Ministry of Finance
Ahmadu Bello Way, Central Business District
Abuja
Tel: (234-9) 234 54 69
Fax: (234-9) 234 36 09

Sao Tome & Principe

Quaresma Da Silva Bernardo Agostinho
Director de Gabinete
Ministerio do Planeamento e Financas
Largo das Alfandegas, S. Tome
Tel: (239) 221083/224172/904320
Fax: (239) 222182
E-mail: betozinho@yahoo.com

Vera Cruz Rocha Filipina
Coordenadora Do Observatorio de Reducao da Pobreza
Ministerio do Planeamento e Financas
Largo das Alfandegas, S. Tome
Tel: (239) 225707/903613
Fax: (239) 222182
E-mail: orp@cstome.net

Senegal

M. André Ndecky
Conseiller Technique du Directeur de la Direction de la Coopération Economique et
Financière (DCEF)
Ministère de l'Economie et des Finances
Immeuble, rue du Dr. Guillet
Tél: (221) 822 12 67
Fax: (221) 822 70 11
E-mail: a_ndecky@yahoo.fr

Sierra Leone

Mr. Sesay Rashid
Poverty Coordinator
Development Assistance Coordination Office (DACO)
Office of the Vice President
13 Bath Street
Brookfields, Freetown
Tel: (232) 76-671303
Fax: (232) 22 235460
E-mail: sesay@daco-sl.org

Mr. Jusu Sahr
Head
Debt Management Unit
Ministry of Finance
Ministerial Building, George Street, Freetown
Tel: (232) 22-22211 or 76-611225
Fax: (232) 22-228472
E-mail: jusysl@yahoo.com; pdu@sierratel.sl

Tchad

Mr. BACHAR Brahim Adoum
Secrétaire Général Adjoint du Ministère de l'Economie, du Plan et de la Coopération

Mr. Mogombaye Apollinaire
Sous Directeur de la Mise en Oeuvre des Projets et Programmes
Ministère de l'Economie et des Finances
BP 286 N'Djamena
Tel: (235) 51 97 81/52 00 86
Fax: (235) 51 51 85/52 00 86

Togo

Mr. Lamboni Mindi
DG Adjoint du Développement et de l'Aménagement du Territoire
BP 80661, Lomé
Tel: (228) 221 30 10/904 13 39
Fax: (228) 222 62 12
E-mail: lamboni1958mindi@yahoo.fr

Mr. Amefia Koffi Aféleté
Chef Section Entreprises
Direction Economie
BP 3521, Lomé
Tel: (228) 221 02 50/904 58 61
Fax: (228) 221 09 05
E-mail: heramefia@yahoo.fr

Tunisia

Mme Moufida Jaballah
Directeur
Ministère du Développement et de la Coopération Internationale
98 Av. Mohamed V, 1002 Tunis
BP 443, Belvédère 1002
Tél: (216) 98 91 66 80
Fax: (216) 71 799 069

Mme Ben Marzouk Raoudha
Directeur
Ministère du Développement et de la Coopération Internationale
98 Av. Mohamed V, 1002 Tunis
BP 443, Belvédère 1002
Tél: (216) 71 798 522 (2401)
Fax: (216) 71 799 069

CSOs & NGOs

Egypt

Mr. Essam Nada
Executive Director,
Arab Office for Youth and Environment (AOYE)
3A Masaken Masr Lel-Taameer
Zahraa El-Maadi St. Zahraa El-Maadi, Cairo
EGYPT
P.O.Box 2 Magless El-Shaab Cairo
Egypt
Fax: 20-2-516 29 61
Tel.: +20-2-5161519; +20-2-516 12 45
Mobile: +20-10-118 89 98
E-mail: aoye@link.net

Mali

M. Mori Moussa Konaté
Directeur Exécutif Secrétariat de Concertation des Organisations non gouvernementales
Maliennes (SECO-ONG Mali)
E-mail: secoong@ikatelnet.net
Tél: 229 30 41 / 641 43 58

Mauritania

M. Isselmou Ouid Mohamed
Président
Association Mauritanienne de Suivi et d'Evaluation (AMSE)
BP 269, Nouakchott
Tél: 222-529 22 48
Fax: 222-525 17 77
E-mail: amse_mr@yahoo.fr

Nigeria

Ms. Yemisi Ransome-Kuti
Nigeria Network of NGOs (NNNGO) 15
Military Street, Onikan Lagos
Nigeria
E-mail: yemisiransomekuti@yahoo.co.uk, nnngo@nnngo.org
Tel: (234) 802 836 77 48

Senegal

Mme Ndèye Coumba Fall
Executive Director, Western Africa Rural Foundation (WARF)
Allées Seydou Nourou Tall No 4318
CP 13 Dakar-Fann
Sénégal
Fax : (221) 824.57.55
Tel: (221) 825 49 53/ 824 14 00
E-mail: ncfall@frao.org

AFRISTAT

Mr. Birimpo Lompo
Directeur Général Adjoint
AFRISTAT, B.P.E. 1600
Bamako
Tél.: 223 221 55 00
Fax: 221 11 40
E-mail: birimpo.lompo@afristat.org

Mr. Gerard Osbert
Expert Statistiques Sociales
AFRISTAT, B.P.E. 1600
Bamako
Tél.: 223 221 55 00
Fax: 221 11 40
E-mail: gerard.osbert@afristat.fr

DIPLOMATIC/DONOR COMMUNITY**Islamic Development Bank**

AMAR SANGONE
Chief, Program Division
Country Operations Department II
IDB
PO Box 5925 Jeddah (KSA)
samara@isdb.org
Tel: 0096626466730
Fax: 009662 637 42 93

Danish Embassy, Ouagadougou

Kress Marianne
Chef de Coopération/Head of Development Cooperation
Danish Embassy Ouagadougou
01 BP 1760 Ouagadougou 01
Tel : 226 50 31 31 92
Fax: 226 50 31 31 8;
E-mail: marker@um.dk

Danish Embassy, Cotonou

Lonstrup Esther
Counsellor, The Danish Embassy in Cotonou
Les Cocotiers, BP 04-1223
Cotonou
Tel: 229 21 303862
Fax: (229) 21 303 860
E-mail: estlon@um.dk

Embassy of the Kingdom of the Netherlands, Bamako

Mr. Peter de Vries
Head of Development Cooperation
Angle Rue 437, Hippodrome
Bamako
Tel: 223 221 56 11
Fax: 223 221 36 17
E-mail: petervries@minbuza.nl

Belgian Embassy, Bamako

Mr. Rochette Ludo
Attaché International Cooperation
Rue 247, Hippodrome, BP E 1633
Bamako
Tel: 223 221 96 22
Fax: 223 221 12 79
E-mail: bamako.coop@diplobel.org

Embassy of the Netherlands, Bamako

Mamadou Namory Traoré
Chargé de Mission
B.P. 2220
Tel: (223) 649 46 89
Fax: 221 36 17

Ministère français de l'Economie, des Finances et de l'Industrie

Mme Pascale Saint-Sulpice-Bodin
Direction générale du trésor et de la politique économique

M Didier Veller
Conseiller commercial de la mission économique au Mali

Ministère français des Affaires étrangères

M Jean-Marc Pradelle
Chef du Bureau des questions multilatérales
Direction de la Coopération Internationale et du Développement (DGCID)
Direction des Politiques de développement
Ministère des Affaires étrangères
20 rue Monsieur – 75007
Paris
E-mail: jean-marc.pradelle@diplomatie.gouv.fr
Tel: 33 1 53 69 42 48/34 72
Fax: 33 1 53 69 41 02

M Jean-Baptiste Gros
Gouvernance financière et CSLP à la Direction générale de la coopération internationale et du développement

Ambassade de France au Mali

M Jean-Claude Piet
Chef du service de coopération et d'action culturelle
Ambassade de France
BP 101, Bamako
Tel: (223) 222 65 73
Fax: (223) 222 08 49

Lahaye François-Marie
Conseiller Regional santé, Ambassade de France
BP 101, Bamako
francois-marie.lahaye@diplomatie.gouv.fr

Mlle Sandrine Brignonen
Attachée de coopération économie
Ambassade de France
BP 101, Bamako
Tel: (223) 222 65 73
Fax: (223) 222 08 49

Mlle Leila Oulmi
Chargée de mission économie
Ambassade de France
BP 101, Bamako
Tel: (223) 222 65 73
Fax: (223) 222 08 49

Veller Didier
Chef de la Mission Economique
Ambassade de France
BP 101, Bamako
Tel: (223) 222 65 73
Fax: (223) 222 08 49
E-mail: bamako@missioneco.org

Ambassade de France en Guinée Conakry

M Gilles MARTIN
Attaché de Coopération au Service de Coopération et d'Action Culturelle
Ambassade de France en Guinée
BP. 570 Conakry
Tél.: (224) 47 10 51/ 47 10 00 / 63 35 10 29
Fax: (224) 47 10 56
E-mail gilles.martin@diplomatie.fr

Ambassade de France au Bénin

M René BOISSEIN
Chef du service de coopération et d'action culturelle
BP 966, Cotonou
Bénin
Tel: (229) 21 30 03 23
Fax: (229) 21 30 07 57

Ambassade de France au Sénégal

M Daniel VOIZOT
Attaché de coopération économie et finance
SCAC, BP 2014, Dakar
Tél: (221) 839 51 70
Fax: (221) 839 53 01
E-mail: daniel.voizot@diplomatie.gouv.fr

Ambassade de France au Burkina Faso

M Philippe OSPITAL
Chef du service de coopération et d'action culturelle
BP 510, 01, Ouagadougou
Tél.: (226) 50 49 66 40
Fax: (226) 50 49 66 49
E-mail: Philippe.ospital@diplomatie.gouv.fr

Ambassade du Japon au Sénégal

Takazawa Akihiro
First Secretary, Embassy of Japan in Senegal
Boulevard Martin Luther King
Corniche, BP 3140
Dakar
Tel: (221) 849-5500
Fax: (221) 849-5555
E-mail: akihiro.takazawa@mofa.go.jp

Yazu Hajime
Second Secretary, Embassy of Japan in Senegal
Boulevard Martin Luther King
Corniche, BP 3140
Dakar
Tel: (221) 849-5500
Fax: (221) 849-5555
E-mail: hajime.yazu@mofa.go.jp

Barry Mamadou Aliou
Deputy Programme Director, JICA
20 Avenue Léopold Sedar Senghor
Dakar, Senegal, BP 3323
mamadoubarry.sn.jica.go.jp
Tel: 221-821-63-19
Fax: 221-823-8538

Ambassade du Canada au Sénégal

Mr. Montabes José
Directeur Adjoint, Coopération/ACDI
Ambassade du Canada
ACDI
Dakar
Tél: 221-889-4734 ou 889-4771
Fax: 221-889-4724
E-mail: jose.montabes@international.gc.ca

Khol Pavel
Agent de Developpement
ACDI
Tel: 819-994-15-80

Ministry of Foreign Affairs, Italy

Ms. Battiloro Simona
Second Secretary
Ministry of Foreign Affairs
Piazzale Della Farnesina, 1, 00194
Rome
Tel: (39-06) 369 15389
Fax: (39-06) 323 59 11

Ms. Barbera Mattia
Expert, Ministry of Foreign Affairs
Piazzale Della Farnesina, 1, 00194
Rome
Tel: (39-06) 369 15355
Fax: (39-06) 323 59 11

UNESCO, Mali

Mr. Matoko Edouard Firmin
Représentant, UNESCO
B.P. 120 Bamako
E-mail: f.matoko@unesco.org
Tél.: (223) 223 34 92
Fax: 223 34 94

Mrs. Nsanze Pauline
Expert Associé Education, UNESCO
B.P.E 1763, Bamako
E-mail: p.nsanze@unesco.org

Mr. Coulibaly Abdoul Wahab
Programme Education, UNESCO
B.P.E 1763
E-mail: aw.coulibaly@unesco.org
Tél.: (223) 223 34 92/93

Mr. Seck Vincent
Coordinateur des Programmes, UNESCO
B.P.E 1763, Bamako
E-mail: v.seck@unesco.org
Tél.: (223) 223 34 92
Fax: 223 34 94

UNESCO, France

Mrs Ayele Folly Reimann
Program Specialist, UNESCO
France
Tél: (33) 1 45 68 14 36
Fax: (33) 1 45 68 55 35
E-mail: a.folly-reimann@unesco.org

Tobia Fiorilli
RBM Training Specialist, UNESCO
Paris
E-mail: t.fiorilli@unesco.org
Tél: (33) 1 45 68 12 93

UNICEF, Mali

Niameogo, Cyrille
Chargée de Bureau
UNICEF Mali
Bamako, Mali
cninameogo@unicef.org
Tel: 675-3709

UNIFEM, Senegal

Cécile Mukarubuga
Regional Director (West Africa), UNIFEM
19 rue Parcharpe, BP 154, Dakar
Tél: (221) 839 90 82
Fax: (221) 823 50 02
E-mail: Cecile.mukarubuga@unifem.org

CIDA (Canadian International Development Agency)

Book Archie
Director, Ghana Program
Canadian High Commission
Box 1639, Accra
Ghana
Tel: 233-21 228555
Fax: 232-21 773792
E-mail: archie.book@international.gc.ca

Ms. Bergeron Monique
Manager, Knowledge and Programming
Canadian International Development Agency
200 Promenade du Portage
Gatineau, Québec, K1A 0G4
Canada,
Tel: 1-819-953-3433
Fax: 1-819-994-6174

M. Benoit-Pierre Laramée
Gestionnaire
Unité de gestion axée sur les résultats
Gestion du rendement et des connaissances
200 Promenade du Portage
Gatineau, Québec, K1A 0G4, Canada
Tel: 1-819-994 0972
Fax: 1-819-953-9130

Belgian Development Cooperation

Mr. Timmermans Luc
Head of Unit
Bilateral Cooperation Africa
Rue des Petits Carmes 15
1000 Brussels
Tél.: (32-2) 519 06 86
Fax: (32-2) 519 05 52
E-mail: Luc.timmermans@diplobel.fed.be

UNFPA, USA

Mr. Timmermans Dirkje Wilhemina (Dia)
Senior policy adviser on aid modalities
UNFPA, HQ New York
220 East 42nd Street, 17th Floor
New York NY 10017
Tel: 1-2122975233
Fax: 1-2122974915
E-mail: timmermans@unfpa.org

UNFPA, CST – Dakar

Ouedraogo Koudaouo
Regional Adviser
RH, BP 21090 Dakar
Senegal
Tel: 221-889-03-69
Fax: 221-822-8382

GTZ, Ouagadougou

Ms. Mdaihli Marina
Country Director
Coopération allemande au développement
Bureau de la GTZ, Ouagadougou
Avenue de l'Université, 01 BP 1485
Tel: 226 503 11 672/673
Fax: 226 503 10 873
E-mail: marina.mdaihli@gtz.de

GTZ, Cotonou

M. Burmeister Helmut
Chargé du programme décentralisation et développement communal
Bureau de la GTZ à Cotonou
08 BP 1132 Tri Postal Cotonou
Tél: 229 21 30 45 08
Fax: 229 21 30 13 65
E-mail: helmut.burmeister@gtz.de

M. Allougbin Moukadam
Directeur de la Coordination des Ressources Extérieures (DCRE)
Ministère de la Planification et du Développement
BP 342, Cotonou
Tél.: 229-21 30 11 68
Mobile: 229 97 26 82 83
Fax: 229-21 30 16 60

Allougbin Moukadamou Akanni
Administrateur des Services financiers
Ministère chargé de la planification et du Développement
10 BP 342 Cotonou
BENIN
Tel: 229-21-30-11-68
Fax: 229-21-30-42-19

GTZ, Bamako

Mr. Neu Stephan
GTZ, BP 100
Bamako
Tel: (223) 674 90 92

ECA

Nanadozie Emmanuel
Senior Economic Affairs Officer
UNECA
P.O. Box 3001, Addis Ababa
Ethiopia
Tel: 251-1-5-511056
Fax: 251-1-5-510389
E-mail: ennadozie@uneca.org

KFW

Nouhoum Ganaba
Chef Antenne
KFW Mali, B.P. 100
Bamako
Tél.: (223) 223 99 58
Fax: 223 99 55
E-mail: kfwbamako@afribone.net.ml

Nouhoum Traore
Ambassade des Pays-Bas
BP 2220, Bamako
Mali
Tel: 649-46-89
Fax: 221-36-17

Mme Sangaré Kadidia Djiteye
Présidente AMPRDF
BP 2390, Bamako
Mali
Tel: 684-44-85
E-mail: amprdfmali@yahoo.fr

Mohamed Bado Tabouré
Président
Bamako, Mali
Tel: 671-8482

Mohamed Kanté
Consultant
Education Mali
Academie R.
Tel: 678-44-68

ECOWAS

M. Antoine Kouassi
Advisor, Strategic Planning
Office of the Executive Secretary
ECOWAS Executive secretariat
60, Yakubu Gowon Crescent, P.M.B 401
Asokoro District, Abuja, FCT
Nigeria
Tél.: (234) 80 5776-6068/ 9- 314 7642
Fax: (234) 9 314 7646/ 314 3005

World Health Organisation

M. Abdel Wahed
Public Health Officer
World Health Organisation
Geneva, Switzerland
Tél: (41) 22 791 1462
Fax: (41) 22 791 4843
E-mail: elabassia@who.int

Dizier Bernard Hubert
Technical Officer
Avenue Appia 20 Geneve 27 Suisse
Tel: 41-22-7913384
Fax: 41-22-79-14-161
dizierb@who.int

OMS/Mali

Mr. Sarr Lamine Cissé
Représentant OMS/Mali
BP 99, Bamako
Tel: (223) 675 12 01
Fax: 223 223 35

FAO

Mariam Mahamat Nour
Représentant
FAO/MALI
Tel: 222-3713, 222/6333
Fax: 222-3646
mariam.mahamatnour@fao.org

Commission Européenne

Irene Horejs
Ambassadeur
Délégation de la Commission Européenne
Bamako, BP 115 Bamako
Mali
Tel: 222-2360

Casas Christophe
Gestionnaire de programme
Délégation de la Commission Européenne
Bamako, BP 115 Bamako
Mali
Tel: 222-2356

Aupicon Delphine
Assistante Information et Communication
Délégation de la Commission Européenne
Bamako, BP 115 Bamako
Mali
Tel: 222-2356

Development Gateway

Dogo, Francis
Directeur des Opérations
Development Gateway
1889 F Street
Washington DC 2006
USA
Tel: 202-572-9266
FDO@dgfoundation.org

Steve Davenport
Directeur des Opérations
Development Gateway
1889 F Street
Washington DC 2006
USA
Tel: 202-628-76-13
Fax: 202-572-9290
sdavenport@gfoundation.org

OIF

Jean Pierre Madjinrangue
Directeur Adjoint, OIF
BP 8075 Libreville
Tel: 00-241-739-608
Fax: 00-241-739-558
jean-pierre.madjirangue@francophonie.org

STAFF OF ORGANIZING INSTITUTIONS**African Development Bank**

Temporary Relocation Agency
BP 323-2010 Tunis Belvedere
Tunis, Tunisie

Mr. P. Afrika
Director, Operations Policies and Review Department
E-mail: p.afrika@afdb.org

Mr. N. Makonnen
Officer-in-Charge, Quality Review Division
E-mail: n.makonnen@afdb.org

Mr. C. Muthuthi
POPR.3
E-mail: C.Muthuthi@afdb.org

Mr. V. Ngong
Training Officer, African Development Institute
E-mail: v.ngong@afdb.org

Mr. E. Lomo
Chargé d'acquisition principal, Procurement Unit
E-mail: e.lomo@afdb.org

Maseruka Francois
CSO/Participation
E-mail: f.maseruka@afdb.org

Magathe Wade
Principal Communication Officer
E-mail: m.wade@afdb.org

Bureaux Régionaux BAD

MLCO: Bureau du Mali

Immeuble INVESTIM
Ex-base aérienne
B.P 2950, Bamako
Tel: (223) 222 28 85
Fax: (223) 222 29 13

Jean Pierre RIGOULOT
Représentant Résident de la BAD au Mali
Tél bureau: - direct: (223) 222 29 25
Email: j.rigoulot@afdb.org

Abdoulaye Tandina
Spécialiste en Infrastructure
a.tandina@afdb.org

Koudeidiatou Issabre
Analyste Financier
kisow@afdb.org

Ali Cissé
Spécialiste Développement Social
a.cisse@afdb.org

Diawara Souweye Maiga
Assistante aux Acquisitions

Bambo Dembele
Assistant Décaissements

Sylla Aissata Doucoure
Assistante du Représentant Résident
E_mail: a.doucoure@afdb.org

MACO: Bureau du Maroc

Nono J.S. Matondo-Fundani
Représentant Résident
Banque Africaine de Développement
B.P. 592
Rabat Chellah, Maroc
Tél.: +(212) 60 99 67 68 (Cell.)
E-mail: f.matondo@afdb.org

SNRO: Bureau du Sénégal

Mohamed H'Midouche
Représentant Résident Régional
Bureau Régional du Sénégal (Sénégal, Mauritanie, Cap Vert et Gambie)
Banque africaine de développement
Résidence Rokhaya, Appts. 3, 4 et 5
Route du Méridien Président
Les Almadies
B.P. 50544 – CP 18524 RP Dakar
Sénégal
Téléphone: 00-221-820 0888
Fax: 00-221-820 0999
E-mail: m.hmidouche@afdb.org

World Bank

World Bank HQ Staff

Mr. Christopher Hall
Program Coordinator, Harmonization Unit
Operations Policy and Country Services

Bee Ean Gooi,
Sr. Operations Officer, Harmonization Unit
Operations Policy and Country Services

Mr. Soe Lin
Adviser, Harmonization Unit
Operations Policy and Country Services

Christian Henckes
Adviser, Harmonization Unit
Operations Policy and Country Services

Patricia Rogers
Sr. Policy Writer
Operations Policy and Country Services

Brice Jean Marie Quesnel
Senior Operations Officer, Harmonization Unit
Operations Policy and Country Services

Jan Walliser
Sr Economist
Operations Policy and Country Services

Pedro Arizti
ET Consultant
Operations Policy and Country Services

World Bank Country Office Staff

Diagana Ousmane
Lead Operation Officer
Rabat, Maroc
Tel: 00-212-37-65-4050
Fax 00-212-37-65-4051

Villegas Maria Leslie
Operations Officer
Yaoundé
ivillegas@worldbank.org, ivillegas@worldbank.org
Tel: 237-220-2815
Fax: 237-221-07-22

Djamadaz Koulthoumar
Banque Mondiale
Ouagadougou 01/BP 622
Tel: 226-504-963-300
kdamadar@worldbank.org

World Bank Mali

Diawara Alassane
Représentant Résident, Banque Mondiale
BP 1864, Bamako
Tel: 223-222-22-83
adiawara@worldbank.org

Konaté Abdoulaye
Economiste, Banque Mondiale
BP 1864, Bamako
Tel: 223-222-22-83
akonate@worldbank.org.

Wague Hawa Cissé
Banque Mondiale
BP 1864, Bamako
Tel: 223-222-22-83
hwaguecisse@worldbank.org.

COFF Nester
Specialiste Financier, Banque Mondiale
Bamako, Mali
Tel: 223-222-22-83

FMI Mali

Abdoul Aziz Wane
Représentant Résident
FMI, S/C MEF, Bamako
Tel: 223-222-6465
Fax: 223-223-11-91
awane@imf.org

Alassane Diabaté
Economiste
FMI, S/C MEF, Bamako
Tel: 223-222-6465
Fax: 223-223-11-91
adiabate@imf.org

UNDP**UNDP HQ Staff**

Ms. Silovic Dasa
Policy Adviser, Aid Coordination
UNDP, New York
304 45th St E room 634
New York, NY 10017
USA
Tel: 1-212 9065329
Fax: 1-212 9065896
E-mail: Dasa.Silovic@undp.org

Mr. Artemy Izmestiev
Aid Coordination Consultant
Capacity Development Group
UNDP Bureau for Development Policy
304 East 45th Street, 6th Floor, Rm 633a
New York, NY 10017
Tel.: (1.212) 906-6056
Fax: (1.212) 906-5896
<http://www.devoid.org>
E-mail: Artemy.Izmestiev@undp.org

Avina Jeffrey
Deputy Director, Regional Bureau for Africa
UNDP
Plaza One, DC1-2492
New York, NY 10017
USA
Tel: 1-212-9065948
Fax: 1-212-906-3605

Mr. Merdes Christoph
Policy Analyst
UN Development Group Office
One United Nations Plaza, DC1-1861
Tel: 1-212 906 62 80
Fax: 1-212 906 3609

UNDP Angola

Mr. Dive Philip
Assistant to Resident Coordinator
Angola/United Nations, PNUD/ONU
Rua Major Kamhanglo, 197
2e Andar, Luanda
Tel: 244-2 22 33 11 81
Fax: 244-2 22 33 56 09
E-mail: Philip.dive@undp.org

Ouandi Bernard
Economiste
PNUD/ONU
Rua Major Kamhanglo, 197
2e Andar, Luanda
Tel: 244-2 22 33 11 81
Fax: 244-2 22 33 56 09
bernard.ouandi@undp.org

UNDP Benin

Mr. Agossou Corneille
Assistant Resident Representative/Programme
UNDP, 01 BP 506 Lot 111
Zone Résidentielle, Cotonou
Tel: (229) 21 31 30 45
Fax: (229) 21 31 57 86
E-mail; corneille.Agossou@undp.org

UNDP Burkina Faso

Galtieri Francesco
Spécialiste à la Coordination
Unité d'Appui à la Coordination
Immeuble des Nations Unies
01 BP 575 Ouagadougou 01
Tel: (226) 50 30 67 62/63/64
Fax: (226) 50 31 04 70
E-mail: francesco.galtieri@undp.org

Ponty Nicolas
Economiste Principal
PNUD
Immeuble des Nations Unies
01 BP 575 Ouagadougou 01
Tel: (226) 50 30 67 62/63/64
Fax: (226) 50 31 04 70
E-mail: nicolas.ponty@undp.org

UNDP Congo

Mampouya-MBAMA Frank Corneille
Conseiller, UNDP
88 rue des Martyrs
Libreville, Congo
Tel: 00242-548-45-37, 00-242-81-16-79

UNDP Guinée

Mr. Nicolas Kazadi
Senior Economist
E-mail: Nicolas.kazadi@undp.org

UNDP Mali

Joseph Byll-Cataria
Resident Representative, UNDP Mali
BP 120
Tel: 222-0181
Fax: 222-6298
joseph.byll-cataria@undp.org

Philippe Poinot
Deputy Programme Director, UNDP Mali
BP 120
Tel: 222-0181
Fax: 222-6298
philippe.poinot@undp.org

Djibrina Barry
Senior Economist, UNDP Mali
BP 120
Tel: 222-0181
Fax: 222-6298
djibrina.barry@undp.org

Marie-Alice Tall
Chargée de Coordination, UNDP Mali
BP 120
Tel: 222-0181
Fax 222-6298
marie-alice.tall@undp.org

Palamanga Ouali
Economist, UNDP Mali
BP 120
Tel: 222-0181
Fax: 222-6298
palamanga.ouali@undp.org

Mahamadou Coulibaly
Chargé de Communication, UNDP Mali
BP 120
Tel: 222-0181
Fax: 222-6298
mahamadou.coulibaly@undp.org

UNDP Mauritania

Molinier Cécile
Resident Representative, UNDP Mauritania
BP 620, Nouakchott
Tél: 222 524 37 06
Fax: 222 525 26 16
E-mail: Cecile.molinier@undp.org

Lemrabott Mohamed Ali
Strategic Adviser, UNDP Mauritania
BP 620, Nouakchott
Tél: 222 648 16 41
Fax: 222 525 26 16
E-mail: Mohamed.ali.lemrabott@undp.org

UNDP Sao Tome & Principe

Rodero Ernesto
Resource Mobilization Strategic Partnership, UNDP
Avda. Das Nacoes Unidas, CX. P 109
Tel: (239) 22 11 22
Fax: (239) 222198
E-mail: Ernesto.rodero@undp.org

UNDP Senegal

Njie, Ndey-Isatou
Capacity Adviser, UNDP
19 rue parchappe
Dakar, Senegal
Tel: 221-869-0630
ndey.njie@undp.org

Diallo, Taib
Conseiller, UNDP
19 rue parchappe
Dakar, Senegal
Tel: 221-869-0630
taib.diallo@undp.org

UNDP Sierra Leone

Kamara Ibrahim Sahr
Programme Specialist, UNDP
76 Wilkinson Road, Freetown
Tel: 232-22-233078 or 232-76-628808
Fax: 232-22-232021/232-22-233075
E-mail: Ibrahim.kamara@undp.org

UNDP Togo

Magbenga Simon
Economiste, PNUD
Togo, BP 911, Lomé
Tel: 228-221-20-22
Fax: 228-221-16-41

OECD-DAC

Mr. Christian Lehembre
Chef de Division, l'Efficacité de l'Aide
Direction de la Coopération pour le Développement, OECD
2 Rue André Pascal
75775 Paris Cedex 16
France
Tél.: (33) 1 45 24 83 72
Fax: (33) 1 44 30 61 27
E-mail: christian.LEHEMBRE@oecd.org

Mr. Kei Yoshizawa
Administrator, OECD
2 Rue André Pascal
75775 Paris Cedex 16
France
Tél.: (33) 1 45 24 93 37
Fax: (33) 1 44 30 61 27
E-mail: kei.YOSHIZAWA@oecd.org

Petras Rudolphe
Administrateur, OECD
2 Rue André Pascal
75775 Paris Cedex 16
France
Tél.: (33) 1 45-24-90-29
Fax: (33) 1 44 30 61 27

Délégation Agence Française de Développement

AFD Paris

Mme Tisseyre Françoise
Institutional and Strategic Partnerships
Agence Française de Développement
5 rue Roland Barthes
75598 Paris Cedex 12
Tél: 33 1 53 44 35 92
Fax: 33 1 53 44 38 69

AFD Africa

M. Jourcin Eric
Économiste au Département géographique Afrique de l'Ouest
Agence Française de Développement
Bénin

M. Robert Didier
Directeur, Agence Française de Développement
Bénin, AFD 01
BP 38, Cotonou
Tél: (229) 21313580
Fax: (229) 21312018
E-mail: robertd@groupe-afdb.org

M. Arnal Jean François
Directeur d'agence
Agence Française de Développement Mauritanie

M. Chausse Gilles
Directeur d'agence
Agence Française de Développement Niger

AFD Mali

M. Vavasseur Jean François
Directeur
AFD Bamako, B.P. 32
Tél.: (223) 221 49 96
Fax: 221 86 46
E-mail: yavasseurjf@groupe-afd.org

M. Douillet Vincent
Chargé de mission

Membres du Comité interministériel sur la réforme de l'aide au Mali

M. Wague
Secrétaire Général
Ministère de l'Economie et des Finances
B.P. 234, Bamako, Mali
Tél.: (223) 222 52 87/222 58 58
Fax: 222 58 53

Sous Commissions: Gestion de l'Aide, Coordination

AG MOHAMED Inhayé
Conseiller Technique, Ministère du Plan et de l'Aménagement du Territoire
B.P. 2466, ACI 2000 Bamako
Tél.: (223) 229 51 58
Fax: 229 51 61

BALLO Boubacar
Ministère des Affaires Etrangères et de la Coopération Internationale
OUMAR

Sidi Almoctar
Conseiller Technique, Ministère de l'Economie et des Finances
B.P. 234, Bamako
Mali
Tél.: (223) 222 52 87/222 58 58
Fax: 222 58 53
E-mail: s_oumar_ba@yahoo.fr

Colonel SANGARE Nouhoum
Ministère de l'Administration Territoriale et des Collectivités Locales/DAF
msangareml@yahoo.fr
223 5599, 223 9537
Tel: 223-55-99

DIABATE Diawoye
Chef Département Coopération Multilatérale
Ministère des Affaires Etrangères et de la Coopération Internationale/DCI
Koulouba, Bamako
Tél.:(223) 674 52 40
Fax: 222 85 59
E-mail: d.diabate2000@yahoo.fr

Dr Ousmane Diallo
C.T. Chef Département Questions Eco. et Finances
MMEIA/DGMA
Délégation Générale à l'Intégration Africaine
B.P.E. 4791, Bamako
E-mail: ousmandial@yahoo.fr
Tél.: (223) 229 11 22 / 615 72 00 / 689 07 02
Fax: 229 07 10

Makalou Modibo
Conseiller à la Présidence
Tel: 223-26-06
Fax: 223-26-06

Moussa Diawara
Assistant Administratif et Financier
Mission de Développement et de Coopération
B.P. 10 Koulouba
Tél.: (223) 223 20 06
Fax: 223 26 06
E-mail: msdiawara@mdc.pr.ml

Sous Commission: Harmonisation

Elaine Allely-Geyer
Country Representative
Carter Centre /GDI
Mission de Développement + Cooperation
B.P. 11, Koulouba, Mali
E-mail: allely@mdc.pr.ml
Tél.: (223) 223 26 06 / 674 40 31
Fax: (223) 223 26 06

DIARRA Robert
Ministère de l'Economie et des Finances/Budget

Touré Abdoulaye
Directeur Général
Ministère de l'économie et des Finances
BP 234
Tel: 222-5858
Fax: 222-5852

Journalistes

Diallo Mohamed
Mali GUINTAN
Tel: 220-09-38
nabbilla2002@yahoo.fr

Lamba Isidore
Reporteur
République Démocratique du Congo
lamba.eric@laposte.net
Tel: 683-4991

AGENDA

DAY ONE

- 5:00 - 6:30 *Registration*
- 6:30 - 9:00 ***Opening session & cocktails/dinner***
Welcome remarks by host government and sponsors
*Mali, France (Nicolas Normand), ADB (Philibert Afrika), UNDP
(Joseph Byll-Cataria), DAC (Michel Reveyrand), World Bank
(Alassane Diawara)*

Note: Representatives of civil society organizations and regional and subregional institutions are encouraged to participate and contribute to discussions throughout the agenda.

DAY TWO

PLENARY 1

- 8:30 - 9:15 Chair: *Philibert Afrika, Acting Vice President, Policy, ADB*
Opening address: *His Excellency Amadou Toumani Touré, President of Mali (introduced by Mali official)*
- 9:15 -10:00 ***Presentation on Harmonization, Alignment, and Results Agenda***
- Global Issues, Paris Declaration, Working Party: *Michel Reveyrand, Working Party on Aid Effectiveness*
 - Partner Country Perspective: *Gabon, Guinea, Burkina Faso, Tunisia*
 - Discussion
- 10:00 - 10:45 ***Presentation on Managing for Development Results***
- Principles, Implementation, Capacity: *Pedro Arizti, World Bank*
 - Partner Country Perspective: *Cameroon*
 - Discussion
- 10:45 - 11:00 **Coffee break**

GROUP DISCUSSIONS

- 11:00 - 11:15 *Introduction to Group Discussions*
- 11:15 - 1:30 ***Group Discussions (each group chooses a chair and rapporteur; a speaker will briefly present issues, experiences, etc.)***
- *Topic 1: Developing a National Harmonization Action Plan*
 Speaker: *Helen Allotey, Ghana*
 - *Topic 2: Common Performance Assessment and Conditionality Frameworks in Development Policy Lending/Budget Support Operations/Capacity Requirements*
 Speaker: *Jan Walliser, World Bank*
 - *Topic 3: Collaborative Results-Based Assistance Strategies*
 Speakers: *Shogbola Olakunle, Nigeria.*
 - *Topic 4: Building Country Results—Institutional Development and Capacity-Building Challenges*
 Speaker: *Cecile Molinier, UNDP, Mauritania*
- 1:30 - 2:30 **Lunch Break**

2:30 - 5:00

Group Discussions (*flexible time for coffee break*)

- *Topic 1: Donor Challenges and Constraints (HQ/field disconnect, incentives and disincentives to work on harmonization, alignment and results, capacity, resources, delegation of authority)*
Speakers: *Archie Book, CIDA, Ghana; Philippe Ospital, French Embassy, Burkina Faso; and Irene Horejs, European Commission*

- *Topic 2: Development and Use of Common Arrangements in Projects (program-based approaches, harmonizing financial management and procurement)*
Speaker: *Charles Muthuthi and Emmanuel Lomo, ADB*

- *Topic 3: Mutual Accountability and Independent Assessment*
Speaker: *Chris Hall, World Bank*

- *Topic 4: Results—Mutual Learning Initiative*
Speaker: *Benoît-Pierre Laramée, CIDA*

PLENARY 2

5:00 - 6:30

Moderator: *Soe Lin, World Bank**Open discussion on the group sessions, introduction to evening's work, and expectations for Day Three**Overnight, country delegations are expected to prepare thoughts on "take-backs" they will be reporting to their ministers and local donor groups*

DAY THREE

PLENARY 3

- 8:30 - 9:00 **Key points from Day Two:** *Philibert Afrika, Chris Hall, Jeffrey Avina (UNDP)*
- Written summaries of each group session posted on charts/walls
 - Representatives of each group available to answer questions
- 9:00 - 10:00 **Monitoring Survey, Indicators, Field Testing**
- Presentation: *Christian Lehembre, OECD-DAC*
 - Discussion
- 10:00 –10:45 **Aid Management Systems**
- Standards and Building Statistical Capacity for Monitoring Paris Declaration: *Gabriel Accascina, UNDP*
 - Aid Management Platform: *Stephen Davenport, Development Gateway Foundation¹*
 - Discussion
- 10:45 -11:00 **Coffee break**
- 11:00 – 11:15 **Harmonization and Alignment – Early Experiences: Mali:** *Sidi El Moctar Ba*
- 11:15 - 12:00 **Harmonization, Alignment, and Managing for Results in Fragile States**
- Presentation: *Sierra Leone, Liberia*
 - Discussion

COUNTRY GROUP DISCUSSIONS

- 12:00 – 12:05 **Introduction to Country Group Discussion:** *Dasa Silovic, UNDP*
- 12:05 –1:00 **Country Group Discussions** *(each group chooses a rapporteur).*
Country delegations meet either alone, or with other delegations, to discuss messages they will take back to their ministers and local donor groups, and actions they will suggest.
- 1:00 – 2:00 **Lunch Break**

¹ Development Gateway Foundation will also service a booth from the second day on to provide information and explain in more depth the products they can offer as part of the aid management platform.

PLENARY 4

2:00 – 3:30 *Reports from Country Group Discussions*

3:30 - 4:00 **Coffee break**

PLENARY 5

4:00 - 5:30 *Where Do We Go From Here? Philbert Afrika (UNDP)*

5:30 - 6:00 *Press Conference*

REPORTS FROM GROUP SESSIONS

NATIONAL ACTION PLAN

1. Useful to express the common will of donors and government, but need to adapt to national context;
2. Government ownership and leadership vital;
3. Essential to have approved sectoral policies;
4. Ensure consistency in various international, regional and national initiatives;
5. Fight against donor inertia (procedures) as well as divergent views between donors and Government
6. Ad hoc structures not really necessary. Ensure link with PRSP.

COLLABORATIVE RESULTS-BASED ASSISTANCE STRATEGIES

NATIONAL LEVEL

1. Prepare documents on vision, strategies, sectoral programmes, targeted results, indicators and budget
2. Consistency and ownership by all stakeholders, through a consultative framework
3. Set up a quality information system
4. Legalise reforms

CAPACITY BUILDING

1. Government ownership of coordinated actions of technical and financial partners;
2. Involvement of civil society organizations and NGOs in preparation of national development plans (including accountability measures, e.g. balanced score cards);
3. Development of technical and institutional capacities (distribution of reliable database) → holistic approach;
4. Combining expertise: information exchange and sharing through thematic networks;
5. Statistical capacity building and monitoring and evaluation – adoption of a monitoring-evaluation culture (Bamako reference framework)
6. Deconcentration of financial and human resources at the regional level;
7. Build on past experiences;
8. Change obligation to produce results into a results-based culture

DONOR CHALLENGES AND CONSTRAINTS

I. Constraints

A. Institutional

- High reliance on headquarters in decision-making
- Institutional rigidity
- Difficulties in predicting aid

B. Human

- Blockages related to loss of power or employment
- Skills changes (need for retraining or capacity building)
- Work overload, at least in the short term
- Fear of losing control on financing

C. Communication and visibility

- Loss of visibility
- Results to be submitted to taxpayers

II. Incentives

- Greater collective influence, but the reverse is also true
- Reduction in administrative costs
- Better complementarity
- Reduced resources if there are no results
- Risk that country may impose harmonisation
- Pressure from headquarters to move towards PD (even if at times message ambiguous)

III. Implementation conditions

- Establishing a climate of trust among the various partners (transparency, aid database)
- Aid predictability
- Clear government leadership

IV. Best practices

- Joint missions
- Multi-year programming common framework
- Joint study missions
- Joint local arrangement formats
- Division of labour
- Use of national systems

There are real constraints. But they can be overcome if there is clear leadership on the part of government in PD implementation

DEVELOPMENT AND USE OF COMMON ARRANGEMENTS

Joint preparation and use in projects (programme-based approach, harmonizing financial management and procurement procedures)

Presentation I

- Preparation and use of common project modalities:
- By Mr. Charles Muthuthi, ADB
- How do we improve the current system to better address mistakes?

What are the approaches to be adopted as part of harmonization?

- Sectoral approach
- Budget support approach

Need for Government ownership

- Discussions showed that the intended target was Government ownership, in order to avoid aid fragmentation. In this regard, the case of Uganda and Tanzania is instructive in terms of budget support

Proposal for joint trust funds

- Participants agreed on appropriation of joint trust funds, which favours harmonization of procedures. Also, use and building of national and regional capacities to enhance ownership by Governments.

Harmonisation of Procedures

- Given that transparency is the main objective of procedures, participants advocated for the adoption of common procedures by donors.

Trust

- Mutual trust is indispensable. To this end, recipient countries must draw up a basic macro-economic framework, around which donors would align. It entails greater management transparency, information flow and data sharing.

Leadership

- Participants stressed the need for capacity building of Governments so as to bring out their leadership abilities in the running of development projects and programmes.

Mutual evaluation

- Some participants stressed the need to reciprocate evaluation, by enabling for instance,
- Government to evaluate the impact of donor interventions through performance indicators. (Example of Benin in 2003).

Proliferation of project implementation units

- Participants discussed the opportunity of project implementation units, which quite often involve additional costs and undermine sustainability of administrative structures. Another social problem also crops up: what use could be made of senior staff who were responsible for project implementation?
- Issues raised included:
 - Procurement
 - Harmonisation process
 - Background documents used
 - Choice of options

Proposals were also made to:

- Establish trust and develop common modalities;
- Joint projects;
- Common reporting systems;
- Joint missions.

Beyond the procedures, there is also the need to question the project implementing structures

MUTUAL ACCOUNTABILITY AND INDEPENDENT ASSESSMENT

Mutual Accountability

- Action plan on harmonization with clear definition of rules and responsibilities of each actor;
- A general agreement on the usefulness of some sort of work on mutual accountability;
- There is need to agree jointly, at country level, on what type of assessment to undertake: joint and/or independent;
- Crisis is not a prerequisite for an independent assessment;

Independent Assessment

- Applies to middle-income, low-income countries and fragile states;
- Selection and financing of independent review (if any) should be jointly agreed by government and donors;
- Government and donors should set clear objectives for the review;
- Tailor to country specificities, including whether to review budget and/or project support and whether to involve civil society.

RESULTS—MUTUAL LEARNING INITIATIVE

OVERARCHING GOAL: Develop an approach towards a learning initiative among participants on results-based management

Task: Specify results-based management implementation stages and the various constraints

Expectations: How do we prioritise actions?

Results:

1. Recommended approach

- 1.1. Organise four Regional Workshops on “Best Results-based Practices” based on the OECD-DAC document;
- 1.2 Consolidate the results of the four workshops and compile them into a “framework document” that all participants will adapt to the realities of their countries, within the framework of the implementation of the PD.

2. Possible constraints

2.1 In partner countries:

- Socio-cultural (accountability culture);
- Structural (capacity building), maintaining the staff;
- Existence of reliable and viable information systems and institutions, including determination of unit costs;
- Define clear and precise coordination of stakeholders (administration and civil society or private sector)

2.2 At level of TFP:

- Leadership issue;
- Sustainable ownership of tools/systems;
- Need to review internal procedures of TFPs in order to adopt best practices

Conclusion: Organise preparatory meetings prior to regional workshops

SPONSORS' SUMMARY

1. As the second day of the Bamako workshop opened, one speaker noted that “the Paris Declaration is a possibility, not a certainty.” It was in the spirit of turning that possibility into an eventual certainty that representatives of over 25 north, central, and west African countries, of regional and civil society organizations, and of donors gathered here for the past two days.
2. We were a diverse group! We represented middle-income and low-income countries; fragile states; donors’ headquarters offices and country offices; Francophones and Anglophones; large countries and small countries; and countries that have long been involved in the harmonization, alignment, and results agendas as well as those that are relatively new to the work. This diversity provided a rich tableau of country experiences, challenges, and opportunities as we worked to assess the implications of the Paris Declaration.
3. We gathered to discuss aid effectiveness issues, learn from each other’s experience, reflect on what we heard, and identify practical steps for moving forward.
4. A significant number of countries that participated in the workshop had not yet endorsed the Paris Declaration; however, all agreed that, as they work to meet their development challenges and reach the MDGs, the Declaration’s commitments on country ownership, harmonization, alignment, managing for results, and mutual accountability were relevant.
5. The central focus of the Paris Declaration is a framework of mutual commitments by partner countries and donors to improve aid effectiveness. It is part of an “aid effectiveness package” that begins with the MDGs, continues through countries’ own poverty reduction or national development strategies, and is facilitated by the Paris commitments. The Paris Declaration is a way of doing business—of using more effectively the resources marshaled for funding national poverty reduction and development strategies—and not an additional conditionality for increased aid flows. We believe it is a good way of doing business, because in a number of countries where the donors and country partners are meeting the challenges of aid effectiveness, aid flows have increased and a larger proportion of aid is being delivered through direct budget support and other programmatic approaches.
6. Achieving progress on harmonization, alignment, and managing for results has become an imperative. It needs to apply not only to more traditional aid modalities but also to sector and budget support operations and relatively new and emerging funding mechanisms such as global funds. Unless partner countries and donors, working together, can demonstrate capacity to deliver, manage, and use aid resources effectively and show results, we will not be able to meet the MDGs, and donors’ commitments to

provide additional finance for them will be put at risk. Both donors and partner countries have a shared interest in not letting this happen.

7. At the Bamako workshop we heard a number of important messages. Participants stressed that implementing the Paris Declaration is more than a technical process—it will require political support to succeed. The value of the Paris Declaration must be proved in results.

8. Governments and donors start from different points in the process. The scope and pace of Paris Declaration implementation, the capacity support needed from donors, and the progress that can be expected will be different, depending on each country's circumstances. Partner countries emphasized that the implementation process will need to take the country context into account.

9. Countries freely shared their experiences at this workshop. For example, Ghana explained how its action plan is facilitating a structured and disciplined dialogue focused on improving aid effectiveness at the country level—a dialogue that is challenging both the government and donors to do better. Nigeria shared its experience in developing a collaborative assistance strategy, a process that Uganda, Tanzania, and Zambia have been through and Mauritania is now beginning. Several countries talked about the benefits of including civil society in their work.

10. We heard a lot about budget support. Burkina Faso explained how general budget support is becoming the main financing tool to support the implementation of its PRSP, through a general framework that brings together nine development partners in a common performance matrix. Participants highlighted that budget support is a promising aid modality for better aligning donors' efforts with national strategies, facilitating use of country systems, establishing harmonized performance assessment frameworks, and managing for results. However, budget support relies on partner country commitment to build and improve strong public financial management systems and implementation capacity. Donors, for their part, need to better manage budget support to make aid flows more predictable.

11. We heard the concerns of small countries such as Gabon and Cape Verde that if they are not to be left behind in this agenda, they will need extra support from donors. The Democratic Republic of Congo, Liberia, Sierra Leone, which face the different set of challenges of very weak capacity and varying degrees of fragility, will also require additional attention, as their needs for harmonization and alignment are no less urgent than those of their neighbors.

12. The sessions on managing for development results (MfDR) were a useful opportunity for sharing early country experience in implementing the MfDR principles. Although results frameworks at the macro level seem to be in place in several countries, it remains uncertain how deeply they are rooted and whether they are being used as part of the country systems. In this context, many participants mentioned the need to strengthen statistical capacity and systems.

13. Donors have their own set of challenges to meet. At the institutional level, they need to do more to harmonize their policies and procedures, and tailor their operational modalities and cost of lending to countries' needs. They will also need to adapt the Consultative Group, Roundtable, and other consultative mechanisms to this new way of doing business.

14. Country-level staff are the ones who need to apply the international commitments in the Paris Declaration to operational work. Participants particularly mentioned concerns about heavy reliance on headquarters decisionmaking, meeting institutional accountability standards, and maintaining control over funds management at the expense of alignment opportunities; the need to project national identities; incentives to meet program delivery requirements at the expense of using harmonized approaches; and changing skill competencies in line with PRS implementation. It was therefore very encouraging that donors here at the Bamako workshop undertook to support the systematic implementation of the harmonization and alignment and MfDR agendas at the country level. They are reexamining their policy frameworks, making efforts to reorient their institutional cultures, and simplifying their procedures. They are supporting mutual accountability initiatives, including looking at the wider applicability of independent assessments of aid effectiveness at the country level.

15. As the Bamako workshop draws to a close, we congratulate Mali on its progress as it signs the framework agreement on budget support this evening. We are delighted to welcome countries that have indicated that they want to endorse the Paris Declaration, create action plans, and join in monitoring progress.

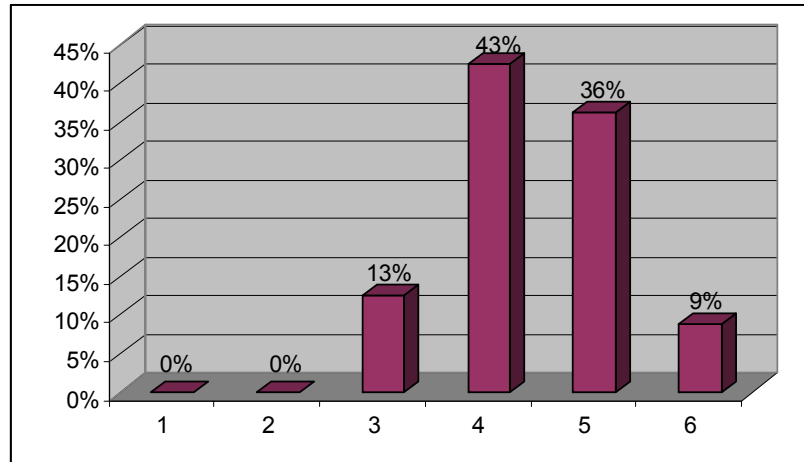
16. Going forward, we were encouraged by the interest countries showed in engaging in further discussions of these issues at the local level, participating in the upcoming monitoring exercise, and making headway as we move toward the 2008 High-Level Forum in Ghana. We want to continue the process of communication, building confidence, and sharing that we benefited from here—because it will be a vital aspect of scaling up our implementation of the Paris commitments.

17. All of us, partner countries and donors alike, have a great deal of work ahead of us. We firmly believe that, with the commitment and leadership we have seen at Bamako, we will succeed together.

WORKSHOP EVALUATION RESULTS AND ANALYSIS

1. On a scale of 1 to 6, to what degree has the workshop met your expectations?

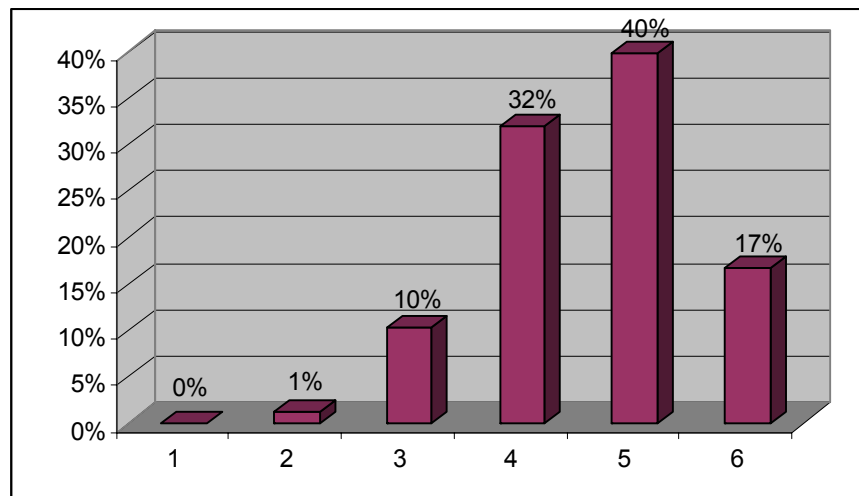
(6 = to a great degree, 1 = not at all)



Based on 80 survey responses

2. On a scale of 1 to 6, to what degree do you now have more information that will help you put the principles and commitments of the Paris Declaration into practice in your country (or within your donor agency)?

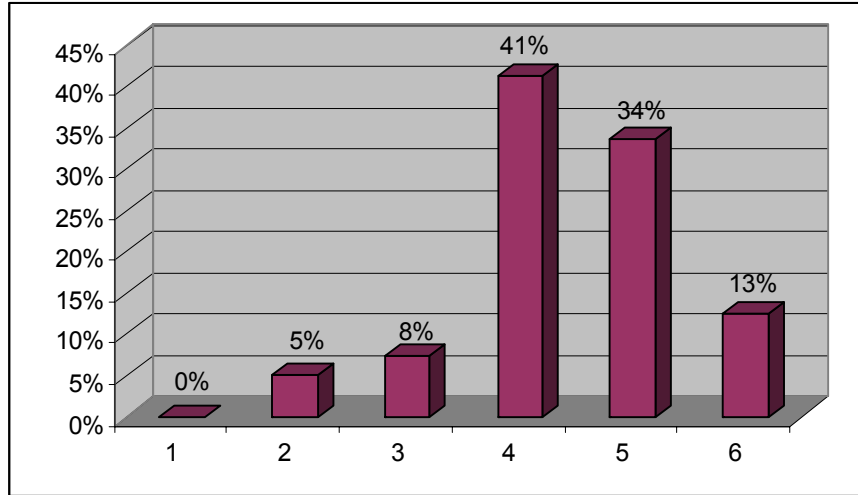
(6 = to a great degree, 1 = not at all)



Based on 78 survey responses

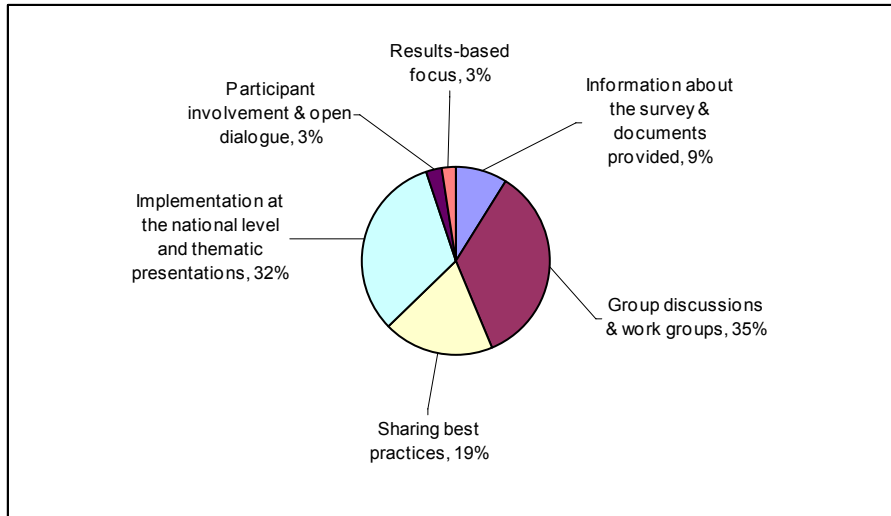
3. To what degree did the format provide sufficient opportunity for you to engage in the conversations, share information, and learn from country experience?

(6 = to a great degree, 1 = not at all)



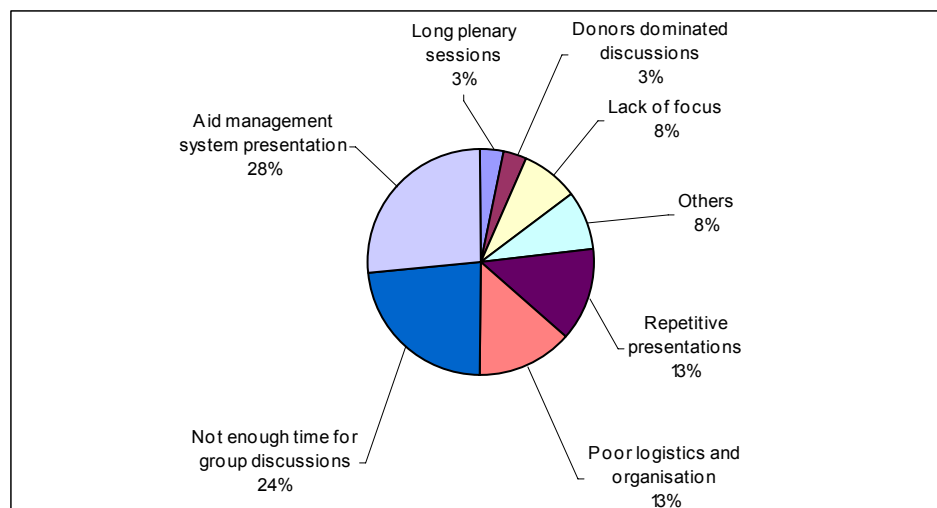
Based on 80 survey responses

4. What was the most useful aspect of the workshop?



Based on 78 survey responses

5. What was the least useful aspect of the workshop?



Based on 60 survey responses (20 blank responses)

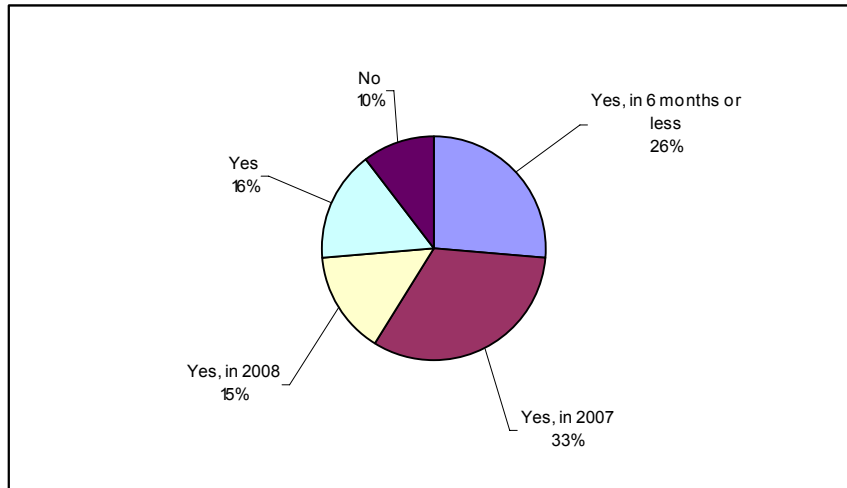
6. How would you suggest partner countries and donors continue to share information on these matters in the future?

Suggestion	Percentage
Promote more country-level consultations and strengthened practices at country level	20%
Website updates (aidharmonization.org , OECD-DAC, AfDB)	16%
Follow-up meeting, workshops, and reviews	30%
Dissemination and distribution using information technology and videoconferences	15%
Creation of donor/partner country regional networks	16%
Training courses for practitioners (JAS, etc.)	3%

Based on 80 survey responses

Other suggestions: e-forums and e-discussions; time-bound implementation plans for mutual assessment; joint meetings to tackle specific issues; creation of an experts network and a technical committee for periodic overseeing, e-network with country surveys, and country-specific websites.

7. Should a similar workshop be planned in the future to follow up on the Bamako workshop? If so, when? What would you suggest doing differently in the next event?



Based on 68 survey responses

Suggestions included making the program less crowded/dense and/or extending the duration of the workshop; reducing the number of participants/downscaling the debates; and organizing a series of workshops for smaller groups of countries (on a subregional basis)

8. If you have any further comments, please write them on the back of this page.

Twenty-one people responded to this question. Four asked for better coordination between, or better functioning of, those organizing the workshop, and four others thought the program to be too dense. There was also demand for clarification of the donors' role in the workshop, and more spacious set-ups of the debates. Other suggestions were to arrange e-lists and mailing lists; assist non-Paris countries that have stated their interest in following up; and focus more on the technical and methodological aspects of implementation of the Paris Declaration.