

# **WORKSHOP ON THE PARIS DECLARATION: IMPLICATIONS AND IMPLEMENTATION**

**ENTEBBE, UGANDA  
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1. Some 100 participants representing 14 Eastern and Southern African countries and their development partners met in Entebbe to examine the Paris Declaration and its implications for them in their particular circumstances, and discuss ways to enhance its implementation. The workshop was sponsored by the African Development Bank, the World Bank, 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 14 countries represented, some have already begun implementing the harmonization, alignment, and managing for results (HAMfR) activities, while others are relatively new to the agenda.

2. The agenda focused 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 establish a mechanism for cross-country sharing and a community of practice to continually exchange experiences. A range of presentations set the stage for this work, and lively discussions ensued, both in the scheduled plenary and small-group sessions, and during unstructured coffee breaks and mealtimes. (Annex A provides the list of participants and Annex B the agenda; in addition, most of the presentations are available on the following websites: [www.aidharmonization.org](http://www.aidharmonization.org) or [www.mfdr.org](http://www.mfdr.org).)

## **EXECUTIVE SUMMARY**

3. Participants broadly agreed that while countries and donor institutions have made progress on the HAMfR agenda (some more than others), there is a great deal more to do. The focus must be on implementing the Paris commitments.

4. Government leadership is essential to this work. The country must define its own priorities and related results. Both countries and donors must work to strengthen strategic planning and policy frameworks in national development strategies, foster political commitment from the highest levels, bring sectoral ministries into the process, provide incentives to change behaviors, move to use countries' own systems, and build capacity. Partner country representatives particularly asked that donors delegate more decisionmaking power to country-level staff, and ensure that these staff are committed to the HAMfR principles.

5. All stakeholders in a country must be aware of the agenda. Countries must establish or enhance the mechanisms and institutions they need for implementing the Paris commitments. There must be a balance between accountability to internal constituencies and external actors, with the government at the center; and if a country has a credible national monitoring system, that system will provide the data donors need.

6. If development processes are to be oriented toward results, national development strategies must set the direction, being very explicit about expected outcomes. Donors then need to align to the strategic performance assessment of results at the national level, rationalizing their monitoring systems to align with the national system and working to bring sectoral partners on board. It is essential for decisionmakers to have access to, and to use, the information from results monitoring.

## **SUMMARY OF PROCEEDINGS**

### **OPENING REMARKS**

7. The workshop opened with brief remarks from representatives of the sponsoring organizations, partner countries, and the host country. Speaking on behalf of the African Development Bank (AfDB), Philibert Afrika expressed the hope that the workshop would provide an opportunity to review what has worked and what has not worked at the country level and a platform for sharing experiences, and thereby help to expedite the implementation of the Paris commitments at the country level. The World Bank's Judy O'Connor acknowledged that it is not easy to change long-standing policies and practices, but said that it is now time to act to meet the commitments made in the Paris Declaration. Lamin Manneh of the United Nations Development Programme (UNDP) noted that the workshop would be a concrete step toward applying the Paris commitments in day-to-day operations to achieve the Millennium Development Goals (MDGs). On behalf of the partner countries, Tanzania's Joyce Mapunjo expressed satisfaction that the workshop was being held in a partner country; noted that while the World Bank, African Development Bank, and UNDP have made good progress on the HAMfR agenda, much has also been happening in partner countries; and called on all participants to focus now on what we can do together.

8. Professor Mondo Kagonyera, Minister in the Office of the Prime Minister, Uganda, presented the opening address. He said that one important factor in allowing people to grow is knowledge—real, accurate knowledge, not perceptions. The problem with aid in Africa, he said, is that it has too often been based on the perceptions of both donors and recipients. In view of the purpose of the workshop—to take stock of progress on the Paris commitments—he outlined Uganda's experience with its Poverty Eradication Action Plan, its partnership principles, its Joint Assistance Strategy, and its National Integrated Monitoring and Evaluation Systems. He expressed high hopes for the outcome of the workshop, pointing out that donors that provide funds, and partner countries that receive them, share one major point of view—they need to see results.

**PLENARY I: HARMONIZATION, ALIGNMENT, AND RESULTS AGENDA:  
IMPLICATIONS AND IMPLEMENTATION**

9. This plenary, chaired by Uganda’s Martin Odwedo, provided the background for the workshop. In the first session, the World Bank’s Chris Hall gave an overview of the aid effectiveness agenda and the Paris commitments, outlined the magnitude of the challenges ahead, and gave illustrations of progress. Christian Lehembre of the OECD-DAC’s Working Party on Aid Effectiveness explained the Working Party’s role in promoting implementation of the Paris commitments and outlined the process being set up to monitor implementation and assess progress. David Ndopu, representing Zambia, began by saying that his country had received large volumes of development assistance but had achieved few results; he then described the process by which Zambia is taking ownership of its development process.

10. The second session of the plenary focused on what managing for results means in respect to the Paris commitments. The AfDB’s Doug Barnett pointed out that HAMfR activities are about changing the way development business has been done for 40 years, likening the necessary behavior change to a supertanker’s change of direction—something that requires space, time, and perseverance to accomplish. He emphasized that managing for results is more than monitoring and evaluation (M&E); in fact, it requires a change in mindset—it begins with the end results in mind, and keeps the dialogue focused on achieving results. Kelvin Banda of Malawi gave an overview of his country’s move to greater ownership of its development process, from its first PRSP to the Malawi Growth and Development Strategy that is now being developed with wide stakeholder consultation and support by donors.

11. Discussion on this session brought up the issues of comparative advantage and donor division of labor, capacity building, donor alignment with country priorities, engaging line ministries in the process, involving civil society organizations (CSOs) in implementation of the Paris Declaration, and including partner country representation in the OECD-DAC Joint Ventures.

**PLENARY II: MAKING THE PARIS DECLARATION COMMITMENTS OPERATIONAL  
AT THE COUNTRY LEVEL**

12. The first session of this plenary, focused on poverty reduction strategies (PRSs), was chaired by Talaat Abdel Malek of Egypt. The World Bank’s Gerard Byam gave an overview of the key operational issues, describing the need for a balance between domestic constituencies and external actors, with the government at the center, and the entire enterprise underpinned by analysis and capacity building. Uganda’s Peter Ssentongo then illustrated some of these issues with an overview of his country’s Poverty Eradication Action Plan, and particularly its Results and Policy Matrix and its relationship with the National Integrated M&E Strategy. In discussing donor alignment with country priorities, Ethiopia’s Fisseha Abera highlighted such key elements of partnership as collaboration, agreed objectives, and responsibilities; he emphasized that partner countries need to reflect good practices in setting their national priorities and need

to be assertive about those priorities, and donors need to change their behavior to align their assistance with those priorities.

13. In discussion, participants asked about particular aspects of the Uganda and Ethiopia experiences, and also noted the need for donor alignment to take place both at the country level and in their own capitals. In summing up, the chair also stressed the theme of balance to ensure selectivity without leaving gaps in sectoral coverage by donors, the need to link PRSs to the budget, the idea that if internal systems are weak the country's aid harmonization process can stall, and the need for countries and donors to agree on an action plan under which to carry out the process.

14. The second session of this plenary, chaired by Fisseha Aberra, focused on country ownership and leadership in harmonization, alignment, and managing for results. Joyce Mapunjo drew on Tanzania's experience—with the PRS, public expenditure review, Tanzania Assistance Strategy, and National Vision 2025—to illustrate the need for effective mechanisms to implement the Paris commitments. She called on donors to be serious about implementing the Paris Declaration, and concluded that the work is not easy: it requires frankness, openness, and partnership with strong government leadership. Bo Westman, representing Sweden and drawing on his experience in the OECD-DAC process, commented on several aspects of country ownership: for example, coordinating aid, not donors; coordinating capacity building; taking leadership in the area of donor division of labor; developing a results system that provides first for domestic accountability and then for accountability vis-à-vis donors; and establishing “quiet periods.” He urged countries to continue challenging donors. Roger Wilson of DfID described Malawi's efforts to take advantage of a changed political situation and take ownership of its development process by developing a second-generation PRSP, with the support of its donors.

15. In discussion participants commented that in the area of taking ownership, donors need to listen to national actors; one participant pointed out that ownership is not granted, but rather taken and others mentioned the difficulty of getting line ministries and global funds on board, of getting donors to speak with one voice, and of developing capacity.

16. In the final session of this plenary, chair Birgitte Markussen of DANIDA addressed the question of “reporting for whom?” She pointed out that accountability is closely related to credibility, and that reporting is a political process; and she noted that no single type of reporting can embrace all of the commitments of Paris and Marrakech—it is necessary to apply different types of reporting to support accountability, learning, and decisionmaking. Madagascar's Vololoniaiana Randriamampianina, and Lisa Gaylord of USAID, Madagascar, then gave a presentation on results reporting in Madagascar's environment sector, which had served as a model for other sectoral ministries. Key factors they highlighted: linking policy actions and results; addressing the political needs of a common reporting system; a progressive approach to capacity building; and limiting the number of common indicators for useful reporting.

17. Discussion of this session focused on the need for broad support for harmonization and alignment, as well as support from the highest levels of government;

and the possible costs of work on this agenda, compared with the benefits. In summing up, the chair posed two questions for further discussion during the workshop: the issue of the political process in development thinking, and the transaction costs compared with the benefits of harmonization and alignment.

18. During the reception that closed the day's work, Peter Ssentongo took a few minutes to present *Managing for Development Results—Principles in Action: Sourcebook on Emerging Good Practice*. This project of the OECD-DAC Joint Venture on Managing for Development Results has been developed to provide practitioners with examples of ways countries and donors have applied the principles of managing for development results that were endorsed in Marrakech.

## **DAY 2 OPENING REMARKS**

19. Summing up the discussions of Day 1, Philibert Afrika and Gerard Byam pointed out that the focus on implementation and monitoring for results is widely shared, the agenda is broadening, and there is growing complementarity between the harmonization and the results agendas. Key messages from the discussions were that strong government leadership is essential; these agendas mean behavior change, which can take time; countries are beginning to see substantial benefits; and managing for results means more than monitoring and evaluation—it is about managing and about using information for decisionmaking. Key messages about developing and implementing PRSs were that there must be a balance between accountability to internal constituencies and external actors, with government at the center; appropriate country mechanisms and institutions are essential to implementing the Paris agenda; country ownership is not granted, but taken; countries should challenge donors to fulfill their commitments; sectoral ministries and staff need to be brought into the process; donors need to work on their internal incentive structures; and while the challenges of implementing these agendas are real, various kinds of help is available.

## **PLENARY III: PRACTITIONERS' PANEL ON COMMON ARRANGEMENTS UNDERLYING SWAPS AND BUDGET SUPPORT MODALITIES**

20. Louis Kasekende of the Central Bank of Uganda chaired this panel discussion. In his remarks, he noted that political commitment is stronger if a country defines its own strategy for poverty reduction and achieving the MDGs; and that aid works better in a good policy environment, and unpredictability of aid tends to create problems for macroeconomic management. He called on donors to trust in countries' leadership and institutions, and to engage in transparent dialogue with countries. He noted such challenges as transaction costs, which tend to rise in the short run but improve later; the need for donors to speak with one voice in such areas as cross-conditionality and standards for fiduciary and social safeguards; and intragovernment accountability, if not all ministries accept the leadership of the ministry of finance. Zambia's Paul Lupunga then described the health SWAp in his country, which began as a donor-driven process

but has now been made an integral part of the country's National Development Plan. Wendy Ayres described the efforts of the Harmonization, Alignment, and Coordination group, a donor group in Kenya that works closely with the government, to develop a joint assistance strategy and move away from individual strategies. Judy O'Connor discussed general budget support, explaining that it promotes national leadership and harmonization, shifts government's accountability from donors to citizens, enhances transparency in government expenditures and helps strengthen the budget process, and helps countries focus the dialogue on strategic issues.

21. In discussing this session, participants mentioned that it is sometimes easier for multilateral than for bilateral donors to provide general budget support, and that a combination of modalities can provide good sector support. They also discussed ways to get SWAp resources to subnational implementation levels. In summing up, Louis Kasekende noted that budget support and SWAps present challenges but also bring significant benefits, and that there is still a role for project support.

#### **PLENARY IV: GROUP PRESENTATIONS**

22. Participants divided into five groups to discuss a range of aspects of the harmonization, alignment, and managing for results agendas. Returning to the plenary, each group reported on its discussion. Group A discussed ways to support the country implementation process; Group B covered the harmonization, alignment, and results issues in supporting PRS implementation; Group C considered how to move from doing business as usual to doing business differently; Group D focused on managing for results; and Group E considered the issues involved in monitoring progress. (The groups' presentations are attached as Annex C.)

#### **PLENARY V: WRAP-UP AND CLOSING SESSION**

23. A panel of participants drew from the discussions of the two days of the workshop what they considered to be the main "take-home" messages.

- In discussing the next steps countries and donors should take to advance the implementation of the Paris Declaration, Philibert Afrika cited the need to strengthen strategic planning and policy frameworks in national development strategies; publicize the high transaction costs of not using countries' own systems; provide incentives to change behaviors; foster strong political commitment from the highest levels; use joint missions and joint analysis, work together to develop joint aid management guidelines; decentralize—that is, donors should delegate power to country-level staff, and countries should decentralize decisionmaking to facilitate harmonization at all levels; and build capacity in a range of areas.

- Talaat Abdel Malek and Joyce Mapunjo discussed government arrangements to lead country-level processes and carry out activities related to the Paris commitments. Mapunjo said that it is important for all stakeholders to be aware of the agenda. She mentioned integrating the Paris Declaration into country systems, not considering it a separate initiative, and she called on donors to be consistent—to implement at the country level what they agreed to in Paris. Both said that government leadership is key (as Abdel Malek put it, “Ownership is taken, not granted”). Abdel Malek also emphasized awareness by all stakeholders and the importance of an aid management plan under which all can cooperate to implement the agenda, with clear responsibilities for all players. He also discussed the importance of M&E—the challenge of lack of data and processing skills, and the necessity for decisionmakers to have access to, and to use, the information from M&E.
- The World Bank’s Susan Stout focused on the role of partner countries and donors in making these processes results-oriented. She said that national development strategies need to set the direction, being very explicit about expected outcomes. Donors need to align to the strategic performance assessment of results at the national level, rationalizing their monitoring systems to align with the national system and working to bring sectoral partners on board. It will be important to disaggregate results to support MfDR even at the local level.
- Roger Wilson discussed a simple and effective framework for monitoring and measuring results at the country level. He stressed the need for a national performance measurement framework with intermediate and outcome indicators; a performance framework aligned to resources; an assessment of existing information to identify gaps; and communication about what it monitored, why, and who needs the information.

24. In closing remarks, representatives of all the sponsors expressed satisfaction at the discussions during the workshop, emphasizing the need to continue pushing for implementation of the HAMfR agenda to help achieve the MDGs. They also stressed the importance of continuing communication and sharing of experience among those working on the agenda.

25. About 30 evaluation forms were submitted. In them, participants indicated satisfaction with the workshop and its usefulness to them, and they provided some suggestions for future such events. (Annex D summarizes the evaluations.)

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**ANNEX B. AGENDA**

***WORKSHOP ON THE PARIS DECLARATION  
IMPLICATIONS AND IMPLEMENTATION***

**Sponsored by the African Development Bank, the World Bank, and the United Nations  
Development Program, in collaboration with the OECD-DAC and its Members**

**Hosted by the Government of Uganda**

***Entebbe, Uganda  
November 16-17, 2005***

## **A G E N D A – DAY 1, Wednesday, November 16**

**8:00 – 9:00** Registration (continued)

**9:00 – 9:30** **Opening Session**

- Welcoming Remarks  
Philibert Afrika (ADB), Judy O'Connor (World Bank), Lamin Manneh (UNDP)
- Partner Countries Representative  
Joyce Mapunjo (Tanzania)
- Opening Address  
Prof. Mondo Kagonyera, Minister, Office of the Prime Minister (Uganda)
- Presentation of Program  
Negatu Makonnen (ADB )

**9:30 – 12:00** **Plenary I: Harmonization, Alignment and Results Agenda: Implications and Implementation**

Chair: Martin Odwedo (Uganda)

**9:30-10:30** **Harmonization & Alignment—Moving toward Implementation**

- Global Issues  
Chris Hall (World Bank)
- OECD-DAC Working Party on Aid Effectiveness  
Christian Lehembre (OECD-DAC)
- Country Issues  
David Ndopu (Zambia)

**10:30 – 11:00** **Coffee Break**

**11:00-12:00** **Managing for Results—Implementation**

- Translating Principles into Practice  
Doug Barnett (ADB)
- Partner Country Perspective  
Kelvin Banda (Malawi)

General Discussion (Chair to sum up)

**12:00 – 13:15** **Lunch**

**13:15 – 18:00** **Plenary II: Making Paris Declaration Commitments Operational at the Country Level**

**13:15 – 15:30 Supporting PRS Design & Implementation—How Can We Do Better Guided by the Paris Declaration?**

Chair: Talaat Abdel Malek (Egypt )

- Overview of Key Operational Issues  
Gerard Byam (World Bank)
- Translating PRS Objectives into Results—From Central Ministries to Line Ministries  
Peter Ssentongo (Uganda)
- Are Donors Really Aligning to Country Priorities and Strengthening Systems?  
Fisseha Aberra (Ethiopia )

General Discussion (chair to sum up)

**Country Ownership and Leadership in Harmonization, Alignment, and MfR.**

Chair: Fisseha Aberra ( Ethiopia)

- Interdependence between Partner and Donor Commitments Made in Paris—The Need for Effective Mechanisms  
Joyce Mapunjo (Tanzania)
- Donor Perspectives  
Bo Westman (former co-chair of the DAC Task Force on Aid Effectiveness, Sweden)
- Strengthening Country Ownership and Outcome Focus in the Second-Generation PRSP—Operational Implications  
Roger Wilson (DFID, Malawi)

General Discussion (Chair to sum up)

**15:30 – 16:00 Coffee Break**

**16:00 – 18:00 Plenary II (cont.): Mutual Accountability—The role of Results Reporting**

Chair: Birgitte Markussen ( DANIDA, Kampala)

- Chair’s opening remarks includes Reporting for Whom? External versus Domestic Accountability
- Lessons from the Sector to National PRS on Results Reporting  
Vololoniaiana Randriamampianina (Madagascar)  
& Lisa Gaylord (USAID, Madagascar)

General Discussion (Chair to sum up)

**18:30 – 20:00 Cocktail Reception**

- Short Remarks by Mr. Peter Ssentongo, (Uganda) on Managing for Results Sourcebook
- Cultural Performance

## A G E N D A – DAY 2, Thursday, November 17

**9:00 – 9:15**     **Key Points from Day 1**  
Philibert Afrika (ADB) & Gerard Byam (World Bank)

**9:15–10:30**     **Plenary III: Practitioner’s Panel on Common Arrangements Underlying SWAPs and Budget Support Modalities—Recent Experiences and Key Country- and Donor-Level Challenges**  
**Chair and Keynote Speaker:** Louis Kasekende: Deputy Governor Central Bank of Uganda; **Panelists:** Paul Lupunga (Zambia), Judy O’Connor (World Bank), Wendy Ayres (HAC, Kenya)

The purpose of this panel of practitioners will be to forge a common understanding of key alignment and harmonization elements involved in using SWAPs and budget support approaches in supporting poverty reduction strategies. To share learning that will have operational relevance, the panel could focus on particular modalities, e.g., joint analytic work, an MOU for budget support, country-led coordinated capacity building support, coordinated assistance strategies, what it takes to agree on a performance assessment framework, common financial reporting/disbursement arrangements under a SWAp, etc. The chair of the panel could provide a short introduction to these approaches and the role they play in the harmonization and alignment agenda.

**10:30 – 10:45**     **Coffee Break**

**10:45 – 12:45**     **Group Discussions:** Five discussion groups, each led by a team leader and supported by a rapporteur, will think through the practical steps, operational procedures, and implications in a particular area, and arrive at recommendations and next steps.

- *Supporting Country Implementation Process* – What information sharing, dissemination, and facilitation efforts would be most useful to provide necessary operational guidance and initiate/accelerate action at the country level?
- *Harmonization, Alignment, Results Issues in Supporting PRS Implementation* –What does it take to align financial support with national budget cycle, agree on common performance assessment framework, develop joint or coordinated country assistance strategies, develop program-based approaches such as SWAPs, and agree on MOUs/partnership agreements for budget support?
- *Preparing for Doing Business Differently* – How do we move from business as usual to undertake joint analytical work/missions, delegated cooperation, limiting use of parallel PIUs, and using country systems, etc. ?
- *Managing for Results* – What steps or issues need to be considered in strengthening accountability and learning from results within the country? What steps should the donor community take to promote harmonization around results frameworks at the national, sectoral, or project levels?

- *Monitoring Progress* – Where are we today (baseline) and where do we want to be in 3 years? What role can independent and/or joint assessments play? How can CGs be revamped to make them more resource/results oriented and provide an enhanced monitoring and supportive role in implementing the Paris Agenda?

**12:45 – 14:00 Lunch**

**14:00 – 16:00 Plenary IV: Country and Donor Group Presentations**

Chair: Michael Keating (UNDP Resident Coordinator, Malawi)

- Group Presentations
- General Discussion

**16:00 – 16:30 Coffee Break**

**16:30 – 18:00 Plenary V: Wrap-Up and Closing Session—Main Take-Homes for Countries and Donors:**

A Wrap-Up Panel will pull together the main proposals and summarize the main outcomes and recommendations of the learning workshop. Key institutional and country-level follow-up activities will be agreed on.

A panel comprising Susan Stout (World Bank), Philibert Afrika (ADB), Roger Wilson (DFID, Malawi), Joyce Mapunjo (Tanzania), Mr. Talaat Abdel Malek (Egypt) will aim to bring together the main learning outcomes by answering the following and other related questions:

- What are the next steps countries and donors should do at the country and institutional levels to advance the implementation of the Paris Declaration?
- What kind of arrangements should governments put in place to lead the country-level processes and execute activities related to realization of the commitments and agreements made in Paris?
- What are the roles of partner countries and donors in making such a process results-oriented?
- What should be the simple and effective framework for monitoring and measuring results at the country level?
- What needs to be done to set realistic country-level indicators and targets?
- In summary, what are the actionable next steps and country- and donor-level follow-up activities and implementation timetable as well as monitoring mechanisms?

**Closing Remarks:** Host country / Judy O'Connor (WB) /Christian Lehembre (OECD-DAC) / Partner Country Rep/UNDP /Philibert Afrika (ADB)

## **ANNEX C. GROUP PRESENTATIONS**

### **GROUP A: SUPPORTING COUNTRY IMPLEMENTATION PROCESS**

#### **Incentives for Government to implement**

- Better value for money
- Encourage donors for longer commitment
- Reduce transaction costs
- Produce more coherence
- Greater opportunity for involvement of line ministries

2

#### **Key steps by Government**

- Strengthen strategic planning and policy framework
- Undertake a diagnosis of current system strengths and weaknesses
- Publicize the high current costs of existing systems
- Establish a more integrated aid management system
- Translate political commitment into actionable measures (more transparency, etc.)
- Emphasis on changing behavior
- Stress ownership through more decentralization or at least operationalising harmonisation measures
- Need to involve the grass-roots
- Commitment to improve governance

3

### Steps by in-country donors

#### *a. Donor to donor*

- Need to go beyond information sharing
- Harmonize procedures for joint missions, joint reviews, etc.
- More delegation by HQ

#### *b. Donor to government*

- Need for ongoing dialogue based on openness and mutual trust
- More support for capacity building
- Need to go beyond political commitment to put developing country in driving seat
- Working out aid management guidelines

4

### Challenges and Roadblocks

- Emphasized leadership, commitment, ownership
- Strengthen national-led capacity for aid management
- Strengthen capacity of in-country donor offices

**AID HAS TO GO TO THE RIGHT PEOPLE**

5

**GROUP B: HARMONIZATION, ALIGNMENT & RESULTS ISSUES IN SUPPORTING PRS  
IMPLEMENTATION**

**Group B – Harmonization, Alignment &  
Results Issues in Supporting PRS  
Implementation**

Level of support in donor countries for PRS and  
donor harmonization:

There is general support for the concept, however varies across different countries . It is still a challenge for donors governments to persuade their parliaments and tax payers.

**Group B – Harmonization, Alignment &  
Results Issues in Supporting PRS  
Implementation**

Risks posed by non fully participating donors:

Big risk but Peer pressure can be used to persuade other donors to participate in harmonization. however , this should be accompanied by strong government leadership as well as development appropriate instruments, notably MOUS

**Group B – Harmonization, Alignment &  
Results Issues in Supporting PRS  
Implementation**

Harmonization versus diversity:

Comprehensiveness of PRS mitigates the risk of lack of diversity. sector working groups also ensure a diversity.

**Group B – Harmonization, Alignment &  
Results Issues in Supporting PRS  
Implementation**

Division of labor – selectivity and comparative  
advantages:

- Strong government leadership is required to determine the division of labor based on the comparative advantages .
- Agreed upon criteria in determining comparative advantage, including in a dynamic setting.

## **Group B – Harmonization, Alignment & Results Issues in Supporting PRS Implementation**

Aligning with country systems: does this shift burden to donors ?

- It is a transition period
- Countries need to upgrade their systems to come closer to international acceptance .
- Need of capacity building When achieved will reduce the burden on all parties.

## **Group B – Harmonization, Alignment & Results Issues in Supporting PRS Implementation**

Is Harmonization linked only to JAS ?

- No, it is an emerging practice, not the only way
- Good practices (Tanzania and Uganda) – nonetheless the approach is different
- What matters are the results

## **Group B – Harmonization, Alignment & Results Issues in Supporting PRS Implementation**

### Stakeholders involvement in PRS implementation

- It is an issue of governance, a political process not entirely a technical one.
  
- Mutual accountability implies increased involvement of stakeholders , especially parliaments and civil society in both donor and partners countries for result monitoring.

**GROUP C: PREPARING FOR DOING BUSINESS DIFFERENTLY****Incentives**

- Poverty reduction
- Opportunity to improve development assistance effectiveness
- More partnership at country level

**Challenges**

- Politics
- Resistance to change
- Institutional arrangements often bypassed

15

**Conditions*****Partner countries***

- Highest political support
- Improving accountability systems to inspire trust
- Credible country development strategy
- Deepen engagement at all levels
- Operational plan for implementation of Paris Declaration
- Provide strong leadership and ownership

***Donors***

- Decentralization of decision making
- Analysis of business processes
- Discussions on donor specialization
- Institutional reform e.g. UN
- Widening scope/possibilities for development assistance
- Operational plan for implementation of Paris Declaration

16

## **Why is progress slow?**

- Slow adaptation of Paris Declaration at country level.
- Absorption capacity low in some countries
- Consultations at country level should have preceded signing of Declaration
- Low capacity at country level
- Lack of clarity of institution/entity dealing with the Paris Declaration.
- Lack or weak review mechanisms

17

## **Ensuring national participation**

- Ownership by the decision makers including Members of Parliament
- Wider stakeholder inclusion

18

### GROUP D: MANAGING FOR RESULTS

#### Group D – Managing for Results

*Clustered questions into 4 groups:*

1. What are key elements of a performance framework ( Q1, Q2)
2. Issues for country partners (Q3,Q4, Q5, Q9)
1. Issues for donors
1. Comments on OECD/DAC baseline question

19

#### Group D: Key Elements of National Performance Framework

- **Strategic Framework** – national development strategy, or sectoral development strategy that sets strategic objectives – be realistic in definition
- **Specific objectives and outcome** indicators
- **Clear logical or results chain** from inputs through to outcomes
- Plans for **generation and USE** of information
- **Communication Strategy** – to orient public sector management to use of results of information
- **Review mechanisms** – clarity on what happens in response to performance
- **Clear links to budget** – but not just reward for high performance

20

## Issues for Country Partners

*What can country do to ensure availability of data for Performance Framework?*

- ✓ Have a coordinated Performance Framework
- ✓ Have a plan for dealing with “**supply** side”
  - Statistical development plan
  - Rationalize existing M and E arrangement
- ✓ Build/generate **domestic demand** to use PAFs
  - Avoid “information pass-through”
  - Zimbabwe – concerned with value for money w/ decline in donor resources
  - Stress managing with information, not info. for its own sake, or just for donors

21

## Issues for Donors

- Should use country owned PAFs
- Move to more programmatic approach promotes strategic approach to performance assessment
- Think of performance assessment /capacities to manage for results as a “country system”
- Abide by Paris 21 principles

22

**GROUP E: MONITORING PROGRESS**

Question 1: Are Paris Indicators & Targets Realistic?

- Achievable – but not easy as some targets are quite ambitious
- Issue of defining indicators – adaptation of indicators
- Differing levels of harmonization and coordination require clear definitions
- Important to set intermediate targets to track progress at country level

25

Question 1 - Continued

- Need for definitions that are universal – need for clear technical notes
- Use existing strategy & monitoring tools to match with Paris indicators
- Paris indicators should be contextualised within country experiences
- 25 partner countries need to be more actively engaged in Paris process

26

### Question 1 - *continued*

- Reservation about timeframe for rolling out Paris indicators – 2008/2010
- Need for common understanding and trust at all levels
- Need to examine global political agenda as part of the broader discussion
- Need to ensure that harmonisation impacts at local level

27

### Question 1 – *continued*

- Zambia Roadmap on harmonization – holistic response based on NDP process
- But still no interface between MoU and National Development Plan
- At Sector Level misunderstanding of indicators between Finance & Line Ministries
- South Africa – two research studies on Paris indicators to develop national baselines
- Uganda – JAS attempts to integrate indicators with Government strategies

28

Question 2: *Is it Necessary to Establish Targets for National Priorities?*

- Yes – should set targets for donors
- Can be made country-specific

29

Question 3: *Can Existing Government M&E Systems be used for Paris Monitoring?*

- Yes – sufficient mechanisms are in place
- Mechanisms need improvement

30

Question 4: *Role of Independent and Joint Assessment*

- Both are useful in building trust but cost-effectiveness is an issue
- South Africa experience with donor data base and independent monitoring
- Tanzania & Mozambique leaders in independent monitoring
- Importance of informal trust-building meetings
- Harmonization issues can be dealt with through JASs
- Time and capacity constraints need to be factored into monitoring processes
- Issue of harmonization within fragile states

31

Question 5: *How can CGs be Revamped to Support Paris Agenda*

- CGs should be revamped, aligned and streamlined to take Paris Agenda on board
- Meetings should be strategically timed to align with Paris meetings
- Align with annual PRS reviews and JAS
- In Zambia sector MoUs integrate Paris agenda and monitored through cyclical CG meetings

32

Question 6: *Should reporting at Country Level be done Through Govt/Donor Partnership*

- Joint reporting that reflects both partners' perceptions should be encouraged
- Government views on progress against Paris indicators should be captured
- Disagreements must be reflected and not diluted by consensus
- Issues of ownership and leadership versus mutual accountability
- Ownership compromised by credibility / capacity concerns

33

Question 6 – *continued*

- Issues of national capacity are critical to reporting processes
- There should be a view from both sides for individual and joint perceptions
- Reporting should not be within the “dependency syndrome” paradigm
- Donor reporting should be in line with DAC guidelines
- Develop baselines on country basis & then aggregate – make simple & user-friendly

34

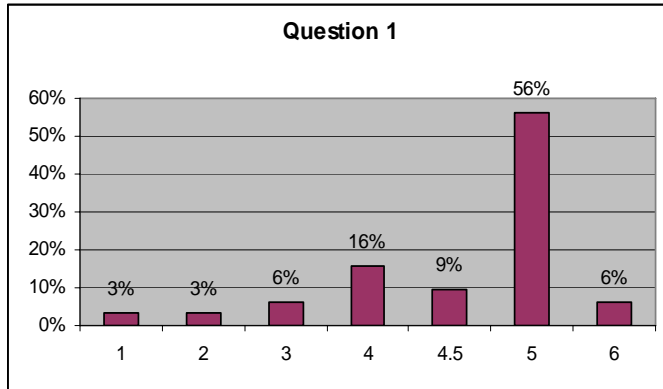
**Group E – Monitoring Progress**

THANK YOU!

## ANNEX D. WORKSHOP EVALUATION RESULTS AND ANALYSIS

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

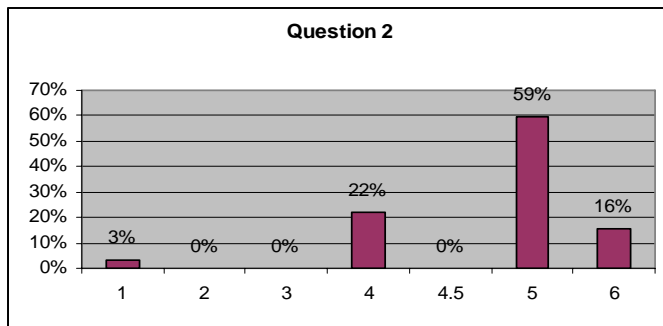
(6 = to a great degree, 1 = not at all)



Based on 32 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)?

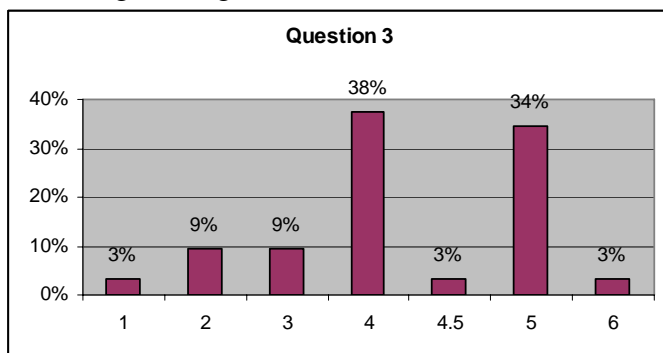
(6 = to a great degree, 1 = not at all)



Based on 32 survey responses

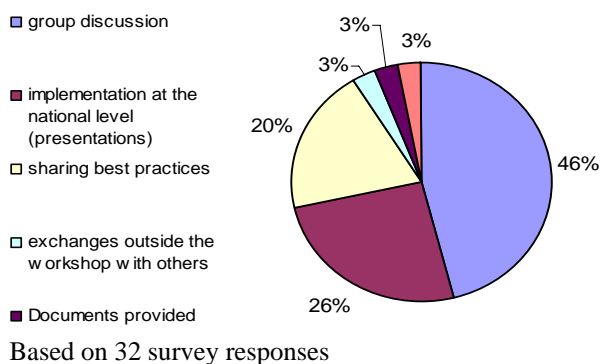
3. To what degree did the format provide sufficient opportunity for you to engage in the conversations, share information, and learn from country experience?

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

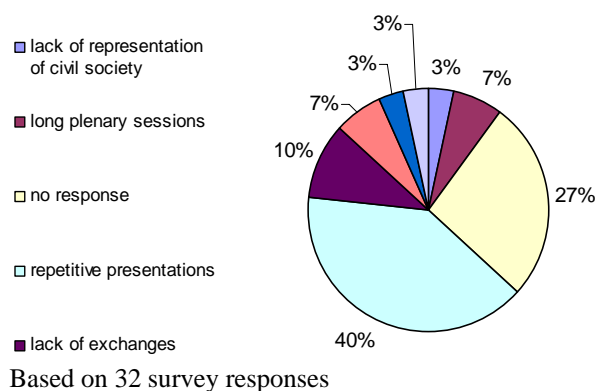


Based on 32 survey responses

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



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



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

<i>Suggestions</i>	<i>Percentage</i>
Promote more country level consultations and strengthening practices at country level	30
Website updates (aid harmonization.org, OECD DAC)	24
Mutual Learning Initiative	12
Follow-up meeting, workshops and reviews	12
Better dissemination and distribution using IT, VCs, websites	9
Partner countries should be invited to donor meetings	6
Creation of a donor/partner country network	3
Training courses for practitioners (JAS, etc.)	3

Note: Based on 32 survey responses.

7. A similar workshop is planned for West Africa in early 2006. What would you suggest doing differently in that next event?

<i>Suggestions</i>	<i>Percentage</i>
More focus on concrete country implementation and group work sessions	22
More participation from donors, CSOs & practitioners	19
More time for discussion and fewer presentations	14
Better allocation of time slots	14
Topics should be more focused and less repetitive	14
Give participants time to prepare for better involvement - documents circulated in advance	14
Carry out performance evaluation, surveys since last workshop	5

Note: Based on 32 survey responses.