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**REPORT ON THE REGIONAL WORKSHOP ON HARMONIZATION
AND ALIGNMENT FOR LATIN AMERICA AND THE CARIBBEAN:
EXERCISING LEADERSHIP TO ACCELERATE CHANGE**

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ANNEXES

ANNEX I Declaration of Santa Cruz

ACRONYMS

H & A	Harmonization and Alignment
MDG	Millennium Development Goals
MIC	Middle Income Country
ODA	Official Development Aid
RDB	Regional Development Bank

I. BACKGROUND AND INTRODUCTION TO THE WORKSHOP

- 1.1 In the aftermath of the signing of the Paris Declaration in March of 2005, the members of the Working Party on Aid Effectiveness requested that the Regional Development Banks (RDBs) sponsor with other partners, technical workshops to review and reinforce the implementation of the Declaration at the country level within their respective regions. Workshops for Africa were organized by the African Development Bank and their partners in Uganda (January 2006), Mali (March 2006) and South Africa (September 2006); a similar event was organized by the Asian Development Bank and partners in the Philippines in October 2006.
- 1.2 The Regional Workshop on Harmonization and Alignment for Latin America and the Caribbean: Exercising Leadership to Accelerate Change, was held in Santa Cruz de la Sierra, Bolivia, on October 9 through 11, 2006. It was sponsored by the IDB and the Government of Bolivia, in conjunction with the World Bank, the United Nations Development Program (UNDP), the Department for International Development (DFID, UK), and the Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD/DAC), and included over 200 participants from IDB member countries and a range of multi- and bilateral institutions.
- 1.3 The specific objectives of the Workshop were to: (i) provide follow-up and report on the implementation of the Paris Declaration commitments; (ii) identify mechanisms and instruments to improve aid effectiveness; and (iii) promote coordination and concerted action among Latin American and Caribbean countries and official aid agencies, based on the experience of the Latin American and Caribbean region, in order to establish shared criteria to promote harmonization and alignment of official aid for development.
- 1.4 Prior to the Workshop, a number of Latin American and Caribbean signatory countries of the Paris Declaration (Bolivia, Dominican Republic, Guatemala, Honduras, Nicaragua and Peru), accompanied by representatives of the Central American Integration System (SICA) and the Caribbean States Association (AEC), held a meeting in Nicaragua on August 30, 2006 in order review progress achieved by each country in the implementation of the Paris Declaration and to prepare a common platform for the Santa Cruz Workshop. The results of the meeting led to the drafting of a Declaration which reflected a common position among these six countries, which highlighted the need for strengthening support to those countries receiving aid through greater reinforcement of the harmonization and alignment processes (see Annex I).
- 1.5 The Regional Workshop provided follow-up on all Paris Declaration agreements affecting the Latin American and Caribbean countries and the respective aid agencies and donors. The experience shared by the partner countries and the official Aid agencies ratified the important role that Official Development Aid (ODA) plays in the achievement of the Millennium Development Goals (MDGs), particularly as a complement to government resources. The Workshop also revealed the problems common to many countries that affect ODA effectiveness.

Additionally, commitments and next steps were confirmed and subsequent activities were identified for the presentation of these regional outcomes at the High Level Forum III on Aid Effectiveness to be held in Ghana in 2008.

- 1.6 It is understood that this Report has been prepared by the IDB on behalf of all co-sponsors and will accordingly be shared with all participants. While attempts have been made to balance the views expressed herein, some of these may be limited and may not necessarily represent the views of all those present.

II. SUMMARIES AND HIGHLIGHTS OF THE WORKSHOP

A. Selected Topics and Country Experiences

- 2.1 Following introductions by the Inter-American Development Bank and the Government of Bolivia, the formal presentations of the Workshop were begun.
- 2.2 Eva Lithman, Chair of the OECD/DAC Development Evaluation Network, initiated the Workshop with a presentation on the *Paris Declaration Evaluation and Monitoring*. Mrs. Lithman stressed the importance of this ongoing evaluation process as an important learning tool which provides information regarding the effectiveness of ODA. She also confirmed that the next evaluations will seek to demonstrate the progress achieved during 2008–2010, and will analyze donations and aid in order to identify how the Paris Declaration is being implemented.
- 2.3 Christian Lehembre, Head of the OECD Secretariat, presented preliminary results of the *2006 Survey on Monitoring the Paris Declaration*. Currently 36 countries have participated in the Survey (five in LAC, in addition to the IDB, itself), and significant efforts are underway to increase this number as a result of the dynamic sparked by the Paris Declaration. It also points to a number of important challenges that need to be addressed by partners and donors if the targets agreed in Paris are to be achieved. Three of the key challenges identified are: (i) the need to address donor incentives and internal bottlenecks; (ii) the profusion of channels for delivering aid, which significantly increases the cost of aid delivery; and (iii) the need to step up monitoring as an integral part of the process for driving change.
- 2.4 The presentation given by Mauricio Gómez Lacayo, Vice-Minister of Cooperation and Economic Relations of Nicaragua, on the *General Overview of International Cooperation Alignment and Harmonization Processes*, reaffirmed that governments must establish their needs and that donors must make a more concerted effort to respond to country demands, strengthening a culture of change and management for results. Commitments need to be agreed upon between donors and governments, yet only a small group of donors is fully committed. Furthermore, the technical cooperation being provided is not enough to make the needed changes and tied aid normally slows down the process. The process of change must be aimed at strengthening ownership and leadership related to policies and sector-wide approaches, promoting partner country discussions to establish common positions and promote agreements among partners. Country challenges include integrating civil society, identifying and responding to local needs and supporting effective leadership while strengthening local capacities.

- 2.5 In the presentation on the *Country Experience of Bolivia*, Fernando Jiménez Zeballos, Vice-Minister a.i. of Public Investment and External Finance of Bolivia, expressed that in his country, the guidelines provided by development aid agencies have been followed insofar as the application of economic policies and structural adjustments. In the 1990s, a reform framework was developed that promoted coordination among the donor community. Sizeable disbursements were achieved, but the results still did not reach those expected. Social indicators improved but are lower than other countries in the region, internal inequalities have become stronger and the objectives foreseen with donors were not fulfilled.
- 2.6 Bolivia's experience with education and institutional reform, and with budget support, highlighted the positive aspects achieved in relation to cost reduction and improvements in efficiency. However, it was noted that transaction costs continue to be high. In their view, commitments achieved in terms of international cooperation have not been enough as they relate to mutual responsibility.
- 2.7 This year's National Development Plan and challenges include the prioritization of procurement harmonization, the increase of mutual responsibility and the introduction of management by results.
- 2.8 Hugo Fernando Vargas Pazos, Consultant to the International Cooperation Committee of Guatemala's Planning and Programming Ministry, presented the *Country Experience of Guatemala*. This presentation emphasized the importance that alignment and harmonization processes must contribute to achieving the commitments established in the Guatemalan Peace Agreements and also the attainment of the Millennium Development Goals.
- 2.9 In 2004, the International Cooperation Policy strategy was developed to help provide the framework within which the government prioritizes its actions, establishes political and technical guidelines, competencies and responsibilities which allow for coordinating actions within government, and a work plan between the government and donors. The challenge for the Executive Branch is to strengthen national capacities and exercise leadership, applying a systematic use of the different instruments and methodologies developed, in order to provide transparency in government administrative processes; advance in defining the National Plan; and establish a commitment with donor agencies to support a work plan, which would include commitments and results in order to make donor aid more effective and thus have an increased impact on the country's economic and social development.
- 2.10 Mr. Ricardo Arias Brito, Vice-Minister of the Presidency of Honduras, presented the *Country Experience of Honduras*. He emphasized that during the last seven years a concerted effort has been made to develop national policies and strategies with the participation of civil society, donor agencies and private sector institutions. Lessons learned include: the importance of coordination between government and donors at the technical level; the need to adapt the Paris Declaration principles to particular country circumstances; and, that government leadership is key to the harmonization and alignment agenda. The main challenges for continued support of the harmonization and alignment agenda include: the need for greater coordination among donors at the municipal level for a successful

decentralization process, and support for results-based programmatic operations, which should include simplifying and coordinating loan conditionality.

- 2.11 The presentation on the *Country Experience of Peru* given by Roddy Rivas-Llosa, Manager of Programming and Policies, Peruvian Agency for International Cooperation, highlighted that Peru had just signed the Paris Declaration earlier this year, primarily because the country does not have a systematic approach for aid coordination. In Peru there are currently 3,000 projects in execution with excessive overlap of objectives and components. Additionally, donor aid is not reaching the poorest populations in Peru, as suggested by current data that only 40% of donor aid is channeled to the population below the poverty line. He also pointed to the need for stronger aid coordination within national institutions involved in this function.
- 2.12 América Bastidas, Technical Deputy Secretary of the Presidency for International Cooperation in the Dominican Republic, presented the *Country Experience of Dominican Republic*. This presentation indicated that some of the most relevant problems for aid effectiveness identified were: the fragmentation of official aid, with priorities established according to donor policies and strategies; excessive use of parallel executing units outside of donor agencies, usually managed by NGOs; insufficient project monitoring and evaluation; and minimal coordination between donors and government entities receiving aid. These problems have led to a review of the established agreements within the framework of international donor aid and further need to align donor programs with government priorities. Concrete actions resulting from this review include a unified IDB and WB Country Assistance Strategy, joint portfolio review missions of the IDB and the WB, and an alignment of the strategies of United Nations organizations with the national plan.
- 2.13 Barbara Scott of the Planning Institute of Jamaica presented the *Country Experience of Jamaica*. In 2002, Jamaica prepared a medium-term strategic framework for its work with the international donor community, with the objective of decreasing aid delivery transaction costs. Subsequently, a monitoring system was implemented to track the use of funds. In 2003, it was determined that a higher level of resources was required to support the implementation and use of national systems, though Jamaica was not able to obtain resources for this purpose from donors. With respect to alignment and harmonization there exists a wide gap between verbal commitments and actions, and therefore commitments are not reaching the needed targets. However, there has been a reduction in transaction costs, though this has taken a very long time. As such, it is important to secure commitments that will accelerate the rhythm of the actions requiring implementation for harmonization and alignment.
- 2.14 Conclusions and main highlights from the morning's sessions on country experiences were summarized as follows:

- a. Donor coordination and cooperation with a view toward harmonization and alignment actually started in Latin America in early 1998, with some earlier work carried out in 1994, but the most significant progress is noted after the year 2000, and particularly after the Rome Declaration.
- b. Proposals to advance in the area of harmonization and alignment are new in the Region and the results achieved to date differ greatly among countries. Nevertheless, given the Region's experiences, countries now know with greater clarity what it is they want to achieve in terms of the alignment and harmonization process.
- c. There is evidence of a significant strengthening of ownership and leadership in these processes, as well as of national and sector planning. There is a strong awareness of the need for national leadership in order to attain the Millennium Development Goals.
- d. It is important to promote the participation of civil society and other government branches through appropriate national planning tools and processes.
- e. All countries agree that it is important to increase alignment with national plans and policies and optimize the use of country mechanisms and procedures. Countries need to strengthen their capacities, particularly with respect to planning. Some of the countries have developed national systems which have been evaluated and certified, yet these systems are still not widely used by the donors.
- f. With respect to loan conditionality, some countries proposed that one set of conditionality be agreed-upon with donors for each country, which should be based on the commitments established through the government's plans and policies.
- g. ODA still continues to generate very high transaction costs for agencies and governments, excessive numbers of donor missions, technical cooperation donations which do not respond to country demands and numerous overlapping reports and analytical works.
- h. The LAC low- to middle-income countries include a significant proportion of the population living in extreme poverty; this should constitute a fundamental criterion for determining aid allocation.
- i. With respect to challenges faced by donors, many countries agreed that: (i) local offices do not have sufficient decision-making capacity; (ii) some countries would like to see more commitment by donor agencies to assume greater mutual responsibility; (iii) harmonization is often constructed around the projects and procedures of a particular donor agency and is often not in alignment with the countries' plans and strategies.
- j. The Millennium Development Goals can be achieved if all resources are applied toward a common strategy and these are used efficiently.

B. Panel Responses to Initial Presentations

2.15 As the first day's session moved into the afternoon, a panel was formed consisting of representatives of multilateral and bilateral organizations and partner countries including the IDB, World Bank, DFID, OECD/DAC, UNDP and delegates from Bolivia, Dominican Republic, Guatemala, Honduras and Nicaragua. The panelists presented their thoughts in response to the country experiences presented, which have been organized by subject for purposes of this report.

1. National/Regional/Local Priorities

2.16 Ownership continues to be focused at the country level, and little is being done with respect to local or subregional ownership, even though many donors are working with local governments, or other branches of government not included in the harmonization and alignment process.

2. Middle-Income Countries

2.17 Differing concerns were presented with respect to official aid for development not adequately reaching middle-income countries (MICs)(as mentioned by Peru and Uruguay). Some panelists stated that for many donors it is difficult to maintain steady support for MICs, while lending agencies place great importance on national program harmonization. Support to MICs should be focused more on knowledge transfer that could help lower income countries. MICs need other types of support, more loan flexibility, and strategies to develop a needs-based project pipeline for the next several years.

3. Social Participation

2.18 The differing opinions and contributions of the panelists indicated that this area requires more in-depth analysis by each partner country. National plans are basically government plans, while civil society participation and involvement are very limited. National plans must include civil society and municipal-level participation. One way in which civil society contributes to alignment and harmonization is through social auditing, which is the mechanism that allows citizens to participate in the decision-making process, thereby making aid more effective and generating commitments from the targeted population. Civil society is interested in watching over the use of technical cooperation funds, particularly those used for international consultants. Although NGOs work closely with civil society in many capacities, this function is ultimately the responsibility of civil society.

4. Conditionality

2.19 The results obtained thus far with respect to the Millennium Development Goals still leave much to be done. One factor mentioned by country representatives which was identified as affecting the attainment of the MDGs is aid conditionality, given the countries' evidence that packages of tied aid with conditionality make it is very difficult to effectively and efficiently manage resources. According to some, conditionality limits interaction with the private sector and commits

countries to meet external procedures, thereby weakening institutionalized systems. Public investment is also needed locally to achieve sustainable economic development.

5. Harmonization and Alignment

- 2.20 Alignment should also be internal within country institutions as this is a necessary requirement for working with clear objectives. In this regard, countries and donors must apply similar criteria in all countries. For example, as indicated by their representatives, Nicaragua receives budget support, but Bolivia does not.

6. Procedures

- 2.21 Panelists as well as Workshop participants agreed that donor procedures have high transaction costs. There have been numerous attempts at harmonization, but with limited success. Some countries have procedures which have been evaluated and certified, yet these systems are not widely used by the donors. Other countries have conducted joint reviews of the role of the Comptroller's Office or of the national procurement system in order to strengthen institutional capacities, but many requirements still limit the possibilities for effectively making the necessary changes.
- 2.22 Participants discussed in depth the need to identify the criteria used by donors to assess national country procedures. They enquired if there are country strategies and donor agency action plans that would guarantee the use of national procedures, and questioned what could be done to understand the evaluation criteria for the use of country systems. In addition, they highlighted the importance of defining the mechanisms and minimal requirements for the use of national procedures.

7. Procurement

- 2.23 One panel member mentioned that OECD has a procurement guideline. This is a tool for evaluating the national system requirements that each country must apply with its development partners. It was indicated that this evaluation tool is currently not being applied.

C. Thematic Group Presentations

- 2.24 Participants divided into one of five groups according to their personal interests, to discuss topics that had been defined and agreed-upon prior to the Workshop. Presentations were offered by designated speakers, and each group was facilitated by a Moderator and a Rapporteur.

1. Group 1: Ownership, Alignment, Conditionality and Co-Responsibility: Donor Challenges and Constraints

- 2.25 This working group emphasized the need to promote systematic allocation and registration of official development aid (ODA); progressively reduce the percentage of tied aid; and promote the decentralization of decision-making capacity of donor agencies local offices. With respect to budgeted ODA, it recommended the need to agree upon one common matrix of actions and indicators

that should be based on national development plans and sectoral policies in consultation with all stakeholders.

2. Group 2: Alignment and Harmonization: Programmatic Approaches

- 2.26 The programmatic-based approach is an efficient and effective strategy with sufficient flexibility to achieve concrete results towards reducing poverty and inequality. Taking into consideration the real possibilities and institutional conditions of each country, the programmatic-based approach may be integrated, regional, multi-sectoral, or cut across sectors, and include participatory processes for planning, monitoring and evaluating so as to ensure sustainability.
- 2.27 Partner countries committed to working on programmatic approaches and identifying (during 2007) the sectors with the best existing conditions to adopt this type of approach. This includes the strengthening of those priority areas already identified as appropriate for programmatic-based lending.

3. Group 3: Alignment and Harmonization: Policies for Procurement of Goods and Services and Use of National Systems

- 2.28 This working group concluded that governments would be able to function with an integrated management plan for ODA when alignment is completed with national procedures. Concrete steps must be taken to create an action plan that will strengthen the public management and procurement systems of LAC partner countries, as well as to adapt norms and standards of principal donors in order to achieve alignment with national procedures.
- 2.29 The group recommended that the OECD/DAC convene a meeting within the next four months to discuss evaluation of procurement systems and indicators, including the evaluation tool developed by OECD/DAC and the Joint Venture on Procurement, as well as the critical paths to follow for donors to adopt the use of national systems. They suggested that country technical staff of partner countries and donor agencies participate in this meeting.

4. Group 4: Management for Results: Collaborative Results-Based Assistance Strategies, Construction of Results-Based Systems and Support Systems

- 2.30 Management for results requires the development and strengthening of public sector institutional capacity (development of national strategies within a budget framework, definition of mutually agreed-upon goals which can be monitored and evaluated, a public investment system clearly linked to the national strategy and goals and personnel training among others) and clear accountability mechanisms between governments and their citizens, close coordination with global medium and long-term goals such as the Development Millennium Goals, and donor harmonization and alignment for a results-based approach. Here, the IDB's experience with PRODEV was cited as a best practice.

5. Group 5: Official Aid to Development and Consultative Groups: Seeking Real Commitment with Change, Moving Towards Resources and Results. South – South Cooperation.

- 2.31 This working group determined that countries do have strategic frameworks, development plans, strategy guidelines, that consider country specific characteristics, including vulnerabilities. These respond to socioeconomic needs and priorities for integral development and an increase in investment to support employment growth. Donors must be aligned with these strategies particularly at the start-up of new governments. Donor aid is a complement that supports country development strategies and actions but cannot solve the problems of poverty and guarantee development.
- 2.32 Civil society must participate in the preparation, execution and monitoring process of the Consultative Group and other mechanisms, and help promote transparency.
- 2.33 The importance of South-South cooperation was highlighted and can be supported through horizontal cooperation, or triangular cooperation to support regional projects.

D. Other Matters

- 2.34 The Organization of American States (OAS) Representative in Bolivia stated that the country work of Inter-American Agencies was important to the Region, and there requested that they be considered as an official participants of the harmonization and alignment process. Specifically he indicated that, “considering that the alignment and harmonization process is an inclusive process, it is recommended that Inter-American Cooperation Agencies be directly involved in the upcoming regional planning stages, since they are active partners in Latin American and the Caribbean technical cooperation”.

E. Closing Remarks

- 2.35 Prior to closing, Fernando Jiménez Zeballos of Bolivia read the Declaration of Santa Cruz for the information of all participants.
- 2.36 The IDB expressed its gratitude to the host country for its hospitality and organization of the event and concluded that the workshop would produce two important documents to help identify and guide specific future actions (e.g. the Final Report and the Declaration).
- 2.37 The Government of Bolivia expressed its gratitude to participants and considered that the Regional Workshop had facilitated the assessment and provided recommendations for LAC in terms of alignment and harmonization. The Workshop stimulated the analysis of positive experiences, the establishment of agreements in light of the Paris Declaration, the promotion of effective donor alignment, harmonization and alignment implementation, and the design of further mechanisms to support the Paris Declaration.

A N N E X I

The Santa Cruz Declaration on Monitoring the Fulfillment of Paris Declaration Commitments

Representatives of Latin American and Caribbean countries, partners in development supporting the region - both having adhered to the Paris Declaration - Latin American and Caribbean countries invited as observers, and civil society organizations, have gathered together at the Regional Workshop for Harmonization and Alignment in Latin America and the Caribbean: Exercising Leadership to Accelerate Change, in Santa Cruz, Bolivia, on October 9, 10 and 11, 2006, for the purpose of monitoring the fulfillment of the commitments undertaken through the Paris Declaration.

The results and agreements reached at this meeting are summarized in the last paragraph of the Declaration and will be discussed at the High Level Forum III on Aid Development Effectiveness to be held in Ghana in 2008.

We acknowledge the effort undertaken by the countries of Bolivia, Dominican Republic, Guatemala, Honduras, Nicaragua and Peru during their meeting held in Managua on August 30 and 31, 2006, the results of which are summarized in a separate agreed-upon declaration and document, and consider this an important input defining the position of these beneficiary countries advancing towards the alignment and harmonization with respect to cooperation.

During the Workshop we heard about the progress made on the process of Alignment and Harmonization at the country level, lessons learned and challenges. Although we believe there has been significant progress, we still consider there is much work to be done.

We also point out the need to consider and include in the harmonization and alignment process, the specific factors and variables of each country.

We highlight the importance of developing a cooperation policy that integrates the efforts of all Latin American and Caribbean countries, including those classified as medium-income countries, in sustainability of human development and in achievement of Millennium Development Goals.

The countries participating as observers in the Forum express their commitment to the Paris Declaration proposals and their intention to improve the effectiveness and impact of official aid for development.

As a result of the dialogue sustained in Santa Cruz, Bolivia, we have advanced in the study and conclusion of our commitments and we agree to:

- Continue to plan and implement concrete actions on harmonization and alignment, together with their respective monitoring and evaluation mechanisms.
- Prior to the High Level Forum III, conduct an evaluation of the observance of the agreements reached in this Workshop for Regional Harmonization and Alignment, in

coordination with the rest of the processes monitoring and evaluating the Paris Declaration.

Ownership, Alignment, Harmonization and Conditionality

Mutual Commitments

- Promote the allocation and registration of financial and technical resources for the official aid for development (OAD) through an official instance with the described function.
- Promote mechanisms that improve information quality and consistency of all OAD received by partner countries.
- Conduct the negotiations of conditionality through an official instance and line personnel.
- Review management and financial approval procedures of partner countries and development partners, for the purpose of reducing the time and cost of transactions.
- Agree on a unique matrix of indicators and actions for budget support, developed in consultation with other parties involved and based on national plans.
- Coordinate the cycles, reports, programming, supervision and monitoring indicators of partners in development, centralizing in governments the schedule and coordination of missions.
- Establish mutual responsibility with respect to the creation of local capacities, through the reduction of parallel units and adequate reallocation of resources.

Commitments of Partner Countries

- Elaborate medium and long-term programming, national and sector development strategies, with institutional strengthening and public participation.

Commitments of Partners in Development

- Promote the reduction of tied aid, understood as procurement and technical assistance from a specific origin, achieving a total reduction in the medium-term.
- Promote delegation to local representations of cooperation agencies in the decision-making process.

Implementation of the Programmatic-Based Approach (PBA)

The PBA is an effective and efficient strategy with sufficient flexibility to achieve concrete results for poverty and inequality reduction in country development.

The PBA should have the best characteristics suitable for the development strategy of the beneficiary country. To the extent of each country's institutional possibilities and conditions, the PBA shall be an overall, territorial, multisectoral, transectoral or sectoral approach. The PBA shall include participative planning, monitoring, and evaluation processes, looking always for sustainability.

Mutual Commitments

- Continue to work in Programmatic-Based Approach.
- Identify and strengthen priority areas to initiate processes with PBA.
- Include both in country development plans and cooperation strategies for development, concrete actions and goals with respect to alignment and harmonization that express the commitments towards achieving objectives.

Commitments of Partners in Development

- Identify new areas in 2007 where the best conditions exist to adopt this type of approach.

Use of National Systems

Donors and partner countries recognize the importance and need to continue with the strengthening process in the use of national systems.

Mutual Commitments

- Disseminate the Paris Declaration commitments referred to in the OECD/DAC base indicators system among the persons in charge of local systems, as well as conducting a discussion on the methodology proposal and its validation.
- Define a road in each country to progressively use national systems.

Commitments of partners in development

- Incorporate to institutional strengthening plans the necessary action to strengthen the systems and staff skills in order to have available transparent and expedite/responsive procedures.

Managing for Results

Given the complexity in the application of management for results, the countries need to strengthen their organization and technological capacities by strengthening their information, planning, budget, monitoring and evaluation systems.

Commitments of Partners in Development

- Present their initiative to advance in the establishment of a relationship/link among national development plans and annual and multi-annual budgets.
- Advance towards managing for results within a framework of priorities with respect to institutional strengthening and development plans.
- Support the capacity strengthening of partner countries through technical and financial cooperation for the implementation of management for results.

Consultative Groups and South-South Cooperation

The mechanisms related to international cooperation among consultative groups are the scenario where governments present their development plans, strategic guidelines and others, in order to achieve international cooperation alignment.

Mutual Commitments

- Promote national policies and plans that foster efficiency and effectiveness in public management through capacity building and align the OAD of partners in development to these plans.
- Look for the mechanisms to strengthen the South-South cooperation.

Commitments of Partners in Development

- Have available strategic guidelines and concrete objectives, measurable indicators and development goals.
- Establish a monitoring process that measures national plans and the fulfillment of international cooperation financial commitments.
- Promote civil society participation in the preparation, execution and monitoring of national plans, fostering transparency.
- Align to the strategic plans and guidelines at the beginning of government periods.

H&A	Harmonization and Alignment
Partner Country	Country receiving official development aid
Country or agency joining the Paris Declaration	Country, receiving or cooperating, and cooperation agencies officially joining the Paris Declaration
Partner in development	Cooperation agency or country