

**DEVELOPMENT CO-OPERATION DIRECTORATE  
DEVELOPMENT ASSISTANCE COMMITTEE**

**Working Party on Aid Effectiveness and Donor Practices**

**COMPENDIUM OF DONOR REPORTS ON DISSEMINATING THE PARIS DECLARATION**

**Summary of trends and individual reports**

*This document is divided into two parts:*

- *Part I: Summary of trends emerging from donor reporting on dissemination of the Paris Declaration [DCD/DAC(2006)60] submitted to the DAC senior level meeting in December 2006; and*
- *Part II: Updated version of individual donor reports that was originally issued in July 2006 [DCD/DAC/EFF(2006)7]*

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**JT03221569**

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**COMPENDIUM OF DONOR REPORTS  
ON DISSEMINATING THE PARIS DECLARATION**

**PART I**

**SUMMARY OF EMERGING TRENDS**

## COMPENDIUM OF DONOR REPORTS ON DISSEMINATING THE PARIS DECLARATION

### SUMMARY OF EMERGING TRENDS

#### INTRODUCTION

1. This note summarises emerging trends from the individual reports submitted by donors on their actions to disseminate the Paris Declaration (PD). All 23 DAC Members and multilateral organisations<sup>1</sup> participating in the Working Party on Aid Effectiveness have submitted a “one-page” report. The individual reports are compiled in Part II of this document and are posted on the OECD website [www.oecd.org/dac/effectiveness](http://www.oecd.org/dac/effectiveness)

2. The Compendium is part of the WP-EFF communication strategy [DCD/DAC/EFF(2006)6] which aims to support and accelerate outreach towards the broad range of development practitioners who are in charge of PD implementation. The Compendium provides a source of information/good practice for donors and a reference for partners in dealing with local donor representatives.

3. Major findings are organised around the following four broad set of issues which were provided in the indicative checklist for reporting (see Annex 1).

#### I. POLITICAL COMMITMENT

4. Most members (two-third) report that their Ministers (Foreign Affairs or Development Co-operation) have included references to the Paris Declaration as a strategic priority in official statements. In a few -- yet significant cases -- national parliaments have been informed of efforts to implement the Paris Declaration (5 members). Similarly, implementation challenges and progress are regularly reported to the MDB Boards of Directors. High-level policy statements have been followed through with actions to develop implementation plans and in many cases revision of internal guidelines.

##### a) Action Plan on implementing the Paris Declaration

5. Following the 2<sup>nd</sup> High Level Forum, an overwhelming majority of DAC members have taken the immediate steps of translating the Paris Declaration commitments into an operational Action Plan<sup>2</sup>. As of November 2006, 16 DAC Members have adopted an Action Plan. This includes members which are abiding by the Joint Nordic Plus Action Plan<sup>3</sup>. Three additional members, which do not claim to have an Action Plan as such, have, however, firmly embedded the principles of harmonisation, alignment and results in their aid strategies and policies. The remaining four members have indicated their intention to have an Action Plan ready by end-2006, although the timeline is not likely to be met by all. On the multilateral side, the UNDG/UNDP and the MDBs have all but one developed a comprehensive implementation plan<sup>4</sup>.

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1 The multilateral organisations include: World Bank, African Development Bank, Asian Development Bank, Inter-American Development Bank, IMF and UNDG/UNDP. (See also footnote 4)

2 In line with the Paris Declaration (§-32): *Donors commit to implement the action plans that they have developed as part of the follow-up to the Rome HLF.*

3 The joint Nordic Plus Action Plan which is updated twice a year was adopted by six members: Denmark, Finland, Ireland, Netherlands, Norway, Sweden and the United Kingdom. Among them, 3 members have developed their own national Action Plan, 1 member projects to do so by end-2006 and the other 2 members do not mention having a national Action Plan.

4 The IMF supports the Paris Declaration and works within its mandate to promote implementation. However, since the IMF is not a donor, it is not included in this table. The UNDG has developed an Action Plan and the UNDP has a framework for PD implementation, but in the table the UN is treated as a single entity.

ACTION PLANS ON IMPLEMENTING THE PARIS DECLARATION				
STATUS	DAC MEMBERS	PERCENT	MULTILATERAL ORGANISATIONS 2	PERCENT
Under implementation	16	83%	4	80%
Embedded in strategies and policies	3			
Planned	4	17%	1	20%

6. Given the limits of the self-reporting exercise based on factual reporting by aid agencies, it is not possible to assess the contents of the Action Plans or their impact on country programmes, aid modalities or staff performance. However, beyond demonstrating political commitment and stimulating implementation, the Action Plans are likely to provide a valuable tool for monitoring and assessing progress including through DAC Peer Reviews.

#### b) Updated guidelines and directives

7. In support of their Action Plans, a number of DAC members -- about one-third -- have gone a step further and updated internal guidelines and operational directives to fulfil selected PD commitments. These cover for instance programme-based approaches, complementarity and delegated co-operation. Collaborating through the joint MDB technical working groups, the Multilateral Development Banks have made major progress in revising their guidelines in the key areas of public financial management, procurement, and results-based approaches. The PD commitments have also been included in the UNDP aid management manual.

## II. DISSEMINATION WITHIN AID AGENCIES: HEADQUARTERS AND FIELD OFFICES

8. All respondents confirm that they have disseminated the Paris Declaration broadly within their organisation, notably from headquarters to in-country missions. In most cases, dissemination has been supported by briefings for headquarter staff and special sessions for Heads of Missions and Ambassadors. Most members have also conducted specific training at headquarters and for new postings to field offices. In addition, Members have been quite systematic in circulating good practice documents and posting reference documents on their intranet websites.

STAFF BRIEFING AND TRAINING ON THE PARIS DECLARATION				
	DAC MEMBERS	%	MULTILATERAL ORGANISATIONS	%
Staff briefings	21	91%	5	100%
Briefings for Heads of Missions and Ambassadors	20	87%	--	--
Staff training	16	70%	3	60%

#### a) Staff briefings

9. As shown above, briefings on the Paris Declaration were systematically organised in almost all aid agencies predominantly at headquarters. The special sessions organised as part of regular meetings of Heads of Missions and Ambassadors have been the privileged channel for reaching out to field offices. In May 2006, the launch of the Monitoring Survey triggered a surge in communications from Headquarters to field offices. About a third of DAC members report having provided specific instructions and guidance to their field missions engaging them to participate in the exercise<sup>5</sup>. The UN Resident Co-ordinators and World Bank country offices have played an essential catalytic role in mobilising support at country level. Nevertheless, in spite of these efforts, partner countries participating in WP-EFF have expressed concern over a perceived lack of responsiveness in local donor missions to enforce PD commitments.

<sup>5</sup>. Several members, however, who are otherwise actively engaged seem to have omitted mention of such initiatives. This may indicate under-reporting of headquarter support in this regard.

**b) Training on the Paris Declaration**

10. A majority of Members have conducted training courses on the Paris Declaration. Those who have not (about 30 %) indicate intentions to engage in training pending, for some, completion of their Action Plan. Several donors participate in the “Joint train4development”<sup>6</sup> network which provides training on aid related issues: the Paris Declaration and aid effectiveness have been included in the curricula for aid agency staff, diplomats and staff of international organisations. Some members have also made their training compulsory for managers and relevant staff. Finally, in some agencies, advanced training is provided with specialised courses e.g. on public financial management, budget support and SWAPS.

**c) Dissemination of good practice documents and use of websites**

11. To facilitate PD implementation, aid agencies circulate the DAC Reference documents on Harmonising Donor Practices for Effective Aid Delivery (Vol. 1,2 and 3) as a standard practice. Some Members indicate in particular wide interest and demand for two recent documents: the Joint Evaluation of General Budget Support and the Sourcebook on Managing for Development Results, which provide highly valued references for adapting policies and practices in core areas of the aid effectiveness agenda.

12. In addition, members make wide use of their intranet website to communicate information on the Paris Declaration and create links with relevant publications. The World Bank ([www.aidharmonization.org](http://www.aidharmonization.org)) and the OECD ([www.oecd.org/dac/effectiveness](http://www.oecd.org/dac/effectiveness)) websites are also continually updated to share analytical work and good practice for use by the international community.

**III. DISSEMINATION IN INTERNATIONAL FORA**

13. Several members report that they consistently mention the Paris Declaration in high level consultations with the international financial institutions and the UN specialised agencies including in the larger framework for a UN system wide coherence. On the European side many are active in the EU/EC which takes a leading role in promoting the Paris agenda and in fostering common approaches particularly with regard to delegated co-operation, joint financial arrangements, Joint Assistance Strategies, complementarity and joint staff training. The Nordic Plus Group similarly plays an important role to move the agenda forward with concrete actions. It is also reported that the engagement with other donors like the US and Japan is increasing. Dissemination is also pursued with partner countries through regional workshops and with NGOs through national consultations.

**a) Regional workshops**

14. The workshops in Asia, Africa and Latin America jointly sponsored by the MDBs, UNDP, OECD and volunteer bilateral members have contributed to disseminate the Paris Declaration to those countries which have not yet endorsed it and to share cross-country experiences with countries already on board. Key messages are conveyed in the document *Regional Workshops on the Paris Declaration* [DCD/DAC(2006)59].

**b) Outreach to NGOs**

15. Six DAC Members report having organised specific consultations with civil society organisations on the Paris Declaration to share understanding of the commitments and work in concert for better implementation results. An international dialogue with NGOs is planned in March 2007 in the context of the next WP-EFF meeting to review PD implementation and emerging issues for the Accra HLF.

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<sup>6</sup> [www.train4dev.net](http://www.train4dev.net)

#### IV. ORGANISATIONAL SUPPORT

16. Action Plans have often been formulated by cross-agency working groups bringing together policy and operational staff as well as through inter-agency co-operation between Ministries and executing agencies. Where responsibility for development co-operation is shared between the Ministry and implementing agencies, specific units, divisions or departments have been assigned responsibility for aid effectiveness in both sets of institutions. This seems to indicate efforts to strengthen internal co-ordination on aid effectiveness. About half of the members (who reported on this issue) rely on specialised units to promote the Paris agenda and the other half places a stronger focus on mainstreaming responsibility throughout their agency. The two approaches are by no means seen as being mutually exclusive.

ORGANISATIONAL SUPPORT				
	DAC MEMBERS	%	MULTILATERAL ORGANISATIONS	%
Aid effectiveness unit	9	56%	5	100%
Focus on mainstreaming	7	43 %		
Total of respondents	16/23		5	
No reply	7			

##### a) Aid effectiveness units

17. All respondents have at least a focal point for aid effectiveness, but staffing varies greatly and is largely dependent on the agency size and degree of decentralisation. Several members indicate having specially created a new unit after adoption of the Paris Declaration in order to deal with the rather broad and complex process of change that it implies. The larger divisions/departments combine responsibilities for shaping policies on aid effectiveness, providing advisory services to other departments, and monitoring progress in implementing Action Plans. This is the case in particular for the MDBs.

##### b) Mainstreaming responsibility for aid effectiveness

18. Given that the aid effectiveness agenda is bound to affect development co-operation in many ways and will require major changes in delivering aid, close to half the respondents report efforts to mainstream responsibility throughout their Ministry/Agency/Embassy. The objective is to ensure that PD implementation becomes the responsibility of every staff member involved in development co-operation, supported by a central policy unit. The issue of institutional incentives, which was not flagged in the indicative checklist for reporting, is not spontaneously raised by members in this context.

##### c) Decentralisation to field offices

19. The Paris Declaration emphasizes that implementation should take place at country level. However, only 30 % of respondents address the issue of decentralisation. Among them, two members report that their administration being decentralised, local representations are in charge: they take aid effectiveness forward and promote the Paris principles in local aid co-ordination groups. Two members are moving towards greater devolution of authority with regard to aid effectiveness while retaining strategic policy and priority setting at headquarters. Two others admit difficulties in proceeding with decentralisation. In most MDBs, field offices are being increasingly involved in advancing the Paris agenda at country level.

#### CONCLUSION

20. Taken together the multiple dissemination initiatives described above amount to an impressive level of mobilisation in the donor community to promote understanding of the international commitments set out in the Paris Declaration. However, as shown in the Monitoring Survey and messages from the regional workshops, much remains to be done in terms of implementation. At mid-point between the Paris HLF-2 and the Accra HLF-3, the challenge ahead is to move beyond widespread dissemination to systematic implementation. This will require a broad range of actions -- largely identified in Action Plans -- to reform policies and change behaviour.

## **INDICATIVE CHECKLIST FOR DONOR REPORTING ON DISSEMINATION OF THE PARIS DECLARATION**

The following checklist is offered as an indicative guide to facilitate reporting on dissemination initiatives taken by your aid agency to sensitise headquarter and field level staff about the Paris Declaration and encourage its implementation in partner countries.

The notion of a “one-pager” sets the limits of reporting in terms of length and points to an exercise that should be concise and straightforward. However, you may expand as you deem appropriate. Under each rubric you are invited to provide brief comments for instance on expected outcome, extent of coverage (geographic, institutional, staff levels), assessment of impact, good practice examples, specific challenges and follow-up.

### **1. POLITICAL COMMITMENT**

- High level policy statement, adoption of aid effectiveness as a strategic priority
- Action Plan on implementing the Paris Declaration
- Report to Parliament, President, Minister, Executive Board

### **2. COMMUNICATION/DISSEMINATION WITHIN AID AGENCIES (HEADQUARTERS AND COUNTRY LEVEL)**

- Dissemination of the above messages, operational directives and instructions from senior management to headquarter staff (policy and operations) and field missions in partner countries
- Specific briefings at headquarters for Heads of Missions and Ambassadors.
- Dissemination of reference documents on aid effectiveness<sup>7</sup>
- Developing guidelines, reference papers, communication tools, web-sites etc.
- Organisation of staff training: staff/consultants (including locally recruited); ad hoc/ systematic; mandatory/voluntary; joint training with other donors.

### **3. COMMUNICATION/DISSEMINATION IN INTERNATIONAL FORA**

- Organizing, sponsoring special sessions on the Paris Declaration in international fora (e.g.UN, MDBs, EU); regional/local workshops, thematic conferences (e.g. health, education, global funds, humanitarian aid); meetings with NGOs
- Examples of high impact initiatives to raise the profile of harmonisation/alignment in policy dialogue with partner countries, for example in bilateral consultations, local aid co-ordination groups, sector groups, Consultative Groups/Round Tables
- Other efforts, experience-sharing mechanisms, networks, etc.

### **4. ORGANIZATIONAL SUPPORT**

- Department/team/network specifically focusing on aid effectiveness agenda and dissemination (number and level of staff; budget)
- Decentralisation of dissemination responsibilities to local representatives

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<sup>7</sup> DAC Reference Document on Harmonising Donor Practices for Effective Aid Delivery (Volumes 1, 2 & 3) and other relevant documents

**COMPENDIUM OF DONOR REPORTS  
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**PART II**

**INDIVIDUAL DONOR REPORTS**

# AUSTRALIA

## 1. POLITICAL COMMITMENT AND ORGANIZATIONAL SUPPORT

The Australian Government's White Paper on Australian Aid, released on 26 April 2006, provides a framework to direct the delivery of Australia's aid over the next 10 years. It outlines how Australia will approach its goal of doubling aid volume by 2010 to A\$4 billion. The White Paper will move the aid program towards a greater performance orientation and a greater emphasis on effectiveness.

In line with Australia's support for the Paris Declaration, it outlines a range of measures to further strengthen the effectiveness of Australian aid, including:

- Closer partnerships with partner countries, through the delivery of aid using partner country's procurement and financial management systems where possible, and with other donors, including through joint analytical work, coordinated provision of assistance and delegated cooperation
- Full untying of Australian aid, effective immediately
- Increased use of incentive-based funding to encourage improved partner performance (over time, allocating up to 10% of the aid program on the basis of performance)
- The development of whole-of-government country strategies for major partner countries, in order to maximise the impact and coherence of Australia's aid effort
- Development of an enhanced strategy to help regional governments combat corruption.
- Strengthening evaluation and lessons learned functions.

The Government's commitment to improving the effectiveness of aid is reflected in the establishment of an Office of Development Effectiveness (ODE), which will have a key role in reinforcing the effectiveness agenda at all levels. The ODE will monitor and evaluate the quality and impact of key interventions across the range of Australian agencies involved in delivering ODA-funded programs. The ODE will be responsible for publishing an Annual Review of Development Effectiveness, which will be integrated into the budget process. The ODE will report to the AusAID Director General, and guidance for the ODE will be provided by a Deputy Secretary level Development Effectiveness Steering Committee. The Office will also provide advice to the government on major country strategies and on ODA-related cabinet submissions.

## 2/3. DISSEMINATION WITHIN AID AGENCIES (HEADQUARTERS AND COUNTRY LEVEL) AND IN INTERNATIONAL FORA

In terms of communication of the aid effectiveness agenda, the White Paper was informed by an extensive consultation process conducted within Australia and overseas. Following the release of the White Paper, there have been a number of briefings for staff on new directions and effectiveness measures for the aid program. These have included branch by branch briefings for all staff in Canberra, and a series of 'roadshow' briefings for field office staff, both Australian and locally engaged. Joint analytical work such as the GBS evaluation report have been disseminated to staff within the agency for discussion, given the valuable lessons it has for future programs. Regarding monitoring of the Paris Declaration, effort has focused so far on field offices in the partner countries who are participating in the 2006 monitoring survey. For the general public, a series of 'town hall' meetings on the aid program is currently being held in state capitals, led by the Parliamentary Secretary to the Minister for Foreign Affairs.

For the immediate future, next steps include:

- Designing and implementing improvements to the performance framework for the aid program, to allow progress on effectiveness to be measured;
- Production of the first Annual Report on Development Effectiveness in September 2006;
- Establishment of effective contacts between ODE and international partners (including DAC WP and Evalunet) to ensure sharing of lessons learned/ best practice.

# AUSTRIA

Austrian Development Cooperation (ADC) welcomes the start of reporting on the progress of the dissemination and implementation process of the PD from a donor's perspective. It is hoped that ADC can contribute to the upcoming discussion focusing on an overall assessment of results, likely gaps, best practices and additional support needed to enhance the implementation process.

The one - page format worked out for that purpose is supportive, provides an overview and leaves room for necessary questions.

## 1. POLITICAL COMMITMENT

### **High level policy statement, adoption of aid effectiveness as a strategic priority**

ADC has prepared the aid effectiveness statement on behalf of the Minister for Foreign Affairs. The "Paris Principles" are being implemented on basis of a joint Action Plan worked out jointly by the Ministry for Foreign Affairs (MFA) and the Austrian Development Agency (ADA). Principles of the PD have been fully integrated into strategic policy papers (Three Year Programme 2005-2008, thematic policies, etc) in order to guide ADC development policy.

(see also under "*examples of high impact initiatives*");

### **Action Plan on implementing the Paris Declaration**

The Austrian Action Plan 2005 – 2008 is based on the partnership commitments and the twelve indicators. It serves as entry point for new country programmes with partner countries and for future cooperation with multilateral organisations. The attached Matrix is an oversight tool, listing ADC's efforts to enhance aid effectiveness in line with PD indicators based on concrete (joint) programmes in a particular context (country, region, area).

### **Report to Parliament, President, Minister, Executive Board**

Progress reports (at 2 years interval) to Parliament and other stakeholders will combine self reporting progress reports from DAC and (mutual) reviews of respective partner countries. The Minister and the Board of ADA will be kept informed on a regular basis.

## 2. DISSEMINATION WITHIN AID AGENCIES (HEADQUARTERS AND COUNTRY LEVEL)

### **Dissemination of the above messages, operational directives and instructions from senior management to headquarter staff (policy and operations) and field missions in partner countries**

The Austrian Action Plan (plus PD) was disseminated widely; guidelines concerning field mission participation, coordination efforts in the fields, or joint M&E reporting exercises, are not yet ready. (A formalised network of focal points/coordinators still needs to be appointed).

### **Specific briefings at headquarters for Heads of Missions and Ambassadors**

Briefing sessions and written information packages were provided particularly during the introduction phase of the monitoring process.

### **Dissemination of reference documents on aid effectiveness**

The recently adopted EU council conclusions on Financing for Development and Aid Effectiveness: Delivering more, better and faster and related documents were disseminated widely.

The respective Austrian position was elaborated on the basis of an internal consultation process including coordination offices in partner countries. Dissemination of other reference documents like the "Source Book" will follow once they are available.

**Developing guidelines, reference papers, communication tools, web-sites, etc.**

Under consideration is the installation of a special aid effectiveness/PD implementation link on our MFA website.

**Organisation of staff training: staff/consultants (including locally recruited); ad hoc/ systematic; mandatory/voluntary; joint training with other donors.**

Under the given circumstances, a comparatively “light” administration like ADC cannot (yet) provide high quality training on a regular basis. In order to foster the internal process, a one day training programme for all Heads of Coordination Offices is planned to take place in September back to back with ADCs annual internal coordination conference. The training will focus on all 5 principles and how to reach concrete results on a country resp. programme basis, as well as on the necessary changes and follow up ADC will have to undertake.

**3. COMMUNICATION/DISSEMINATION IN INTERNATIONAL FORA**

**Organizing, sponsoring special sessions on the Paris Declaration in international fora (e.g. UN, MDBs, EU); regional/local workshops, thematic conferences (e.g. health, education, global funds, humanitarian aid); meetings with NGOs**

In autumn 2005 Austria organised a seminar on the PD for smaller “old” and “new” donors in Vienna; An EU internal seminar on Co-financing and Complementarity, organised in cooperation with the Commission, is planned in June 2006.

**Examples of high impact initiatives to raise the profile of harmonisation/ alignment in policy dialogue with partner countries, for example in bilateral consultations, local aid co-ordination groups, sector groups, Consultative Groups/Round Tables**

In the margins of the EU-LAC Summit in May 2006 in Vienna, Austria hosted for the first time an International Forum on ‘Harmonisation and Alignment in Regional Cooperation in Central America’. The Forum was prepared and organised by SICA, the “Central American Integration System”, and the participation of all SICA members (except for Belize) was a strong signal of ownership.

**Other efforts, experience-sharing mechanisms, networks, etc.**

A Water Sector Policy Workshop to discuss the role of smaller donors in light of H&A efforts will be organised in Vienna on 15th-16th June, 2006.

**4. ORGANIZATIONAL SUPPORT**

**Department/team/network specifically focusing on aid effectiveness agenda and dissemination (number and level of staff; budget)**

One person (coordinator) in the Ministry and one person at ADA; during the period of Austria’s EU presidency, one additional person was seconded by the EC.

**Decentralisation of dissemination responsibilities to local representatives**

Not yet.

# BELGIUM

## 1. POLITICAL COMMITMENT

### **High level policy statement, adoption of aid effectiveness as a strategic priority Action Plan on implementing the Paris Declaration**

Two test missions in Vietnam and Mali focusing on the H&A of the Belgian aid have been carried out. An H&A action plan is programmed for the end of this year.

### **Report to Parliament, President, Minister, Executive Board**

The administration is thinking to organize an information sessions where people of other ministries (fin., budget, audit), NGO's, Parliament would be briefed of the new development paradigm and the H&A-agenda.

## 2. DISSEMINATION WITHIN AID AGENCIES (HEADQUARTERS AND COUNTRY LEVEL)

### **Dissemination of the above messages, operational directives and instructions from senior management to headquarter staff (policy and operations) and field missions in partner countries**

Dissemination of the text of the "Paris declaration" within the Belgian donor institutes is extensive. Training has to follow when the Belgian H&A-plan will be ready.

### **Specific briefings at headquarters for Heads of Missions and Ambassadors.**

Next September H&A will be discussed for the 3th time with all development attachés in the embassies.

### **Dissemination of reference documents on aid effectiveness<sup>8</sup>**

All DAC-WP-Eff monitoring guidelines will be sent to all the embassies concerned on May 15th.

### **Developing guidelines, reference papers, communication tools, web-sites etc.**

The DAC monitoring guidelines are translated into the Belgian directives and will be disseminated together with special directives for the monitoring of the PD on May 15th.

## 3. COMMUNICATION/DISSEMINATION IN INTERNATIONAL FORA

### **Organizing, sponsoring special sessions on the Paris Declaration in international fora (e.g.UN, MDBs, EU); regional/local workshops, thematic conferences (e.g. health, education, global funds, humanitarian aid); meetings with NGOs**

In principal all official (Commission mixte) contacts with country partners enclose a special section on H&A

## 4. ORGANIZATIONAL SUPPORT

### **Decentralisation of dissemination responsibilities to local representatives**

The decentralisation problem is one of the delicate discussion points in the preparation of the Belgian H&A-plan.

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<sup>8</sup> DAC Reference Document on Harmonising Donor Practices for Effective Aid Delivery (Volumes 1, 2 & 3) and other relevant documents

# CANADA

## 1. POLITICAL COMMITMENT

### **High level policy statement, adoption of aid effectiveness as a strategic priority**

September 2005: CIDA's endorsement of the targets notes that "Canada will contribute to the collective accomplishment of the global targets of the Paris Declaration bearing in mind that we would not expect to meet each of the individual targets on our own."

The 2006 Speech from the Throne affirmed the Government's support for "a more effective use of Canadian aid dollars," and further committed in the 2006 Budget to "ensure greater accountability in the distribution and results of Canada's international assistance."

### **Action Plan on implementing the Paris Declaration**

CIDA is developing a four-part Aid Effectiveness Agenda to strengthen the effectiveness, accountability and results of our aid program. Built on lessons learned from experience, it includes: a strategic focus; strengthened program delivery; cost-effective use of resources; and clear accountability for results.

A Steering Committee has been formed to oversee the development and implementation of an action plan on aid effectiveness.

### **Report to Parliament, President, Minister, Executive Board**

CIDA will prepare an annual report to Parliament and Canadians on development results, and will strengthen its existing annual Report on Plans and Priorities and Departmental Performance Report to incorporate better Canada's aid effectiveness results.

## 2. COMMUNICATION/DISSEMINATION WITHIN AID AGENCIES (HEADQUARTERS AND COUNTRY LEVEL)

### **Dissemination of the above messages, operational directives and instructions from senior management to headquarters staff (policy and operations) and field missions in partner countries**

CIDA has been very active in disseminating information on aid effectiveness, PBAs, and the Paris Declaration more specifically. This has been accomplished through:

- Transition briefing for new Minister (April 2006) on strengthening aid effectiveness, and on an Aid Effectiveness Agenda (June 2006)
- CIDA's Executive Committee (November 2005) on the Paris Declaration and the international commitment to strengthening aid effectiveness, resulted in the development of a senior-level steering committee to oversee development of CIDA's action plan.
- Presentations on Aid Effectiveness and the Paris Declaration to each of CIDA's four geographic branches at both Headquarters (Branch management; policy and program analysts) and in missions (Heads of Aid, Field Representatives; Program Support Units and locally-engaged staff). These sessions focused on the principles of aid effectiveness and harmonization generally, and the Paris Declaration more specifically.
- Two "Knowledge Fairs" for CIDA headquarters staff (January 2006 & February 2006)
- May 2006: The mandatory pre-departure briefing session for employees posted overseas, including Heads of Aid, included a component on the Paris Declaration and the international commitment to strengthen aid effectiveness

### **Dissemination of reference documents on aid effectiveness**

The Paris Declaration was prominently posted on the main page of CIDA's intranet site (April 2005), and remains accessible. Copies have also been provided electronically to our missions.

**Developing guidelines, reference papers, communication tools, web-sites etc.**

- An internal communications strategy on the Paris Declaration targeting management and employees will guide communications activities undertaken from September 2006 to April 2007, such as regular messages on CIDA's intranet site; exhibits in the lobby; informal seminars (“brown-bag lunches”) with the Vice President of Policy Branch, and information sessions for managers.
- CIDA has developed and disseminated an *Operational Guide on Direct Budget Support and Pooled Funding* and a *Reference Guide on Due Diligence*
- CIDA is currently developing a Guide on Program-Based Approaches.
- CIDA maintains an extranet site on program-based approaches, which is available to all employees, including field and locally engaged staff. This is a network functions as communities of practice where members can share knowledge and resources.

**3. COMMUNICATION/DISSEMINATION IN INTERNATIONAL FORA****Organizing, sponsoring special sessions on the Paris Declaration in international fora (e.g. UN, MDBs, EU); regional/local workshops, thematic conferences (e.g. health, education, global funds, humanitarian aid); meetings with NGOs**

On behalf of DAC/OECD, CIDA’s Performance and Knowledge Management Branch facilitated a session on Managing for Development Results at the regional workshop in Bamako (Mali) in March 2006.

October 2005 and May 2006: Consultations were held with Canadian and southern civil society representatives in the context of CIDA’s efforts to review its Partnership programming, which included discussion of aid effectiveness principles and the relationship of civil society to the Paris Declaration.

**4. ORGANIZATIONAL SUPPORT****Department/team/network specifically focusing on aid effectiveness agenda and dissemination (number and level of staff; budget)**

CIDA has created an Aid Effectiveness Unit within the Agency’s Policy Branch. This unit will consolidate policy expertise to take the lead in CIDA on policy and strategy regarding Aid Effectiveness.

A Steering Committee has been formed to oversee the development and implementation of an action plan on aid effectiveness.

# DENMARK

## 1. POLITICAL COMMITMENT

- Aid effectiveness included as one of five key areas in 2005 version of the annual “Priorities for the Danish Government for Danish Development Assistance”
- Increased effectiveness and quality of development assistance one of the strategic goals for the Ministry of Foreign Affairs (MFA) for 2006.
- A joint Nordic+ Action Plan on Harmonization and Alignment is in place and is up-dated every six months.
- Danish Embassies in developing countries prepare their own internal harmonization and alignment action plans
- Parliamentary Foreign Affairs Committee visit to Tanzania with aid effectiveness as core theme. Discussion with Committee in April 2006 on status for Paris agenda and joint assistance strategies (JAS)
- Several thematic discussions on aid effectiveness with Minister for Development Cooperation.
- Executive Board retreat in January 2006 focusing on aid effectiveness including JAS

## 2. COMMUNICATION/DISSEMINATION WITHIN AID AGENCIES (HEADQUARTERS AND COUNTRY LEVEL)

- Several communications from senior management, the latest at the launch of the Paris Declaration baseline survey in early May 2006.
- August 2005 and January 2006 briefings at headquarters for Heads of Missions and Ambassadors.
- MFA intranet has site on harmonization and alignment used for dissemination of reference documents etc.
- Aid effectiveness has been mainstreamed into almost all guidelines, reference papers etc.
- Harmonization and alignment workshops are held internally at aid embassies during biannual performance reviews.
- A number of internal training courses have been developed in relation to the aid effectiveness agenda. Some of these courses are explicitly recommended by senior management (almost as being mandatory), including aid effectiveness and results monitoring. Some training courses held jointly with other donors through the Train4Dev network.

## 3. COMMUNICATION/DISSEMINATION IN INTERNATIONAL FORA

- Aid effectiveness and Paris Declaration follow-up is pursued in high-level consultations and policy dialogue with the key IFIs and UN-institutions and included in action plans with these. Special focus, amongst others, is on the need for further decentralization and stronger incentives for harmonization.
- Aid effectiveness is raised in bilateral high-level consultations with partner countries. Because of the highly decentralised nature of the bilateral assistance, the local representations have taken different approaches but general picture is that Denmark is very active in promoting the aid effectiveness agenda within local groups and arrangements.
- Denmark is part of the Nordic+ network of likeminded donors. In that group Denmark is lead on harmonising procurement policies and on discussions in budget support. Denmark has also taken on a very active role on promoting aid effectiveness in the EU.

## 4. ORGANIZATIONAL SUPPORT

- An internal working group/task force established ahead of HLF II to promote and work on mainstreaming the aid effectiveness agenda into all aspects of the development assistance
- The administration of Danish development assistance was decentralised in September 2003. Representations are responsible also for taking the aid effectiveness agenda forward locally.

## EUROPEAN COMMISSION

The European Commission (EC) took a leading role in the negotiations of the Paris Declaration (PD). Beyond the PD commitments, the European Union (EU) made four additional pledges on improving aid delivery, by ensuring that in the future:

- Capacity building assistance will be provided through coordinated programmes and multi-donors arrangements
- Government-to-government assistance will be channelled through country systems as well as budget support or sector wide approaches
- The number of un-coordinated missions will be reduced by 50%
- New project implementation units will be avoided

As evidenced by the set of follow-up actions described below, in 2005 the EU reasserted its determination to implement and monitor its commitments on aid effectiveness in all developing countries, including setting concrete targets for 2010. In this respect, national ownership, donor coordination and harmonisation, alignment to recipient country systems and results orientation – starting at field level – are core principles.

### 1. POLITICAL COMMITMENT

Aid effectiveness was at the forefront of the European Union's political agenda and was referred to in all its initiatives in 2006. Both the new Development Policy Statement "*European Consensus for Development*" and the "*New Africa Strategy*" emphasized the importance of delivering not just more aid, but better, more effective European aid. Furthermore, the 10<sup>th</sup> *European Development Fund agreement* made a clear statement in support aid effectiveness and the Paris Declaration.

In order to translate these commitments into concrete deeds, an Action Plan ("*EU aid: delivering more, faster and better*") was approved in April 2006, with a comprehensive list of nine time-bound concrete deliverables to be implemented by 2010. The Action Plan's deliverables include (i) *the regular mapping of EU aid (Donor Atlas)* at global, regional and local levels, as well as (ii) a proposal for an *EU Joint Programming Framework (JPF)*. The JPF is now being implemented in a selected number of countries. Today, the Donor Atlas has become an established and useful tool facilitating the monitoring of EU aid in view of enhanced aid coordination and division of labour, while the JPF is being introduced in a selected number of countries in the ongoing programming of the 10<sup>th</sup> EDF.

The EC has also presented Member States with a proposal to adapt the *EC financial regulations* according to the principles and objectives of enhanced aid effectiveness, still subject to Member States approval. At the Community level, the Commission has also proposed a major simplification, harmonization and reduction of its *financial instruments*, also subject to Member States approval.

In addition to implementing the Paris Declaration, the European Commission has obtained the mandate to undertake further work on two major elements, (i) how to enhance *complementarity and division of labour*, as well as (ii) how to use *co-financing* as an incentive for more joint and effective delivery of development assistance.

### 2./3. COMMUNICATION/DISSEMINATION WITHIN AID AGENCIES (HEADQUARTERS AND COUNTRY LEVEL) AND IN INTERNATIONAL FORA

In December 2005, the European Commission (EC) conducted a survey of its Delegations in order to monitor on its own commitments on aid effectiveness. The exercise provided the EC with a valuable baseline with respect to the four EU commitments. It also highlighted the need to raise awareness among partner country officials at line ministry and local level as well as among Member State and Commission staff in some countries.

Consequently, aid effectiveness guidelines were adopted and training opportunities are provided. Incoming EC *functionaries* as well as EC staff on leave to delegations are now systematically trained to aid effectiveness issues and actions. Regular training opportunities are also available for the staff in headquarters.

In terms of dissemination, the Commission has taken the opportunity of its annual regional seminars to talk to Heads of Delegation throughout the world about aid effectiveness and the Paris Declaration. With the launch of the OECD/DAC survey in May 2006, the EC has instructed that all Heads of Delegations contact the National Co-ordinators and to take an active part in this exercise.

#### **4. ORGANISATIONAL SUPPORT**

Within the European Commission, each Directorate General in charge of external action (RELEX, DEV and EuropeAid) hosts a dissemination unit. At EuropeAid, a unit is dedicated to implementing aid effectiveness at the operational level. Following the latest reorganisation of DG DEV, a unit is now in charge with the monitoring of the aid effectiveness strategy within the European Union.

# FINLAND

## 1. POLITICAL COMMITMENT

### **High level policy statement, adoption of aid effectiveness as a strategic priority**

Finland's Minister for Foreign Trade and Development put the Paris declaration as a top priority on the development policy agenda in Finland. The Minister has actively pursued the matter with other Nordic ministers, within the EU and multilateral fora.

### **Action Plan on implementing the Paris Declaration**

The first National Action Plan on aid effectiveness was adopted in 2004. Finland is also part of the Nordic + Joint Action Plan on harmonisation. After the Paris declaration was adopted measures to implement it have been taken at all different levels i.e updating internal guidelines, intensifying information between HQ and the field

### **Report to Parliament, President, Minister, Executive Board**

The Prime Minister, the Minister for Foreign Affairs and especially the Minister for Foreign Trade and Development have regularly taken up issues of aid effectiveness and the importance of the principle of ownership and of donor harmonization to achieve more effective delivery of aid. The Parliament's Foreign Affairs Committee follows its implementation actively and so does the Development Policy Committee which is an Advisory Parliamentary body monitoring the implementation of Government Development Policy White Paper.

## 2. DISSEMINATION WITHIN AID AGENCIES (HEADQUARTERS AND COUNTRY LEVEL)

### **Dissemination of the above messages, operational directives and instructions from senior management to headquarter staff (policy and operations) and field missions in partner countries**

The PD was distributed to all departments and missions immediately after its approval by a letter signed by Under-Secretary of State for Development. She also called an interdepartmental meeting to discuss the PD.

A public launching seminar for PD was organised during in the autumn of 2005 with the participation of OECD/DAC Chairman.

After the PD was adopted an internal working group with multi-department representatives was formed in order to elaborate further on the consequences for complementarity and division of labour, sector support, decision-making procedures etc. Several new instructions have been sent out.

### **Specific briefings at headquarters for Heads of Missions and Ambassadors.**

Heads of missions and Ambassadors attend a meeting in Helsinki at least every summer where aid effectiveness has been a topic. In 2005 there was a two-day seminar on aid effectiveness and budget support for both HQ and field mission staff.

### **Dissemination of reference documents on aid effectiveness , Developing guidelines, reference papers, communication tools, web-sites etc. , Organisation of staff training: staff/consultants (including locally recruited); ad hoc/ systematic; mandatory/voluntary; joint training with other donors.**

Finland participates in the joint train4development-network activities and support them - especially network-training on PRSP, SWAP and JFM has been active. PD and aid effectiveness has been included in the curricula for a diversified group of internal training activities: staff for international organizations, diplomat-recruits, regular general refreshment-courses, all development policy- and -cooperation courses.

### **3. COMMUNICATION/DISSEMINATION IN INTERNATIONAL FORA**

**Organizing, sponsoring special sessions on the Paris Declaration in international fora (e.g.UN, MDBs, EU); regional/local workshops, thematic conferences (e.g. health, education, global funds, humanitarian aid); meetings with NGOs**

Finland is supporting full attention to aid effectiveness and harmonization issues at the UN, the MDBs, the EU.

Aid effectiveness is one priority area of Finnish EU Presidency of the latter half of 2006. Finland aims to take further concrete steps to enhance complementarity and division of labour between the EU member states and the Commission.

**Examples of high impact initiatives to raise the profile of harmonisation/alignment in policy dialogue with partner countries, for example in bilateral consultations, local aid co-ordination groups, sector groups, Consultative Groups/Round Tables**

In most of Finland's partner countries the speed for implementing the PD has been admirable.

**Other efforts, experience-sharing mechanisms, networks, etc.**

Finland is active in Nordic+ cooperation implementing the Joint Action Plan

### **4. ORGANIZATIONAL SUPPORT**

**Department/team/network specifically focusing on aid effectiveness agenda and dissemination (number and level of staff; budget)**

It is not at the moment possible to give the exact number of staff and allocations of budget because PD implementation is the responsibility of each and every staff member involved in development policy and cooperation. The advisory services are provided by the staff in the development policy department. Aid effectiveness has been the priority of Finland's voluntary contributions to OECD/DAC.

**Decentralisation of dissemination responsibilities to local representatives**

The decentralisation process is proceeding but rather slowly at the moment due to other commitment such as the introduction of the Government wide performance management system and naturally also the EU Presidency. As has been spelled out in DAC principles a complete decentralization is not advisable in a small administration and consequently some matters relating to PD principles and practices will also in the future be coordinated at HQ level (extent of decentralisation will depend on the subject).

# FRANCE

## 1. LA MISE EN ŒUVRE DE LA DÉCLARATION DE PARIS EN TANT QU'ÉLÉMENT DE LA STRATÉGIE FRANÇAISE...

La Déclaration de Paris sur l'efficacité de l'aide, adoptée le 3 mars 2005, entend améliorer la qualité de l'aide et son impact sur le développement. L'enjeu est de taille car l'augmentation de l'APD à laquelle les bailleurs se sont engagés (de 106,5 Mds USD en 2005 à 130 Mds USD en 2010) ne se traduira par un recul net de la pauvreté que dans la mesure où l'aide sera plus efficace. C'est pourquoi la France s'est engagée à respecter les principes fondateurs de la Déclaration de Paris : (i) appropriation de l'aide par les pays en développement, (ii) alignement des politiques de l'aide sur les stratégies nationales de développement, (iii) harmonisation des actions par les donateurs et mise en place de dispositifs d'intervention communs, (iv) gestion de l'aide axée sur les résultats, (v) responsabilité mutuelle des résultats atteints.

### **Au plan Multilatéral : le soutien aux travaux du CAD, du PNUD et des banques régionales**

La France apporte un soutien technique et financier au groupe de travail du CAD sur l'efficacité de l'aide, destiné à apporter un appui spécifique aux activités du sous-groupe « suivi de la Déclaration de Paris ». Elle encourage les travaux d'organisations multilatérales telles que le PNUD dans ce chantier et soutient les banques régionales, notamment la BAD.

### **Au plan Européen : une nécessaire coordination entre la CE et le CAD**

Bien que la France accompagne les initiatives de la Commission Européenne (cadres communs de programmation, atlas de donateurs, feuilles de route) elle ne souhaite pas ajouter de dispositif supplémentaire de suivi de la Déclaration de Paris par rapport aux mécanismes de suivi existants au sein du CAD. L'évaluation et l'harmonisation de l'aide au niveau européen doivent s'intégrer dans une réflexion globale qui s'effectue dans le cadre du CAD.

### **Au plan national : la définition d'un plan d'action**

La France finalise son plan d'action pour la mise en œuvre de la Déclaration de Paris sur l'efficacité de l'aide qui sera soumis pour validation lors du Comité Interministériel de la Coopération Internationale et du Développement (CICID) du printemps 2006. Ce plan poursuit quatre objectifs prioritaires :

- soutenir les programmes stratégiques d'appui aux pays partenaires dans une démarche pluri-bailleurs ;
- améliorer la prévisibilité de l'aide française ;
- placer systématiquement les opérations de la France dans le cadre d'une complémentarité entre bailleurs, en particulier avec les Etats membres de l'Union Européenne et avec la Commission Européenne ;
- développer les conditions d'une mise en œuvre effective des actions de renforcement de l'efficacité.

## 2. QUI SE TRADUIT PAR DES ACTIONS SUR LE TERRAIN...

### **L'enquête 2006 sur le suivi de la Déclaration de Paris**

La Coopération française s'est engagée en avril 2006 en tant que chef de file aux côtés de l'USAID sur l'une des études pilotes du CAD pour la mise en œuvre de la Déclaration de Paris, au Sénégal. La mission menée à Dakar a permis de valider les méthodes et procédures de mise en œuvre de l'enquête lancée en mai 2006.

### ***Les actions menées en vue d'un renforcement des capacités nationales***

La faiblesse des administrations nationales dans certains pays représente un obstacle majeur à l'appropriation de l'aide par les pays bénéficiaires. La France est engagée dans des programmes de renforcement des capacités en matière de gouvernance (notamment sur les politiques économiques, les

statistiques, les finances publiques, la décentralisation) et de la maîtrise d'ouvrage des institutions partenaires. L'évaluation de ces actions, au même titre que toutes les actions de la coopération française, se fera dans un esprit de responsabilité mutuelle par le développement d'approches mutuelles d'évaluation des progrès accomplis axées sur les résultats.

### **La forte mobilisation du réseau de coopération**

Les Services de Coopération et d'Action Culturelle et les agences de l'AFD sont des relais essentiels de la politique française d'aide au développement sur le terrain. Associés à l'expertise des Missions économiques du MINEFI et intervenant sur des thématiques liées à l'appui institutionnel, la gouvernance démocratique, les politiques sectorielles et les finances publiques, leur mobilisation est une condition primordiale de la réussite des programmes de renforcement des compétences et par extension de l'harmonisation de l'aide. La mobilisation des membres du réseau de coopération français pourra être consolidée par une formation spécifique sur la problématique de l'efficacité de l'aide et une dissémination systématique des initiatives de mise en œuvre de la Déclaration de Paris (diffusion des documents, partage d'expériences, séminaires d'échanges).

### **3. LA PARTICIPATION A DES ÉVÉNEMENTS INTERNATIONAUX ...**

#### **Fort soutien de la France aux initiatives régionales...**

Au plan régional, la France a apporté son concours financier et technique à la BAD pour l'organisation les 27-29 mars 2006 de l'atelier régional en Afrique de l'Ouest, Centrale et du Nord qui s'est tenu à Bamako, aux côtés de la Banque Mondiale et du PNUD. Ce soutien a appuyé d'une part la valorisation du rôle des banques régionales au sein du processus de la Déclaration de Paris, et d'autre part l'articulation entre les vocations des ateliers régionaux et les actions pays.

#### **...et internationales...**

Au plan international, la France participe aux débats mondiaux liés à l'efficacité de l'aide (modes opératoires de l'aide, gouvernance, renforcement des capacités...) entre acteurs bilatéraux, européens et non européens, et multilatéraux.

#### **...qui se traduit par l'élaboration d'outils de communication**

La France fait de la communication sur l'aide au développement une priorité, comme en témoigne sa participation à la Conférence des responsables de l'information du CAD sur la corruption, la gouvernance et l'efficacité de l'aide à Canberra (17-19/05/06). Une série de notes du jeudi sur l'efficacité de l'aide sont régulièrement diffusées à l'occasion des rencontres régionales et internationales et sont publiées dans le premier tome des notes du jeudi du MAE (juin 2004-mars 2005)<sup>9</sup>.

### **4. ET LA MISE EN PLACE DE MOYENS HUMAINS ET FINANCIERS**

La France participe au soutien technique et financier d'événements thématiques ( atelier de Bamako), au groupe de travail sur l'efficacité de l'aide du CAD et à ses quatre composantes : *JV Public Financial Management*, *JV on Procurement*, *JV on Monitoring the Paris Declaration*, *JV Managing for Development Results*.

Un groupe de travail sur l'efficacité (le GTE), constitué par des membres du MAE, du MINEFI et de l'AFD, s'est réuni pendant six mois à compter de novembre 2005 pour élaborer le plan d'action français d'efficacité de l'aide. Au sein du MAE, au stade actuel, deux sous-directions suivent plus spécifiquement le dossier de l'efficacité de l'aide : la Sous-direction de la stratégie, des questions européennes et multilatérales et la Sous-direction de la gouvernance démocratique. Au MINEFI, le dossier de l'efficacité de l'aide est traité au sein de la DGTPE, essentiellement par la sous-direction des Affaires financières internationales et du Développement.

<sup>9</sup> Note du jeudi n°24 « L'efficacité de l'aide : notions générales »

Note du jeudi n°25 « L'efficacité de l'aide : les impasses de l'approche macroéconomique et de la notion de sélectivité »

Note du jeudi n°26 « L'efficacité de l'aide : harmonisation, alignement et propriété »

Note du jeudi n°27 « L'efficacité de l'aide : l'APD catalyseur d'apprentissages collectifs »

Note du jeudi n°53 « L'efficacité de l'aide un an après la Déclaration de Paris » (paraîtra dans le tome 2 des notes du jeudi).

***La Contribution de la France aux efforts de dissémination de la Déclaration de Paris***

- **Promotion d'une politique de formation du personnel** du réseau français de coopération à la problématique de l'efficacité de l'aide, comme en témoignent les actions de formation menées en 2004 et 2005 par l'AFD et le MAE. Des sessions sur la Déclaration de Paris et ses enjeux sont prévues dans les formations « coopération et développement » qui réunissent des agents du MAE, de l'AFD et des représentants d'OSI, ainsi que dans le cadre de formations internes à l'AFD.
- **Organisation de séminaires d'échanges** et de bilans périodiques.
- **Publication d'une brochure** récapitulative des actions françaises en matière de l'efficacité de l'aide.
- **Identification des correspondants** au sein du réseau chargés du suivi de la Déclaration de Paris.

# GERMANY

## 1. POLITICAL COMMITMENT

### **High level policy statement, adoption of aid effectiveness as a strategic priority**

Germany's Minister for Development Cooperation put the implementation of the Paris Declaration on top of the policy agenda for German development cooperation. The Ministry's Executive Board adopted in January 2006 a comprehensive reform agenda to press towards increased aid effectiveness in German development cooperation.

### **Action Plan on implementing the Paris Declaration**

An Action Plan on implementing the Paris Declaration was adopted in September 2005 ("Plan of Operation 2005-2006: MDG orientation of German development cooperation. Implementation of the Paris Declaration on Aid Effectiveness", see:

[http://www.bmz.de/en/service/infothek/fach/spezial/spezial129/spezial129\\_90pdf.pdf](http://www.bmz.de/en/service/infothek/fach/spezial/spezial129/spezial129_90pdf.pdf))

It puts the Paris Declaration in its MDG-context and translates the 12 Paris Indicators plus the additional 4 EU indicators into concrete, time-bound actions.

### **Report to Parliament, President, Minister, Executive Board**

Parliament was comprehensively informed on the Paris Declaration directly after the Paris HLF in March 2005. Thereafter reports to Parliament on specific issues related to implementing the PD such as budget finance/policy based approaches. Involvement of Minister and Executive Board see above, first bullet. Minister adopted the "Plan of Operation" (see second bullet point).

## 2. DISSEMINATION WITHIN AID AGENCIES (HEADQUARTERS AND COUNTRY LEVEL)

### **Dissemination of the above messages, operational directives and instructions from senior management to headquarter staff (policy and operations) and field missions in partner countries**

Plan of Operation was broadly disseminated to HQ-staff, Embassies and our implementing agencies (including their field structures) such as KfW and GTZ. Results to be achieved are reflected in the Ministries annually adapted results pyramid that includes all hierarchy levels. The results pyramid is guiding the results setting process in our "country teams". In the country teams, HQ and field missions' staff are being represented.

### **Dissemination of reference documents on aid effectiveness<sup>10</sup>**

Internally produced reference documents such as the BMZ - Spezial "Enhanced Aid Effectiveness: Focusing German Development Cooperation on the Millennium Development Goals. Implementing the Paris Declaration on Aid Effectiveness" were broadly disseminated (HQ/Embassies/Implementing Agencies). The Paris Declaration itself was broadly disseminated. Dissemination of the questionnaire package on monitoring the PD, accompanied by an explanatory note and guidance, is under preparation.

### **Developing guidelines, reference papers, communication tools, web-sites etc**

Plan of operation is being complemented by a concise operational guidance paper that is going to be disseminated by end of June 2006 to HQ staff, Embassies and Implementing Agencies. Renewed guidelines, e.g. a concept paper on implementing policy based approaches, is under preparation. Internal administrative guidelines on financial and technical cooperation are currently being adjusted to the requirements to the PD.

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<sup>10</sup> DAC Reference Document on Harmonising Donor Practices for Effective Aid Delivery (Volumes 1, 2 & 3) and other relevant documents

**Organisation of staff training: staff/consultants (including locally recruited); ad hoc/ systematic; mandatory/voluntary; joint training with other donors.**

Germany participates in the joint train4development initiative and supports this initiative. Complementary training on policy based approaches and other important Paris related issues takes place on a regular basis for HQ staff, Embassy staff and staff of implementing agencies.

**3. COMMUNICATION/DISSEMINATION IN INTERNATIONAL FORA**

**Examples of high impact initiatives to raise the profile of harmonisation/alignment in policy dialogue with partner countries, for example in bilateral consultations, local aid co-ordination groups, sector groups, Consultative Groups/Round Tables**

Germany has recently broadened and deepened its policy dialogue with a large number of cooperation countries. In over 50 partner countries we mandated “Focal Area Coordinators” to represent German development cooperation in sector groups. Additionally, a growing number of sector budget specialists participate in the local budget support groups in those countries where Germany is involved in budget support.

High impact we expect from the fact that our “Focal Area Coordinators” and sector budget specialists feature a profound, country based practical background to feed in concrete, country specific field experience in sector groups, budget support groups etc. This kind of “reality check” adds to find country specific solutions in the harmonisation and alignment process. A growing number of partner countries has been mandating German development cooperation to act as lead donor in specific sectors.

High impact is also expected from the fact that we have limited our cooperation portfolio to one priority sector in smaller partner countries and to up to maximum three priority sectors in larger partner countries to promote division of labour and complementarity in development cooperation.

Finally, a high level political decision to reduce the number of partner countries from over 80 to only 60 is being implemented. Promoting division of labour among donors will be on our EU-presidency agenda in 2007.

**Other efforts, experience-sharing mechanisms, networks, etc.**

Within “Country Teams”, HQ staff and senior field staff is sharing experience on Paris related issues on a regular basis. Annual retreats of development counsellors add to experience sharing.

**4. ORGANIZATIONAL SUPPORT**

**Department/team/network specifically focusing on aid effectiveness agenda and dissemination (number and level of staff; budget)**

Harmonisation Coordinators in the Ministry and in all implementing agencies are commissioned to promote disseminating the aid effectiveness agenda and implementing it. As implementing the PD is a rather broad, complex process, lots of professional staff is involved directly and indirectly on ministerial and operational levels on part time and full time basis in this process. So far, a specific monitoring scheme on human capacity inputs and budgeting is not yet in place. However, the effort is considerable as the aid effectiveness agenda is affecting German development cooperation manifold s and because we implement new ways of doing business.

**Decentralisation of dissemination responsibilities to local representatives**

Dissemination of core aspects of implementing the Paris Declaration remains the responsibility of HQ as policy and strategic aspects of agenda and priority setting are involved. However, in partner countries the Paris Declaration will need to be translated into different, partner country specific actions and thus to be reflected in a country specific dissemination process which to a large extent has been devolved to our local representatives

## **GREECE**

### **1. POLITICAL COMMITMENT**

- The “Hellenic Aid Action Plan for Coordination and Harmonization of Development Cooperation Policy” submitted to the DAC, was adopted in September 2004 in view of the Paris High Level Forum on Aid Effectiveness, addressing all of its main principles.
- The “Action Plan” is included in the “Annual Report of the Greek Bilateral and Multilateral Official Development Co-operation and Assistance” for the Years 2004-2005, to be submitted to the Committee for Foreign Affairs and Defense of the Greek Parliament.
- Furthermore, basic elements of the “Paris Declaration” are included in the above mentioned Report.

### **2. COMMUNICATION/DISSEMINATION WITHIN AID AGENCIES**

- The “Paris Declaration” and an explanatory paper, have been disseminated to Hellenic Aid Staff, to all other Implementing Agencies of development cooperation projects and to the Embassies of the priority partner countries of Hellenic Aid.
- In meetings being held at the Ministry of Foreign Affairs with Hellenic Aid Staff and representatives of all implementing agencies of development cooperation projects, further briefings on the core issues of the Paris Declaration are taking place.

# IRELAND

## 1. POLITICAL COMMITMENT

Ireland is one of a group of like-minded donors who have for some years, actively supported the development of the new aid modalities and changed the way we cooperate with partner countries from project mode to programmatic approaches. A large majority of our cooperation with partner countries takes place through coordinated and aligned modalities such as General and Sector Budget Support. Ireland participates in every relevant sector working group and on occasions takes on the role of Chair. We no longer provide long-term, ex-patriate Technical Assistance but are very open to pooled funding of TA. Ireland is participating in Joint Assistance Strategies in Zambia, Tanzania and Uganda.

Ireland is in the process of preparing a White Paper on Development Cooperation which will be adopted by Cabinet and the Dail (Parliament) in late Summer/early Autumn. In the meantime, a comprehensive statement of government policy in this area was contained in the report of the Ireland Aid Review Committee which was adopted by Cabinet in 2002. It contains strong commitments to key elements of the Paris Declaration. Aid effectiveness, partnership, local ownership and focusing on impacts are key principles articulated in the report. The report also confirms that Ireland's aid is completely untied. References to the Paris Declaration and Ireland's commitment to its principles are often included in Ministerial speeches and our Minister also refers to it spontaneously on numerous occasions.

Ireland is a member of the Nordic + Group, a group of donors who are committed to sharing experiences and promoting aid effectiveness within their own programmes and more broadly. Together we developed a Harmonisation Action Plan which is reviewed and updated twice annually by our Directors General.

## 2. DISSEMINATION WITHIN AID AGENCIES (HEADQUARTERS AND COUNTRY LEVEL)

Immediately following HLF 2 in Paris, our Embassy staff in partner countries were sent copies of the Declaration and informed that our Minister had endorsed it and strongly supported its content. It was circulated in the same way throughout HQ. One of a regular series of lunchtime seminars, to which all staff are invited, was devoted to it. The Declaration was also presented at meetings of Ambassadors and Heads of Development. The Development Specialist dealing with the Aid Effectiveness agenda, visits our Programme Country Embassies regularly and supports them in engaging with harmonised and aligned modalities and processes.

Managing for Development Results has presented us with a challenge and in response, Irish Aid has drafted a new monitoring framework inspired by MfDR and drawing significantly on the MfDR Sourcebook. The draft monitoring framework has been widely circulated within the organization and will be finalised following receipt of comments.

## ITALY

### 1. POLITICAL COMMITMENT

#### **High level policy statement, adoption of aid effectiveness as a strategic priority**

Yes, starting from the Rome Declaration on aid harmonisation (February 2003)

#### **Action Plan on implementing the Paris Declaration**

In development

#### **Report to Parliament, President, Minister, Executive Board**

Yes, an annual report on development cooperation is presented yearly to the Parliament

### 2. DISSEMINATION WITHIN AID AGENCIES (HEADQUARTERS AND COUNTRY LEVEL)

#### **Dissemination of the above messages, operational directives and instructions from senior management to headquarter staff (policy and operations) and field missions in partner countries**

Yes, through operational directives and instructions

#### **Specific briefings at headquarters for Heads of Missions and Ambassadors**

Not specifically organised for the PD but as part of general briefings

#### **Dissemination of reference documents on aid effectiveness<sup>11</sup>** Yes

#### **Developing guidelines, reference papers, communication tools, web-sites etc.**

Yes, trying to use as much as possible the DAC tools

#### **Organisation of staff training: staff/consultants (including locally recruited); ad hoc/ systematic; mandatory/voluntary; joint training with other donors.**

Occasionally and on case by case basis

### 3. COMMUNICATION/DISSEMINATION IN INTERNATIONAL FORA

#### **Organizing, sponsoring special sessions on the Paris Declaration in international fora (e.g.UN, MDBs, EU); regional/local workshops, thematic conferences (e.g. health, education, global funds, humanitarian aid); meetings with NGOs**

Not yet, but under consideration

#### **Examples of high impact initiatives to raise the profile of harmonisation/alignment in policy dialogue with partner countries, for example in bilateral consultations, local aid co-ordination groups, sector groups, Consultative Groups/Round Tables**

Not yet, but under consideration on a highly selective basis

#### **Other efforts, experience-sharing mechanisms, networks, etc.** No

### 4. ORGANIZATIONAL SUPPORT

#### **Department/team/network specifically focusing on aid effectiveness agenda and dissemination (number and level of staff; budget)**

No staff or budget exclusively devoted to aid effectiveness, but as part of DAC related activities

#### **Decentralisation of dissemination responsibilities to local representatives** Yes

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<sup>11</sup> DAC Reference Document on Harmonising Donor Practices for Effective Aid Delivery (Volumes 1, 2 & 3) and other relevant documents

# JAPAN

## 1. POLITICAL COMMITMENT

Japan already showed our commitment to implementing the Paris Declaration in the Paris High-level Forum (HLF) and the DAC High-level Meeting and Senior-level Meetings held after the Paris HLF. In the Paris HLF, Japan launched the “Action Plan for Implementing the Paris Declaration”.

## 2. COMMUNICATION/DISSEMINATION WITHIN AID AGENCIES (HDQ AND COUNTRY LEVEL)

### Dissemination

At the global level, JICA provides financial contribution to the DAC Secretariat’s developing a pamphlet on the Paris Declaration to be distributed worldwide. JBIC translated the Paris Declaration into Japanese, and provided it to the DAC Secretariat. It is now disseminated on the DAC website.

Regarding Japan’s action plan, it is disseminated and shared between HDQ and country offices widely. It is also disseminated through website of the government. In addition, the results of DAC-related meetings (including the Working Party on Aid Effectiveness) and documents (including the questionnaire and its technical guidance of 2006 monitoring survey of the Paris Declaration) have been shared among HDQ, country offices, and Paris offices of the government, JBIC and JICA.

### Briefing

Japan has been making efforts of dissemination of the Paris Declaration to the management level. When ambassador is newly assigned to the partner country of the Paris Signatory, the government usually makes a brief on the Paris Declaration. JBIC and JICA HDQs do the same when they newly assign a resident representative of the country office.

### Staff training

The government, JBIC and JICA have been conducting various types of training respectively for disseminating the Paris Declaration and encouraging those who are assigned to the field to engage in the aid effectiveness agenda.

## 3. COMMUNICATION/DISSEMINATION IN INTERNATIONAL FORA

### Organizing special sessions

Japan plans to co-organize a regional event on aid effectiveness together with DFID, Asian Development Bank, and the World Bank in Manila from October 18-20, 2006

### High impact initiative

Japan has been engaged in high impact initiatives to raise the profile of harmonization and alignment in various types of policy dialogues with the partner country, and then contributing to the following exercises: (i) localizing the Paris Declaration (including country action plan, joint assistance strategy, memorandum of understanding) in Bangladesh, Cambodia, Vietnam, Ethiopia, Tanzania, Uganda, Zambia, Nicaragua, etc, (ii) common assistance strategy in Bangladesh, etc. (See the detail in the attached paper.),and (iii) aid harmonization among loan aid agencies (JBIC, the Asian Development Bank, and the World Bank, (AfD and KfW in Vietnam)).

### Joining international network

Japan joins various international fora and networks actively: for example, NEPAD, SPA, and the Learning Network on Capacity Development (LENCDD) (JICA).

## 4. ORGANIZATION SUPPORT

Relevant ministries, JBIC and JICA assign a division in charge of aid effectiveness and have been making efforts of disseminating the Paris Declaration respectively.

# LUXEMBOURG

## 1. POLITICAL COMMITMENT

### **High level policy statement, adoption of aid effectiveness as a strategic priority**

The Minister for Development Cooperation insisted on the importance of a thorough follow-up to the Paris Declaration in his annual speech to Parliament on 15<sup>th</sup> mars 2006.

### **Action Plan on implementing the Paris Declaration**

Luxembourg is working on a draft Action Plan.

### **Report to Parliament, President, Minister, Executive Board**

- See Ministers speech to Parliament.
- The importance of implementing the Paris Declaration has also been raised on several occasions at the Executive Board of Lux-Development, the Agency implementing the bilateral development cooperation of Luxembourg.

## 2. DISSEMINATION WITHIN AID AGENCIES (HEADQUARTERS AND COUNTRY LEVEL)

### **Dissemination of the above messages, operational directives and instructions from senior management to headquarter staff (policy and operations) and field missions in partner countries**

Field missions of the Ministry as well as of the Executing Agency have been briefed on the importance of implementing the Paris Declaration and relevant documentation to this effect has been disseminated.

### **Specific briefings at headquarters for Heads of Missions and Ambassadors.**

Heads of Missions and Ambassadors have been informed on the Paris Declaration during the last diplomatic conference (March 2006). Reference documents on aid effectiveness have been distributed to each participant.

### **Dissemination of reference documents on aid effectiveness**

The reference documents have been disseminated to the personnel of the Directorate for Development Cooperation, to the staff of Lux-Development, the executive Agency and to field missions.

### **Developing guidelines, reference papers, communication tools, web-sites etc.**

No such instruments have been developed.

### **Organisation of staff training: staff/consultants (including locally recruited); ad hoc/ systematic; mandatory/voluntary; joint training with other donors.**

Staff training is planned for September 2006.

## 3. COMMUNICATION/DISSEMINATION IN INTERNATIONAL FORA

### **Organizing, sponsoring special sessions on the Paris Declaration in international fora (e.g.UN, MDBs, EU); regional/local workshops, thematic conferences (e.g. health, education, global funds, humanitarian aid); meetings with NGOs**

Systematic mentioning of Paris declaration in annual consultations with multilateral partners (i.e. UN funds and programs, specialized agencies) and in coordination efforts with other donors (i.e. G-13), most notably in the larger framework of efforts for a UN System Wide Coherence.

#### **4. ORGANIZATIONAL SUPPORT**

##### **Department/team/network specifically focusing on aid effectiveness agenda and dissemination (number and level of staff; budget)**

All the members of the Directorate for Development Cooperation dealing with bilateral cooperation and with DAC/OECD issues take account of the aid effectiveness agenda in their work. There is no specific staff focussing exclusively on that issue even if the Evaluation Unit is working on the subject.

##### **Decentralisation of dissemination responsibilities to local representatives**

The local staff of the executing agency was asked to disseminate the Paris Declaration to the project/program leaders and their staff.

# NETHERLANDS

## 1. POLITICAL COMMITMENT

The Paris Declaration has become a central point of reference for political statements and reports to Parliament vis a vis the Dutch Development Cooperation. E.g. in the Explanatory Note to the budget 2006 and 2007, the targets of the Paris Declaration are used as benchmarks for the Dutch performance. In the recent discussions in the Senate, the Minister for Developing Cooperation has reconfirmed her commitment that the aid effectiveness agenda is well integrated in the Netherlands Development Cooperation policy.

## 2. COMMUNICATION / DISSEMINATION WITHIN AID AGENCIES

Both during the preparation of the Paris meeting as well as during the follow up of the Declaration, embassies and various departments of the Ministry have been actively involved. Communication and dissemination activities have been carried out in various ways. a) the DAC reference documents were sent to all embassies and departments at the Ministry; b) a special session was organised during the regular meetings of all the Heads of Development Cooperation of our embassies in November 2005; c)

In august 2006, during the Ambassadors conference, the Paris agenda will be the focus of a special session including all the Ambassadors and the Minister for Development Cooperation; d) in regular communication between headquarter and embassies; e) harmonisation has been integrated in the planning and monitoring instruments of the Ministry, f) specific trainings on harmonisation / Paris agenda have been provided and is now integrated in the preparation for new postings of new diplomats, staff of embassies and thematic directions.

Furthermore an updated medium term action plan on harmonisation will be drafted in the summer 2006. This action plan will be based on the Dutch contribution to the questionnaire of the baseline carried out in the various partner countries and specific additional contribution of relevant departments at headquarter level. Adoption of the action plan will be further strengthen the Paris agenda as a point of reference for the Dutch Development Cooperation.

## 3. COMMUNICATION / DISSEMINATION IN INTERNATIONAL FORA

The Netherlands is an active member of the Nordic+ group, the EU and takes an initiating role in promoting the Paris agenda and elaborating on new concepts, linked to the Paris agenda (Delegated Cooperation, Joint Financial Arrangements, Joint Assistance Strategies, Complementarity, joint training of donor staff on PRSP, PFM, SWAP a.o.). The Paris Declaration is also a point of reference for senior management in discussion with other agencies, like VN and IFI's. The engagement with other donors, like e.g. the US, Japan, France is increasing.

Dissemination of the Paris agenda has also taken place in other fora grouping Non-governmental organisations. In order to support the work of the World Bank vis-à-vis the Paris agenda, a Dutch expert will be seconded at the harmonisation unit of the World Bank as per September onwards.

## 4. ORGANISATIONAL SUPPORT

Next to staff members charged with the harmonisation / Paris agenda, procurement, PFM, Delegated Cooperation at the Directorate Financial and Economic Affairs, a new Directorate Effectiveness and Quality was established in 2005. This Directorate deals with many issues related to the Paris agenda such as budget support, aid modalities, capacity development etc.. It is foreseen that the responsibility for the Paris agenda will be carried out throughout the Ministry so that also thematic, regional as well as the European directorates will get involved.

At field level, decentralisation of responsibilities enables embassies to act and implement as is needed in the specific country situation. Embassies participated actively in the realisation of JAS, supported by HQ. In order to support work at embassy level, continued cooperation between HQ –level with other donors is foreseen.

# NEW ZEALAND

## 1. POLITICAL COMMITMENT

NZAID has a strong focus on harmonisation and alignment which are agency engagement outcomes in NZAID's Five Year Strategy 2005-2010. Partnership is a key operating principle in NZAID's engagement with partner countries.

New Zealand has been a strong advocate in the Pacific region for more harmonised donor approaches and for greater alignment with partner plans and systems and has led by example in these new approaches.

New Zealand has led the implementation of these new modalities in the Pacific region including initiating a sector wide approach in education in the Solomon Islands and Tonga and establishing joint cooperation programmes with AusAID and government partners in the Cook Islands and Samoa.

## 2. INTERNAL COMMUNICATION/DISSEMINATION

NZAID policies and strategies are developed in partnership with government and civil society representatives and with the participation of staff both at headquarters and at country level. There is a high level of commitment to harmonisation and alignment principles.

The *Paris Declaration* has been circulated to all staff. Staff training has included workshops on Harmonisation for both Wellington-based and post staff. Most recently a workshop was held on the Paris Declaration with all Pacific programme managers from Wellington and Posts.

Guidelines that include aid effectiveness principles are under development for use by NZAID programme staff and will be available in electronic form in late 2006.

## 3. EXTERNAL COMMUNICATION/DISSEMINATION

NZAID has played a key role in the promotion of increased awareness and commitment to the *Paris Declaration* through its support for regional workshops in the Pacific on Aid Effectiveness and Donor Harmonisation in 2003 and 2005, organised by the Pacific Islands Forum Secretariat.

NZAID advocates wider and deeper adherence to the Paris Declaration at all levels in the international financial institutions of which it is a member.

## 4. ORGANISATIONAL SUPPORT

Strategy, Advisory and Evaluation Group lead the aid effectiveness agenda which is explicitly included in the individual work programmes of members of the group. Implementation is carried out by the Pacific and Global Programme Groups and the Management Services Group.

NZAID is integrating aid effectiveness indicators into a new Activity Management System that is currently at the design stage.

# NORWAY

## 1. POLITICAL COMMITMENT

Political commitment to the Paris Declaration has been stated in various international and national fora. Information on the Paris Declaration was submitted to Parliament through a description in the annual development budget bill for 2006. Prior to the adoption of the Declaration (2004), a White Paper focussing on the same main principles was presented to Parliament and debated.

Joint Nordic Plus Action Plan on Harmonisation contains concrete activities and is assessed and updated twice a year (see below).

## 2. DISSEMINATION WITHIN AID AGENCIES (HEADQUARTERS AND COUNTRY LEVEL)

The Paris Declaration was distributed to all relevant departments in the Foreign Ministry and all relevant embassies with a letter emphasising the Declaration being a working tool to be used for internal planning as well as in dialogues with partner country authorities and with bilateral and multilateral donors. The embassies have been instructed to reduce the number of sectors to three plus budget support, if relevant. A conference with compulsory attendance of all staff in relevant departments in the Ministry, Norad and Heads of Aid at embassies was carried out shortly after the adoption of the Paris Declaration.

Paris Declaration was a main topic both at the annual Ambassadors meeting and the annual Head of Aid meeting in 2005.

DAC Reference Document on Harmonisation Donor Practices for Effective Aid Delivery Volume 1 was distributed by Norad to all relevant embassies. For volumes 2 and 3, there are links to OECD/DACs homepage. Sourcebook on Managing for Development Results has been ordered for distribution to all relevant departments in the Ministry and Norad and to the embassies. The documents are referred to in relevant training courses at the Foreign Service Training Centre.

Development Cooperation Manual has been revised. Joint guidelines, guides and templates have been developed as a part of the Nordic Plus Joint Action Plan, notably so far on delegated cooperation, complementarity, and procurement. An earlier guide and template on joint financing arrangements are under revision. At the intranet of the Foreign Ministry, there is a separate site on aid effectiveness.

A concept of mandatory knowledge on development policy among relevant staff has been established and the course programme revised accordingly. The basic courses on development policy and results, respectively, have been revised after the adoption of the Paris Declaration and new advanced courses on aid effectiveness and on multilateral development cooperation (with a separate module on the Paris Declaration) have been introduced. Seminars conducted by headquarters staff have been organised at selected embassies.

## 3. COMMUNICATION/DISSEMINATION IN INTERNATIONAL FORA

Issues related to the implementation of the Paris Declaration has been regularly raised in the dialogue with various UN agencies, MDBs and NGOs.

## 4. ORGANISATIONAL SUPPORT

The aid effectiveness agenda is mainstreamed in the Ministry, Norad and relevant embassies. A few staff members at Head Quarter have specific responsibilities for coordination and dissemination.

# PORTUGAL

## 1. POLITICAL COMMITMENT

Portugal development cooperation policy is guided by a new strategic document: “A Strategic Vision for Portuguese Co-operation”<sup>12 13</sup>. Portuguese co-operation priority is to improve aid effectiveness in order to reduce poverty and promote a sustainable worldwide development. Portugal has initially produced an Action Plan on Harmonisation and Alignment<sup>14</sup>. This plan will be updated in order to reflect the Paris Declaration, the commitments made within the EU and the new Portuguese Cooperation Strategy Document. Development cooperation policy is reported to Parliament either in Plenary Session, or under the aegis of the Committee on Foreign Affairs and Portuguese Communities. These debates are held regularly and enjoy the presence of the member of the government responsible for Portuguese Cooperation.

## 2. COMMUNICATION/DISSEMINATION WITHIN AID AGENCIES (HQ AND COUNTRY LEVEL)

Messages on aid effectiveness are being disseminated in many ways. For instance, the Interministerial Cooperation Commission (CIC) dedicated a meeting on the new Policy Strategy, with a powerpoint presentation on the subject. Also, in order to turn this new document into a more operational tool, a document which points out specific measures, chronogram and resources involved is being prepared. In the due course, it will be disseminated through all stakeholders.

IPAD’s website has an area<sup>15</sup> specifically dedicated to harmonisation issues by which reference documents are disseminated (e.g. Paris Declaration, SourceBook on Managing for Results, among others). On IPAD’s website related links are also disseminated, such as the exercise on coordination and harmonisation led by the EU (today in partnership with the UN) in Mozambique.

As soon as it is ready, Portugal’s new Action Plan on Aid Effectiveness will be disseminated through IPAD’s website and translated into English in order to spread it in international websites, such as the “aid harmonisation website”. Based on the “EU Common Framework for Country Strategy Paper” IPAD is also preparing a new reference document on the structure of the future Indicative Cooperation Programmes (PIC). At the end of 2006, or beginning 2007 at the latest, we intend to organize staff training on the subject.

## 3. COMMUNICATION/DISSEMINATION IN INTERNATIONAL FORA

As pointed out above, Portugal is involved in the mapping ODA in Mozambique through the coordination and harmonisation exercise lead by the EU (and the UN) in Mozambique.

## 4. ORGANIZATIONAL SUPPORT

The aid effectiveness agenda is more directly followed by two departments<sup>16</sup> - PFP and ACM - in IPAD. The first one is responsible for following this subject at the EU level, and PFP at the OECD level. Nevertheless, specifically responsible for focusing on the aid effectiveness agenda and dissemination, there is one person at the PFP department. There are specific dissemination responsibilities that could start to be done in the field as soon as the local delegations<sup>17</sup> are implemented.

<sup>12</sup> Council of Ministers Resolution, n° 196/2005 of 22 December 2005.

<sup>13</sup> Available in : [http://www.ipad.mne.gov.pt/index.php?option=com\\_content&task=view&id=388&Itemid=321](http://www.ipad.mne.gov.pt/index.php?option=com_content&task=view&id=388&Itemid=321).

<sup>14</sup> February 2005. Available in : [http://www.ipad.mne.gov.pt/images/stories/APD/ha\\_planodeaccao.pdf](http://www.ipad.mne.gov.pt/images/stories/APD/ha_planodeaccao.pdf).

<sup>15</sup> [http://www.ipad.mne.gov.pt/index.php?option=com\\_content&task=view&id=201&Itemid=221](http://www.ipad.mne.gov.pt/index.php?option=com_content&task=view&id=201&Itemid=221)

<sup>16</sup> Financial Planning and Programming Department (PFP) and Community and Multilateral Department (ACM).

<sup>17</sup> Foreseen in the new strategic document: “A Strategic Vision for Portuguese Co-operation”.

## **SPAIN**

### **1. POLITICAL COMMITMENT**

The Master Plan of Spanish Cooperation and the Council of Cooperation recognized and acknowledged the importance of the quality of aid as well as the aid effectiveness by prioritizing it in the political and technical agenda for the period 2005-2008.

An action Plan on implementing the Paris Declaration is being developed at this moment and will be ready at the end of September.

### **2. DISSEMINATION WITHIN AID AGENCIES (HEADQUARTERS AND COUNTRY LEVEL)**

The senior management of the Spanish Development Agency along with the Director General for Policy Planning and Evaluation addressed all the senior members of the Head of the field missions located at the Technical Cooperation Offices in partner countries in January 2006. They both explained the insights and importance of the Paris Declaration as well as the changes the implementation of the principles of the Paris Declaration would bring to the Spanish cooperation system.

Specific briefings at headquarters for Heads of Missions and Ambassadors through concept notes and specific presentations.

The Spanish version of the Paris Declaration as well as the survey has been sent to field missions with explanations notes of the processes.

The Secretary General of the Spanish Cooperation Office has published concept notes and articles in professional journals targeted to cooperation stakeholders in Spain and partner countries.

The Directorate General of Development Policy and Evaluation has released several articles on harmonisation and aid effectiveness to specific forums on the web to raise the awareness and promote dialogue among key stakeholders.

### **3. COMMUNICATION/DISSEMINATION IN INTERNATIONAL FORA**

Supported the implementation of the field test survey process in Nicaragua.

Field mission in Honduras started efforts to disseminate the Paris Declaration through training.

### **4. ORGANIZATIONAL SUPPORT**

Division of evaluation (4 staff) under the Directorate General of Development Policy and Evaluation in charge of the follow up of processes regarding the Paris Declaration.

Public partnership with Foundation Carolina to design and implement an Action Plan to implement the Paris Declaration

# SWEDEN

## 1. POLITICAL COMMITMENT

Sweden is actively promoting increased aid effectiveness. This has been confirmed in a joint letter to all Embassies by State Secretary Annika Söder and Sida Director General Maria Norrfalk, dated 14 April 2005 and in the Budget Bill for 2006. The Paris Declaration has also been integrated into the new guidelines for cooperation strategies (2005).

At the government level the Ministry of Finance has asked the Ministry of Foreign Affairs to give more focus to aid effectiveness with particular emphasis on concentration, management of funds by the Ministry and Sida as well as on improved results orientation to be implemented 2006-2007.

Several internal documents confirm Sida support for increased aid effectiveness. It has been selected as one of four strategic priorities for 2006 and an action program for increased concentration in Sidas operations, based on principles of complementarity, was adopted in June 2005. An action plan for increased aid effectiveness 2006-08 has been prepared and will be decided in May 2006.

The action plan will include the following areas:

- Monitoring the implementation of the Paris Declaration
- Learning and competence development
- Development of methods and procedures
- Communication
- Quality assurance
- Monitoring the action plan

## 2. COMMUNICATION/DISSEMINATION WITHIN AID AGENCIES

Aid effectiveness has become an integrated component in internal briefings and staff training. It was the main theme for the regular meeting with Ambassadors and Heads of Sida missions in January 2006. An internal website has been established for information about ongoing processes and with links to relevant documents.

Special seminars on the Paris Declaration have been arranged both at Headquarter and at some of the Embassies (primarily as regional seminars). Implementation of the aid effectiveness agenda has been fully integrated in the revised "Sida at Work", the guide and manual for principles, procedures and working methods.

The Ministry of Foreign Affairs and Sida has embarked on a joint project for internal and external communication of the aid effectiveness agenda. A programme has also been initiated on communication with Swedish Civil Society Organizations on the Paris Declaration.

## 3. COMMUNICATION/DISSEMINATION IN INTERNATIONAL FORA

Sweden is actively promoting increased aid effectiveness within the OECD/DAC, the EU and the Nordic plus group of donors as well as in its contributions to the effective management of UN agencies. Sweden has also been active in many processes at country level.

## 4. ORGANIZATIONAL SUPPORT

Functions for coordination of implementation of the aid effectiveness agenda have been established both at the Ministry for Foreign Affairs and at Sida. At Sida this function is located in the Department for Policy and Methodology and staffed by two officers. Each department has been given responsibilities within their specific area. For communication and dissemination, the departments for Human Resources and for Information have been given the main responsibility.

# SWITZERLAND

## 1. POLITICAL COMMITMENT

In May 2005, Switzerland issued a high level policy statement on the adoption of the Paris Declaration (PD). The statement was issued jointly by the responsible agencies, the Swiss Agency for Development and Cooperation (SDC) and the State Secretariat for Economic Affairs (SECO).

Switzerland issued at the same time a plan for the implementation of the PD, which identified 6 priority areas and 15 concrete actions to be taken.

The Swiss Government issued a progress report on the MDGs in May 2005. The report highlights the importance of aid effectiveness and refers explicitly to the PD. It identifies the implementation of the PD as a main challenge for aid effectiveness.

## 2. DISSEMINATION WITHIN OUR AGENCIES (SDC AND SECO)

The high level policy statement and implementation plan mentioned above have been communicated to all country offices of Switzerland and to all organisational units of SDC/SECO.

The Paris Agenda has been the subject of several internal regional seminars, uniting for example all Swiss Country Directors for Latin America or for East and Southern Africa. These seminars are important events to disseminate policies as well as to discuss concrete implementation and have played a crucial role in advancing the agenda.

The annual programmes 2006 for each priority country had to include a mandatory annex on specific aspects of the Paris Declaration (concretely, 4 indicators). The result is the mapping on how the PD is understood differently in various country operations and will serve as a valuable input to better design future policy guidance from headquarters.

At the Ambassadors' Conference in August 2005 (uniting in Berne the Swiss Ambassadors as well as Country Directors of SDC/SECO), a specific event was organized to inform about the PD and exchange experiences. A number of Country Directors presented up-to-date information on concrete harmonisation processes in their countries.

The DAC Reference Document on Harmonising Donor Practices for Effective Aid Delivery (Volumes 1, 2 & 3), as well as other relevant documents are widely distributed within our organisations.

As a communication tool, SDC's IntraWeb is regularly updated and expanded to serve the growing demands, ranging from basic information on the PD up to knowledge exchange on technical aspects of harmonisation of practitioners in the field. The other main communication channels are in-house meetings which have on many occasions been used to discuss the PD and its implication for our daily work.

Staff training: In SDC a new training unit for programme managers has been developed, including an important module on the PD and its implementation. The training is available several times a year and the first course has met very high demand. In 2005, SECO training for NPO (National Programme Officer) included also important modules on PFM (Public Finance Management), harmonisation and the PD.

Switzerland supports the Joint Donors Competence Development Network ([www.trained4dev.net](http://www.trained4dev.net)) and, more specifically the Joint Learning Programme on SWAPs, which will offer 15 workshops in developing countries to our colleagues and other practitioners in the field during 2006 and 2007.

New trainings are being organised to train Swiss headquarters' staff in Public Financial Management. A new training course on anti-corruption is offered, with a particular focus on new aid modalities such as budget support and anti-corruption. In May 2006, a community of practice between 5 country offices and headquarters has been launched, with the aim to complement the ongoing PD monitoring exercise with first-hand information from a Swiss experience point of view. In August 2006, the bi-annual seminar of all Swiss Country Directors will put the PD on the agenda and foster the exchange between headquarter policy dialogue and concrete experiences from the country offices.

### **3. DISSEMINATION IN NATIONAL AND INTERNATIONAL FORA**

SDC, in collaboration with SECO, is conducting a series of meetings with Swiss NGOs on the subject of the PD. A first official seminar with a comprehensive dissemination of the Paris Declaration took place in May 2005. The seminar revealed the important role of Swiss NGOs, which are often much closer to the realities of the target populations than other development actors, in bringing forward critical issues and thus contributing to better results in implementation. Several more informal exchanges have followed since and the next official seminar with Swiss NGOs is scheduled for October 2006, in order to strengthen this crucial role of theirs.

There are a number of examples of initiatives Switzerland is driving or participating in. They are focused on implementation, being understood that the best dissemination of the PD are good examples. Current examples include the Swiss chair of the Budget Support Group in Nicaragua, the participation in rural SWAP in the same country and the participation in the Like Minded Group in Vietnam. Switzerland has been the chair of the health DPG in Tanzania, is now incoming chair of the GBS Group in Tanzania (and will become chair in June 2006) and is a member of the core group set up to define a Joint Assistance Strategy in Tanzania.

The high level policy statement and implementation plan mentioned above have been communicated to the DAC and are published on the Internet.

Switzerland regularly participates at senior level in international conferences, which promote the PD. As examples, the SDC Deputy Director General contributed a keynote presentation to the seminar "Harmonisation and Alignment Challenges for New and Old Donors Alike", which took place in Vienna 24/25 November 2005, and the SDC Head of Bilateral Cooperation (Assistant Director General) participated in the Moscow conference on emerging donors 6/6 April 2006.

On June 29 2006, SECO will organize an international symposium on budget support in Berne, Switzerland. This event will be an opportunity to disseminate the results of the joint evaluation of general budget support undertaken under the auspices of the DAC and to address important related questions such as aid and program aid.

### **4. ORGANIZATIONAL SUPPORT**

The high level policy statement formulated the principle that implementation of the PD should be country driven for both donors and recipients. Thus implementation of the PD by the Swiss authorities is highly decentralised. Swiss Country Offices have the responsibility to identify which priorities to set and how to take the implementation forward. Dissemination of the PD is not defined as a separate task on field level but has to happen within the concrete steps taken to implement it.

SDC/SECO management have mandated a joint working group in Berne to support formulation of policy and technical guidance and to carry forward the concrete actions laid out in the Swiss Implementation Plan. Many of the above mentioned activities (under 2.) were initiated in this group, which represents all departments (6) of SDC as well as SECO. It is headed by SDC's Deputy Head of Bilateral Cooperation, and the operational units in general are closely involved and at times associated to the group's activities.

# UNITED KINGDOM

## 1. POLITICAL COMMITMENT

The UK Secretary of State for International Development has built on the role played in the Paris Declaration negotiations with continued emphasis on improving the quality of aid in key speeches, notably those in the consultation exercise for the imminent International Development White Paper on eliminating poverty which will feature the Paris Declaration. The DFID Departmental Report will face Parliamentary scrutiny over the Summer, it has references to the Paris Declaration and progress on improving aid effectiveness. In future years we will detail progress against the DFID focus (Public Service Agreement) countries. The draft DFID Medium Term Action Plan on Aid Effectiveness, approved by the Development Committee has been widely circulated. Built around the Paris Declaration it gives information on where and how DFID needs to take action. Regional Directors report progress annually to the Management Board and the quarterly management board reporting is being strengthened to track in-year progress. The DAC Peer Review of UK Development Policies and Programmes recognised the leading role the UK has played in improving aid effectiveness and the internal and external action taken to achieve this.

## 2. COMMUNICATION/DISSEMINATION WITHIN AID AGENCIES

Country Offices are required to report annually on progress in aid effectiveness. For 2005 a limited DFID survey was used giving preliminary data for DFID country programmes. For 2006 we will use information from the DAC Baseline Survey to develop country specific targets and country offices have been urged to encourage broad country participation in the DAC survey. The DFID 'Better aid Week' in November 2005 ran sessions specifically on the Paris commitments and drew in staff at HQ and in country offices by VC links. The DFID internal Development Partnership Course covers aid effectiveness issues, including our international commitments. Compulsory for all programme managers, it is delivered both in the UK and in country. The DFID Aid Effectiveness Newsletter regularly updates readers on aid effectiveness developments, seminars and ongoing policy work. Policy development has continued on specific aid effectiveness issues such as mutual accountability, technical cooperation and conditionality.

## 3. COMMUNICATION/DISSEMINATION IN INTERNATIONAL FORA

In the DAC the UK has co-chaired the Joint Venture on Monitoring the Paris Declaration and country offices took part in the early exercises for the baseline survey questionnaires in Cambodia, South Africa and Ghana. The UK has participated in the development of the DAC Evaluation of the Paris Declaration. In the EU the UK has ensured continued attention to improving EU aid effectiveness through the new EU development policy statement, the development of a common format for country strategy papers and application of the principles in Paris Declaration to new funding instruments and processes. The UK are co-sponsors of the Asia Regional Forum on Aid Effectiveness (with Japan, AsDB and WB) looking at implementation of the Paris Declaration in the Asia region. DFID staff meet regularly with UK NGOs to share policy developments.

## 4. ORGANISATIONAL SUPPORT

The DFID Medium Term Action Plan on Aid Effectiveness includes action from the corporate divisional levels to improve the way DFID is equipped to respond to its aid effectiveness commitments. The evolving DFID Catalyst programme (covering all aspects of corporate information systems from guidance material to data collection mechanisms) is being developed to enable DFID to improve aid effectiveness through easy access to data and guidance and to track progress. These include: new mechanisms for tracking support to programme based approaches, the development of Teamsite pages giving staff better access to information on the Paris Declaration and streamlined procedures for programme management to give allow revised priorities to enable a better response to the Paris Declaration targets.

DFID 17 May 2006

1. The Paris Declaration has been used in two ways in the UK programme:

a. to track progress in key aid effectiveness issues as reflected in the 12 indicators of progress

b. to give impetus to improve aid effectiveness in DFID programmes and in the multilateral arena with the IFIs and EU.

# UNITED STATES

## ACTIONS TAKEN TO IMPLEMENT THE PARIS DECLARATION ON AID EFFECTIVENESS

The United States is fully committed to making aid more effective and to helping developing country partners achieve development results through wise use of all available resources. This is the reason that the United States endorsed the 2005 Paris Declaration on Aid Effectiveness. The commitments in the Paris Declaration reinforce USAID's guiding principles for development and reconstruction assistance: country ownership, local and host country capacity, sustainability, selectivity, assessment, results, partnership, flexibility, and accountability.

The U.S. strongly advocated for the inclusion of managing for results in the Paris Declaration. For the U.S., effective aid is measured in terms of results, for example: fewer babies dying, more children in school, completing at least primary education, small farmers marketing more high value produce, better managed public finances, less corruption, and fewer deaths due to natural disasters. The U.S. Administration, Congress, and the American taxpayer, like their counterparts in other countries, demand greater aid effectiveness and clearer results, especially given the near tripling of U.S. assistance levels in the last five years to a record high of \$27.5 billion in 2005.

Secretary of State Rice's recently-launched reforms of aid in support of transformational diplomacy and development are directly aimed at improving U.S. aid effectiveness through improved coordination and policy coherence across implementing agencies and funding accounts under the leadership of the newly created Director of Foreign Assistance.

Since March 2005, the U.S. has taken several concrete actions to further the implementation of the Paris Declaration, which include:

- The USAID Administrator announced, in an April 2005 communication to the field, his endorsement of the Paris Declaration and the importance he attached to advancing aid effectiveness.
- Aid effectiveness and the Paris Declaration on Aid Effectiveness were included in the agenda of the worldwide USAID Mission Directors' Conference held in Washington D.C. in May 2005. The Administrator directed USAID field managers to be proactive and participate in local implementation processes.
- The U.S. participated actively in the Working Party on Aid Effectiveness (WP-EFF) and its Joint Ventures in refining and setting targets during the summer of 2005, and subsequently in the fall-winter in the work of the Joint Ventures on Monitoring the Paris Declaration (JV-MPD), on Procurement, and on Public Financial Management to define definitions, clarify and strengthen methodologies, and decide on work plans.
- USAID seconded a recently-retired USAID officer to the JV-MPD to help design and carry out the survey work. All survey test Missions supported the pilot testing of the questionnaires, with USAID Missions in Senegal and South Africa playing co-lead roles.
- Many informal communications have been sent to the field missions with updates on the final Paris Declaration targets and monitoring plans, along with tailored guidance to individual field Missions, as they have engaged in local processes (e.g., Vietnam, Ethiopia, Zambia, Senegal, South Africa, Uganda, Nicaragua, Cambodia, and Ghana.)

- USAID field missions are actively participating with other donors in partner country led action planning on various aspects of the Paris Declaration. Some USAID missions have signed on to resulting memoranda of understanding and/or compacts for local action plans (e.g., Vietnam). Those that have not been able to sign such agreements for legal or other reasons are finding ways to support their implementation in concert with other donors.
- USAID has made a major change to its procurement sourcing guidance, allowing local and developing country sources worldwide to compete for foreign aid procurements, as a general rule.
- USAID has stepped up its efforts to implement the DAC recommendation on untying and to expand our untying efforts beyond the recommendation. It has significantly improved reporting. In 2005, the U.S. provided \$5 billion in untied bilateral aid, more than any other DAC donor country. But our reporting still misses a large portion of untied aid. USAID estimates that up to 75 percent of all U.S. foreign aid program funds are competed on an untied basis.
- USAID issued comprehensive guidance to field Missions in March of 2006 that was cleared by other U.S. Government agencies on implementing the Paris Declaration. This guidance reflected the detailed definitions and monitoring plans agreed to within the JV-MPD and the WP-EFF.
- The U.S. continues to have some reservations regarding use of country financial management and procurement systems not yet up to standard. However, USAID Missions are assisting actively in strengthening local capacities and country financial and procurement systems. We are progressively using elements of country financial systems as these become more reliable. We also are exploring channelling more program funds through host government systems, where appropriate policies and accountability exist.
- The Millennium Challenge Corporation provides untied, multiyear grant assistance for programs proposed by partner countries in line with their own development priorities. The country, not MCC, has primary responsibility for overseeing implementation of the program. Country systems are used whenever adequate and best suited to effective program implementation. Otherwise interim arrangements are made with the partner country's full involvement. Procurement is done on the basis of international competitive bidding.
- Capacity building is integrated into MCC Compacts. Countries are encouraged to design programs to strengthen capacity development in harmony with that of other donor and government efforts. MCC encourages countries to make proposals that have a coherent thematic, regional or sector focus, recognizing that the impact of such program-based approaches are likely to be greater than a series of disparate projects.
- MCC has recently undertaken stepped up consultations with the DAC to see how it can further align and harmonize its in-country activities with the Paris Declaration now that a number of Compacts have been signed. MCC relies mainly on Partner countries to ensure that Compact programs complement other donor activity, but MCC staff consults directly with other donors to ensure coordination occurs.

The United States plans to continue its efforts to further the implementation of the Paris Declaration so as to increase the effectiveness of its aid programs, better complement other donor programs and help partner countries achieve measurable development results.

# **AFRICAN DEVELOPMENT BANK**

## **1. POLITICAL COMMITMENT**

The Bank has adopted the Harmonization, Alignment and Management for Results (HA and MfR) Agenda and prepared a comprehensive Implementation Action Plan that was approved by the Board on 1 February 2006. The Action Plan has three major pillars – Institutional Level Activities; Country Level Activities; and Global / Regional Level Activities. The Institutional Level Activities strengthen institutional capacity to deliver the HA and MfR agenda in regional member countries. The country level activities, on the other hand, are related to building countries' capacity for internalization of the aid effectiveness agenda as well as aligning Bank Group assistance to the countries development priorities and systems. The Global / regional dimension of the Action Plan focuses on continued participation in the global consensus building including participation in OECD-DAC aid effectiveness working groups; and participating in the monitoring and reporting progress.

## **2. COMMUNICATION AND DISSEMINATION WITHIN THE BANK**

The Bank Group has widely disseminated the Paris Agenda to staff and Board members. The Bank has recently launched a series of seminars on key operational and thematic issues affecting development effectiveness through which the specific issues of the Paris Agenda are discussed. These seminars are aimed to provide clarity to staff and help them operationalize the Paris commitments.

The Bank Group has prepared and is also in the process of preparing policies and guidelines that will help expedite the implementation of the Paris commitments. Some of these include the Results-Based Country Strategy New Format and various quality assurance tools (QEA, Results Log frame, Supervision Report Format); the Results Measurement Framework (a monitoring system at the country and institutional levels); review of procurement rules and procedures; Country Resource Allocation System; Guidelines for the assessment of financial management arrangements and financial analysis, Country Assessment for the Use of Country Systems for Environmental Impact Assessment; a Policy Paper on Strengthening engagement with Fragile States.

The African Development Bank is in the process of moving towards a Results Based Institution. The Bank has made an assessment and preparation plan to introduce and implement an institutional-level RBM system. A Conceptual Framework on which the ADB will structure its process to become results-oriented is prepared, and recommendation to adapt the IT system to strengthen and support the RBM process is being considered. A draft implementation plan for putting these various measures into place is being drawn up. Once these reports are finalized and approved by the Boards, the Bank will launch a series of internal measures to begin implementing the RBM process. The Bank has also prepared a Balance Score Card as key performance and management tool, and this will be considered by Senior Management and the Board shortly.

## **3. COMMUNICATION / DISSEMINATION AT REGIONAL LEVEL**

With a view of expediting the implementation of the Paris commitments and assist African countries in their efforts, two regional workshops have been held in Africa – one in Entebbe, Uganda (16-17 November 2005) and the second in Bamako, Mali (27-29 March 2006). The workshops aimed at taking a closer look at the Paris commitments and their application at the country level and thereby facilitate exchange of experiences. The Entebbe Workshop was sponsored by the African Development Bank, WB, UNDP, OECD-DAC and hosted by the Government of Uganda. Over 100 participants from 14 Eastern and Southern African countries and their development partners participated. On the other hand, the Bamako workshop was sponsored by the African Development Bank, WB, the Government of France, UNDP, OECD-DAC and hosted by the Government of Mali. Over 200 participants representing 25 North, Central, and West African countries and their development partners were represented in the Bamako workshop. These workshops provided platforms for sharing good practices and experiences among African countries.

#### **4. ORGANIZATION SUPPORT**

The work of the HA and MfR agenda at the Bank is coordinated by the Policy and Review Department while the country level activities are led by the Country Programming Departments in collaboration with Sector Departments. The Country Offices / Field Offices are being increasingly involved in advancing the Paris agenda at the country level. Finally, the Bank was an active contributor to the 2005 COMPAS report as well.

# **ASIAN DEVELOPMENT BANK**

## **1. POLITICAL COMMITMENT**

The President attended the Second High Level Forum (HLF-2) and, together with other HLF-2 participants, endorsed the Paris Declaration on Aid Effectiveness (Paris Declaration) on 2 March 2005.

Following the HLF-2 and the issuance of the Paris Declaration, ADB Management widely circulated to staff all relevant information on the HLF-2 and the Paris Declaration, the actions being taken by the Bank and others to address the Partnership Commitments and the future monitoring and reporting on implementation. Likewise, subsequent updates to the ADB Action Plan on Harmonization and Alignment for Aid Effectiveness (which is posted in <http://www.aidharmonization.org/>) started to include activities that implement the Paris Declaration.

The highlights and challenges under each of the Paris Declaration themes have been reported to the Board of Directors through a Board information paper on 29 November 2005, followed by a Board Seminar on 24 March 2006. The Board is periodically apprised of progress on this matter.

ADB's Medium-Term Strategy II (2006-2008) underscored the need for ADB's priorities to reflect the international consensus on development assistance as reflected in the Paris Declaration on Aid Effectiveness. ADB's Work Program and Budget Framework (2006-2008) reflected the Paris Declaration in its key elements.

## **2. DISSEMINATION WITHIN AID AGENCIES (HEADQUARTERS AND COUNTRY LEVEL)**

As a follow-on to HLF2 and the Paris Declaration, Regional Departments and Resident Missions were informed of the Paris Commitments and were advised to work with partner countries in moving the agenda forward. Details of the progress on actions being undertaken are provided in the Action Plan cited above.

The various MDB technical working groups have been periodically developing/revising/updating guidelines in key areas, e.g., procurement, financial management, managing for development results. The new/revised guidelines are being accordingly disseminated and explained to staff through briefings/seminars conducted for each division.

## **3. COMMUNICATION/DISSEMINATION IN INTERNATIONAL FORA**

ADB is actively participating in MDB Roundtables where the MDBs, together with other institutions like UN, EIB and OECD, get together and discuss the status of implementation of the Paris Declaration as well as the initiatives being undertaken by each institution on this matter.

As part of the preparation for the HLF-2, ADB organized in 2004 two regional workshops in Bangkok and Bishkek. ADB is currently organizing, together with the Government of Japan, UK (DFID) and World Bank, a Regional Forum on Aid Effectiveness to be held on 19-20 October 2006 and to which 20 partner countries have been invited. Participants at the Forum are expected to identify constraints, lessons learned, best practices and challenges. The Forum also aims to encourage partner country and donors to develop mechanisms for implementing the Paris Declaration and monitoring progress.

ADB continues to contribute to joint work under the auspices of the MDB Working Groups, with each of these Groups considering aspects of the Paris Declaration and developing ways and means to introduce the Paris agenda at the local level.

#### **4. ORGANIZATIONAL SUPPORT**

For Country Strategy Programs (CSPs) developed for each partner country, it is now a requirement to harmonize and coordinate with development partners, align CSPs with national development programs and make CSPs results-based. As part of the ongoing effort, the mandate to liaise with development partners/government agencies to implement the Paris Declaration has been delegated to the Resident Missions. This devolution enables the Resident Missions to work more closely with development partners at country level.

Formal arrangements have been developed and finalized by developing member countries with other development institutions, e.g., Cambodia's Updated Action Plan on Harmonization, Alignment and Results fully aligned with the partnership principles of the Paris Declaration; Viet Nam's Comprehensive Harmonization Action Plan to localize the Paris Declaration; the Philippines' Joint Government-Development Partners Workshop on Harmonization and Aid Effectiveness to review what is being done to honor the Paris Commitments.

# INTER-AMERICAN DEVELOPMENT BANK

## **Institutional Efforts Towards the Dissemination of the Paris Declaration**

In June 2006, Senior Management of the Inter-American Development Bank (IDB) will be reviewing a paper entitled “The Harmonization, Alignment and Results Agenda and MDB Cooperation Activities” as a further step towards implementing the Paris Declaration.

The IDB has carried out briefings for the Country Office Representatives with regard to the agreements established in the Paris Declaration and the Bank’s activities to support this initiative.

The LAC region includes eight signatories to the Paris Declaration (Bolivia, Brazil, Dominican Republic, Guatemala, Honduras, Jamaica, Mexico and Nicaragua). In order to support dissemination and implementation of the Paris commitments, the 2006-2008 Work Program of the WP-EFF calls on RDBs to organize workshops in their respective regions. A first step in dissemination has been taken by the Bank’s Development Effectiveness and Strategic Planning Department (DEV) distributing the agreed targets for monitoring of progress adopted by the WP-EFF to all relevant departments of the Bank, and in particular to the Regional Operations Departments. The latter have passed on this information to their respective Country Offices, which have been progressively working on systematic methods of target monitoring. Most recently, Country Office Representatives have been brought in as links to facilitate and provide support both in-country and with IDB Headquarters for the Survey underway for establishing the baseline for monitoring the 12 indicators of the Paris Declaration.

The Development Effectiveness Division participates actively in the Common Performance Assessment System (COMPAS), which includes information directly related to the indicators of the Paris Declaration. Additionally, the Division contributed to the production and dissemination within the Bank of the Sourcebook for Management Development Results.

The Procurement Division has published on its web-site, the Master Procurement Documents of Multilateral Development Banks and Financial Institutions and provides links to the Procurement sites of more than 10 multilateral and bilateral institutions.

The IDB is hosting the 13<sup>th</sup> MDB Roundtable on Harmonization and Alignment which will be held in Washington D.C. on June 6, 2006.

The IDB is hosting the meeting of Multilateral Financial Institutions (MFIs) in which the issues raised in the Paris Declaration were an important topic.

The IDB is in the early stages of planning the LAC Regional Workshop to discuss implementation of the Paris Declaration indicators at the country level. The workshop is to be held in Santa Cruz, Bolivia in October 2006 and will be co-sponsored by the World Bank, UNDP and OECD/DAC.

The IDB established an inter-departmental network with representatives appointed by the Managers of all relevant Bank Departments. This is the network through which work on the harmonization agenda takes place, both internally and externally.

# **INTERNATIONAL MONETARY FUND**

## **1. POLITICAL COMMITMENT**

The Managing Director's report to the International Monetary and Financial Committee (IMFC) on the IMF's policy agenda on the run-up to the Spring Meetings of the IMF and the World Bank in April 2005 underscored the importance of the Second High-level Forum on Aid Effectiveness, and notes that the Fund, though not a donor, supports the principles and commitments in the Paris Declaration and will work, within its mandate, to promote its implementation. This message was repeated in the Managing Director's Report to the IMFC on the IMF's policy agenda for the Annual Meetings in September 2005.

The IMF's 2005 Annual Report contained a report on the Paris HLF, and reiterated the IMF's support for the principles and commitments of the Paris Declaration.

## **2. COMMUNICATION/DISSEMINATION WITHIN AGENCIES**

Following the HLF-2, back-to-office reports were circulated to management and the heads of all departments listing the key results of the Forum and distributing the Paris Declaration itself.

Circulation of the Paris Declaration and the initially proposed targets for the Paris Declaration indicators to all concerned departments of the IMF in the summer of 2005 for review and comment, in preparation for the WP-EFF's discussion on the targets in late summer in Paris.

Presentation to PRGF Mission chiefs on the Aid Effectiveness agenda, explaining the Paris Declaration, the work and output of the WP-EFF and the Joint Ventures, and referring to the dedicated websites and other information resources. The presentation also focused on the implications of the aid effectiveness agenda for IMF operations in the field, with the presentation of a country case.

## **3. COMMUNICATION/DISSEMINATION IN INTERNATIONAL FORA**

The IMF's support for the aid effectiveness agenda has been raised at meetings of the UN (most recently at the Special ECOSOC High-Level Meeting with the Bretton Woods Institutions, the WTO and UNCTAD, in April 2006).

# UNITED NATIONS DEVELOPMENT GROUP

## 1. POLITICAL COMMITMENT

- High-level Joint UNDG Participation in the High-level Forum in 2005
- Proactive Response in July 2005 with UNDG Action Plan on the Implementation of the PD with specific indicators and targets
- The Chair of the UNDG has sent two letters (July 2005 and March 2006) to all Resident Coordinators to follow-up on the Paris Declaration and implement the UNDG Action Plan which included joint letters signed by OECD DAC/WP EFF/WB/UNDP

## 2. COMUNICATION/DISEMMINATION WITHIN AID AGENCIES

- The UNDG has adopted a Policy Position on Sector Support and UNDG members have issued and communicated agency specific guidance
- The Paris Monitoring Survey including a special UNDG Guidance will be distributed to all Resident Coordinators regardless whether their countries have signed the PD to encourage discussion on the principles of aid effectiveness underlying the PD
- UNDG agencies have intensified staff training on the changing aid environment and the PD
- The annual Resident Coordinator report requests each RC to report on aid coordination and follow-up to the Paris Declaration
- An e-discussion on aid effectiveness has been conducted on the UNDG-wide Coordination Practice Network in September 2005
- UNDP has a website dedicated to aid effectiveness and an internal collaborative workspace on PD implementation with UNDG wide-access for sharing of tools, lessons and practices and discussions are conducted electronically through the UNDP network of practitioners.

## 3. COMMUNICATION/DISSEMINATION IN INTERNATIONAL FORA.

- OECD DAC/WB/UNDP organized a panel on PD implementation during the High Level FfD Dialogue (NY, June 2005) and a panel during the 2005 World Summit (NY, September 2005).
- The UN Resident Coordinator facilitates, on behalf of the OECD DAC, communication with partner country Governments on the roll-out of the baseline Survey.
- UNDP/UNDG participated in the Survey field testing in Ghana, Uganda and Nicaragua and its launch in Cambodia.
- UNDP facilitates partner country participation (South Africa, Mali, Ghana, Senegal, Uganda, Nicaragua) in the DAC bodies and manages the pooled fund for this purpose (supported by Denmark, Canada, Norway, Switzerland).
- UNDP has co-sponsored the post Paris workshops with DAC/WB/MDBs in Uganda and Mali to cover Africa, and is involved in planning for similar events in other regions.

## 4. ORGANIZATIONAL SUPPORT

- The UNDG Working Group meets monthly and unites HQ-level staff working on Aid Effectiveness within all UNDG members
- UNDG members have established H&A Taskforces in their agencies to coordinate follow-up on the PD
- An aid effectiveness unit is placed within the UNDP Bureau for Development Policy to support global, regional and country initiatives, as well as to develop a community of practitioners.
- The UNDG has established an internal HelpDesk for PD baseline Survey roll-out and UNDP is part of the OECD-DAC HelpDesk

# UNITED NATIONS DEVELOPMENT PROGRAMME

## 1. POLITICAL COMMITMENT

- UNDP Multi-Year Funding Framework (MYFF 2006-2008) under Goal 1 (Poverty Reduction) Service
- Line 1.4 addresses aid effectiveness and, implicitly, PD implementation.
- UNDP Senior Management Meeting (February 2006) discussed PD implementation and made corresponding recommendations for the engagement of the Organisation.
- UNDP has a framework for implementing the Paris Declaration (January 2006).

## 2. COMMUNICATION/DISSEMINATION WITHIN AID AGENCIES (HEADQUARTERS AND COUNTRY LEVEL)

- UNDP Administrator, Chair of UNDG, has sent two messages on PD implementation and DAC Baseline Survey roll-out to RCs on PD implementation. (July 2005 and March 2006) and these included joint letters signed by OECD DAC/WP EFF/WB/UNDP.
- There is regular working level communication with UNDP Country Offices, advisers and RCs.
- Post- Paris HLF, UNDP organized a number of capacity development meetings with staff in the Western Balkans (2006) and Africa.
- PD commitments are included in the UNDP aid management manual, as well as a Guide on UNDP Role in a Changing Aid Environment: Direct Budget Support, SWaps, Basket Funds has been prepared and there is a webpage on Direct Budget Support.
- UNDP has a website dedicated to aid effectiveness<sup>18</sup> and an internal collaborative workspace on PD implementation for sharing of tools, lessons and practices and discussions are conducted electronically through the UNDP network of practitioners.

## 3. COMMUNICATION/DISSEMINATION IN INTERNATIONAL FORA

- OECD DAC/WB/UNDP organised a panel on PD implementation during the High Level FfD Dialogue (NY, June 2005) and a panel during the 2005 World Summit (NY, September 2005).
- UNDP facilitates, on behalf of the OECD DAC, communication with partner country Governments on the roll-out of the baseline Survey. UNDP/UNDG participated in the Survey field testing in Ghana, Uganda and Nicaragua and its launch in Cambodia.
- UNDP facilitates partner country participation (South Africa, Mali, Ghana, Senegal, Uganda, Nicaragua) in the DAC bodies and manages the pooled fund for this purpose (supported by Denmark, Canada, Norway, Switzerland).
- UNDP has co-sponsored the post Paris workshops with DAC/WB/MDBs in Uganda and Mali to cover Africa, and is involved in planning for similar events in other regions.

## 4. ORGANIZATIONAL SUPPORT

- UNDP Bureau for Resources and Strategic Partnerships chairs monthly meetings of an UNDP inter-bureau Task Force, and the Bureau for Development Policy provides overall support in ensuring effective UNDP engagement with the OECD DAC substantive activities on PD implementation.
- An aid effectiveness unit is placed within the UNDP Bureau for Development Policy to support global, regional and country initiatives, as well as to develop a community of practitioners.
- UNDP has a HelpDesk for PD baseline Survey roll-out.

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<sup>18</sup> [www.devoid.org](http://www.devoid.org)

# WORLD BANK

## 1. POLITICAL COMMITMENT

In his closing remarks at the 2006 Spring Meetings of the World Bank and IMF, the president of the World Bank Group, Mr. Paul Wolfowitz, stated that more needs to be done to align international support with the poverty reduction efforts of developing countries, and that this goal requires concerted action on numerous fronts. Support last year for the Paris Declaration on Aid Effectiveness was an important step forward, but careful implementation and monitoring are needed to reduce aid fragmentation and to promote harmonization, alignment, and results, and Mr. Wolfowitz pledged that the World Bank would intensify its work on this agenda.

## 2. COMMUNICATIONS/DISSEMINATION WITHIN AID AGENCIES (HEADQUARTERS AND IN-COUNTRY)

The World Bank is making a concentrated effort to communicate the aid effectiveness agenda and to provide enabling support to staff to facilitate their active participation in country-led harmonization and alignment efforts. Immediately after the Paris HLF, the Paris Declaration was highlighted on the Bank's intranet. Further communications have linked implementation of the Paris Declaration to internal reforms to facilitate the aid effectiveness agenda including the (i) development of poverty reduction strategy-based Country Assistance Strategies aligned with country priorities, (ii) issuance of guidelines to encourage joint work with other donors in the preparation of country analytic work, (iii) amendment of the World Bank's audit policy to align with international auditing standards and support for harmonized audit requirements among donors, (iv) introduction of a new expenditure eligibility policy, providing increased flexibility in working with other donors, (v) development of new procurement guidelines to open bidding eligibility to all countries of the world, and (vi) adoption of new policies and guidelines covering development policy lending that recognize the importance of country ownership and of collaboration among donors on setting conditionality. Other efforts include the following.

**Websites.** Websites ([www.aidharmonization.org](http://www.aidharmonization.org) and [www.countryanalyticwork.net](http://www.countryanalyticwork.net)) are contributed for use by World Bank staff and the international community and continually updated to share analytic work and further the aid effectiveness agenda through the dissemination of information on best practices, country implementation, and harmonization and alignment events. For the country analytic work website, World Bank task teams are asked to submit all finished reports and to indicate if these were based on joint preparation. A tool to track missions (mission calendar) is under development.

**Good practice briefs.** To assist staff in their country-level work, the Bank has drafted good practice briefs in the areas of pooled financing, collaborative assistance strategies, experiences in fragile states, coordinated support for capacity development, harmonization action plans, and country-level independent evaluation of aid. The note on assistance strategies, for example, highlights the recent cases (in Bangladesh, Cambodia, Nigeria and Uganda) where the Bank has completed collaborative Country Assistance Strategies with other development partners. The Results Sourcebook documents good practices on this topic. Briefs on other areas of aid effectiveness will be prepared and shared widely within the World Bank and on an external site.

**Direct support in countries.** Complementing the work done by operations staff, the harmonization team of the World Bank is providing facilitation support to project and country teams, recently including technical and in-country support to staff and others in Afghanistan, Bangladesh, Burkina Faso, Cambodia, Cameroon, Ghana, Mali, Pakistan, Senegal, and Uganda.

**Staff Orientation, learning and outreach.** To broaden the understanding on various approaches on the aid effectiveness agenda, the objectives of harmonization and alignment and managing for results are being embedded in orientation sessions for new Bank staff and other training programs for staff at all levels, for example in a new e-based learning program for new staff on the Bank's operations. Harmonization and alignment and managing for results are the topics of numerous "brown-bag lunches" and other seminars, which

have been taped and made available to staff in Washington and in country offices. In addition, a brochure with an illustrative “menu of harmonization” in English, French, and Spanish was prepared and widely disseminated to Regional staff, in country offices and Public Information Centers, and at international forums on harmonization and alignment.

### **3. COMMUNICATION/DISSEMINATION IN INTERNATIONAL FORA**

Under the umbrella of the Working Party for Aid Effectiveness, the World Bank participates in the Joint Ventures that have harmonization and alignment as central priorities – on Public Financial Management, Procurement, Managing for Development Results, and Monitoring the Implementation of the Paris Declaration. The World Bank is collaborating with other multilateral development banks (MDBs) on harmonizing disbursements, use of advances, pooling mechanisms to support sectorwide approaches, terminology, and reporting on and harmonizing International Financial Institution-financed procurement (with a growing set of harmonized documents). Work with other MDBs/MFIs is taking place *inter alia* on environment issues, legal harmonization and capacity building. The environment group, for example, has prepared a good practice note on a common framework for environmental assessment, which has been disseminated within the Bank.

**Regional workshops to support the implementation of the Paris Declaration.** The World Bank jointly organized with the African Development Bank, UNDP, OECD/DAC and France (in Bamako) two workshops in Africa—in Entebbe, Uganda, in November 2005, and in Bamako, Mali, in March 2006, to help countries develop and strengthen their implementation plans for the Paris commitments and to put in place the follow-up and monitoring mechanisms for tracking progress. Working with the respective regional development banks and with other donors the Bank is planning to assist similar workshops, scheduled for October 2006, for partner countries in Asia and Central and South America. Other efforts include:

Participation in the multidonor Strategic Partnership with Africa, which is working on aligning budget and sector support with poverty reduction strategies (PRSS) in African countries.

Support for the Consultative Group to Assist the Poor, which is working to harmonize donor reporting requirements in the delivery of microfinance and financial services.

Work in the Global Donor Platform for Rural Development to foster joint efforts to support national rural strategies, alignment with PRSS and medium-term expenditure frameworks, harmonization of procedures and practices, and monitoring of harmonization progress.

Leadership in the HIV/AIDS and EFA/FTI work to harmonize donor initiatives.

Undertaking work on integrating vertical programs on country processes, supporting country pilots, and building consensus for a set of good practice principles.

### **4. ORGANIZATIONAL SUPPORT**

The Operations Policy and Country Services (OPCS) Vice Presidency is the central unit of the World Bank that manages its operations policies and procedures, and its staff provide support to Region and Network staff on issues relevant to the aid effectiveness agenda. There are about eight professional staff and five support staff working full time on harmonization, alignment, and results, and others working on matters such as procurement and financial management.

At country-level, the Regional units of the Bank, including managers and staff, are responsible for implementing the harmonization, alignment and managing for development results agenda in Bank-supported operations.