DEVELOPMENT CO-OPERATION DIRECTORATE
Development Assistance Committee

Working Party on Aid Effectiveness

DRAFT SUMMARY OF THE ELEVENTH MEETING OF THE JOINT VENTURE ON MANAGING FOR DEVELOPMENT RESULTS

Held on 16 October 2007, OECD Paris

This document is FOR APPROVAL at the next meeting of the Joint Venture on Managing for Development Results.

Mr. Stefan Schmitz (stefan.schmitz@oecd.org)

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JOINT VENTURE ON MANAGING FOR DEVELOPMENT RESULTS

DRAFT SUMMARY RECORD OF THE ELEVENTH MEETING

16 OCTOBER 2007

Adoption of the Agenda (agenda item 1)

1. The meeting’s agenda was adopted as proposed.

Draft Summary of the Tenth Meeting of the JV for Approval (agenda item 2)

2. The summary of the tenth meeting of the JV was endorsed by the meeting.

The Road to Accra and the Role of the JV (agenda item 3)


4. It was noted that there are several avenues along which the JV could feed into the HLF-3 and that significant and substantive input from partner countries to all of these activities is essential:

   • 2008 Survey on Monitoring the Paris Declaration (PD) - there is a decision to focus much more attention on qualitative questions that would enable countries to provide more information behind the quantitative data in the 12 indicators. This offers an opportunity to the JV to propose some of the qualitative questions with respect to indicators 11 and 12;
   • HLF-3 Progress Report which will review the implementation of the PD Partnership Commitments and synthesise important findings across the Joint Ventures and other streams;
   • HLF-3 Roundtables that will enable in-depth discussions on selected issues;
   • HLF-3 Market Place that will provide the Forum with highlights of the work being undertaken by countries and organisations;
   • Accra Action Agenda (AAA) to be prepared through extensive consultations and endorsed during the HLF-3 ministerial.

5. The Secretariat also provided an overview on core issues of the JV, the direction in which the JV is moving and overall progress that has been achieved during the last months. It noted that there are five potential core modules that could feed into and be presented at the HLF-3:

   • Conceptual clarity on MfDR (practical guide, improved methodology for indicator 11);
   • MfDR country capacity assessment tool;
   • Concept and good practice on mutual accountability at country level; study on existing mechanisms and synthesis report on mutual accountability at international level;
   • Guidelines on incentives for aid effectiveness in donor agencies;
   • Third edition of a Sourcebook on emerging good practice on MfDR.
6. The Co-Chairs summarised the discussion and concluded that any individual work stream of the JV may be placed within the following conceptual framework:

- The orientation of the JV work is
  - partner based,
  - country system based,
  - inclusive in the sense that partners are conceived as stakeholders beyond governments only.
- Regarding time scale the JV is pursuing results for
  - the immediate demand (HLF-3),
  - the horizon of the actual work plan (end of 2008),
  - the medium term beyond the actual work plan.

Conceptual Clarification (agenda item 4)

7. Task leader Germany presented a revised concept note on “Conceptual Clarity and Technical Guidance for MfDR”. The task is properly funded. Envisaged products are a draft practical guide with clarification of key MfDR concepts beyond the mere definition and a contribution to the assessment methodology for indicator 11 of the PD. The work stream is aiming to identify out some key messages for the Accra Action Agenda (AAA). A draft practical guide will be presented for discussion at the next JV MfDR meeting.

8. The intended how-to guide is meant to complement the MfDR Sourcebook which is a collection of examples of emerging good practice. Instead of striving for analytical and theoretical in-depth work, the work stream will focus on the implementation of already existing MfDR concepts: It aims at translating these concepts into plain language and target it to a policy maker audience mainly in donor headquarters.

Country Capacity Assessment (agenda item 5)

9. Draft Terms of Reference and work plan on “MfDR Country Capacity Assessment” were presented by task leader World Bank. The budget currently allows for pilot testing the methodology in three partner countries. JV members are invited to add funding and come up with proposals for more pilot countries (30,000 – 50,000 US-$ each). A report including methodology, assessment questionnaire, progress and identification of the pilot countries will be sent to the JV at the beginning of January 2008.

10. The purpose is to help countries manage better for development results. The intended framework and tools for a facilitated self-assessment will:

- Help countries improve their MfDR efforts;
- Help countries and donors assess MfDR strengths and areas needing improvement;
- Help donors target more effectively their assistance to country efforts to MfDR;
- Generate an evidentiary base for increased global advocacy for MfDR.

11. The deliverables will be compiled in a toolkit that will consist of the following:

- Concept/framework for MfDR capacity assessment based on the five pillars;
- Mapping of existing tools to MfDR framework;
- Incentive documents describing why countries should be interested;
- MfDR Capacity Scan Tool;
- Results of MfDR Capacity Scan Pilots.
12. Namibia and Malawi have already been selected as pilot countries. As current funding allows for three pilots, an additional country (Afghanistan and Moldova have been suggested) may be chosen. Comments by JV members are welcomed both on the proposed deliverables as well as on the collection of pilot countries. It was stated that a balanced (regional and structural) representation of countries should be achieved.

13. The discussion revealed the central importance of this work stream to the overall goals of the JV. The links to other work streams within and beyond the JV were highlighted. In particular the links to work on indicator 11 of the PD and the potential of seeing results-based management within the context of country systems were mentioned.

Mutual Accountability (agenda items 6 and 7)

International Level

14. Task leader UK presented revised Terms of Reference for a “Study of Existing Mechanisms to Promote Mutual Accountability between Donors and Partner Countries at the International Level”. The task is properly funded. The Co-Chairs pointed out that JV Members had been invited to comment on the draft Terms of Reference, that all received comments had been regarded faithfully and that it was now important for the study to proceed. It was agreed that outstanding issues and concerns could be revisited when the report is on the table mid January 2008. The study will be an advisory input into the JV MfDR. Based on discussions/feedback in the JV MfDR a draft synthesis note would be produced summarising key findings and consolidating proposals for consideration to take to the WP-EFF. The JV took note of the pointed out schedule:

- Beginning January 2007: A consultancy team which is chosen and ready to start the work now will deliver a draft technical report to the task lead;
- Mid January 2008: The task leader will send the edited study to a reference group (see below) for information and comment;
- Beginning of February 2008: The task leader will send the revised draft study to the JV for further comments;
- End February 2008: A draft synthesis note will be produced by the consultants based on feedback and comments and submitted by the JV Secretariat for approval at the next JV MfDR meeting.
- The synthesis note will eventually feed into the deliberations of the WP-EFF at its next meeting in April 2008 with the aim to distil some key messages for the HLF-3.

15. The task leader underscored that it remains with the WP-EFF to ultimately decide on how to deal with the issue of mutual accountability mechanisms. It was also underlined that the task aims at complementing the work of other work streams (within JV MfDR and in other JVs) and avoiding duplication. It was finally underlined that the study will focus exclusively on existing mechanisms and look at building up some knowledge to get a complete picture of what is happening on mutual accountability mechanisms at the different levels.

Country Level

16. Task leader Germany presented a revised concept note on “Mutual Accountability at the Country Level”. This concept note will be slightly redrafted reflecting the recommendation of the task team to “downscale” the products which will now consist of a conceptual clarity paper and a review of case mate-
rial (inventory of good practice, lessons learnt). After consultations with a reference group (see below) draft products will be presented to the JV at its next meeting.

17. The task ultimately aims to provide a clearer picture on what donors and partner countries are doing and what they should be doing in the area of mutual accountability at country level to increase aid effectiveness. This includes conceptual work on how to better assess and measure indicator 12 of the PD. It was pointed out that mutual accountability is by nature closely linked to sanctions as a means to enforce appropriate performance. However, it was also stated that sanctions and the “naming and shaming” problematic has to be dealt with very sensitively.

18. The JV work stream on mutual accountability and the “Results, Resources and Partnership” process initiated by the Netherlands, Sweden and the World Bank have the potential of reinforcing each other. It was suggested to strengthen linkages between these two processes.

Reference Group

19. One reference group will be set up as a technical advisory body to support the work of both task teams on mutual accountability at international level and country level. The group that will be invited to comment on the draft products will comprise the members of the task teams, some (at least two) partner country representatives and two representatives from civil society organisations. Partner country representatives may be chosen from the “Results, Resources and Partnership” pilot countries (Ghana, Tanzania, Mozambique) and probably some other countries; a certain range of variance within the sample of countries would be preferable. The choice of civil society representatives will follow recommendations from the CSO Advisory Group (one from a north CSO, one from a south CSO).

Assessment of Agency Effectiveness (agenda item 8)

20. The JV agreed to refrain from taking work forward on its own on the assessment of agency effectiveness, as it would duplicate work of the MOPAN group. However, there was consensus that the JV MfDR will continue to deal with the issue on the basis of the findings from the MOPAN study. Based on a paper on agency effectiveness which was presented by task leader UK the JV agreed on the following:

- The JV will share and discuss the findings from the MOPAN study and the proposed indicators with donors and partner countries through the Communities of Practice;
- The JV will discuss the potential for adoption of the findings on multilateral effectiveness by donors more widely;
- The JV might want to discuss the potential for wider application of the findings. Some aspects that could shape further discussions were mentioned: assessment of not only multilateral but also bilateral agencies; reduction of transaction costs through agreement on harmonized assessment instruments; independence of assessment; reliance on objective indicators; exchange of experience;
- The JV might also want to shape the clauses of the AAA on agency effectiveness;
- At the next meeting the JV will discuss how to proceed with the issue. To this end, task leader UK will continue to keep track of the ongoing work, provide guidance and facilitate further deliberations (including assessment of possible workload) at the next JV meeting.

21. It was emphasised that the challenge of triggering change in the management culture of aid agencies was an important issue that came out of the discussions at the MfDR Roundtable in Hanoi. The application of results-based approaches as well as its standardisation and rationalisation – within the donor
community and vis-à-vis partner countries – remain tasks of paramount importance. Against this background it was generally agreed that the JV should deal with this item. It was also argued that the JV should give it a medium-term perspective, as time is far too short to get tangible results for the HLF-3 and other issues deserve higher short-term attention. It was suggested the AAA should include a stated intention to develop an agreed approach to agency effectiveness.

Incentives for Aid Effectiveness in Donor Agencies (agenda item 9)

22. The UK who, together with the World Bank, is leading the task on “Incentives for Aid Effectiveness in Donor Agencies”, presented a background issues, Terms of Reference and a draft set of guidelines. JV members are invited to comment on the draft and provide the three most effective incentives mechanisms for their organisation by 23 November. The task is sufficiently funded. The aim is to produce a set of good practice guidelines and a self-assessment tool to assist donor agencies to develop incentives for increasing aid effectiveness and meeting the agency commitments in the Paris Declaration. The self-assessment tool is scheduled to be finalized by the end of May 2008 and launched at the HLF-3.

23. The presented draft guidelines are based on but more action oriented than the previous Draft Good Practice Note on Incentives for Harmonization and Alignment in Aid Agencies (DCD/DAC/EFF (2007)7) discussed at the last WP-EFF meeting in March 2007. The paper puts the issue of agency effectiveness into an organisational change perspective. While there have been some concerns about the proposed piloting at country level, the task leaders did not regard the upcoming 2008 monitoring survey as an adequate substitute for a more in-depth analysis at country level. They plan instead to seek country views on the guidelines through the Communities of Practice and to explore the issues in more depth through discussions with a small range of donors.

Mutual Learning and Communication (agenda item 10)

24. Several JV work streams envisage approaching the Communities of Practice (CoPs) as sounding boards. It remains to be cleared how best to make use of the potential of these learning and knowledge networks without overloading them with too many expectations. It also remains to be decided how the CoPs can be directly involved as actors and present themselves at the HLF-3.

Asian and Pacific Community of Practice

25. Latest activities of the Asian and Pacific CoP were presented shortly. The CoP is sufficiently funded for the next two years.

African Community of Practice

26. The JV took note of the proposal for a two year pilot “African Community of Practice on Managing for Development Results” and the first African CoP Newsletter (September 2007) which were presented by the World Bank. Basic operational activities have been launched to assure the initial functioning of the CoP. An Interim Management Team is in place; monthly conference calls take place and the launching of a new website is planned. The first annual meeting will take place in Kampala, Uganda in December 2007. The World Bank cautioned the JV about excessive expectations to the African CoP, in particular as long as it is still a “pretty fragile” network.
27. Donors, besides those who already committed to contribute to the initiative, are invited to participate. The required budget compared to the expected results is seen as quite low, making even relatively small contributions very valuable. The World Bank pointed out that half the budget is currently secured of what is needed to run the African CoP for the next two years. While the African CoP is able to build on experience and receive considerable support from the Asian and Pacific CoP through an exchange of information, it is still a labour-intensive task. It was reminded that the full-time employment of some consultants had turned out to be a success factor in Asia, whereas nobody is currently working full-time on the African CoP. It was underlined that the World Bank as a coordinator – supported by the AfDB – is currently just facilitating the start-up of the African CoP and that it remains a paramount goal to identify an African organisation that can manage and run it from Africa. Under leadership of an African institution the CoP would become eligible for a lot more funding streams and could raise a lot more money.

Latin American Community of Practice

28. The Latin American CoP is following a bottom-up approach, starting with several small specialized networks emerging out of the PRODEV initiative. The IDB will present comprehensive written information to the JV at its next meeting.

JV MfDR Communication & Cooperation Tool

29. The Secretariat will launch its new MfDR Internet site and a JV Extranet site in the course of the coming weeks.

Sourcebook

30. The World Bank presented a draft proposal on the “Third Edition of a Sourcebook on Emerging Good Practice on Managing for Development Results”. JV members are invited to give feedback and suggestions, in particular regarding cases that have to be prepared, as soon as possible. Members are also encouraged to give financial support to cover the costs of a Sourcebook Review Panel meeting and the travel expenses of two to three partner countries participants to this meeting.

31. The Third Edition of the Sourcebook will focus on the inter-linkages between leadership on the one hand and evaluation & monitoring, accountability & partnerships, planning & budgeting and statistical capacity on the other. Other than the first two editions the third edition may include not only country but also agency examples, as well as examples from private sector and civil society.

Conclusion: JV MfDR Revised Work Plan 2007-2008 and its Financing (agenda item 11)

32. JV members are asked to look over the submitted Revised Draft Work Plan 2007-2008 (DCD/DAC/EFF(2007)24/REV1) and to report any mistakes back to the Secretariat. The Co-Chairs stated that the work plan generally is properly funded; however, the meeting revealed some “early warnings” on possible funding gaps, in particular related to the African and the Latin American CoPs.

33. Norway raised concerns about the “unbalanced” high degree of ad-hoc funding the work plan through individual donors in comparison to the relatively low share of funding through OECD budget. The JV took note of the proposal for handling the financial needs of the JV that was presented by Norway. The Secretariat underlined that a gradual shift towards a better balance of core and ad-hoc funding and an increasing predictability through the extended use core funding mechanisms is desirable. However it pointed
to the fact that the capacity of the Secretariat is limited to manage tasks funded through OECD budget and that it is agreed to keep the size of the Secretariat with its non-permanent structures at a minimum. The Secretariat suggested the JV to accept ad-hoc funds as an adequate means to finance work streams as long as these streams are in line with the work plan the entire JV has approved.

**Next Steps and Other Business (agenda item 12)**

34. The next JV meeting is scheduled for 5 March 2008 at the OECD in Paris. The morning of 6 March 2008 will be tentatively reserved to provide for additional time in case additional time turns out to necessary. The Secretary will hold out facilities for meetings of the task teams on 3-4 March 2008.

35. JV members are also asked to pencil in another JV meeting on 30 June 2008 in Paris, back-to-back to the WP-EFF meeting on 1-3 July 2008. It will be decided at the next JV meeting in March whether this additional meeting will be necessary.
Participants list for the Eleventh Meeting of the
Joint Venture on Managing for Development Results

16 October 2007

CO-CHAIRS OF THE JOINT-VENTURE ON MANAGING FOR DEVELOPMENT RESULTS

Mr. Bruce PURDUE
Head of Results Management Unit
ADB
6 ADB Avenue
Mandaluyong City
0401 Metro Manila Philippines

Tel: +632 632 4134
Fax: +632 632 2184
Em: bpurdue@adb.org

Mr. Joan BOER
Ambassador
Permanent Representative
Permanent Delegation
14, rue Octave Feuillet
75116 Paris France

Tel: + (33-1) 45 24 99 31
Fax: + (33-1) 45 24 99 75
Em: ja.boer@minbuza.nl

OECD MEMBERS

Austria
Ms. Anita WEISS-GAENGER
Senior Official
Federal Ministry on European and International Affairs
Minoritenplatz 8
A-1014 Vienna Austria

Tel: ++43 501150-4553
Fax: ++43 501159-4553
Em: anita.weiss-gaenger@bmaa.gv.at

Belgium
M. Geert DESERRANNO
Attaché de la Coopération
Directorate General of Development Cooperation
Délégation Permanente
14 rue Octave Feuillet
75116 Paris France

Tel: +33 1 56 75 34 61
Fax: +33 1 56 75 34 70
Em: Geert.Deserranno@diplobel.fed.be

Canada
M. Marc Andre FREDETTE
Directeur
Gestion des résultats et des risques
Canadian International Development Agency (CIDA)
200 Promenade du Portage
Gatineau, Quebec K1A 0G4 Canada

Tel: 1 819-994-0972
Fax: 1 819-953-9130
Em: marcandre_fredette@acdi-cida.gc.ca
Denmark  Mr. Peter ELLEHØJ  Tel: +45 33 92 0000  
Head of Section  Em: petell@um.dk  
Quality Assurance Department  
Ministry of Foreign Affairs  
Copenhagen  Denmark

European Commission  Mr. Felice ZACCHEO  Tel: +32-2-2966856  
EuropeAid  Em: Felice.ZACCHEO@ec.europa.eu  
Rue de la Loi 41  
Brussels  Belgium

Finland  Dr. Leena TREUTHARDT  Tel: +358 9 160 56289  
Senior Officer  Fax: +358 9 16056428  Em: leena.treuthardt@formin.fi  
Development Policy, Planning and Budgeting  
Ministry of Foreign Affairs  
P.O. Box 176 Katajanokanlaituri 3  
00161 Helsinki  Finland

France  Mme Marie BJORNSON-LANGEN  Em: BJORNSON-LANGENM@afd.fr  
Direction de la stratégie  
Agence française de développement  
5 rue Barthes  
75012 Paris France

Germany  Ms. Jutta KRANZ-PLOTE  Tel: +49-1888-3229  
Desk Officer  Fax: +49-228-535 3646  Em: jutta.kranz-plote@bmz.bund.de  
Federal Ministry of Economic Cooperation and Development (BMZ)  
Adenauerallee 139 - 141  
53113 Bonn  Germany

Germany  Mr. Reiner FORSTER  Tel: +49 (0)6196-79-1790  
Deutsche Gesellschaft für Technische Postfach 51 80  
65762 Eschborn  Germany  Fax: +49 (0)6196-79-801790  Em: Reiner.Forster@gtz.de

Germany  Mr. Ulrich LEFFLER-FRANKE  Tel: +49-40-60306-361  
Africa  Fax: +49-40-60306-365  Em: leffler-franke@gfa-management.de  
GFA Management  
Eulenkrugstr.20  
Hamburg  Germany

Germany  Ms. Susanne HESSELBARTH  Tel: 0041-41-756-08 28  
Oberblachen 2  Fax: 0041-41-756-08 29  Em: susanne.hesselbarth@shdc.ch  
CH-6345 Neuheim  Switzerland
Ireland
Dr. Kathryn NWAJIAKU-DAHOU
Development Officer
Permanent Delegation
Irish Embassy, Paris
12 avenue Foch
75116 Paris France
Tel: +33 (1) 44 17 67 00
Fax: +33 (1) 44 17 67 60
Em: Kathryn.Nwajiaku-Dahou@dfa.ie

Japan
Mr. Ikufumi TOMIMOTO
Resident Representative
JICA France
8, rue Sainte Anne
75001 Paris France
Tel: +33 1 40 20 04 21
Fax: +33 1 40 20 97 68
Em: Tomimoto.Ikufumi@jica.go.jp

Japan
Ms Yoko KAMADA
Policy Analyst
Japan International Cooperation Agency (JICA)
JICA France Office
8, rue Ste. Anne
75001 Paris France
Tel: +33 (0)1 40 20 04 21
Fax: +33 (0)1 40 20 97 68
Em: YokoKamada.FR@jica.go.jp

Japan
Mr. Yoshitaka HOSHINO
DAC Delegate
Permanent Delegation
11, avenue Hoche
75008 Paris France
Tel: +33 (1) 53 76 61 21
Fax: +33 (1) 45 63 05 44
Em: hoshino@deljp-oecd.fr

Japan
Mr. Toru YOSHIDA
Second Secretary
Development
Permanent Delegation
11, avenue Hoche
75008 Paris France
Tel: +33 (1) 53 76 61 33
Em: yoshida@deljp-oecd.fr

Korea
Mr. Noh-wan PARK
Counsellor
DAC, Development Centre
Permanent Delegation
4 Place de la Porte de Passy
75016 Paris France
Tel: +33 (1) 44 05 20 53
Fax: +33 (1) 56 28 17 71
Em: nwpark90@mofat.go.kr

Korea
Mr. Chu Sok YOON
First Secretary
DAC, Development Centre
Permanent Delegation
4 Place de la Porte de Passy
75016 Paris France
Tel: +33 (1) 44 05 20 52
Fax: +33 (1) 56 28 17 71
Em: esyoon98@mofat.go.kr
Netherlands  Mr. Philip BASTIAENEN  Tel: +31 70 3486236
DGIS  Em: ph.bastiaenen@minbuza.nl
Netherlands Ministry of Foreign Affairs
Bezuidenhoutseweg 67
2594 AC The Hague The Netherlands

Norway  Mr. Erik AAKRE  Tel: +47 22 24 05 30
Senior Advisor  Fax: +47 22 24 20 31
Quality Assurance  Em: erik.aakre@norad.no
Norwegian Agency for Development
Cooperation
Oslo  Norway

Spain  Dr. Gabriel FERRERO DE LOMA-OSORIO  Em: gabriel.ferrero@mae.es
Deputy Director for Planning and Development Policies
Directorate General for Planning and Development
Ministry of Foreign Affairs and Cooperation
c/Principe de Vergara, 43-5
28071 Madrid  Spain

Sweden  Ms. Marjo NEVALA-LOFKVIST  Tel: +46 8 405 5202
Ministry for Foreign Affairs  Mobile +46 (0)70-270 40 83
Fredsgatan 6  Em: marjo.nevala-
10339 Stockholm  Sweden  lofvist@foreign.ministry.se

Switzerland  Mr. Anton STADLER  Tel: +33 1 49 55 74 53
Conseiller  Fax: +33 1 45 51 01 49
Permanent Delegation  Em: anton.stadler@eda.admin.ch
28, rue de Martignac
75007 Paris  France

United Kingdom  Ms. Penny INNES  Tel: +44 1355 84 3698
Country-led Approaches and Results Team  Em: P-Innes@dfid.gov.uk
Aid Effectiveness and Accountability Department
DFID
Abercrombie House
Eaglesham Road
East Kilbride  United Kingdom
United Kingdom  Ms. Katja JOBES  
Social Development Adviser  
Country Led Approaches and Results Team – Aid Effectiveness and Accountability Department  
DFID  
1 Palace Street  
London  United Kingdom  
Tel: +44 207 023 0895  
Fax: +44 207 023 1206  
Em: K-Jobes@dfid.gov.uk  

United States  Mr. George CARNER  
US Representative to the DAC  
Permanent Delegation  
12, rue Raphaël  
75116 Paris  France  
Tel: +33 1 45 24 74 34  
Fax: +33 1 45 24 74 89  
Em: carnergx@state.gov  

PARTNER COUNTRIES  
Mongolia  Mr. Jargalsaikhan DAMBADARJAA  
President  
New Policy Institute  
Ulaanbaatar  Mongolia  
Tel: +976 99 11 05 95  
Em: djargal@yahoo.com  

INTERNATIONAL ORGANISATIONS  
African Development Bank  Mr. Douglas BARNETT  
Manager  
Operations Policies & Compliance Department  
African Development Bank Group (AFDB)  
BP 323  
1002 Belvedere Tunis  Tunisia  
Tel: +216 71 102 183  
Fax: +216 710 37 72  
Em: d.barnett@afdb.org  

European Bank for Reconstruction and Development  Ms. Elisabetta FALCETTI  
Senior Economist  
Chief Economist Department  
EBRD  
One Exchange Square  
EC2A 2JN London  United Kingdom  
Tel: 0044 207 338 6659  
Em: falcette@ebrd.com  

Inter-American Development Bank  Mr. Max PULGAR-VIDAL  
Senior Advisor  
Strategic Planning and Development Effectiveness Department  
Inter-American Development Bank  
1300 New York Avenue, NW  
Washington, DC 20577 United States  
Tel: +1 202 623 1730  
Em: PULGARVIDAL@iadb.org
Inter-American Development Bank
Mr. Roberto GARCIA LOPEZ
PRODEV Coordinator
Institutional Capacity Building and Finance Department
Inter-American Development Bank
1300 New York Avenue, N.W.
Washington DC 20577 United States
Tel: +1 202 623 34 83
Fax: +1 202 623 35 67
Em: robertogl@iadb.org

International Fund for Agricultural Development (IFAD)
Mr. Brian BALDWIN
Senior Operations Management Adviser
IFAD
Via Del Serafico 107
00142 Rome Italy
Tel: +39 06 545 92377
Em: b.baldwin@ifad.org

International Monetary Fund (IMF)
Mr. Pierre EWENCZYK
Senior Economist
Offices in Europe
Permanent Delegation
66, avenue d'Iéna
75116 Paris France
Tel: +33 (1) 40 69 30 82
Fax: +33 (1) 47 23 40 89
Em: pewenczyk@imf.org

U.N. Development Programme (UNDP)
Ms. Michelle GYLES-MCDONNOUGH
Programme Adviser
Executive Office, Operations Support
United Nations Development Programme
One United Nations Plaza
DC1 - 2182
New York, NY 10017 United States
Tel: +1 212-906-6699
Fax: +1 212-906-6960
Em: michelle.gyles.mcdonnough@undp.org

World Bank
Ms. Susan STOUT
Manager
Results Secretariat
The World Bank
MS 10-1014
1818 H Street, N.W.
Washington, DC 20433 United States
Tel: +1-202 458 2537
Fax: +1-202 522 3253
Em: sstout@worldbank.org

World Bank
Ms. Elizabeth ASHBORNE
Senior Operations Officer
Results Secretariat
The World Bank
1818 H Street, N.W.
Washington, DC 20433 United States
Tel: +1 202 458 5247
Fax: +1 202 522 3253
Em: eashbourne@worldbank.org

World Bank
Ms. Hannah COOPER
Results Secretariat
The World Bank
1818 H Street, N.W.
Washington, DC 20433 United States
Tel: +1 202 458 1670
Fax: +1 202 522 3253
Em: hcooperl@worldbank.org
<table>
<thead>
<tr>
<th>Organisation</th>
<th>Contact</th>
<th>Title</th>
<th>Phone</th>
<th>Email</th>
</tr>
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<tbody>
<tr>
<td>OECD</td>
<td>Mr. Stephen GOFF</td>
<td>Deputy Director</td>
<td>+33 (1) 45 24 89 83</td>
<td><a href="mailto:stephen.goff@oecd.org">stephen.goff@oecd.org</a></td>
</tr>
<tr>
<td>OECD</td>
<td>Ms. Brenda KILLEN</td>
<td>Head, Aid Effectiveness Division (EFF)</td>
<td>+33 (1) 45 24 83 72</td>
<td><a href="mailto:Brenda.KILLEN@oecd.org">Brenda.KILLEN@oecd.org</a></td>
</tr>
<tr>
<td>OECD</td>
<td>Mr. Stefan SCHMITZ</td>
<td>Advisor, Aid Effectiveness Division</td>
<td>+33-1 45 24 87 67</td>
<td><a href="mailto:stefan.schmitz@oecd.org">stefan.schmitz@oecd.org</a></td>
</tr>
<tr>
<td>OECD</td>
<td>Mr. Hans LUNDGREN</td>
<td>Head of Section</td>
<td>+33-1 45 24 90 59</td>
<td><a href="mailto:hans.lundgren@oecd.org">hans.lundgren@oecd.org</a></td>
</tr>
<tr>
<td>PARIS21</td>
<td>Mr. François FONTENEAU</td>
<td>ADP/IHSN Project Officer</td>
<td>+33-1 45 24 15 04</td>
<td><a href="mailto:Francois.FONTENEAU@oecd.org">Francois.FONTENEAU@oecd.org</a></td>
</tr>
<tr>
<td>Development Centre</td>
<td>Ms. Ida MCDONNELL</td>
<td>Heads of Information Coordinator</td>
<td>+ (33-1) 45 24 98 95</td>
<td>Ida <a href="mailto:MCDONNELL@oecd.org">MCDONNELL@oecd.org</a></td>
</tr>
<tr>
<td>Development Centre</td>
<td>Mr. Robert ZIMMERMAN</td>
<td>Economist/Policy Analyst</td>
<td>+ (33-1) 45 24 96 36</td>
<td><a href="mailto:Robert.ZIMMERMAN@oecd.org">Robert.ZIMMERMAN@oecd.org</a></td>
</tr>
</tbody>
</table>