African Community of Practice
The Next Stage for Results in Africa

THIRD ANNUAL MEETING REPORT

22 to 24 March 2010 - Dakar, Senegal

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Foreword

The African Community of Practice on Managing for Development Results (AfCoP-MfDR) arose out of a basic idea expressed by representatives of various African countries. Within three years, AfCoP-MfDR has become a vital stakeholder in meeting the challenge of creating a performance culture in Africa. Now, as a result of its exponential growth, AfCoP-MfDR is shifting toward implementing a new strategy to increase its impact in African countries. AfCoP Phase II was developed at the Community’s third annual general meeting in Dakar, Senegal, from March 22 to 24, 2010.

The Dakar meeting was very successful and constitutes a turning point in AfCoP’s history. For three days, fifty African MfDR practitioners established new milestones in the process of adopting concepts that will strengthen the effectiveness of development agencies. A new strategy was adopted. Participants from more than twenty-five African countries decided that AfCoP Phase II will focus on building individual and institutional capacities. AfCoP will create 11 national communities of practice (CoPs) similar to those in Niger and Senegal. AfCoP will also establish a dynamic partnership with regional organizations and increase exchanges of experiences in MfDR. For greater effectiveness, a restructured management committee will steer and implement this partnership.

This meeting also confirmed AfCoP’s credibility and legitimacy, which international partners have already recognized. The Community is generating content that is useful to African practitioners. A case in point is the launching in Dakar of the AfCoP Sourcebook, which offers a wide range of useful MfDR-related case studies. The Community is also successfully implementing advocacy and capacity-building activities. Many African countries are adopting MfDR methods, thus attesting to AfCoP’s role as a catalyst in this area.

Abdoulaye Diop, Minister of the Economy and Finance in the Government of Senegal, graced the Dakar meeting with his presence. He honoured us and demonstrated his commitment by presiding at the opening ceremony, where he delivered a keynote address on MfDR issues. This type of senior government support is vital in ensuring the development of our activities.

We must now join our efforts, like streams flowing into a mighty river, which will nurture and develop results culture in the fertile soil that already exists in 40 African member states. History will record that the Dakar annual general meeting was held during a year that marked the 50th anniversary of African independence, thus symbolizing a new beginning for Africa. AfCoP wishes to take the opportunity of this fortunate coincidence to proclaim its independence and to shoulder its responsibilities in the crusade against poverty, and in firmly establishing performance-based management of Africa’s development.

We encourage all AfCoP members and partners to work to promote its ambitious new phase. In particular, we must now translate the dynamic established in Dakar into practical terms, and invite as many as possible to follow this trend.

Minister Abdou Karim Lo
AfCoP Co-Chair
Delegate for State Reform & Technical Assistance
Senegal
Executive Summary

Objective and purpose
Having largely achieved its original objectives as outlined in 2007 and approaching the final months of its initial three years of funding, the African Community of Practice on Managing for Development Results (AfCoP-MfDR) held its Third Annual Meeting in Dakar, Senegal, from March 22-24. A total of 50 participants from 25 African countries gathered to map out the implementation of the AfCoP Phase II strategy. The sessions were designed to achieve the following goals: (i) a refined vision for AfCoP Phase II, (ii) a well defined strategy implementation work plan for 2010-2011, (iii) a program for the establishment of National Chapters, and (iv) a new Core Management Team.

Key results of the meeting
Participants agreed on the following important points to guide the AfCoP:

- **A shift toward building individual and institutional capacity.** It was agreed that the AfCoP Phase II strategy should build institutional capacity and advance the MfDR agenda at the national level by formally engaging with public sector institutions.

- **Linkages with national development processes.** The AfCoP should continue to play a critical role at the regional level and serve as an umbrella organization for its National Chapters. These centers of excellence in MfDR will be linked to national development plans. Tremendous demand for a shift toward National Chapters was witnessed: eleven member countries committed to creating AfCoP National Chapters in 2010-2011.

- **Cooperation with regional institutions.** The AfCoP should actively engage regional institutions and economic communities to move the MfDR agenda forward by leveraging these institutions’ convening power and capacity to mobilize actors. Meeting participants made a strong call to build effective and inclusive partnerships with regional organizations to best disseminate MfDR tools and practices.

- **Commitment to focus on South-South knowledge sharing on MfDR.** A renewed impetus should be provided to generate more content and analytical work on MfDR in Africa. The AfCoP should significantly enhance South-South learning opportunities.

- **A more effective Core Management Team (CMT).** Participants restructured the CMT to best implement the AfCoP Phase II strategy. For that purpose, they divided the CMT into two main areas: the internal management teams of the Community and the MfDR thematic teams dedicated to sharing MfDR knowledge.

Next Steps
The AfCoP will work in the following direction:

- **A refined vision for AfCoP Phase II:**
  - disseminate the AfCoP Phase II strategy among development stakeholders

- **A well defined strategy implementation work plan for 2010-2011:**
  - consolidate the results-focused framework of the work plan;
  - define and agree on activities to be conducted by the CMT;
  - commence its implementation in May 2010.

- **A program for the establishment of National Chapters:**
  - develop concept notes, raise awareness and prepare the launch of new CoPs;
  - develop a coordination program for the National Chapters’ establishment.

- **A new Core Management Team:**
  - Successfully implement the AfCoP Phase II strategy in 2010-2011.
I. Background and Introduction

The Third Annual Meeting of the African Community of Practice on Managing for Development Results (AfCoP-MfDR) held from March 22-24, 2010, proved to be strategically important for the future of the AfCoP. The Community has achieved a remarkable growth over the past three years and advanced the MfDR agenda in Africa primarily through its knowledge sharing activities. The meeting in Dakar, Senegal, provided an opportunity to reflect on these achievements and set the stage for the AfCoP’s next phase.

This AfCoP Annual Meeting report will serve as a roadmap to implement the AfCoP Phase II strategy and to inform members and partners of the Community’s evolution. To this end, the document gives an overview of the objectives of the meeting, analyzes its main outcomes, suggests the way forward to implement the Phase II strategy and provides an overview of next steps based on deliberations during the annual meeting.

A. Evolution of the AfCoP

Since 2007, MfDR concepts and tools have been widely disseminated in African countries by members of the African Community of Practice on MfDR. Members worked to influence their organizations toward a more results-oriented approach, make them openly accountable for their performance and improve their effectiveness. These actions go hand in hand with the 2008 Accra Agenda for Action which stresses the need to achieve development outcomes with a focus on delivering results and South-South dialogue on MfDR.

Created during the 2007 Third International Roundtable on MfDR at the request of African countries, the AfCoP aims to build African MfDR capacity through sharing experiences, networking and building strong learning relationships between practitioners in Africa and around the world. A strong and vibrant community now exists and exchanges MfDR knowledge and good practices on a daily basis on the AfCoP’s online platform.

The Community has grown exponentially and is now made up of over 1,200 members representing 40 African countries. Almost 40% are civil servants working mostly in Planning, Monitoring & Evaluation, and Budget departments, while 21% of them are from civil society organizations and the private sector, and 18% work for development agencies, mostly in field offices. A Core Management Team (CMT) of 24 AfCoP volunteer members guides the community and makes decisions on its strategy.

B. Lead-up to the Third Annual Meeting

Annual Meetings provide the opportunity for AfCoP members to meet face-to-face, assess progress made over the past year, and set targets and deliverables for the upcoming year. The 2010 Annual Meeting, titled "The Next Stage for Results in Africa," is particularly important as the AfCoP is at a defining moment in its development. Having largely achieved its original objectives as outlined in 2007 and approaching the final months of its initial three years of funding, the AfCoP Core Management Team defined a new strategic vision for 2010-2012 which aims at building institutional capacity through the establishment of National Chapters and partnerships with regional organizations. The meeting was organized around the Phase II strategy with the aim of mapping out its implementation.

AfCoP members are extremely grateful to the Senegalese government for hosting the meeting in Dakar from March 22-24. The support from and participation in the opening ceremony of the Minister of State Abdoulaye Diop, Minister of Economy and Finance, provided an invaluable contribution to the event. Finally, the AfCoP would like to thank the National Committee for the fight against Malnutrition for providing an opportunity for participants to learn from Senegal’s experience in designing and implementing a results-focused program.

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II. Meeting Objectives: Charting a new path for the AfCoP

The three-day meeting was structured around four main themes: 1) AfCoP strategic vision, 2) South-South knowledge exchange on MfDR, 3) AfCoP management, and 4) Results on the ground through a site visit.² The sessions were driven by substantive and technical input from the participants with the aim of achieving the following goals:

1. a refined vision for AfCoP Phase II,
2. a well defined strategy implementation work plan for 2010-2011,
3. a program for the establishment of National Chapters, and
4. a new Core Management Team.

The 2010 Annual Meeting also provided a Pan-African forum to discuss various MfDR topics such as budgeting for results, capacity to MfDR, and African challenges in Monitoring & Evaluation (M&E). It enabled participants to draw on innovative and successful experiences in MfDR from other African countries and other regions.³ Overall, the meeting also prepared the ground for the formulation of national initiatives to strengthen capacities for MfDR through Pan-African knowledge sharing and cooperation.

About fifty high level participants from over twenty five African countries took part in this meeting.⁴ The majority of participants were representatives from the Ministries of Planning, Finance and Economy. Many were Directors of Monitoring & Evaluation, Planning or Budget departments. Though most participants were already active AfCoP members, senior civil servants from potential new AfCoP National Chapters also actively participated.

Representatives from regional economic communities such as the East African Community and the Common Market for Eastern and Southern Africa also contributed during the meeting to share regional challenges and opportunities related to MfDR. Donors from leading development organizations also actively participated in the discussions.

III. Main Outcomes of the Meeting

A. Strategic Vision: Toward Building Individual and Institutional Capacity

1. Empowering Individuals to Build Institutional Capacity

Since the AfCoP was created, it has increased the knowledge of over 1,200 individuals on how to manage for development results. Members participated in South-South knowledge sharing activities, both online and in person. Reinforcing individual capacity in results management is a crucial first step. However, participants agreed that for countries to experience real change the AfCoP should also build institutional capacity and advance the MfDR agenda at the national level by formally engaging with public sector institutions. While national champions are already pioneering MfDR approaches and placing their individual efforts into the adoption of MfDR practices, there was consensus during the Annual Meeting that the AfCoP should now scale-up this

² See Annex 1 for the complete agenda.
³ The Latin American and Caribbean CoP on MfDR was represented at this meeting.
⁴ See Annex 2 for the full list of participants.
process and make its activities more effective at the organizational and country levels. These efforts should be linked to national development processes such as poverty reduction strategy and sector strategies.

2. Ensuring Concrete Outcomes in Countries

Over the past three years, AfCoP members have disseminated MfDR concepts and approaches. South-South cooperation and knowledge exchange on MfDR took place across Africa as well as abroad. Members frequently mention that they use this knowledge to inform their work and to contribute to the better performance of their organizations. However, the participants clearly stressed that there is a need to increase the usefulness of AfCoP-generated content to achieve more impact at the country level. Delegates agreed that AfCoP National Chapters should be created to ensure that governments make the most of the AfCoP activities to make their policies more performance based and results-focused. During group work and plenary sessions, members affirmed that the AfCoP’s mission is still valid and highly relevant to MfDR in Africa, but that stronger links need to be established with the country development planning processes in addition to exploring stronger linkages at the regional level with various regional organizations and economic communities.

With this new country focus in mind, participants debated what should become the role of the AfCoP. They recommended that the AfCoP should continue to play a critical role at the regional level and serve as an umbrella organization for its National Chapters which will focus on both individual and institutional MfDR capacity building at the national and regional levels.

B. Linkages with National Process and Cooperation with Regional Communities

1. Country Demand to Establish AfCoP National Chapters

Participants identified the need to achieve and demonstrate greater impact at the country level as a major component in the implementation of the AfCoP Phase II strategic vision. There was broad consensus that the best way forward would be to establish National Chapters which would be developed at the country level with the objectives of building national capacity to manage for results through capacity strengthening, sharing experiences, disseminating good practices and advocating for a shift toward more results-oriented national processes. Like the AfCoP, National Chapters’ structures will be aligned with the Accra Agenda for Action which puts country ownership at the center stage to strengthen capacity to lead and manage for development results.

"The meeting was an excellent platform for dialogue, sharing of experiences and a source of motivation for achieving AfCoP goals and the creation of the Malian CoP. It will also help me in attaining the goal set by my organization, i.e. reducing poverty and improving living conditions of populations through MfDR."

Ouatara Mafing, Monitoring & Evaluation Specialist, Ministry of Economy and Finance, Mali.

"The Senegalese Community of Practice works in close collaboration with my department’s services to develop a results culture and strengthen civil servants’ capacities to manage for development results."

Abdoulaye Diop, Minister of State, Minister of Economy and Finance, Senegal.

Participants agreed that AfCoP Chapters should be autonomous bodies developed in partnership with the local Ministry of Finance and Economy or Planning to ensure a sustainable linkage to the national development strategies and programs. They should be fully implemented, managed and maintained by the country. There was broad agreement that National Chapters should remain informal so as to connect easily with different technical ministries and engage with national development plans. Poverty Reduction Strategies (PRS) and Medium Term Expenditure Frameworks (MTEF) are two of several national processes where National Chapters should provide advice and build capacity as needed, therefore playing the role of centers of excellence in MfDR. Participants agreed that the results of the CAP-Scan – a self-assessment tool of MfDR capacity – could also serve as a basis to prioritize National Chapters’ activities.
Newly created National CoPs will also seek buy-in and involvement from all development stakeholders, including civil society and nongovernmental organizations, citizens, parliaments, the private sector, academia and financial partners. Participants requested further guidance and methodologies for the establishment of National Chapters and evaluation of their activities. These products will be delivered as part of the AfCoP 2010-2011 work plan.

2. MfDR Advocacy with Regional Organizations

While discussing the new strategy, it became clear to meeting participants that the national focus should be complementary to a renewed emphasis on developing concrete partnerships with regional institutions and networks which focus on MfDR-related areas. Participants committed to actively engage regional economic communities to move the MfDR agenda forward both at the country and sub-regional levels by leveraging their unique assets including their convening power and capacity to coordinate activities with many different actors.

Participants stressed that partnerships with regional organizations would provide the Community with an opportunity to express its voice, further advance the MfDR agenda through communicating with key African MfDR stakeholders and contribute to sustain the Community’s both financially and technically.

C. A More Effective and Member-Driven Core Management Team

1. A Strengthened Structure

The AfCoP is led by a Core Management Team of volunteer AfCoP members who dedicate their time and commitment to manage the Community, and are at the forefront of representing the Community. During the Third Annual Meeting, they recognized that their effectiveness could be improved and the structure revised to best implement the AfCoP Phase II strategy. Participants decided to re-organize the team structure to better reflect the AfCoP’s priorities as it moves into its next phase.

The new structure and role of the CMT were intensely debated. It was eventually agreed that the previous structure was oriented toward the establishment and development of the AfCoP as an entity, but did not take enough into consideration the MfDR knowledge sharing activities as a core part of its mandate. Some members also expressed that they found it challenging to focus on internal management aspects of the AfCoP, when they would prefer to use their limited available time to develop content and strategic guidance for the Community. In order to address these issues, members developed a new structure (outline below). The decision making process, lines of accountability and responsibilities of the new CMT will be further defined in April and May 2010 as new team members take over from the previous CMT.

It was decided by meeting participants that the new CMT would be divided into two main areas: the internal management teams of the Community and the MfDR thematic teams (see organizational chart below). All CMT members will be part of the decision making process on the AfCoP’s strategy. The general role of each internal management team is listed below:

- **National Chapters**: monitor the establishment and work of National Chapters; ensure that National Chapters coordinators report back on their activities; ensure that MfDR knowledge is shared at the country level; produce guidelines for creating a National Chapter and evaluating results; consolidate, capitalize and share results of National Chapters to ensure linkages with the AfCoP as a whole.

"Regional organizations offer a unique opportunity for the AfCoP. Their capacity to convene African ministers on a regular basis is key to disseminate MfDR tools throughout the continent."

Anne W. Ndirangu, Monitoring & Evaluation Specialist, Common Market for Eastern and Southern Africa.

"The time I devote to the AfCoP should above all contribute to build capacities through contributing to knowledge sharing activities".

Seydou Yayé, General Director of Development Program Assessment, Ministry of Economy and Finance, Niger.
- **Monitoring**: monitor the AfCoP’s strategy implementation; produce mid-year and annual work plan progress report; design and conduct the annual member survey.

- **Communication and Advocacy**: develop a communication strategy; find relevant stakeholders; raise awareness of AfCoP; facilitate dissemination of AfCoP documentation and products; ensure a permanent dialogue with existing partners.

- **Partnership**: explore and develop partnerships with like-minded organizations, regional institutions and CoPs; make an inventory of potential new partners; manage relationships with existing and potential partners.

- **Knowledge Management**: develop strategy for all AfCoP knowledge management activities, coordinate the work of the CMT’s five thematic teams (see below); facilitate and monitor capacity building efforts of AfCoP.

### 2. Commitment to Focus on MfDR Knowledge Sharing

Participants recognized that the CMT should increase its focus on MfDR knowledge sharing activities, as these are at the heart of the Community’s mission. CMT members are very knowledgeable in MfDR and are eager to share their knowledge with the Community at large and to generate new content related to MfDR. For this purpose the participants identified five thematic teams dedicated to sharing knowledge on major MfDR topics and guide the AfCoP’s work on these themes, namely **Leadership, Monitoring & Evaluation, Accountability and Partnerships, Planning & Budgeting, and Statistical Capacity**.

Each of these teams will be responsible for developing content on their respective thematic areas. The participants also expressed that these teams should provide strategic guidance on the analytical work of the AfCoP with a special focus on online discussions. These thematic teams will share their work with the Community and ensure that content generation and knowledge management are part of a participatory process.
D. South-South Knowledge Sharing and Learning on Results

Beyond sessions on the AfCoP management, the meeting was also enriched by the diversity of MfDR practices and African experiences presented. Participants were able to reflect upon their own experiences based on others’ examples. Most importantly, representatives underscored the need to significantly enhance South-South learning opportunities through knowledge exchanges and engaging expertise from other African countries. Three panel discussions on MfDR topics were organized on the first day of the meeting. Each of them was framed around the presentation of a case study published in the first edition of the AfCoP Casebook titled MfDR in Practice: A Focus on Africa. The third day of the meeting consisted of a site visit at the local level in Thies, Senegal, to learn from the implementation of the National Nutrition Enhancement Program.

1. The Path to Budgeting for Results

The Moroccan budget reform process was presented to participants. Developed from pilot experiments in Ministries to a large-scale government-wide implementation, this reform aims to improve the effectiveness and efficiency of public expenditure by being results-focused. Discussants agreed that a new regulatory framework is needed in countries to move toward budgeting for results. Managers at both the local and ministry levels must receive new rewarding responsibilities in return for their commitment to achieve the objectives. In order to budget for results, it is also important to have Ministries align their budgets to the PRS process. Furthermore, Ministries need to work in an integrated manner to best allocate public resources.

2. African Challenges in M&E

A presentation on the South African Social Security Agency’s integrated results-based M&E framework sparked a lively debate on the challenge of showing that the agency was responsible for observed improvement in citizens’ lives. Overall, participants recognized the need to invest in results-based M&E as a tool for improving effectiveness and efficiency of public service delivery. Ownership by M&E practitioners and organization’s managers is instrumental to ensure the uses of the findings as a mean to improve program design and implementation.

3. Need to Assess National Capacity on MfDR

Niger described the country’s experience conducting a self assessment of its MfDR capacity through the use of the CAP-Scan tool. Participants from three other countries – Mauritania, Senegal and Malawi – also discussed their country experience in using the CAP-Scan and adapting it to their own contexts. Both Niger and Senegal detailed how they sought expertise in conducting CAP-Scan from their Mauritanian counterparts. Discussants agreed that this participatory approach was extremely useful to empower and raise the awareness of the whole public administration in favor of reinforcing capacities to manage for results and improving public sector performance. The framework provided by this self-assessment tool proved useful in Mauritania, Niger, Senegal and Malawi to define the countries’ strengths and weakness and identify areas for improvement. It was agreed that political buy-in and support from technical and financial partners was crucial to ensure the implementation of the action plan. Many participants expressed interest in using the CAP-Scan in their own countries.

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5 To access the three presentations, please visit the AfCoP website [here](#).
4. Community Driven Nutrition Enhancement program

On the third day of the Annual Meeting, a site visit to a local implementation agency in Thies, Senegal was organized by the Senegalese National Committee for the Fight Against Malnutrition (CLM). The Phase II National Nutrition Enhancement Program or PRN (2007-2011) was also presented with a focus on planning for a nationwide scale-up of nutrition interventions and Monitoring & Evaluation systems. The communities’ ability to measure outcomes (babies’ weight and height) so consistently (on a monthly basis) was considered a highly relevant example of performance-based and results-focused programming by participants. Participants also learned how the program made good use of participatory processes and community involvement at every step of the process. CLM representatives underscored that incentives should be provided to community members in charge of managing the activity to ensure the best quality of data collection and results reporting. Overall, participants were very inspired by this strong example of MfDR on the ground which helped to tie theory to practice.

“This program is unique. Upon my return, I will share its M&E tools with the monitoring team of the national nutrition project in Cote d’Ivoire so that they can improve their structure.”
Stéphane Side, Senior Planning Expert, Planning Department, Ministry of Planning and Development, Cote d’Ivoire.

6 See CLM’s presentation here.

IV. The Way Forward: Implementing the Phase 2 Strategy

A. Establishing Eleven New National Chapters

Tremendous country demand for a shift toward National Chapters was witnessed at the Annual Meeting. As a result, one of the most important direct results of this event is that eleven member countries committed to creating AfCOP National Chapters in 2010-2011. These countries are: Burkina Faso, Cote d’Ivoire, Ethiopia, Kenya, Mali, Nigeria, Rwanda, Sierra Leone, Tunisia, Uganda and Zimbabwe. New National Chapters will be developed in these countries in addition to the ones existing in Niger and Senegal.
Participants acknowledged that this endeavor needs to be monitored and coordinated by the CMT. A reporting mechanism will be put in place to ensure that knowledge and information are continuously shared in both directions between the regional community and the national teams. The African Development Bank (AfDB) also announced the organization of an event in September 2010 to take stock of the National Chapters’ work to date.

The AfDB announced its commitment to support the launch of National Chapters on a first come first served basis until the end of June 2010. Beyond this support, it is expected that National Chapters will secure funds through their own means at the local level. It would be useful for Chapters to contact local donor agencies, use government channels, or apply for national grants. Participants agreed that the option to charge membership fees should be discussed by each National Chapters’ management team.

National Chapters’ achievements will be shared on the AfCoP’s platform and via the newsletter sent to over 2,000 recipients including AfCoP members and the international donor community. A web page will be dedicated to National Chapters on the AfCoP platform. These structures will also be offered the possibility of creating an online group of their own to share knowledge and organize events.

"Individual commitment is key so that everyone is involved and recruits others to join the CoP."

Sani Mamadou, CoP-Niger and GTZ M&E expert, Niger.
B. Creating Partnerships with Regional Institutions

Participants pledged to deepen cooperation with the AfCoP’s sister regional CoPs in Asia and Latin America. They also stressed the need to effectively use the OECD-DAC supported Global Partnership on MfDR established under the Working Party on Aid Effectiveness. The benefit of this forum is twofold for the AfCoP: plan for South-South activities with other regional CoPs and provide a platform to express the AfCoP’s voice to donors and partner countries alike.

Beyond this involvement, AfCoP members made a strong call to build effective and inclusive partnerships with regional organizations to best advance the results agenda in Africa and disseminate MfDR tools. Establishing partnerships with regional institutions and economic communities would better institutionalize the Community, give it a clear voice in international fora and put MfDR at the forefront of these organizations’ agenda. Institutions and networks mentioned by members include Centers for Excellence in M&E, the Economic Community of West African States (ECOWAS), the East African Community (EAC), the Common Market for Eastern and Southern Africa (COMESA), the African Union’s New Partnership for Africa’s Development (NEPAD) and the Conference of African Ministers of Public/Civil Service (CAMPS).

C. Bringing a New Dynamic to Knowledge Sharing Activities

The core mandate of the AfCoP is to build capacity to manage for development results through knowledge sharing activities. As such, representatives stressed that a renewed impetus should be provided to generate more content and analytical work on MfDR in Africa. The topics should be selected in synergy with African priorities, and respond to clear demand from several countries. This activity will be led by the Thematic Teams of the Core Management Team and include two main components. First, more online discussions will be organized at the request of AfCoP members and animated either by members, guest experts or facilitators. Second, case studies or analytical papers on innovative practices and technical guidelines should be published on a regular basis on the AfCoP platform. Clear links between the Francophone and Anglophone sites should be maintained so that the knowledge produced in one language is shared in the other.

V. Conclusions and Next Steps

A. Success of the meeting

There was consensus among participants that the Annual Meeting achieved its expected outcomes. Lively discussions and South-South exchanges occurred throughout the meeting. A total of 36 of the 50 meeting participants completed the meeting evaluation forms. The responses indicated that participants found that all of the planned outputs of the Annual Meeting were achieved.

Around three-thirds of respondents felt that the meeting successfully obtained a new Core Management Team (74.3%), an annual work program for 2010-2011 (75.8%) and a plan for the establishment of National Chapters (63.9%). Around three-thirds of respondents felt that the meeting successfully obtained a new Core Management Team (74.3%), an annual work program for 2010-2011 (75.8%) and a plan for the establishment of National Chapters (63.9%).

Overall, respondents mentioned significant progress in knowledge sharing and learning from MfDR experiences across Africa; understanding of AfCoP activities, structure, and progress to date; and development of a network of peers with whom to discuss and move forward the Results agenda in Africa. A strong enthusiasm for the implementation of the AfCoP Phase II strategy emerged from this meeting. This next stage for results in Africa is expected to bring about concrete outcomes at the country level.

7 See Annex 3 for the detailed results of the Annual Meeting Participant Evaluation.
B. Putting into Practice the Meeting’s Results

- A Refined Vision for AfCoP Phase II
  - This objective has been successfully completed.
  - The CMT will work toward disseminating this vision among development stakeholders and ensure that it is well understood.

  - Several activities for the next twelve months were suggested by participants to be included in the new results-focused 2010-2011 AfCoP work plan.
  - The Core Management Team will finalize and start implementation of the work plan by the beginning of May 2010.
  - The new work plan will allow the Community to work toward the AfCoP Phase II strategy and track its progress.

- A Program for the Establishment of National Chapters
  - Eleven countries committed to create a National Chapter in their countries over the next year. They are now developing concept notes, raising awareness on this new initiative and preparing the launch of the CoPs.
  - The CMT sub-team on National Chapters will further develop this program and coordinate its overall implementation.

- A New Core Management Team
  - During the meeting, about 20 participants volunteered to take part in the new AfCoP Core Management Team’s 10 sub-teams. These members have already nominated their team leader who will lead the CMT’s activities and interact closely with sub-team members.
  - Participants agreed that the CMT should provide strategic leadership to the AfCoP, ensure the implementation of the annual work plan, represent the Community vis-à-vis external stakeholders, and motivate AfCoP members to actively participate in the Community’s activities.
Annexes

I. AfCoP Third Annual Meeting Agenda

March 22, 2010

Theme 1: AfCoP Strategic Vision and MfDR Knowledge Exchange

8:30 Participant Meeting Registration
9:00 Opening Ceremony and Welcome
- Minister Karim Lo, Delegate for State Reform & Technical Assistance and AfCoP Co-Chair, Senegal
- Mr. Devendra Parsad Ruhee, AfCoP Co-Chair, Mauritius
- Mr. Abdoulaye Diop, Minister of State, Minister of Economy and Finance, Senegal
9:45 Tea/Coffee Break
10:15 Program Overview (AfCoP Secretariat & Facilitator)
10:40 Review of AfCoP Achievements to date and Proposal for Phase 2 (Secretariat)
11:05 Presentations on Progress of AfCoP National Chapters: AfDB, Niger, Senegal
11:50 Snapshot of Senegal’s MfDR Achievements (Ministry of Health)
12:15 Open Discussion on AfCoP Past, Present and Future
12:45 – 14:00 Lunch Break
14:00 Launch of the AfCoP Casebook (AfCoP Co-chair and Authors)

14:15 MfDR in Africa: Monitoring and Evaluation

Presentation:
- Ledule Bosch, South Africa, South African Social Security Agency, General Manager of the Monitoring and Evaluation Department

Panelists:
- Dr. Rosa Muraguri-Mwololo, Kenya, Program Review Committee Secretary at UN-Habitat
- Dr. Nazifi Abdullahi Darma, Nigeria, National Planning Commission, Deputy Director M&E
- Sheka Bangura, Sierra Leone, Ministry of Finance and Economic Development, Head of the Monitoring and Evaluation Unit

15:00 MfDR in Africa: Budgeting for Results

Presentation:
- Mohammed Haddad, Morocco, Head of the division responsible for Budget Reform, Budget Execution Monitoring and Budget Execution Law in the Budget Directorate of the Ministry of Economy and Finance

Panelists:
- Adama Sall, Cote d’Ivoire, General Director for Planning
- Charles Ciss, Senegal, Budget Office, Ministry of Economy and Finance
- James Kollie, Liberia, Deputy National Coordinator, Liberia Reconstruction & Development Committee, Ministry of Planning and Economic Affairs

15:45 Tea/Coffee Break
4:00  **MfDR in Africa: Capacity Assessment**

Presentation:
- Seydou Yayé, Niger, General Director, Development Program Assessment, Ministry of Economy and Finance

Panelists:
- Oumar Diakhate, Senegal, expert in Institutional Development at the Center for Development Policy Research (CEPOD), Ministry of Economy and Finance
- Abdel Aziz Ould Dahi, Mauritania, Director General of the National Health Insurance Fund
- Tayani Vincent Banda, Malawi, Economist, Ministry of Finance

16:45  Close
19:00  **Reception & Dinner**

**March 23, 2010**

**Theme 2: AfCoP Management**

9:00 – 9:15  **Overview of Day 2**

9:15  Formation of Groups and Explanation of Purpose of Group Work on:
- AfCoP MfDR Themes for 2010-2011
- National Chapters
- Leveraging Resources and Partnerships
- Regional Level Activities
- AfCoP and the CMT Structure

9:30  Group Work

10:45  **Tea/Coffee Break**

11:00 – 12:45  Report to Plenary and Discussion: Action Planning

12:45 – 14:00  **Lunch Break**

*Side working lunch: AfCoP Casebook consultation*

14:00 – 14:15  Presentation on current Core Management Team structure, activities, and responsibilities (CMT members)

14:15 – 15:30  Discussion on AfCoP Structure:
- Team Structure
- Activities
- Member Charter

15:30  **Tea/Coffee Break**

15:45  Core Management Team

16:15  Conclusions and Close

16:45  Side meeting for financial and technical partners

17:00  Optional External Activity
### March 24 2010  Theme 3: Results on the Ground

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00 – 10:00</td>
<td>Trip to Thiès</td>
</tr>
<tr>
<td>10:00 – 11:00</td>
<td>Local Nutrition Enhancement Project Presentation (Child Fund)</td>
</tr>
<tr>
<td>11:00 – 13:00</td>
<td>Site visit in Thiès</td>
</tr>
<tr>
<td>13:00 – 14:00</td>
<td>Lunch Break</td>
</tr>
<tr>
<td>14:00 – 15:00</td>
<td>Senegal Nutrition Enhancement Project Presentation</td>
</tr>
<tr>
<td>15:00 – 16:00</td>
<td>Concluding Discussion, Closing Remarks, and Meeting Evaluation</td>
</tr>
<tr>
<td>16:00 – 18:00</td>
<td>Return to Dakar</td>
</tr>
</tbody>
</table>
II. AfCoP Third Annual Meeting Participants

Brazil

Marcos Holanda  
Applied Economics Department  
Universidade Federal do Ceará  
Professor  
marcosholanda2@gmail.com

Burkina Faso

Youssouf SIRI  
Ministry of Economy and Finance  
Direction of orientation and strategic planning  
Research Specialist  
yousiri2008@yahoo.fr

Congo, Democratic Republic

Theo Kanene  
Ministry of Planning  
Head (Director) of Directorate of External Assistance/Resources  
kanenetheo@yahoo.com

Cote d'Ivoire

Adama Sall  
Ministry of State, Planning and Development  
Head of Planning  
salladama@yahoo.fr

Stéphane Side  
Ministry of State, Planning and Development  
Planning and M&E Specialist  
sidestephane2008@yahoo.fr

Djibouti

Artan Said  
State Secretariat of National Solidarity (SESN)  
Manager M&E - Chargé du Suivi Evaluation de l'Initiative Nationale pour le Développement Social (INDS)  
artan_said@hotmail.com

Ethiopia

Bimerew Alemu  
Ministry of Economy and Finance  
Senior Expert  
e_bimrew@yahoo.com

Tamirat Yacob  
Ministry of Finance and Economic Development  
Development Planning and Research Expert  
tamiraty@yahoo.com

Yakob Mudesir  
Central Statistics Authority  
Deputy Director  
yakobm@ethionet.et

Gabon

Zoumana Bamba  
IFAD  
Knowledge Management and Grants Officer  
z.bamba@ifad.org

Kenya

Joshua N. Mwiranga  
Office of the Prime Minister  
Public Service Transformation Department  
jnmwiranga@yahoo.com

Rosa Muraguri-Mwololo  
UN-Habitat  
Program Review Committee Secretary  
rosa@koobiconsult.biz

Samson Machuka  
Ministry of State for Planning, National Development and Vision 2030  
Director, Monitoring and Evaluation Directorate,  
smachuka@planning.go.ke

Liberia

James Kollie  
Ministry of Planning and Economic Affairs  
Deputy National Coordinator  
Liberia Reconstruction & Development Committee (LRDC)  
james.kollie@mopea.gov.lr

Madagascar

Randrianarivoelina Benjamina  
RBM & Associates  
Managing Partner  
rbm.mada@gmail.com

Malawi

Tayani Vincent Banda  
Ministry of Finance  
Economist- World Bank Desk  
tbanda@finance.gov.mw

Mali

Mme Ouatara Mafing  
Ministry of Economy and Finance  
M&E Specialist  
mafingkone@yahoo.com

Sadio Koly Keita  
Ministry of Finance  
PRSP Department  
Research Specialist  
sadiokoly@yahoo.fr

Mauritania

Abdel Aziz Ould Dahi  
National Health Insurance Fund  
General Director  
aoulddahi@gmail.com
Mauritius

Devendra Parsad Ruhee
Ministry of Civil Service & Administrative Reforms, Mauritius
Current AfCoP Co-Chair, Chairman, Public Officers Welfare Council
devruh555@yahoo.com

Morocco

Haddad Mohammed
Ministry of Economy and Finance
Head of the Budget Reform Division
haddad@db.finances.gov.ma

Mozambique

Momade Amisse Saide
Ministry of Planning and Development
Planning and M&E Officer
mSaide@mpd.gov.mz

Netherlands

Dick van Blitterswijk
MDF Training and Consultancy
Senior Trainer Consultant
BL@mdf.nl

Hans Pelgrom
Ministry of Foreign Affairs - Effectivity and Quality of Development Advisor
hans.pelgrom@minbuza.nl

Niger

Ali Doungou Boubacar
Ministry of Economy and Finance
Planning Specialist, rural sector
doungouali@yahoo.fr

Assadeck Mohamed
Community Action Program Coordinator
assadeckmd@yahoo.fr

Idé Hassane Adamou
Good Governance and Growth Program Expert
hassaneidea@yahoo.fr

Mamadou Abdou Gaoh Sani
GTZ Niger - LUCOP
M&E, Communication Coordinator
Mamadou.Sani@gtz.de

Najim Mohamed
PRSP Secretariat Coordinator
najim.elhadjmoahmed@yahoo.fr

Seydou Yaye
Ministry of Economy and Finance
Program Development Evaluation Director
seydou.yaye@yahoo.fr

Nigeria

Abiola Arogundade
Lagos State
Senior Special Assistant to the Governor on Economic Planning
missbiola@yahoo.co.uk

Nazifi Abdullahi Darma
National Planning Commission Deputy Director M&E
nazeefdarma@yahoo.com

Rwanda

Musabyimana Innocent
Ministry of Environment and Lands (MINELA)
Sector Strategic Planning and External Links Expert (SSP&ELE) & Chair of ITC
musasebin2000@yahoo.fr

Senegal

Abdou Karim Lo
Presidency Delegate for State Reform and Technical Assistance AfCoP Co-Chair
loabdoukarim@yahoo.fr

Abdrahmane Diallo
USAID-Senegal Program Office Staff
abdiallo@usaid.gov

Charles Ciss
Ministry of Economy and Finance Budget Department Budget Law Specialist
charles_ciss@yahoo.fr

Jean-Baptiste Gros
Pole PNUD - Development Strategies and Public Finance Coordinator
jean-baptiste.gros@undp.org

Mamadou Mansour
SARR
National Employers Council Company Director
mansarr4@yahoo.fr

Mayacine Camara
Coordination Unit for Economic Policy Expert
camaramayacine@yahoo.fr

Mme Maïmouna Dieng
Non-State Actors Platform Secrétaire Permanente
contact@plateforme-ane.sn

Oumar Diakhaté
Center for Development Policy Studies (CEPOD) Institutional development expert
odiakhate2@yahoo.com

Silvia Frias Nebia
Pole PNUD- Development Strategies and Public Finance Technical Advisor
silvia.frias@undp.org
Sierra Leone

Sheka Bangura
Ministry of Finance and Economic Development
Head of the Monitoring and Evaluation Unit
shekabangs@yahoo.co.uk

South Africa

Ledule Bosch
South African Social Security Agency
Chief Director, M&E
leduleb@sassa.gov.za

Tanzania

Julius Birungi
East African Community
Senior M&E Officer
juliusbirungi@eachq.org

Tunisia

Lamine N’Dongo
AfDB - Quality Assurance & Results
Lead Economist
m.ndongo@afdb.org

Slajheddine Montacer
National Health Insurance Fund
Deputy General Director
conseiller@topnet.tn

Uganda

Zaam Ssali
Uganda National Academy of Sciences
Program Officer
zaam.ssali@gmail.com

USA

Cyril Blet
AfCoP Secretariat
Secretariat Coordinator
cblet@worldbank.org

Daphne Leger
AfCoP Secretariat
Secretariat Coordinator
dleger@worldbank.org

Mohamed Khatouri
World Bank, Results and Learning Group, Africa Region
Lead M&E Specialist
mkhatouri@worldbank.org

Nadeem Mohammad
World Bank Results Unit
Senior Operations Officer
nmohammad@worldbank.org

Zambia

Anne Wambui Ndirangu
COMESA
Monitoring and Evaluation Expert
andirangu@comesa.int

Zimbabwe

Solomon Mhlanga
Office of the President and Cabinet
Principal Director, Modernisation Department
mhlangasolomon@yahoo.com
III. Results of AfCoP Annual Meeting Evaluation

This document summarizes the results of the overall evaluation that took place at the end of the Annual Meeting. The Third Annual Meeting of the AfCoP included 50 participants (not counting the Secretariat and facilitator) of which 36 completed the evaluation forms.

The responses indicate that the majority of participants felt that all of the planned outputs of the Annual Meeting were achieved especially in terms of defining a strategic vision for AfCoP Phase Two, establishing a new Core Management Team and setting the framework for an annual work plan, while the plan for the establishment of National Chapters received slightly lower scores. Participants graded all the content and logistics of the event very highly but did indicate that the durations of the meeting and each session were too short. The site visits on Day 3 were rated very high in terms of both content and logistics. Overall, respondents indicated significant progress in knowledge sharing and learning from MfDR experiences across Africa; understanding of AfCoP activities, structure, and progress to date; active contribution to developing and implementing AfCoP Vision and Work Plan; and developing a network of peers with whom to discuss and move forward the Results agenda in Africa. When asked what the highlight of the Third Annual Meeting was, most participants indicated the following elements: meeting representatives from other partner countries, contributing to the design of the AfCoP’s Phase II vision and work plan, and increased level of engagement with the AfCoP.

Composition of the Respondents

The table below illustrates the composition of respondents in the Annual Meeting evaluation process. As this shows, most respondents were members of the AfCoP for over three months and a good balance of Francophone and Anglophone participants responded.

<table>
<thead>
<tr>
<th>Representative of:</th>
<th>Government: 24 responses</th>
<th>Donor/Development Agency: 2 responses</th>
<th>Other: 4 responses (including CSO, regional organization, private sector)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Language:</td>
<td>Francophone: 16 responses</td>
<td>Anglophone: 16 responses</td>
<td>Bilingual: 3 responses</td>
</tr>
<tr>
<td>Membership Status:</td>
<td>Not a member: 2 responses</td>
<td>New member: 6 responses</td>
<td>Member for over 3 months: 16 responses</td>
</tr>
</tbody>
</table>

Assessment Days 1 and 2

As shown in the bar chart below, the meeting met its objectives. Around three-thirds of respondents felt that the meeting successfully obtained a new Core Management Team (74.3%), an annual work program for 2010-2011 (75.8%) and a plan for the establishment of National Chapters (63.9%). Other elements such the quality of the knowledge sharing discussions, the content of the meeting and a well defined strategic vision for AfCoP Phase II also ranked highly. Overall, 97.1% of respondents felt the meeting was useful to their work.

When asked to comment on the time devoted to balance between presentations, discussions and group work, most respondents (88.9%) felt that a good balance in timing has been achieved. However, 28.1% of the respondents believed the durations of the sessions and overall meeting were too short.
Assessment of Day 3
Many respondents recognized the high quality of presentations given during the site visit. The topic of the day was also highly appreciated.

Estimate of the knowledge gained and progress made after this Annual Meeting
As a whole, participants found that their understanding of how to create a National Chapters grew from 35.3% to 74.3%. The feeling in terms of developing a network of peers with whom to discuss and move forward the results agenda in Africa more than doubled thanks to the meeting. Also, after the meeting, all participants had a clear understanding of AfCoP activities, structures and progress to date.
Highlight of the Meeting
Participants mentioned that defining concrete plans for the AfCoP, knowledge sharing on experiences, the site visit and national chapters were also major highlights of this meeting.

Specific Suggestions and recommendations for future considerations
Participants provided their recommendations on the organizational elements for the future meetings, including more time allocated to panel discussions, more presentations on good practice in MfDR and
extending the length of the meeting to four days. Some respondents also requested that all materials, presentations and handouts be produced in both French and English prior to the meeting.

Finally, some meeting participants also voiced their opinions on the need to clarify the Core Management Team decision making process and transparency. Some of the respondents also demonstrated interest in knowing more about the annual AfCoP budget. In addition, some suggested that the AfCoP work plan should feature a costing of each activity to attract and retain funding.