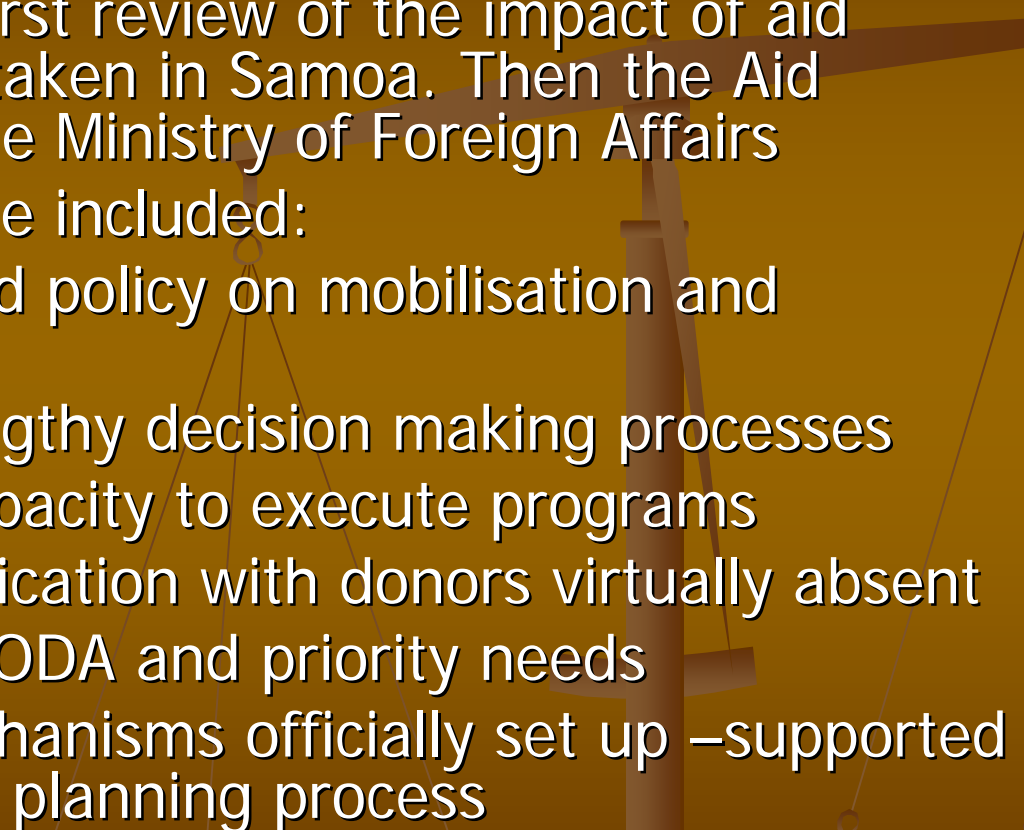




# MDG Based regional Workshop

Aid Management – the Samoan  
Experience

# Historical perspective

- In the late 80s, the first review of the impact of aid programs was undertaken in Samoa. Then the Aid division was under the Ministry of Foreign Affairs
  - Challenges of the time included:
    - The absence of an aid policy on mobilisation and utilisation
    - Cumbersome and lengthy decision making processes
    - Weak institutional capacity to execute programs
    - Channels of communication with donors virtually absent
    - Disconnect between ODA and priority needs
  - Aid coordination mechanisms officially set up –supported by review of national planning process
- 

# Reform program

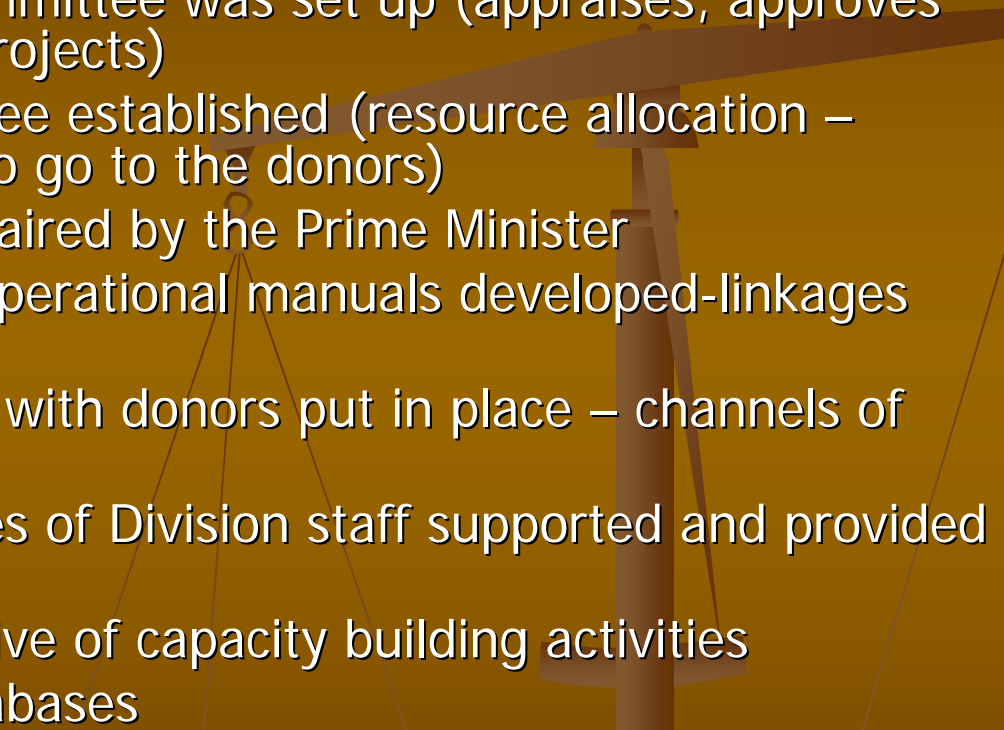


- After many years the role of the Aid Division of MFA evolved from a passive focal point for donors to one that was proactive, ready to consult and prepared to take the lead in decision making
- Structures and systems were put in place in an effort to manage ODA necessitated by the rising levels of ODA received
- Strategic planning took roots in Samoa as well as the need to align development programs to such plans

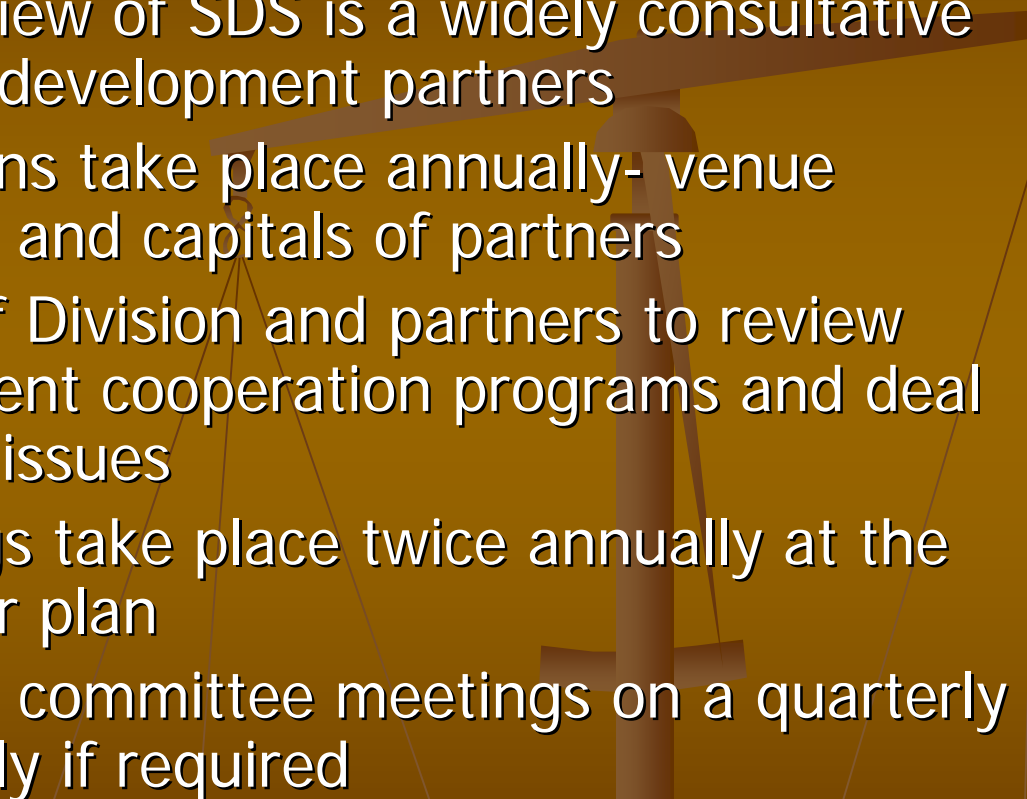
# Reform program

- The realignment of government ministries in 2003 saw the Aid Division shift from MFA to Ministry of Finance – and now called the Aid Coordination/Loans Management Division (all aid inclusive)
- Strategic alignment as this was the opportunity to align ODA to the Strategic Plans and Budget process – this also ensured strengthening of the CDC and ACC bodies
- The shift also consolidated focus of aid on development more than political objectives and there was a strengthened coordination of donors

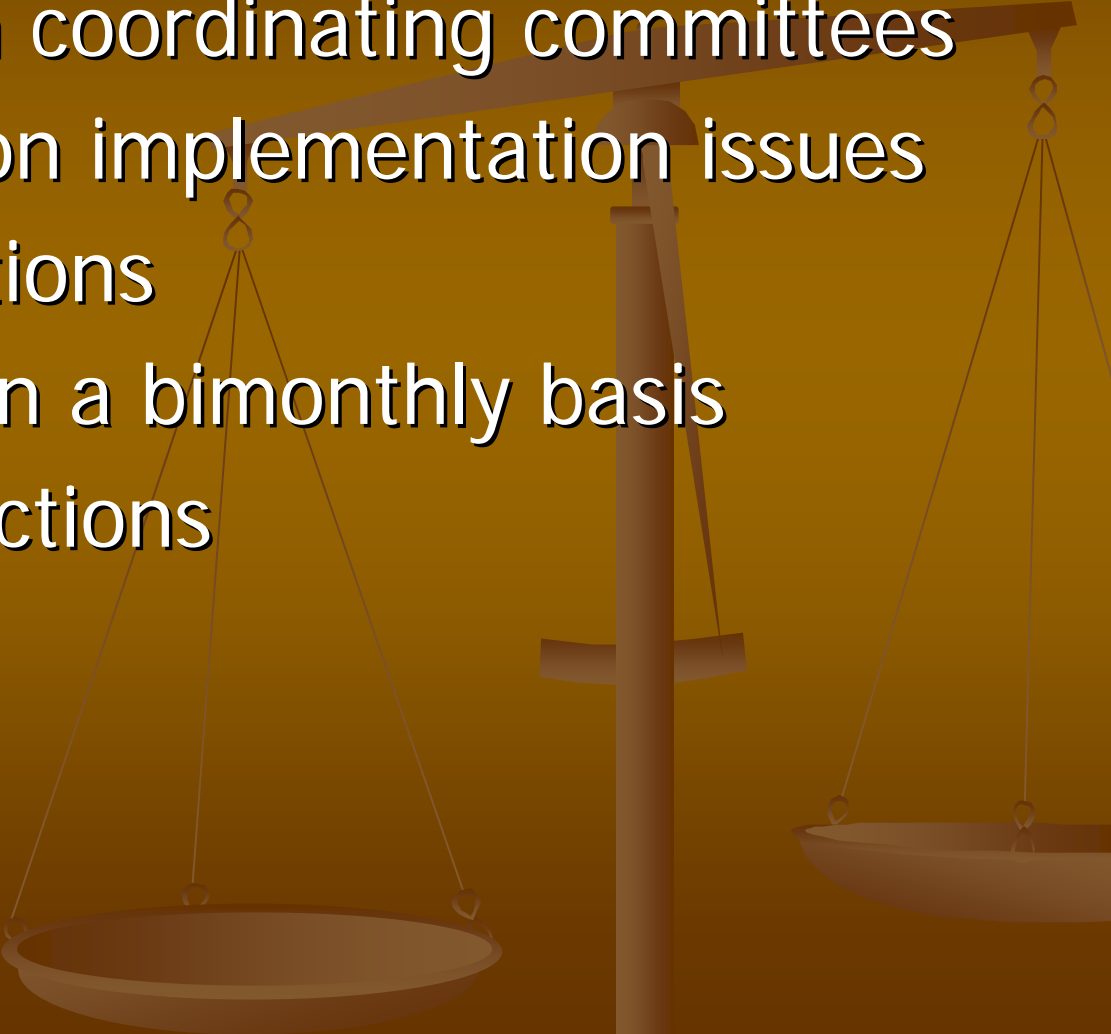
# Institutional capacity building

- Cabinet Development Committee was set up (appraises, approves and monitors programs/projects)
  - Aid Coordination Committee established (resource allocation – conduit for all programs to go to the donors)
  - Both ACC and CDC are chaired by the Prime Minister
  - Secretariats established-operational manuals developed-linkages defined
  - Consultation mechanisms with donors put in place – channels of communication confirmed
  - Capacity building initiatives of Division staff supported and provided by development partners
  - Programs designed inclusive of capacity building activities
  - Development of ODA databases
- 

# Consultation processes (with partners)

- Development and review of SDS is a widely consultative process and includes development partners
  - High level consultations take place annually- venue rotated between Apia and capitals of partners
  - Quarterly meetings of Division and partners to review and assess development cooperation programs and deal with any problematic issues
  - Sector-donor meetings take place twice annually at the completion of a sector plan
  - Program coordinating committee meetings on a quarterly basis or more regularly if required
- 

# Consultation processes (with beneficiary organisations)

- Project/Program coordinating committees
  - Routine liaison on implementation issues
  - Reviews/evaluations
  - CDC meetings on a bimonthly basis
  - 6 monthly inspections
- 

# Aid management mechanism



- Development of Strategic plan – a widely consultative processing involving all stakeholders and donors
- Development of sector plans – programs and projects for implementation
- There is ongoing dialogue to discuss donors assessment of Strategy and programs and GoS's ability to implement, and monitor progress and spending
- Financing decision is towards the pooling of resources together with that of the government's and are not tagged
- Approach has eased coordination and ownership and presents an institutional setting where different views on development strategies coexist and better coordinate.
- Development cooperation programs reflected in the budget – multiyear programming fits shift to forward estimates – predicatability in resource planning

# Aid management mechanism

- Division maintains databases of all ODA loans included on a sector basis and has effective network with all partners – result is achieving a total perspective of ODA inflows in any one year. Linked to budget
- Databases used for development of Public Sector Investment programme over the medium term
- Division coordinates all donor activities and sector working groups. Assistance is mainstreamed through ministries' management groups instead of specific implementation units
- Publication of development cooperation activities to coincide with release of SDS to demonstrate contribution of ODA to implementation of SDS
- Keeps partners informed of their respective areas of involvement
- Encouragement of use of local consultants
- Management for results – shift away from inputs based monitoring. Implementation of Development strategy through development programmes is assessed against agreed to indicators – including those for MDGs and all other international instruments Samoa is party to.

# Harmonisation road map

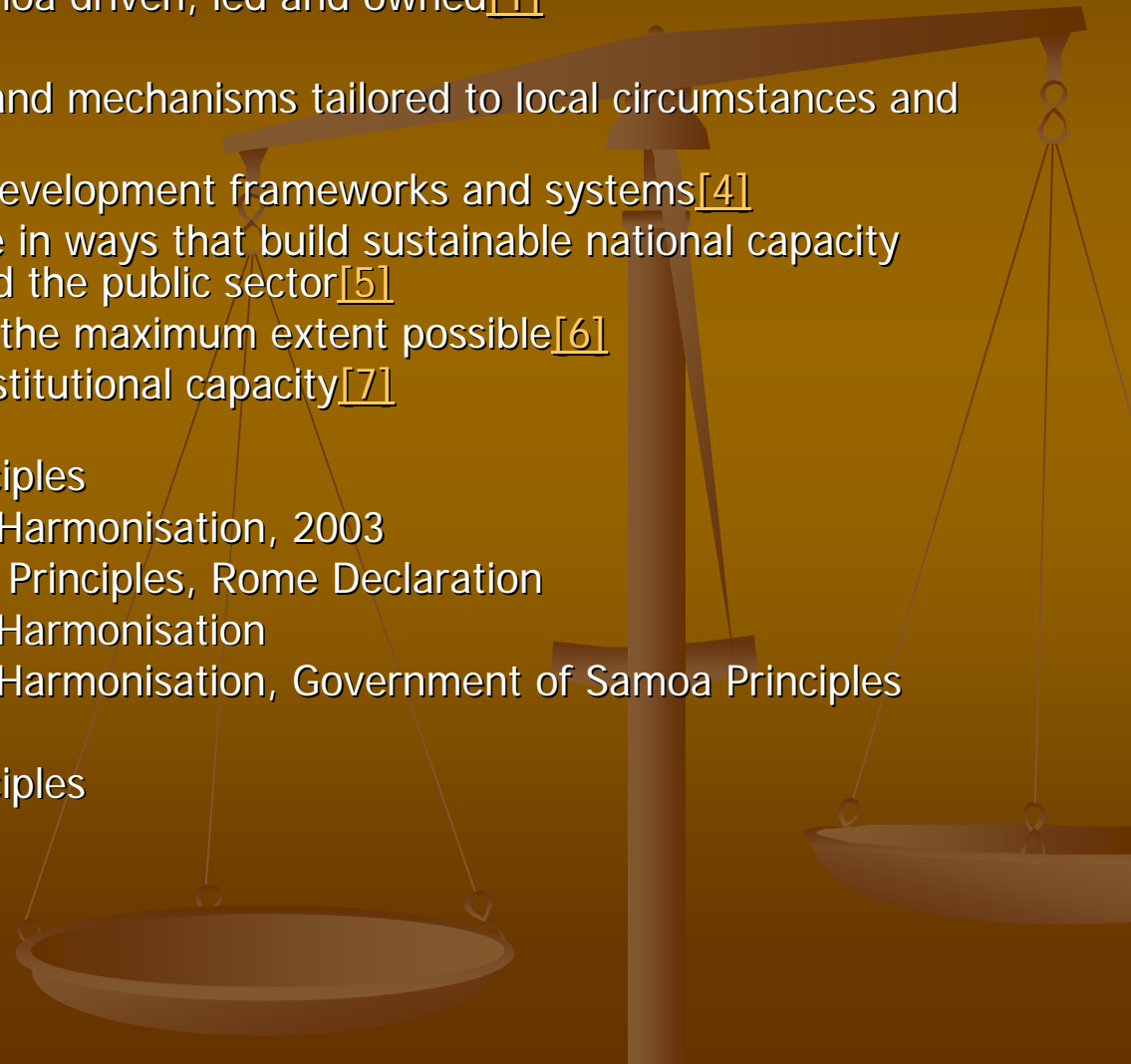


- Review of aid delivery modalities  
GoS has shifted from the discrete project aid delivery mechanism to that of a SWAp - objective is to eventually consider budgetary support – outcome is to achieve aid effectiveness
- Shift supports the development planning process: SDS --  
→ sector plans (including Medium term financing and M/E framework - alignment of assistance to priorities
- The varying donor processes or growing similarities of policies and programs, the growing transaction costs for the GoS dealing with individual partners has led to the implementation of the harmonisation road map

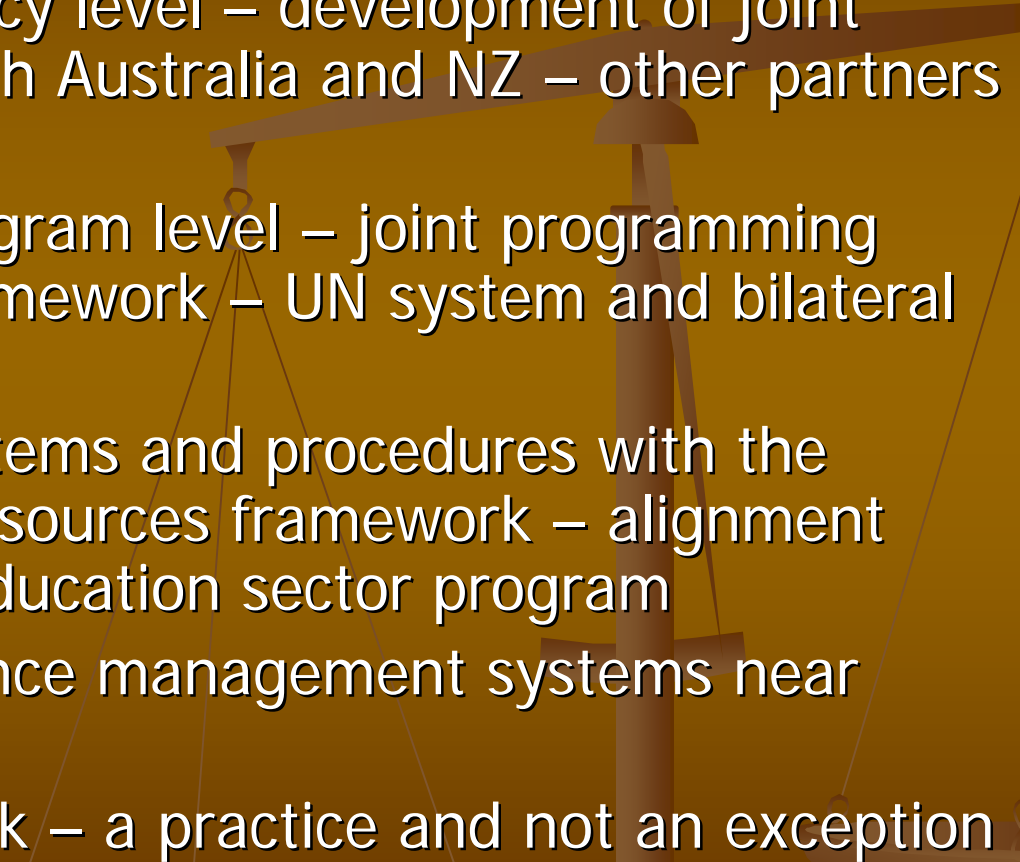
# Principles of harmonisation

- Donor harmonisation being Samoa driven, led and owned[1]
- Mutual accountability[2]
- Clear and simplified processes and mechanisms tailored to local circumstances and institutional capacity[3]
- Work within Samoa's national development frameworks and systems[4]
- Provide development assistance in ways that build sustainable national capacity including civil society, NGOs and the public sector[5]
- Utilise existing analytic work to the maximum extent possible[6]
- Work together to strengthen institutional capacity[7]

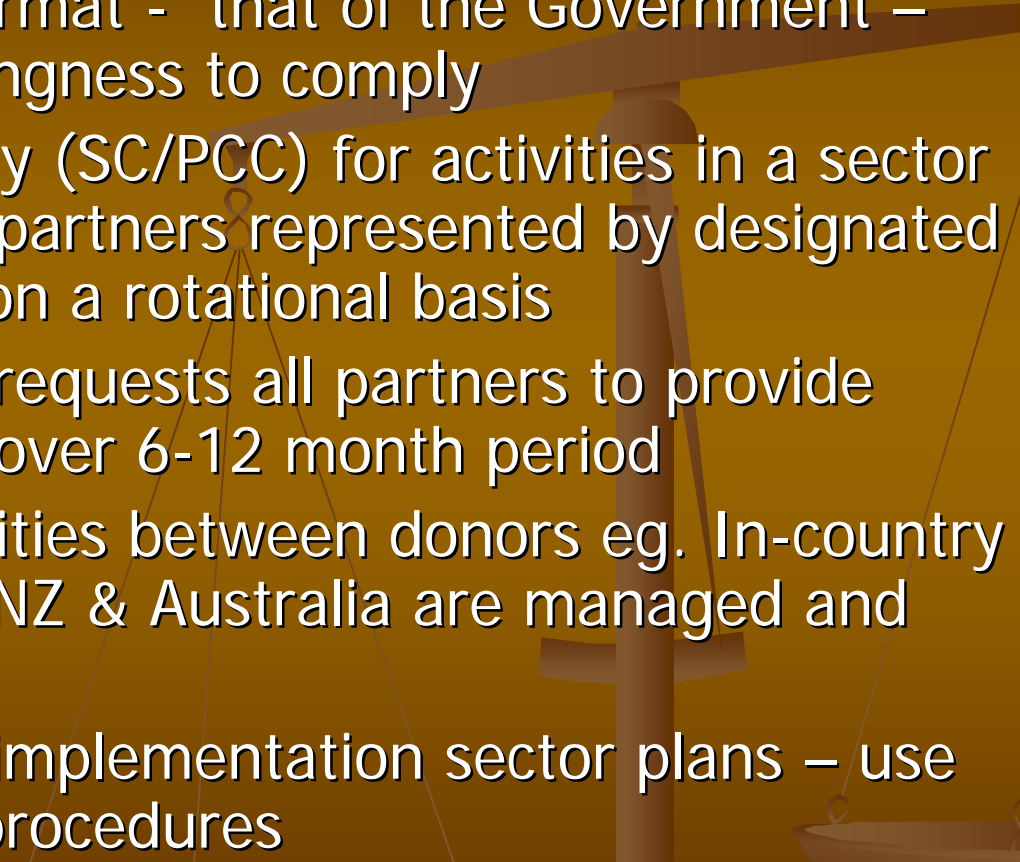
- [1] Government of Samoa Principles
- [2] Pacific Workshop on Donor Harmonisation, 2003
- [3] Ibid, Government of Samoa Principles, Rome Declaration
- [4] Pacific Workshop on Donor Harmonisation
- [5] Pacific Workshop on Donor Harmonisation, Government of Samoa Principles
- [6] NZAID
- [7] Government of Samoa Principles



# Harmonisation road map

- Harmonisation at policy level – development of joint country strategies with Australia and NZ – other partners invited to join
  - Harmonisation at program level – joint programming under a collective framework – UN system and bilateral partners
  - Harmonisation of systems and procedures with the adoption of pooled resources framework – alignment with GoS systems – Education sector program
  - Review of public finance management systems near completion
  - Shared analytical work – a practice and not an exception
- 

# Harmonisation road map

- Common reporting format - that of the Government – partners showed willingness to comply
  - One coordinating body (SC/PCC) for activities in a sector regardless of donor– partners represented by designated coordinating agency on a rotational basis
  - Joint missions – GoS requests all partners to provide schedule of missions over 6-12 month period
  - Delegated responsibilities between donors eg. In-country training programs of NZ & Australia are managed and administered by NZ
  - Pooled resources for implementation sector plans – use of GoS systems and procedures
- 

# Lessons learnt

- Effective coordination places the ownership of public expenditure on the Government and aligns support behind the national Strategic Plan
  - It has also drawn the partners to being selective in their programming/policy dialogue with a focus on where their comparative advantages lie eg Australia is shifting out of Health sector to be the lead agency in justice/law and order sector
  - SWAps are a useful vehicle to improve coordination and individual conditionalities are replaced by those developed jointly
  - Strong GoS led coordination – greater focus on development results
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