

African Community of Practice on Managing
for Development Results (AfCoP-MfDR)

Putting results first in **Africa**

CHANGING THE LIVES OF PEOPLE

**A REPORT ON THE
AFRIK4R FORUM AND
AFCOP ANNUAL MEETING**

RESULTS AND NATURAL
RESOURCE MANAGEMENT



December 2013 – Harare, Zimbabwe

Table of Content

INTRODUCTION	3
---------------------	----------

KEY OPENING MESSAGES	4
-----------------------------	----------

AFRIK4R FORUM NATURAL RESOURCES FOR THE CONTINENT'S TRANSFORMATION	6
---	----------

POWERING AN EFFECTIVE MANAGEMENT OF NATURAL RESOURCES	6
--	----------

CITIZENS' ENGAGEMENT AND CORPORATE RESPONSIBILITY	7
--	----------

PUTTING AFRICA FOR NATURAL RESOURCE RESULTS INTO ACTION	8
--	----------

SIXTH AFCOP ANNUAL MEETING SETTING THE COURSE FOR REGIONAL RESULTS	9
---	----------

YOUTH AND GENDER FOR CHANGE	9
------------------------------------	----------

DRIVING COUNTRY ROADMAPS FOR REGIONAL INTEGRATION RESULTS	10
--	-----------

A RENEWED GOVERNANCE FOR GREATER OWNERSHIP	12
---	-----------

ANNEXES	15
----------------	-----------

HARARE DECLARATION FOR A BETTER MANAGEMENT OF NATURAL RESOURCES	14
--	-----------

AGENDA	15
---------------	-----------

PARTICIPANT LIST	20
-------------------------	-----------

INTRODUCTION

From December 2-6, 2013, about one hundred and fifty delegates met in Harare, Zimbabwe, to set up the African platform on natural resource management, to share good practices on managing for development results and to move forward the implementation of country roadmaps aimed at accelerating regional integration through Managing for development results (MfDR). The week-long event was divided into two meetings, with distinct but complementary objectives. The first two days of the meeting were dedicated to the Africa for Results (AfriK4R) Forum, while the remaining three days were used for the Sixth Annual Meeting of the African Community of Practice (AfCoP) on MfDR. Under the overarching title “Results and Natural Resource Management”, the event gathered delegates from the public administration, civil society organizations, regional economic communities, the academia and private sector bodies of over twenty African countries.

The Harare Declaration for a Good Management of Natural Resources constitutes the main outcome document of this event. The declaration embodies country commitments to hold themselves mutually accountable in achieving results in natural resource management, including greater transparency and accountability, tax and social equity, as well as environmental responsibility. It also commits countries to work towards the implementation of the African Community of Practice (AfCoP) on MfDR’s roadmap to contribute to the advent of a good management of natural resources.

This new endeavor builds on the accomplishments of the AfCoP on managing for development results. In Harare, the **AfCoP held its Sixth Annual Meeting**, showcasing its members’ contribution to empowering societal actors by transforming hands-on experiences into shared knowledge in order to effect institutional change for improved results. More than 3,500 members (civil servants, parliamentarians, representatives of civil society, the private sector, academia, the media and donors) from 43 African countries have joined the AfCoP since its establishment in 2007 to make their organizations more results-oriented and accountable. Since 2007, over a hundred case studies on MfDR have been discussed online. Nine AfCoP National Chapters have been established, with the mission of building capacity in MfDR through sharing experiences, networking and building learning relationships.

This report is an official record of the Harare event. Following the main messages delivered at the opening ceremony, it first provides an overview of the requisites to successfully power an effective management of natural resources with the AfriK4R initiative and then presents the strategic directions for the AfCoP action plan implementation for the year ahead.



KEY OPENING MESSAGES

During the opening of the AfriK4R Forum and the AfCoP Annual Meeting respectively on December 2 and December 4, eminent keynote speakers delivered important messages which are instrumental to effectively establishing the AfriK4R natural resource management component and rolling out country roadmaps.



These were preceded by an introduction from **Kobena Hanson** (to the right), Head of Knowledge and Learning at the African Capacity Building Foundation (ACBF), who reminded participants of the vital importance of knowledge for evidence-based decision making. These remarks were followed by opening comments from **Mamadou Lamine N'Dongo** (to the left), AfCoP Secretariat Coordinator and Lead Results Adviser of the Quality Assurance and Results Department with the African Development Bank (AfDB), who outlined the objectives of the meeting and recalled that it was supported by the African Platform for Results which is composed of leading results-related thematic networks in Africa.



Ledule Bosch, co-Chair of the AfCoP and Monitoring and Evaluation Chief Director for the South African Department for Public Service and Administration, paid tribute to country delegates stating that this assembly composed of the lifeblood of managing for development results – government, civil society, private sector and development partners – will demonstrate that, as the meeting title puts it, “results and natural resource management” can go hand-in-hand. The AfCoP Co-Chair reminded participants that the AfriK4R framework will be used to ensure that natural resource revenues lead to the greatest social and economic benefit for the people.



Seydou Yayé, also AfCoP Co-Chair, and General Director for Planning in Niger with the Ministry of Plan, Land Management and Community Development, challenged participants to ensure that this meeting would serve as an inspiration to support change-focused initiatives Africa. He noted that the meeting would be a turning point in the AfCoP’s history. For the first time, the results of assessments conducted in over fifteen countries will be unveiled. This will contribute to mapping out the state of MfDR in Africa and accelerating regional integration. He ended his speech by mentioning that this will be achieved only with the contribution of the youth and women; a key reason why the AfCoP chose to put gender and youth issues at the forefront in Harare.



Damoni Kitabire, acting for the Resident Representative of the AfDB Zimbabwe office, presented his vision for the achievement of a better management of natural resources. He recalled that effective natural resource exploitation is one of the major challenges facing Africa, a continent which hosts about thirty percent of the world’s total mineral reserves and even a higher share of deposits of diamonds, platinum and gold. With these unparalleled opportunities for both investors and states, Africa’s production represents only about eight percent of the global mineral production and is exported in raw forms, preventing any downstream processing.

Further to listing the obstacles and proposing solutions to an effective management of natural resources, the acting Resident Representative explained that the AfriK4R initiative is one of the responses to these challenges. He ended his remarks by reminding participants that the AfriK4R's approach to natural resource management is consistent with the ten-year strategy of the African Development Bank for the period 2013-2022 which supports the continent's transformation agenda based on the vision of a new Africa that aims to become a stable, prosperous and integrated continent with diverse and sustainable competitive economies fully integrated into the global economy. He stated that this is where the AfriK4R initiative comes in and called on countries to fully own and institutionalize the managing for development results approach.



Emmanuel Nnadozie, who delivered to the AfCoP his maiden speech as the new Executive Secretary of the ACBF at the AfriK4R Forum, expressed ACBF's commitment to results and its role in fostering a meaningful transformation in Africa premised on the sound management of its natural resource endowments. For this to happen, he stressed the need to strengthen stakeholders' capacity to effectively play their roles along the natural resource value chain. Doing so necessitates a vibrant public sector that is knowledgeable, efficient, empowered, professional, and committed; a private sector that is not only innovative, but also competitive; a civil society which collaborates with both the public and private sectors; a political system that is responsive to its citizens and premised on good governance; and, a socio-economic and political environment that is enabling and inclusive of all.

Owing to the centrality of natural resource governance to attaining meaningful transformation on the continent, he reminded participants that the 'winds of change' are sweeping across Africa. The Executive Secretary also emphasized that the so-called natural resource curse is not inevitable. Botswana, for example, has been able to effectively manage its natural resources to spur development. Key to that changing landscape is the 2009 African Mining Vision (AMV), which was adopted by African heads of States and Governments. With such a joint agenda, the continent is better able to formulate its own responses to the post-2015 development agenda.

Misheck Sibanda, Chief Secretary to the Office of the President and the Cabinet of Zimbabwe, provided an overview of his country's move toward results-based management and unveiled the country's 2013-2018 economic plan titled ZIMASSET. He pointed out that the execution of a plan starts with managing for development results and reminded participants that his country is one of the first that established a National Community of Practice. This community will redefine its course of actions and engage more stakeholders in achieving the desired results.



Walter Chidhakwa, Minister of Mines and Mining Development for Zimbabwe, opened the meeting on behalf of the government of Zimbabwe. He underlined that Zimbabwe is calling for changes in the traditional approach of mining operations and stressed that the extractive model where foreign investors take away the profit to their countries of origin has not worked for Africa. To overcome this stalemate, he proposed models that will work for communities, including through setting up refineries in Zimbabwe so that people can benefit from value added minerals.

Zimbabwe is endowed with vast gold, diamonds and has the second largest known platinum reserves in the world after South Africa. To fully exploit these resources, Zimbabwe needs to build advanced skills and innovate in technology, which is why the country just established a school offering specialized curricula on mining to best prepare engineers. The Minister called on participants to fully support the AfriK4R initiative and to make its natural resource management network inclusive and effective.

AFRIK4R FORUM NATURAL RESOURCES FOR THE CONTINENT'S TRANSFORMATION



“The mining industry, by virtue of the place it occupies in our economy, is in a position to make a special contribution to the transformation of our society, which should have as its central objective, improving the quality of life of all its citizens. We hope that the mining industry would also send a powerful message to everyone in our society that the resources of our nation, under whatever form of ownership, will be stewarded with a regard for the urgent need to uplift particularly the most disadvantaged of our society. This would be no empty gesture but an action which would have important and beneficial consequences for the nation.”

Nelson Mandela, Speech at the 104th Annual General Meeting of the Chamber of Mines of South Africa, 8 November 1994.

POWERING AN EFFECTIVE MANAGEMENT OF NATURAL RESOURCES

Delivering Results on a Common Agenda

The Africa for Results initiative, a regional approach to managing for development results, presents itself with a unique opportunity to incorporate the natural resource management (NRM) field at its core. Mamadou Lamine N'Dongo detailed the benefits of an effective management of natural resources based on a common agenda of transparency and accountability, tax justice, corporate and social responsibility, and social equity. To that end, the AfriK4R initiative developed benchmarks to assess how countries are managing natural resources and will support dedicated programs to governments and non-state actors.

With the background of a continent moving at multiple speeds, ACBF chose to dedicate its 2013 Africa Capacity Indicators Report to natural resource management. The changing landscape of natural resource management capacity includes a growing state coherence with policy frameworks, the rise of civil society organizations with enhanced capacity, greater dialogue among stakeholders and, among others, a greater exposure of issues such

as ones related to missing revenues and green growth. Top country performers in natural resource management are Rwanda, Ghana, Namibia and Botswana. Going forward, Kobena Hanson stressed that Africa needs good-fit approaches, which recognize the realities of local contexts and aim for incremental steps in governance.

Allocating Revenues and Reinforcing Capacity for the People

Governments are responsible for managing revenues from NRM for the benefit of citizens. Used well, these resources can generate important revenues for the state, contributing to greater prosperity; used poorly, they can cause economic instability, conflict and environmental damage. Drawing on these premises, panelists recalled that what most resource-rich countries have suffered from is the curse of poor policies, weak governance and a failure to translate resource wealth into social and economic progress.

To use revenues for the benefit of the people, Ousmane Diagana, Director of Mines and Geology with the Ministry of Mines in Mauritania, stressed that “mining cannot exist without proper infrastructure and stability for investment.” This concern was shared among the panelists, whom are high level civil servants heading their country’s department of mineral resources. Francis Gudyanga, Permanent Secretary with the Ministry of Mines and Mining Development in Zimbabwe, highlighted the fact that African countries’ dependency on international companies will only stop once the continent offers the right mix of skills and infrastructure necessary for downward processing of minerals. To that end, Zimbabwe is training engineers on each step of mining exploitation and Mauritania is adding to each international expert a local expert to ensure skills transfer.

CITIZENS’ ENGAGEMENT AND CORPORATE RESPONSIBILITY

Opening and Using Data for Greater Scrutiny

It is commonly accepted that successful natural resource management requires government accountability to an informed public. In Africa, the practice proves to be quite different. Citizens and parliamentary representatives are able to effectively hold governments and companies to account in only a limited, but growing, number of instances.

Aurélien Atidegla, Chair of the African coalition of civil society organizations (OSCAF), stressed the need for companies to move from a practice of keeping information for themselves and not getting involved with the communities, to one that puts corporate and social responsibility at the center. With an increasing number of African countries enacting freedom of information laws which specify that most government information is public, citizens are de jure entitled to be effectively informed. To that end, data needs to be reliable, verifiable and accessible with proper measurement, reporting and dissemination.

Self-Regulation vs. Enforcement of Governance Standards

Companies themselves are working more closely with communities. Daphne Mashile-Nkosi, the Executive Chairperson of the South-African based Kalagadi Manganese company, detailed how her company explores mining opportunities in a sustainable manner and identifies ways to mitigate social and environmental impacts. Kalagadi’s strategy to mine manganese and have it processed locally is in tune with country needs. The Executive Chairperson stated that each country has “to utilize its mineral resources for local economic development, otherwise the same problems will repeat ten years down the line.”

Panelists agreed that this constant scrutiny from citizens, enforcement from governments and self-regulations from companies could end the diversion of revenues and other losses associated with commercial malpractice, which are currently endemic across resource-rich countries. This will be instrumental in ensuring that natural resources are used to benefit the most disadvantaged.



PUTTING AFRICA FOR NATURAL RESOURCE RESULTS INTO ACTION

MfDR for Better Natural Resource Management

Owing to its whole-of-government approach to managing for development results, the AfriK4R initiative seeks to focus in specific areas where it can make a difference. This presents an opportunity to draw upon experiences from one specific sector, to exchange lessons and good practices, and to gain a better knowledge of the state of capacity in natural resource management. Representatives from different regions, the civil society, the public sector and the private sector chose to move this focus forward through a new vehicle: the Natural Resource Management Platform.

This network stems from the fact that, although many documents and agendas on a better management of natural resources exist in Africa, none of them looks at the value-added of managing for development results. The Natural Resource Management Platform will allow the AfCoP to:

- Sharing good practices on managing for results applied to natural resource management;
- Supervising readiness assessments for a better management of natural resources;
- Working together to fully implement plans agreed on the continent, such as the Africa Mining Vision.

Multi-Stakeholder Governance Framework

This network will bring together African stakeholders involved in natural resource management. Representatives of this platform accepted to either act as regional representatives for the network or representatives for companies, civil society organizations or public sectors.

COMPOSITION OF THE NATURAL RESOURCE MANAGEMENT PLATFORM'S TEAM

Role	Full Name
Co Chairs	<ul style="list-style-type: none"> • Ousmane Cisse, Senegal Director of Mines and Geology, Ministry of Mines, Industry and Small and Medium Enterprises • Daphne Mashile Nkosi, South Africa Executive Chairperson, Kalagadi Manganese
Western Africa	<ul style="list-style-type: none"> • Ousmane Cisse, Senegal Director of Mines and Geology, Ministry of Mines, Industry and Small and Medium Enterprises
Northern Africa	<ul style="list-style-type: none"> • Oumar Diagana, Mauritania Director of Mines, Ministry of Oil, Energy and Mines
Eastern Africa	<ul style="list-style-type: none"> • Oswald Ndagije, Burundi Director of Mines, Ministry of Mines and Natural Resources
Southern Africa	<ul style="list-style-type: none"> • Thammay Vhiriri, Zimbabwe Legal Department, Ministry of Mines and Mining Development
Central Africa	<ul style="list-style-type: none"> • Samuel Kabasele Mvita, DRC Director of Mines, Ministry of Mines
Public Sector	<ul style="list-style-type: none"> • Happiness Mgalula, Tanzania Deputy Executive Secretary, President's Office Planning Commission
Private Sector	<ul style="list-style-type: none"> • Daphne Mashile Nkosi, South Africa Executive Chairperson, Kalagadi Manganese
Civil Society	<ul style="list-style-type: none"> • Aurelien Atidegla, Benin Chair, African Civil Society Organisations (OSCAF)

SIXTH AFCOP ANNUAL MEETING SETTING THE COURSE FOR REGIONAL RESULTS



“Like slavery and apartheid, poverty is not natural. It is man-made and it can be overcome and eradicated by the actions of human beings. And overcoming poverty is not a gesture of charity. It is an act of justice. (...) Sometimes it falls on a generation to be great. You can be that great generation. Let your greatness blossom.”

Nelson Mandela, Speech in London, United Kingdom, 3 February 2005.

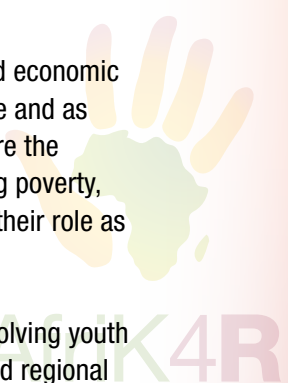
In response to a call from AfCoP members, the Sixth AfCoP Annual Meeting was dedicated to establishing two continental platforms, one on gender and the other on youth. Progress made in implementing country roadmaps to accelerate regional integration was also shared and the AfCoP governance structure was renewed.

YOUTH AND GENDER FOR CHANGE

Empowering Youth for Results

Youth represent the growing majority in Africa’s population and have the power to influence the social and economic future of their respective countries. African youth are actively engaged across all sectors of the work force and as such impact social progress and economic growth within the region. Despite their great promise, youth are the most vulnerable group in the region and bear the brunt of the region’s overwhelming challenges, including poverty, illiteracy, HIV/AIDS, and unemployment. These issues make it difficult for many African youth to embrace their role as leaders and change-makers in their various societies.

Of important note, panelists asked for a greater involvement of the youth in decision-making. Training involving youth leaders in policy formulation, decision-making, and accountability and monitoring at the local, national and regional



level will go a long way towards a more stable, prosperous and productive Africa. The need for inter-generational dialogue in Africa is quite evident as demonstrated by the exchanges between panelists and the audience. There was a mutual understanding and commitment to involve the youth in decision making.

Panelists showcased a series of development areas where youth made the difference. Moiyattu Banya from Sierra Leone provided an overview of the Women Peace and Security Network's activities to provide opportunities to girls in West Africa. John Armah from Ghana demonstrated how career centers help grow the innovative capacity of the youth and reminded participants of the need to mentor youth. Fréjus Thoto, from the International Youth Platform for Sustainable Development based in Benin, stressed the duty share by youth activities to respect where you come from and plan ahead to build tomorrow's Africa.

Mainstreaming Gender for Results

In addition to bearing the brunt of conflicts, climate change and other development challenges, African women and girls are largely excluded from decision-making on economic, social and political issues affecting their livelihood. Gender mainstreaming in policy making, budgeting, and evaluation will go a long way towards empowering women and girls, as exemplified by Immaculée Bigirimana, the Permanent Secretary for the Ministry of Finance and Economic Development Planning of Burundi.

Likewise, education and skills training opportunities as well as access to funds for entrepreneurial activities will help empower women and girls to become leaders and change makers in their respective societies. There is general consensus on the importance of incorporating the unique needs and priorities of women and girls into policy and decision-making, thus helping to reach gender equality.

Katherine Ichoya, Director of the Secretariat of the Federation of National Associations of Women in Business in Eastern and Southern Africa (FEMCOM) with COMESA in Kenya, underlined the opportunities for women entrepreneurs in Africa, to increase trade and investment facilitation as well as to enhance access to credit and capital.

DRIVING COUNTRY ROADMAPS FOR REGIONAL INTEGRATION RESULTS

Country Assessment Results and Good Practices

The AfCoP Annual Meeting also offered space for dialogue on MfDR good practices. This was done through presentations on case studies and early results of readiness assessments conducted at country level.

In anticipation of the Annual Meeting, a call for case studies was launched. Authors of the four best submissions were invited to showcase their study in Harare. They focused on Strengthening Aboriginal Youth from Aizo in Agribusiness in Benin (Donald Houessou), Integrating People in Three Regions of Ghana, Togo and Burkina Faso (Issoyotou Kabissa), Participatory Local Governance and Achieving Results in DRC (Janvier Ngambwa Ngongo) and Strengthening Women Capacity to Respond to Migratory Challenges in Senegal (Ndeye Fatou Diop). The subsequent questions and answers session led to a lively discussion on linkages between results and regional integration.

Coaches from seven different countries presented early results of readiness assessments focusing on the key pillars of managing for development results and regional integration, i.e. leadership, planning, budgeting, monitoring and evaluation, service delivery, and accountability. This was preceded by a brief reminder on the methodology. Further to a quality review of the assessment results and action plans, validation workshops will be held at national level. This constitutes the main milestone of country roadmaps leading to action plan implementation, which over fifteen countries have committed to implement in partnership with COMESA and WAEMU.

COUNTRY ROADMAP	
Main Activities	Objectives and sub-components
Institutional Mechanism	<ul style="list-style-type: none"> • Focal point, country team, facilitator
National CoP	<ul style="list-style-type: none"> • Launch of a new community • Reactivation of an existing community
MfDR and Regional Policy Readiness Assessment	<ul style="list-style-type: none"> • Evaluation to assess the MfDR readiness and regional policy implementation • Assessment of MfDR and performance gaps
Action Plan Development	<ul style="list-style-type: none"> • Realistic action plan • Validation of the action plan
Action Plan Implementation	<ul style="list-style-type: none"> • Coaching teams • Stakeholders' commitment
High Level Workshop	<ul style="list-style-type: none"> • Engaging political decision-makers • Reinforcing consensus on priorities
Mid-Term Implementation Review	<ul style="list-style-type: none"> • Reviewing implementation progress • Setting new directions for successful completion
Performance Report	<ul style="list-style-type: none"> • Discussing results achieved • Taking stock of performance gap
Knowledge Sharing	<ul style="list-style-type: none"> • Workshops and training to build capacity • Continuous online exchange
Peer Review Meeting	<ul style="list-style-type: none"> • Presentation of the results achieved • Commitment to move forward with support from RECs' decisional bodies

2014 AfCoP action plan

The 2014 AfCoP work plan that was presented and agreed on at the meeting counts a series of milestones that will go a long way in mainstreaming MfDR across Africa and enhance regional integration. Half of the scheduled work plan activities are expected to be delivered by June 2014 and the other half by December 2014.

The following three main work streams will be implemented with a more detailed set of activities.

Sharing knowledge through:

- Facilitating thirteen online discussions;
- Developing fifty knowledge products on MfDR;
- Establishing online platforms for COMESA and WAEMU;
- Organizing the 2014 Africa for Results Forum.

Enhancing regional integration into COMESA and WAEMU member states through:

- Conducting MfDR readiness assessments at COMESA and WAEMU;
- Strengthening REC's capacity with training events;
- Organizing learning weeks on MfDR at regional level;
- Bringing together AfriK4R focal points at regional peer review meetings.



Building MfDR capacity at country level through:

- Establishing eight national communities of practice;
- Holding seventeen high level workshops;
- Validating seventeen assessments and action plans;
- Implementing action plans in seventeen countries;
- Organizing seventeen learning weeks on MfDR.

A RENEWED GOVERNANCE FOR GREATER OWNERSHIP

Since its onset, the AfCoP has been a member-driven community which defines its own strategy and action plan. A core group of members commit their time and efforts to implement this action plan and drive the AfCoP agenda. Building on the work done in 2012 at the Fifth AfCoP Annual Meeting, the internal governance structure was renewed and approved with only few changes.

More Inclusive AfCoP core management team

Made of nine members, the Core Management Team is in charge of setting the strategic direction of the community. Its members were nominated and approved keeping in mind geographical and gender considerations. They represent the five African sub-regions: Western, Northern, Eastern, Central and Southern Africa. In addition, representatives of the RECs from COMESA and WAEMU are also taking part in this body to help move forward the AfCoP's regional integration agenda. Two Co-Chairs have also been nominated. Finally, it was decided that a representative of the African Development Bank would also be part of that team, as well as a youth and a gender representative.

The Core Management Team may also be involved in spearheading or approving tasks such as: identify a variety of topics for online discussions; Provide guidance and input on AfCoP analytical work; providing guidance in organizing learning events; promote AfCoP membership; and provide technical guidance to National CoP. They will closely work with the AfCoP Secretariat to that effect.

AFCOP CORE MANAGEMENT TEAM	
AfCoP Core Management Team	Members
Two Chairs	<ul style="list-style-type: none"> • Ledule Bosch, South Africa • Seydou Yayé, Niger
Western Africa	<ul style="list-style-type: none"> • Mahamadou Zibo Maïga, Mali
Northern Africa	<ul style="list-style-type: none"> • Abdel Aziz Ould Dahi, Mauritania
Eastern Africa	<ul style="list-style-type: none"> • Richard Ssewakiryanga, Uganda
Southern Africa	<ul style="list-style-type: none"> • Solomon Mhlanga, Zimbabwe
Central Africa	<ul style="list-style-type: none"> • Théo Kanene, Democratic Republic of the Congo
Regional Economic Community	<ul style="list-style-type: none"> • Anne Ndirangu, COMESA • Aly Coulibaly, WAEMU
African Development Bank	<ul style="list-style-type: none"> • Mamadou Lamine N'Dongo
Youth	<ul style="list-style-type: none"> • Rotimi Olawale, Nigeria
Gender	<ul style="list-style-type: none"> • Golda Addo, Ghana

Strengthened Advisory Board

The Advisory Board was also renewed with limited changes. Members of the Advisory Committee have been identified to represent key MfDR themes, with the idea that it should be made up of both a representative of a partnering network and an AfCoP member, including the two former AfCoP Co-Chairs. A representative from United Nations' Economic Commission for Africa spearheading a network of African planners has joined the Advisory Committee, as the Advisory Board member on planning issues.

This committee will respond to thematic requests and help develop knowledge sharing work programs. It is expected that this structure will remain flexible so as to avoid over-burdening networks in their partnership with the AfriK4R initiative.

ADVISORY COMMITTEE	
AfriK4R Advisory Committee	Members
Leadership	<ul style="list-style-type: none"> Abdou Karim Lo, Senegal Florence Nazare, NEPAD
Planning	<ul style="list-style-type: none"> Aissatou Gueye, UNECA
Budgeting for Results	<ul style="list-style-type: none"> William Rukundo, Rwanda Anke Brauman, CABRI
Monitoring and Evaluation	<ul style="list-style-type: none"> Samson Machuka, Kenya Boureima Gado, AfrEA
Statistical Systems	<ul style="list-style-type: none"> Oumarou Soule, AFRISTAT
Accountability for Results	<ul style="list-style-type: none"> Jacqueline Nzisabira, APRI Sheka Bangura, Sierra Leone
Gender	<ul style="list-style-type: none"> Adeline Sibanda, Zimbabwe Mafing Kone, Mali



ANNEXE 1: HARARE DECLARATION FOR A BETTER MANAGEMENT OF NATURAL RESOURCES

December 3, 2013 – Harare, Zimbabwe

We, the members of the African Community of Practice on Managing for Development Results (AfCoP-MfDR) met in Harare, Zimbabwe, from December 2-3, as part of the Africa for Results Forum, on the theme «Results and natural resource management.»

- Recognizing the principles and recommendations of the December 2012 Tunis Declaration on the African Platform for Results;
- Adhering to the implementation of the Africa for Results (AfriK4R) framework in the context of natural resource management;
- Promoting natural resource management for the benefits of the people;
- Considering the importance of sharing knowledge to achieve results;
- Recognizing the major challenges existing in the field of natural resource management;
- Inspired by the critical role of managing for results to bring about change;
- Convinced of the role of accountability to inform stakeholders of the achieved results;

We commit to:

1. Create the platform of practitioners for a better management of natural resources;
2. Fully subscribe to the shared agenda on natural resource management which is built around the following pillars: transparency and accountability, tax and social equity, economic transformation, and social and environmental responsibility;
3. Work towards the implementation of the community's roadmap to contribute to the advent of a good management of natural resources;
4. Promote and strengthen effective partnerships between stakeholders
5. Build national capacity to manage natural resources and develop regional expertise;
6. Advocate for involving non-state actors, parliamentarians and government in natural resource management;
7. Establish synergies between national and regional activities to facilitate good natural resource management;
8. Facilitate peer review by providing regular reports on the progress achieved against commitments; and
9. Contribute to building capable information systems and institutions for greater leadership for results in natural resource management.

The participants also express their gratitude to the African Development Bank, the African Capacity Building Foundation and the Government of Zimbabwe for facilitating the organization of this event.



ANNEXE 2: AGENDA

DAY 1: MONDAY, DECEMBER 2, 2013
THEME: POWERING AN EFFECTIVE MANAGEMENT OF NATURAL RESOURCES

8:30 - 09:00	<p>REGISTRATION</p> <p>The entire five-day meeting will be facilitated by Amadou Mahtar Ba.</p>
09:00 - 9:10	<p>WELCOME</p> <ul style="list-style-type: none"> Kobena Hanson, Head, Knowledge & Learning Department, Africa Capacity Building Foundation <p>MEETING INTRODUCTION</p> <ul style="list-style-type: none"> Mamadou Lamine N'Dongo, AfriK4R Coordinator, Lead Results Specialist, Quality and Results Department, African Development Bank
09:10 - 10:00	<p>OPENING STATEMENT</p> <ul style="list-style-type: none"> Ledule Bosch, South Africa, Chief Director Monitoring and Evaluation, Department for Public Service and Administration Mateus Magala, Zimbabwe, Resident Representative, African Development Bank Emmanuel Nnadozie, Executive Secretary, African Capacity Building Walter Chidhakwa, Minister, Zimbabwe, Ministry of Mines and Mining Development
10:00 - 10:30	Tea/Coffee Break
10:30 - 11:30	<p>AFRICA FOR RESULTS INITIATIVE – TOWARDS A BETTER MANAGEMENT OF MINERAL RESOURCES</p> <ul style="list-style-type: none"> Mamadou Lamine N'Dongo, AfriK4R Coordinator, Lead Results Specialist, Quality and Results Department, African Development Bank
11:30 - 12:30	<p>CAPACITY DEVELOPMENT FOR NATURAL RESOURCE MANAGEMENT</p> <ul style="list-style-type: none"> Kobena Hanson, Head, Knowledge & Learning Department, Africa Capacity Building Foundation
12:30 - 13:30	Lunch Break
13:30 - 14:45	<p>DISCUSSION PANEL – HARNESSING NATURAL RESOURCES FOR THE CONTINENT'S TRANSFORMATION</p> <ul style="list-style-type: none"> Francis Gudyanga, Zimbabwe, Permanent Secretary, Ministry of Mines and Mining Development Oumar Diagana, Mauritania, Director of Mining, Ministry of Oil, Energy and Mines Aliou Moriba Djibril, Benin, General Director of Mines, Ministry of Energy, Oil, Minerals, Water and Renewable Energy Oswald Ndagije, Burundi, Director of Mining and Quarries, Ministry of Energy and Mining Alioune Sarr, Senegal, Division Chief, Ministry of Industry and Mines, Mines and Geology Department
14:45 - 15:15	Tea/Coffee Break
15:15 - 16:30	<p>DISCUSSION PANEL – GOVERNANCE AND SOCIAL RESPONSIBILITY IN NATURAL RESOURCES EXPLOITATION</p> <ul style="list-style-type: none"> Mamadou Ndiaye, Senegal, Partner Senior Expert, Africa Consulting and Trading Daphne Nkosi, South Africa, Chief Executive Officer, Kalagadi Manganese Gideon Kaunda, Tanzania, Director, Tanzania Private Sector Foundation Engobo Emeseh, United Kingdom, Lecturer, Aberystwyth University



16:30 - 17:30

DISCUSSION PANEL – CITIZENS' ENGAGEMENT FOR AN ACCOUNTABLE NATURAL RESOURCES MANAGEMENT

- Erika Tchatchouang, Cameroon, Manager, Francophone Hub of Extractive Industry Governance
- Aurélien Atidegla, Benin, Chair, Network of NGOs in Benin
- Golda Addo, Ghana, Founder and Manager, Energy Solutions Foundation
- Willy Cedric Foumena, Cameroon, RELUFA, Extractive Industry M&E Officer
- Gessesse Dessie Gebreegziabher, Ethiopia, Director, United Nations University, Institute for Natural Resources in Africa, Capacity Development Department

DAY 2: TUESDAY, DECEMBER 3, 2013**THEME: ESTABLISHING A RESULTS NETWORK FOR NATURAL RESOURCES**

09:00 - 09:15

SECOND DAY OVERVIEW

- AfCoP Secretariat

09:15 - 10:30

ROUNDTABLES – A MULTI-LAYERED APPROACH FOR AN EFFECTIVE MANAGEMENT OF NATURAL RESOURCES

Participants will convene by type of stakeholders to discuss the course of action of the thematic network.

ROUNDTABLE 1

Public Administration
Facilitator: Abdou Karim Lo, AfCoP-WAEMU
Consultant

ROUNDTABLE 2

Non State Actors
Facilitator: Kango Laré-Lantone,
RBM Expert

10:30 - 11:00

Tea/Coffee Break

11:00 - 12:00

ROUNDTABLES – A MULTI-LAYERED APPROACH FOR AN EFFECTIVE MANAGEMENT OF NATURAL RESOURCES – CONTINUED

12:00 - 13:00

PLENARY SESSION: Report on Roundtables

13:00 - 14:00

Lunch Break

14:00 - 15:30

GOVERNANCE OF THE AFRIK4R NATURAL RESOURCES NETWORK

Working session to define the coordinating bodies of the network.

15:30 - 15:45

Tea/Coffee Break

15:45 - 17:00

ADOPTING THE AFRIK4R NATURAL RESOURCES DECLARATION

The founding members commit to contribute to the network's success and to mobilize stakeholders to achieve its objectives.



DAY 3: WEDNESDAY, DECEMBER 4, 2013
THEME: AFRIK4R PROGRESS AND KNOWLEDGE SHARING

09:00 - 9:10	<p>WELCOME AND MEETING INTRODUCTION</p> <ul style="list-style-type: none"> Mamadou Lamine N'Dongo, AfCoP Coordinator, Lead Results Specialist, African Development Bank, Quality and Results Department
09:10 - 10:00	<p>OPENING STATEMENT</p> <ul style="list-style-type: none"> Seydou Yaye, Niger, General Director for Planning, Ministry of Planning, Land Management and Community Development Misheck Sibanda, Zimbabwe, Chief Secretary, Office of the President and the Cabinet
10:00 - 10:30	Tea/Coffee Break
10:30 - 10:45	<p>PRESENTATION – AFRIK4R PROGRESS</p> <p>The AfCoP Secretariat will provide an update on the results achieved in 2013.</p> <ul style="list-style-type: none"> Kwabena Boakye, M&E Officer, ACBF, and Cyril Blet, ADB, AfCoP Secretariat
10:45 - 12:30	<p>PRESENTATION: ACTION PLANS TO UNBLOCK RESULTS</p> <p>AfriK4R regional experts and country coaches will present on the readiness assessment methodology and first in-country results</p> <ul style="list-style-type: none"> Introduction and assessment methodology – Sylvester Obong'o, COMESA-AfCoP Consultant Leadership pillar – Clément Ouollo, AfriK4R Côte d'Ivoire Coach Planning pillar – Eric Zinyegere, AfriK4R Zimbabwe Coach Budgeting pillar – Kientega Kaongo, AfriK4R Burkina Faso Coach M&E pillar – Oumou Ba Tall, AfriK4R Mauritania Coach Institutional capacity to deliver goods and services – Graham Chipande, AfriK4R Malawi Coach Accountability – Valérie Siniremera, Burundi Coach Regional integration assessment – Rombaut Nana, AfriK4R DRC Coach
12:30 - 14:00	Lunch Break
14:00 - 15:15	<p>DISCUSSION PANEL – TRACKING GOOD MFDR AND REGIONAL INTEGRATION PRACTICES</p> <ul style="list-style-type: none"> Strengthening Aboriginal Youth from Aizo in Agribusiness in Benin <ul style="list-style-type: none"> Donald Houessou, Benin, ACED, Climate Change Program Officer Integrating People in Three Regions of Ghana, Togo and Burkina Faso <ul style="list-style-type: none"> Issoyotou Kabissa, Togo, Women and Savanes Development Network Participatory Local Governance and Achieving Results in DRC <ul style="list-style-type: none"> Janvier Ngambwa Ngongo, DRC, M&E Specialist, USAID Strengthening Women Capacity to Respond to Migratory Challenges in Senegal <ul style="list-style-type: none"> Ndeye Fatou Diop, Senegal, Federation of Women's Associations of Senegal
15:15 - 15:45	Tea/Coffee Break
15:45 - 17:00	<p>ROUNDTABLES – TRACKING GOOD MFDR AND REGIONAL INTEGRATION PRACTICES</p> <p>ROUNDTABLE 1 WAEMU Partner Countries Facilitator: Abdou Karim Lo, AfCoP WAEMU Support Consultant</p> <p>ROUNDTABLE 2 COMESA Partner Countries Facilitator: Sylvester Obong'o, AfCoP COMESA Support Consultant</p>



DAY 4: THURSDAY, DECEMBER 5, 2013
THEME: GENDER AND YOUTH FOR SOCIAL INCLUSION

09:00 - 09:15	<p>OVERVIEW</p> <ul style="list-style-type: none"> AfCoP Secretariat
09:15 - 10:45	<p>DISCUSSION PANEL – EMPOWERING YOUTH FOR LEADERSHIP</p> <ul style="list-style-type: none"> Rotimi Olawale, Nigeria, Co-Founder, Youth Hub Africa Fréjus Thoto, Benin, Coordinator, International Youth Platform for Sustainable Development - YouDev John Armah, Ghana, Executive Director, Ghana Center for Entrepreneurship, Employment and Innovation Moiyattu Banya, Sierra Leone, Senior Program Officer, Women Peace and Security Network Alioune Gueye, Mali, Chair, West African Network for United Nations Leaders for the Achievement of MDGs
10:45 - 11:15	Tea/Coffee Break
11:15 - 12:30	<p>DISCUSSION PANEL – GENDER MAINSTREAMING IN RESULTS MANAGEMENT</p> <ul style="list-style-type: none"> Monica Amoding, Uganda, Member of Parliament Thérèse Adjoa Akakpo, Togo, Permanent Secretary, REAPOC Immaculée Bigirimana, Burundi, Permanent Secretary, Ministry of Finance and Economic Development Planning Katherine Ichoya, Kenya, Executive Director, FEMCOM Secretariat Adeline Sibanda, Zimbabwe, Consultant, African Gender and Development Evaluation Network
12:30 - 14:00	Lunch Break
14:00 - 15:30	<p>ROUNDTABLES – IDENTIFY AVENUES TO ACHIEVE RESULTS</p> <p>Participants will convene by type of stakeholders to discuss their network's course of action to deliver on its objectives.</p> <p>ROUNDTABLE 1 Gender for Results Network Facilitator: Golda Addo, Ghana, Energy Solutions Foundation, Director</p> <p>ROUNDTABLE 2 Youth for Results Network Facilitator: Féjus Thoto, Benin, Youth Platform for Sustainable Development</p>
15:30 - 15:45	Tea/Coffee Break
15:45 - 17:00	<p>PLENARY SESSION – ADOPTING THE GENDER AND YOUTH NETWORKS' DECLARATIONS</p> <p>After reporting back from the roundtables, the participants commit to contribute to the networks' success and to mobilize stakeholders to achieve its objectives.</p>



DAY 5: FRIDAY, DECEMBER 6, 2013
THEME: A NEW GOVERNANCE FOR GREATER RESULTS

09:00 - 09:15	<p>OVERVIEW</p> <ul style="list-style-type: none"> • AfCoP Secretariat
09:15 - 10:45	<p>AFRIK4R 2014 ACTION PLAN</p> <p>Working session to define the 2014 AfriK4R Action Plan.</p>
10:45 - 11:15	Tea/Coffee Break
11:15 - 12:30	<p>AFRIK4R GOVERNANCE</p> <p>Working session to define the 2014 AfriK4R Governance</p>
12:30 - 13:00	<p>CLOSING CEREMONY</p> <ul style="list-style-type: none"> • Mamadou Lamine N'Dongo, AfriK4R Coordinator, Lead Results Specialist, Quality and Results Department, African Development Bank, • Emmanuel Nnadozie, Executive Secretary, African Capacity Building Foundation • AfCoP Chairs
13:00 - 14:00	Closing Lunch
14:00 - 17:30	SITE VISIT: MANAGING FOR RESULTS IN A RURAL HOSPITAL



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