



Donor Coordination

In country Systems

	Led by	Scope	Who participates	When
Structures and bodies	Government	Strategic Planning Committee (SPC) – the Inter-ministerial SPC: - approves the main directions of the country's development strategy - defines and approves the priorities of the government - defines and approves the framework of the medium-term budget planning - ensures the strategic coordination of the foreign aid/external assistance with the donor community In the meetings of the SPC participate, on a case by case base, experts of the areas of the relevant issues that are reviewed by the committee.	Chaired by the Prime Minister and comprises of: • Deputy Prime Minister • Minister of Finance • Minister of Economy, Trade, and Energy • Minister of Public Works, Transports and Telecommunications • Minister of Integration	Established in January 2007. Convenes once every month.
	Government	Government Modernization Committee (GMC) under the Deputy Prime Minister	Led by the Deputy Prime Minister	Established in January 2007
	Government	Department for Strategy and Donor Coordination (DSDC) in the Council of Ministers – coordination of the process of compiling and monitoring national strategies and external assistance linked to the EU and NATO Integration process. Developing a partnership with the donor community in order to channel economic and technical support to support GoA priorities; Coordination mechanism established under the Integrated Planning System (IPS).	Fully staffed by one director, one director of the aid coordination unit and 6 coordinators	Established in November 2005
	Government	Department of Public Investment Management (DPIM) - fully integrates domestically and externally financed public investment into the public expenditure management process - responsible for the development of new public investment management procedures. The transfer of responsibility for public investment management and external assistance management to the MoF allows the procedures to be further streamlined with the MoF.	Ministry of Finance	Established in 2006
	Government	Preparation of National Strategy for Development and Integration	DSDC	
	Donors	Donor Technical Secretariat (EC, UNDP, WB and OSCE) Consultation and coordination mechanism, sharing of knowledge, experience and best practices, meetings complemented by expert presentations. Facilitates donor-donor coordination as well as donor-Government coordination	(EC, UNDP, WB and OSCE) Representatives from two bilateral donors will be added to the structure (not yet agreed).	Since 2004 Regular meetings of the donor community at the development counsellors' level. Donor Roundtables at Ambassadors' level twice a year.
Overall coordination meetings	Government	Donor-Government Roundtables in which the Ambassadors and GoA Ministers are invited.		Twice a year (next on 14/11/08)
	Donors (EC)	EC Delegation meetings with Member States – focus programming and implementation of EU assistance.	All Member States	
Sectoral coordination meetings	Donors Government	Through Sector Working Groups . Progressively transferred to Government which is willing to take ownership. The level of coordination varies between different sector working groups. Initially concentrated on information exchange about on-going projects, but slowly they are progressing to more forward-looking planning of assistance, joint actions and strengthening of the line ministry's capacity and overview of the sector.	A total of 9 broad SWGs	Regular and ad hoc meetings
Tools and instruments		Integrated Planning System (IPS) National Strategy for Development and Integration (NSDI) http://www.aidharmonisation.org.al/		On going

BOSNIA AND HERZEGOVINA

	Led by	Scope	Who participates	When
Structures and bodies	Government	International Aid Coordination Board (IACB) – an advisory body: Develops proposals, offers opinions and provides guidance for improving aid efficiency in the allocation of donor aid, in order to ensure that donor support is aligned to BiH priorities. Guidance for the establishment and running of forums for consultations between donors and BiH authorities.	BiH Ministry of Finance and Treasury (MOFT), Directorate of Economic Planning (DEP), Directorate for European Integration (DEI), Ministries of Finance at the entity level (RS, Federation) and of Brcko District	1 st meeting in its current format convened in November 2007. Quarterly Meetings.
	Government	Aid Coordination Sector in MoFT – Developing a partnership with the donor community in order to channel economic and technical support to support BiH Priorities; preparing for the annual Public Investment Programme of BiH, Mobilizing international aid, Strengthening the cooperation with the DEI for aid coordination; Enhancing the aid coordination system at all levels of the Government; Organizing regular consultative-working meetings with BiH institutions and international community; Acting as the Secretariat for the International Aid Coordination Board	BiH Ministry of Finance and Treasury	Currently being established
	Government	Preparation of Country Development Plan and monitoring	Directorate for Economic Planning	
	Government	Aid Coordination Division in the DEI – coordination of external assistance linked to the EU Integration process. Coordination mechanism being established.	Directorate for European Integration	December 2002 CoM Decision, Operational as from February 2003. Donor Conferences on programming – once a year.
	Donors	Donor Coordination Forum (Rotating Chair, usually EC, USA, UNDP) (DCF Secretariat UNDP) Consultation and coordination mechanism, sharing of knowledge, experience and best practices, meetings complemented by expert presentations.	ADA, CIDA; France, GTZ/KfW, Hungary, Italy/IC, JICA, Norway, the Netherlands, AECID, SIDA, SDC/SECO, DFID, USAID, EC, UNDP, UNICEF, the World Bank, EBRD, and Representatives of IACB	Established in December 2005. Quarterly meetings
	Donors (EC)	Meetings with Member States – focus programming and implementation of EU assistance. Meetings with other donors and civil society on IPA planning and programming	All Member States, EUSR/OHR All IFIs and bilateral donors	Monthly 3 to 4 times per programming cycle
Overall coordination meetings	Donors	See above Donor Coordination Forum	All donors; DEP, MoFT, DEI invited	Quarterly
Sectoral coordination meetings	Donors	The level of coordination varies between different sector working groups	1) PAR, LJR, Agriculture, Return, Security Reform, SALW, Mine Action 2) Health, Gender, Forestry, Infrastructure, SMEs, Social Protection and Education 3) Youth, Human Rights, Direct Capital Support Sectors	1) regular meetings (7 groups) - ad hoc (7 groups) - bi-lateral meetings (3 groups) - project related meetings
Tools and instruments	Donors	Donor Mapping Report and Database http://www.donormapping.ba	All donors and government partners	Updated on a yearly basis
	Government	Grant Resources Management System (GRMS)	MoFT	Under preparation

CROATIA

	Led by	Scope	Who participates	When
Structures and bodies	Government	<p>The appointed EU assistance National Aid Coordinator and National IPA Coordinator is the State Secretary heading the Central State Office for Development Strategy and Co-ordination of EU Funds (CODEF).</p> <p>CODEF is also responsible for co-ordination of assistance of UNDP and Dutch bilateral assistance.</p> <p>The Ministry of Finance is responsible for coordination of assistance from IFIs whereas the Ministry of Foreign Affairs and European Integration is responsible for coordination of assistance with other bilateral donors.</p> <p>A Government Coordination Group supported by a Technical Working Group is responsible for the review of the programming documents before adoption.</p>	Central State Office for Development Strategy and Co-ordination of EU Funds (CODEF), Ministry of Finance, Ministry of Foreign Affairs and European Integration	
	Government	<p>Strategic-Policy Level</p> <p>The basis for programming of EU financial assistance in Croatia is defined by the Accession Partnership as well as the Multi Annual Planning Documents (MIPD). The National Programme for the Accession of Croatia into EU is prepared on annual basis and is in line with the Accession Partnership. The Ministry of Foreign Affairs and European Integration is responsible for monitoring of the implementation of the National Programme.</p> <p>CODEF is responsible for implementation of the Strategic Development Framework 2006-2013 that defines national development goals. This role ensures that the proposals to be financed by EU assistance are in line with national priorities and the priorities of EU accession.</p> <p>CODEF's Deputy State Secretary is the Strategic Coordinator for IPA Components III and IV (Regional Development and Human Resources Development). One of the objectives of the two Components is the preparation of Croatia for the implementation and management of the Community's cohesion policy, especially the ESF and ERDF. Strategic Coherence Framework 2007-2013 is the strategic document defining priorities for the use of IPA Components III, IV and V. It was drafted by CODEF in coordination with EC and relevant economic and social partners in Croatia.</p>	Central State Office for Development Strategy and Co-ordination of EU Funds (CODEF), Ministry of Foreign Affairs and European Integration, line Ministries	
	Donors	<i>While Croatian authorities assume responsibility for donor co-ordination, due to the fact that competencies are spread between several Ministries the EC jointly with the World Bank still play an active and important role in the field of donor coordination</i>		
Overall coordination meetings	EC Delegation	<p>Coordination with MS Embassies</p> <p>The Delegation strives to keep Member States fully informed through regularly organized meetings, and this well in advance, on all financial cooperation issues on common interest</p> <p>Regular meetings on programming activities and systematic consultation on IPA MIPD and annual programmes</p>	EC, EU Member States' Embassies representatives	Regular meetings, plus 4 consultations in 2008
	Donors	<p>Coordination EC-World Bank</p> <p>EC Delegation and the local WB office hold regular coordination meetings. The World Bank and the ECD have jointly written to the Croatian Government to encourage them to take a pro-active role in donor coordination.</p> <p>Regular meetings at Headquarters and local level on programming activities and systematic consultation on IPA MIPD and annual programmes</p>	EC, World Bank	Regularly (3 consultations in 2008)

	Donors	Coordination with EBRD EC Delegation has close contacts with EBRD (field office in Zagreb). Joint monitoring of jointly funded projects Regular meetings at Headquarters and local level on programming activities and systematic consultation on IPA MIPD and annual programmes	EC, EBRD	Regularly (3 consultations in 2008)
	Donors	Coordination with EIB EC Delegation has regular contacts with EIB and is consulted during EIB programming missions	EC, EIB	Regularly (in line with EIB calendar of programming missions)
	Donors	Coordination with other bilateral donors EC Delegation invites other bilateral donors (Norway, Switzerland) to regularly held meetings on financial cooperation	EC, Norway, Switzerland	Regular meetings
Sectoral coordination meetings	Donors	Sector meetings organized by EC and World Bank (justice, interior affairs and public administration reform, environment, energy and transport) or regular consultations on the level of responsible Task Managers for specific sectors. Joint actions toward the HR authorities agreed following the meetings as well as close cooperation in programme design and implementation	EC, World Bank	
Tools and instruments		As above described		

THE FORMER YUGOSLAV REPUBLIC of MACEDONIA

	Led by	Scope	Who participates	When
Structures and bodies	Government	<p>National System for Coordination of Foreign Assistance which includes:</p> <ol style="list-style-type: none"> 1. Government – Prime Minister 2. National Aid Coordinator – Deputy Prime Minister in charge of EU Affairs 3. A Committee of Ministers for Coordination of Foreign Assistance (CMCFA) 4. A Coordinative Technical Group (CTG) 5. Secretariat for European Affairs 6. Ministry of Finance <p>Scope:</p> <ul style="list-style-type: none"> - to give political and strategic directions of foreign assistance in line with sector policies and priorities - to be responsible for the inter-sector co-ordination of the assistance - in charge of the coordination activities, acting on behalf of the National Aid Coordinator 		NSCFA established with a Government Decision in 2002
	Government	<p>On Strategic – Policy level, determines the strategies, creates the policy, sets and gives directions through different sector documents for meeting the donors and decides on questions of national interest.</p>	Prime Minister	Monthly thematic working session of the Government
	Government	<p>Policy, Coordination and information level – National Aid Coordinator (NAC), also referred to as National IPA Coordinator (NIPAC)</p> <ul style="list-style-type: none"> - Takes care for the co-ordination and complementary of external assistance to the the country, chairs with the Committee of Ministers for Co-ordination of Foreign Assistance, monitors the realisation of the decisions of the Committee of Ministers for Coordination of Foreign Assistance, and of the Government, establishes direct contact with donor headquarters, presents the views of the Committee, and of the Government. 	A Deputy Prime Minister in charge of EU Affairs	
	Government	<p>Coordination and information level – Committee of Ministers for Coordination of Foreign Assistance (CMCFA)</p> <ul style="list-style-type: none"> - Gives the political and strategic directions of foreign assistance by taking into consideration the established sector policies and priorities, and is responsible for the inter-sector co-ordination of the assistance. <p>Depending of the topic or the subject being discussed, Ministers responsible for particular sector are invited to participate in the work of the Committee.</p>	Chaired by the Deputy Prime Minister. Members include the Ministers of: Foreign Affairs , Interior, Finance, Economy, Education and Science	Established in 2004. In principle, quarterly meetings (last meeting held in 2006)
	Government	<p>Coordination and information level - Coordinative Technical Group (CTG) is responsible for:</p> <ul style="list-style-type: none"> Technical preparation of the agenda of the Committee of Ministers for Coordination of Foreign Assistance; Overview of projects from the aspect of duplication with similar ones, already financed or announced from different donors; Co-ordination of opinions at operational and technical level; Preparation of draft-conclusions, recommendations and decisions for the needs of the Committee of Ministers for Coordination of Foreign Assistance; Follow-up of conclusions, recommendations and decisions adopted by the Committee of Ministers for Coordination of Foreign Assistance. 	The Coordinative Technical Group is composed of officially nominated representatives of the Ministers, members of the Committee of Ministers for Coordination of Foreign Assistance.	Monthly meetings were agreed; The last meeting of the CMCFA and CTG was in 2006.
	Government	<p>Sector for Coordination of EU Funds and Other Foreign Assistance – Secretariat for EU Affairs</p> <p>An operational service of the National Aid Coordinator and permanent Secretariat of the Committee of Ministers for Co-ordination of Foreign Assistance, Link for transfer of data, information and proposals, coordination of donors initiatives and needs and priorities of the Government defined by the Committee of Ministers for Co-ordination of Foreign Assistance</p> <p>The Sector manages the Central Donor Assistance Database of the Government (CDAD).</p>	Secretariat for European Affairs	
	Government	<p>Technical Cooperation - Ministry of Finance - responsible for the compulsory registering and evidence (in connection with the Central Donor Assistance Database of the Government) of all agreed and co-ordinated projects. Ensures projects are</p>	Ministry of Finance (MoF)	

		complementary to the State Budget. Monitors and controls the use of external assistance funds		
	Government	Three tier system of coordination meetings at political level, sector level and operational level The aim was to develop a partnership between the donor community and the Government on the most important country priorities. Initiated by the EAR; it started working late 2005 and throughout 2006 until May 2007.	SEA and EAR/ EDC co-chairs Donor community, Participation of the Ministries in charge of a specific sector is mandatory	Not operational yet
	Donors	A Proposal prepared by a Working group of donor representatives (ECD, WB and EAR) to stimulate a discussion with the Government on how to increase effectiveness of external assistance.	ECD, WB, EAR, EU Member States, Non-MS, UN Agencies and other IFI's	Proposal sent to the Government on 4 th December 2007
Overall coordination meetings	Donors	Working group of donor representatives - established to prepare a proposal for achieving aid effectiveness	ECD, EAR, UN, WB, USA, UK, Norway, Austria, Netherlands, Sweden, Switzerland	Periodical meetings are organized since Nov 2007
	Donors	European Agency for Reconstruction coordination (phasing out) conducted: - Meetings with EU member states; - Co-ordination with IFI and Development Agencies; - Co-ordination with Civil Society.	EAR, EC Delegation, EU Member States, IFIs Civil Society	Meetings were organised on monthly basis
	Donors	In reference to programming activities, ECD organises: - Consultation meetings on the Multi-annual Indicative Planning Document and IPA Programmes; - Consultation and debriefing with MS and IFI's; - Consultation with Civil Society.	EC Delegation, EU Member States, IFIs and other stakeholders, Civil Society	Twice a year
Sectoral coordination meetings	Government	Thematic sectoral coordination meetings were due to be organised on monthly basis, focusing on government priorities, and to be followed by six month action plans (agreed in Dec 2005) The last thematic donor coordination meeting organized in May 2007 on the topic of Information Society.	SEA, EAR, ECD	Not operational yet
	Government	Technical meetings on operational level, to discuss implementation activities, to be organised by Competent Ministries in cooperation with a donor and SEA.	SEA, ministries, donors	5 technical meetings in 2006/2007
	Donors	Ad hoc donor coordination meetings on specific sector issues	Donor community	Ad hoc.
Tools and instruments	Government	Tools for coordinating donor assistance: 1. Central Donor Data Base – software application for registration of projects aiming to reduce and avoid overlap of assistance; 2. Analytical Reports from CDAD 3. Registration for VAT exemption 4. Project Reports sent to the Ministry of Foreign Affairs 5. Internal Financial Data in the Ministry of Finance regarding Loans Data entry in CDAD when SEA receives an application for VAT exemption; Analytical Reports can be generated from the web site of SEA; MFA requests Annual reports from the donors on their current activities.	SEA Ministry of Finance Ministry of Foreign Affairs	
	Government	Web site donor coordination http://www.sea.gov.mk/portal/eng/default.asp?id=52		
	Donors	EAR: Quarterly Project Review EC Delegation: Annual Plan of Action regarding Programming Activities including information on consultation activities with the NGO's, the MS and the IFI's	EAR EC	Bi-monthly, Quarterly, and Annual Reports

	Led by	Scope	Who participates	When
Structures and bodies	Kosovo	Donor Coordination Centre (DCC) This body has not been sufficiently integrated into administrative structures and merely focused on ex-post reporting on existing aid programmes	Prime Minister's office	Established in 2006
	Kosovo	Agency for European Integration (AEI) Coordinating role with regard to Kosovo's European integration process and notably the elaboration of the European Partnership Action Plan (EPAP), synchronising the line-Ministries' activities and policies as they align with EU norms and standards. The AEI is also the main partner for the European Commission regarding the programming of the technical assistance under the Instrument for Pre-Accession (IPA).	Prime Minister's office	Established in 2006
	Kosovo	Agency for Donor Co-ordination and European Integration Following the Donors Conference for Kosovo in July 2008, the authorities committed to establish new and better structures for donors co-ordination, intensive discussions have taken place between the authorities and the donors community The process of merging the AEI and the DCC is underway. The new "Agency for Donor Co-ordination and European Integration" will be responsible to monitor the implementation of the European Partnership Action Plan (EPAP) and assist all donors with the programming of their assistance support in co-operation with the relevant beneficiaries.	Prime Minister's office	Planned
Overall coordination meetings	Donors (EC)	Coordination meeting with EU member states and major donors in country	EC Liaison Office EU Member States	Monthly
	Donors (EC)	Co-ordination with IFI and Development Agencies	EC Liaison Office IFIs	Monthly
	Donors	Donor Conference	All donors	Ad hoc; last organised in July 2008
Sectoral coordination meetings	Donors	Education	SIDA, World Bank, Austrian Development Agency, Swiss, GTZ, UNICEF, Norway, CIDA (Canada)	Regular and ad-hoc
	Donors	Health	DIFD/UK, USAID, World Bank, WHO/UNICEF/UNFPA, SWISS Government, SWISS RED CROSS, WHO, UNDP LUX Government, Danish Refugee Council	Regular and ad-hoc
	Donors	Social welfare	DFID, WB, EC has started to look into this sector more closely and will continue	Ad-hoc
	Donors	Employment	GTZ (Germany), Austria, SIDA, Norway	Ad-hoc
	Donors	SMEs, business, trade There is currently no donor coordination mechanism for the private sector. A new general structure for donor coordination is now being set up as a follow up of the donor conference	USAID, GTZ, UNDP, EBRD + Netherlands (TAM-BAS Programme - Previously funded by EC/EAR now by NL until 2011), Norwegian Aid	

MONTENEGRO

	Led by	Scope	Who participates	When
Structures and bodies		Proposal for the system of coordination on three levels: political, technical and sectoral with significant participation by the Prime Minister	Donors Ministries Secretariat for European Integration	
	Government	Secretariat for European Integration ; intention is to take over the coordination among donors, which was previously led within each ministry separately		
Overall coordination meetings	Donors	Donor Exchange Information Meetings with a purpose to improve donor coordination assistance	EC Delegation EU Member States UNDP UNHCR OSCE Other Donors	Quarterly
Sectoral coordination meetings	Donors	Proposal prepared by EC Delegation, UN and OSCE for sectoral coordination meetings The scheduling of these sectoral meetings will be developed once the relevant information on assistance to Montenegro has been provided by each donor	Sector Ministries and Donors involved	Proposal for periodical meetings
Tools and instruments	Government	Database containing information about donors (under development)	Secretariat for European Integration	

SERBIA

	Led by	Scope	Who participates	When
Structures and bodies	Government	Ministry of Finance – Sector for programming and management of EU funds and development assistance (former Donor Aid Coordination Unit - DACU) - coordinates (in cooperation with the Serbian Deputy Prime Minister’s Office) the programming of IPA as well as other International Assistance on the side of the Serbian government; - drafts the annual three-year report on “Needs of the Republic of Serbia for International Assistance” - drafts the annual “Report on International Assistance to the Republic of Serbia”	Ministry of Finance	Yearly
Overall coordination meetings	Donors	Organised by UNDP	DACU, ECD, EU MS, USAID, Switzerland, Norway, IFIs, etc	Monthly
Sectoral coordination meetings	Donors	Organised by World Bank Private sector development and financial market	Ministry of Economy and Regional Development, World Bank, EC, GTZ, USAID	Monthly
	Government	Ministry of Health	ECD, CIDA, EIB, WHO, UNICEF, WB, etc	Tri-monthly
Tools and instruments	Government	ISDA CON - Database of donor projects http://www.evropa.sr.gov.yu/Evropa/PublicSite/index.aspx	Ministry of Finance	

TURKEY

	Led by	Scope	Who participates	When
Structures and bodies	Government	Treasury: directorate general for foreign economic relations e.g. for WB, KfW, EIB	Other ministries where relevant including State Planning Organisation for investments	
	Government	EU Secretariat General for EU and bilateral MS cooperation: Economic and financial affairs directorate	EC Ministries (incl SPO)	
Overall coordination meetings	Donors (EC)	EC Delegation coordination meetings (These meetings are held on thematic basis, for instance in 2008 the meetings focus on the following themes: gender equality and women's rights, internal market and customs union, 7th framework-research, programming 2008-component I, EU Member States bilateral cooperation, environment, UN briefing, regional competitiveness). More and more information sessions as EU MS have scaled back their bilateral assistance since the introduction of IPA.	EC Delegation EU Member States. Where relevant IFIs are also invited to participate.	Monthly
	Donors (EC)	EC Delegation coordination with IFIs	EC Delegation IFIs (EIB, WB, UN as the main players. Also: KfW, AFD, MATRA)	Ad hoc
	Donors (EC)	Consultation of EU MS, IFIs on MIPD and programming documents	EC Delegation EU Member States, IFIs	In line with the timetable in the programming process document
	Donors (EC)	EU-Member States civil society working group (since December 2005, an EU-MS civil society working group was set up, with a view to bring together EC and MS and share information, best practice and success stories, consult on methodology etc. The group meets to discuss several topics - youth, culture, dialogue in general.)	EC Delegation, EU Member States	The group met several times (in April 2006, July 2006 and July 2007)
	Donors (EC)	IPA 2007 Cultural Bridges program is an initiative involving closely together EU, MS and civil society where all actors cooperate for an enhanced dialogue on culture between organisations and institutions in several MS and those in Turkey.	EC Delegation, EU Member States, NGOs	
Sectoral coordination meetings	Donors (EC and others)	Ad hoc e.g. with WB and UN on environment, agriculture, education, social policy.		
Tools and instruments	Donors (EC)	Database of projects financed by EC and EU Member States: EU Member States database is established by the EC Delegation in 2005 as a response to difficulty of getting easy access to info on bilateral contributions of EU MS.	EC Delegation, EU Member States	
	Donors (EC)	EC Delegation IntraWeb		
	Government	NPAA sets a framework for donor coordination at policy level		