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Global Water
Partnership

Report :

Capitalizing on the process of elaboration of the Action Plan for Integrated Water Resources Management (PAGIRE/AP-IWRM)

Final Report

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ABBREVIATIONS AND ACRONYMS

CIDA	Canadian International Agency for Development
ASDI	Swedish Cooperation
UNCTAD	United Nations Conference on Environment and Development
CRES	Centre Regional Centre for Solar Energy
CSCR	Strategic Framework for Growth and Poverty Reduction
CSLP	Strategic Framework for Poverty Alleviation
DANIDA	Danish Cooperation
DGIS	Netherlands Cooperation
DNACPN	National Directorate for Sanitation, Pollutions and Nuisance Control
DNH	National Directorate for Hydraulics
IWRM	Integrated Water Resources Management
GTZ	German Technical Cooperation
GWP	Global Water Partnership
GWP-AO	West African Water Partnership
MMEE	Ministry of Mining, Energy
MDG	Millennium Goals for Development ;
NGO	Non-Governmental Organization ;
AP/IWRM	Action Plan for Integrated Water Resources Management
IDP	Institutional Development Programme
PNE	National Water Partnership
PNIR	Programme National Rural Infrastructures Programme
RWP	Regional Water Partnership
PROSEA	Sectorial Water and Sanitation Programme
PROTOS	PROjectgroep voor Technische Ontwikkelings Samenwerking ¹ / Belgium ONG
SIDEAU	International Water Exhibition
SIGIRE	Information System on Integrated Water Resources Management
UNESCO	United Nations Educational, Scientific and Cultural Organisation
WAWI	West Africa Water Initiative

¹ NGO for integrated technical cooperation. This NGO was established in 1977 by a team of youths from the universities of Gent and Leuven in Belgium.

Summary

Mali has just completed the process of preparation of its Action Plan for Integrated Water Resources Management (AP-IWRM). At the end of this process, the Global Water Partnership, through its West African Water Partnership (GWP/WA), initiated this study for drawing key-lessons learned. Thus, this report is aimed at highlighting the decisions and events that marked decidedly the process of elaboration of the AP-IWRM in Mali..

In accordance with the terms of references of the study, the important decisions and events of the process were identified from the analysis of the main phases of elaboration of the Action Plan /IWRM .Those phases are the following ones hereinafter:

Initiation phase of the process: In Mali, this step consisted in defining, in each participatory approach, the management and steering framework of the project. Thus, a project team and a steering committee were set up. The conduct of a study for defining the process and the participatory adoption of the road map of the process were decisive in the success of his phase.

Political vision and commitment to IWRM: The environment and political commitment of the country guaranteed the success of the process. This commitment led to the elaboration and adoption of a water policy code document in the course of the process. .

Situation Analysis: This phase was made possible thanks to the conduct of thematic studies for better grasping the development problems and priorities of the water sector. In addition to these sectors, the increase in number and diversity of exchange fora (regional consultations, and statements at the International Water Show), allowed to reflect the concerns of many actors in the AP-IWRM. The situation analysis allowed for producing the first part of the Action Plan Document relating to « the status of water resources and the relevant management framework required ».

Strategic Choices : Based on problems identified during the situation analysis, was organized a multi-actors planning workshop during which water resources management strategies were chosen In addition ,the workshop allowed to identify some priority actions of the AP-IWRM. .The strategic choices took into account the already existing sectoral policies and strategies.

The Action Plan: Following the strategic planning workshop, the project team, with the assistance of external experts, prepared the provisional Action Plan submitted to the criticisms and amendments of actors in a validation workshop. Soon, the finalized Plan will be adopted by the Government of Mali .It consists of 52 actions for 9 main expected outcomes The financial incidence of the plan is 16 ,135, 280, 050 Francs CFA; i.e. 248 ,223 ,507 Euros .

The following steps relating to the **implementation and follow up of the Plan** will be decisive ones as they will allow for accelerating and complete all initiated or suggested reforms.

Key lessons: Various lessons were drawn. The process of elaboration of the AP/IWRM is to favour a greater awareness-raising in the various social classes of the population in relation to the water issue. It allows for catalyzing policy-related decision-makings the process gives more visibility to the water sector. It is a factor of mobilization of actors around water resources management issues. It allows to strengthen the framework for partnership between stakeholders..

1. INTRODUCTION

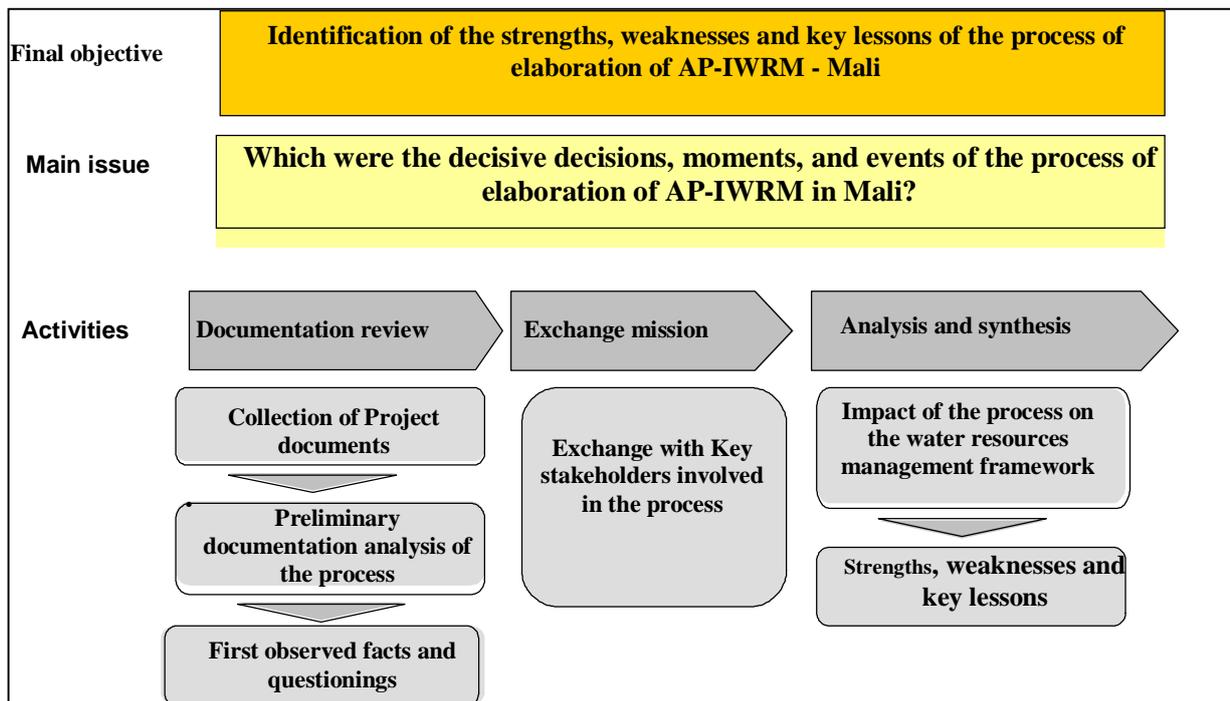
At the West Africa Conference on Integrated Water Resources Management (held in Ouagadougou from March 3 to 5, 1998), the Ministers and Heads of delegations in charge of water resources urge their governments to « implement in their respective countries, an Integrated Water Resources Management process, based on a National Action Plan ».

For the purpose of attaining this objective, Mali and other four African countries (Sénégal, Kenya, Malawi, Zambia) benefited support from the *Canadian Initiative for Africa Development and Water Management* for conducting their processes of elaboration of their respective National Action Plan for Integrated Water Resources Management (AP/IWRM). In Mali, this process started in the year 2004 and came to an end in December 2007.

Upon completion of the process of elaboration of the AP/IWRM, the West African Water Partnership (GWP-WA) initiated this study for drawing key-lessons. Thus, this report deals with the identification of moments and events that marked decidedly the process of elaboration of the National Action Plan for Integrated Water Resources Management.

That is not a properly-called evaluation of the project in its entirety, an evaluation that would rather require more time for collecting objective data through detailed and thoughtful surveys and a collation of information items. This is rather an approach consisting in identifying the key moments and events of the process of elaboration of the AP-IWRM.

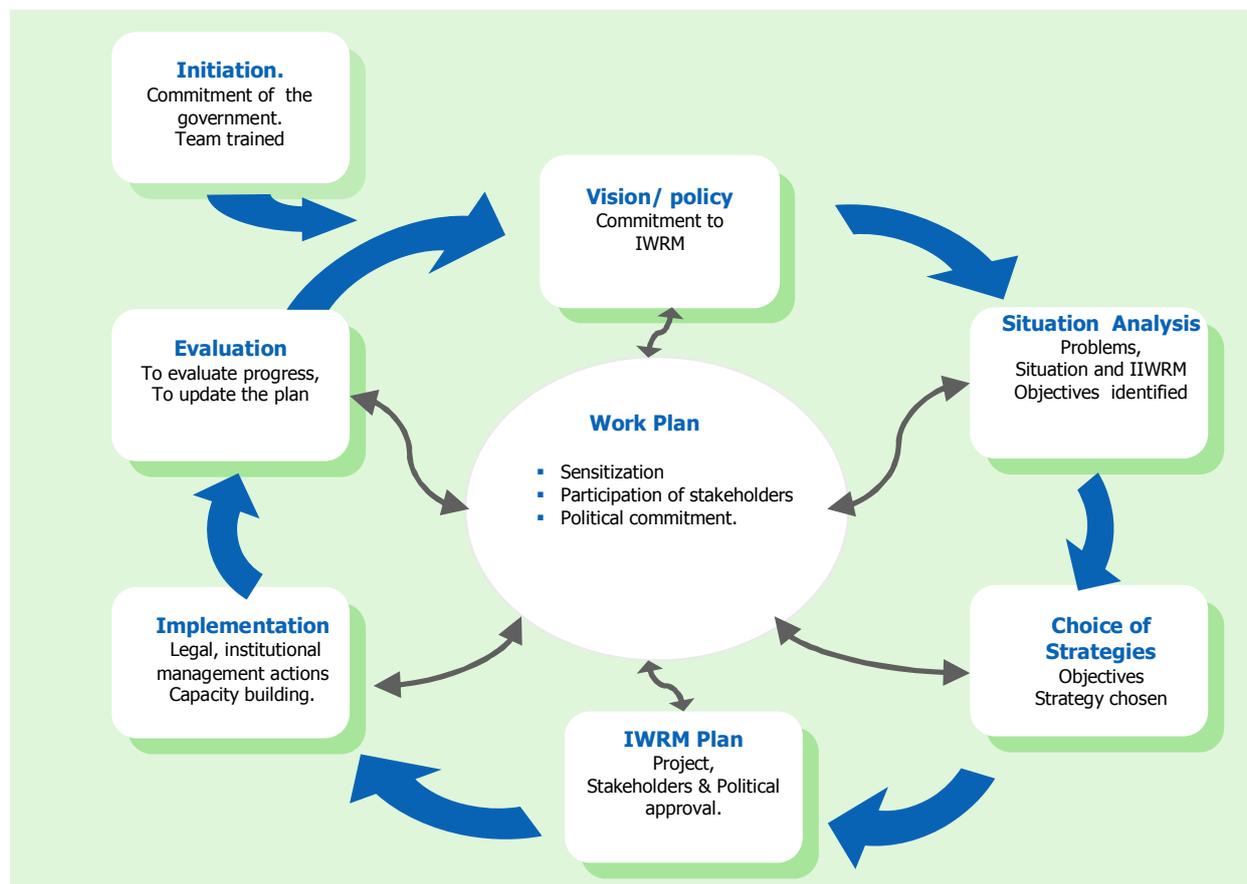
The approach consisting in identifying the key moments and events of the process of elaboration of the AP/IWRM is of an obvious interest. It favors the capitalization on and sharing of good practices in the IWRM Plans development exercise. In addition, with the identification of the weaknesses of the phase of preparation of the AP/IWRM, one has more chances for success for the implementation phase of the Plan. In conducting the study, the following methodological approach was pursued.



The methodological approach was mainly based on an analysis of the project documents and the interviews with some of the stakeholders of the process defined on the basis of a sample (see the list of persons encountered in Annex 1). In addition to the project steering structures (project team and NWP-Mali), some technical services, NGOs, and structures in charge of decentralization were taken into account. In consideration of time constraints associated with the study, this sampling could not be exhaustive.

An interview grid (see Annex no2), in the form of a questioning, was worked out for conducting the study. This grid or guide for interviews with stakeholders involved, served as a leading line in the identification of the main decisions, events and key lessons of the process.

The methodological approach as well as the report structuration take account of the main steps of the process of preparation of an Action Plan for Integrated Water Resources Management (AP-IWRM), in accordance with the Terms of Reference. These steps are spelled out in the scheme below:



2. Context

At the international level ,the context is marked by the commitment made by the International Community at the Johannesburg Sustainable Development Summit (September 2002) to support countries for achieving, before the end of the year 2005, Action Plans for Integrated Water Resources Management (IWRM), the process of elaboration of our national IWRM Action Plan was accelerated

At the national level, **the process of elaboration of the AP-IWRM in Mali** occurred: in a context marked by several reforms which are translated by:

- The actual administrative decentralization in Mali since 1999, with devolution of responsibilities upon communities for ensuring the enforcement and fulfillment of powers and responsibilities transferred to them.
- The harmonization of laws and regulations in force with the requirements of the new context associated with decentralization ;
- The participation of beneficiaries to the funding of infrastructures, preference being given to the demand-driven approach and the programme-driven approach. ;

- The development of actions aimed at making sustainable the safe drinking water supply systems, by involving the payment of water service by users, the taking account of them at all levels, consultation with women and the actual involvement of the latter in the activities.

Referral frameworks contributing to finding sustainable solutions to development programmes are the following:

- The Strategic Framework for Growth and Poverty Alleviation (SFGPA);
- The Millennium Development Goals (MDG) ;
- The National Plan for Access to Safe Drinking Water (PNAE) ;
- The Sectoral Water and Sanitation Programme (PROSEA)

The legal and regulatory context is marked by the existence of the Water Code, (Law 02-006), passed on January 31, 2002 and which lays the foundations of a new legislation on the water sector. . This code which provides for water resources management by catchment basin is propitious to IWRM. At the institutional level, water resources management is placed under the tutelage of the Ministry of Mines, Energy, and Water (MMEE) through its National Directorate for Hydraulics (DNH) whilst the sanitation component is placed under the Ministry for the Environment through its National Directorate for Sanitation, Pollutions and Nuisance Control (DNACPN)

In addition to these main Ministries of tutelage, other sectorial Ministries intervene in the water sector. Despite the existence of consultation frameworks between various stakeholders, one should recognize the absence of an integrated approach in the country's water resources management water.

The economic and financial context of the sector is characterized by a great dependency vis-à-vis development partners. On the whole, the state's own resources are mainly allocated to the functioning of structures (**civil** servants' salaries, operational costs).

External partners contribute up to the tune of 85% of the total amount of the funding, mainly in terms of investments; which means that the water sector is mainly funded by external sources (loans or donations to the state). This is a major constraint to the development of the sector. In short, this is the national context in which the Process of elaboration of the AP-IWRM was initiated.

3. Initiation of the Process of elaboration of the AP-IWRM

The need for an Integrated Water Resources Management in Mali was felt following the diagnosis study on the water sector This study was conducted in October 2001 through a funding from the World Bank then validated by a national workshop held from January 10 to 11, 2002. The conclusions of the study which dealt, inter alia , with IWRM were adopted by the government of Mali.

It is worth underlining the important and catalytic role played by the West African Water Partnership (GW-WA) in the launching phase of the process in Mali. In fact, on December 19, 2003, a Memorandum of Understanding was signed between GWP and the Minister in charge of water. This Memorandum devolved responsibilities upon the National Director of Hydraulics and the President of the National Water Partnership as focal points for the project implementation. .

Between April and June 2004, a « **study on the definition of the process of elaboration of a Plan for Integrated Water Resources Management** » carried out by two consultants (a regional and a national) through a CIDA funding allowed to lay down foundations for a road map for Mali in the field of IWRM.

The conduct of this study and its validation by various stakeholders at a launching workshop were the more decisive moments in the concretization of the process of elaboration of the Action Plan for Integrated Water Resources Management (AP-IWRM) in Mali .The simplified logical framework ,road map for implementation of the process is appended as Annex 2.

The workshop launching the process of preparation of the AP-IWRM was also an opportunity to exchange views on the relevance of themes and of methodological approaches adopted in the framework of studies furthering knowledge on the current situation of water resources management .The workshop also allowed to specify the chronogram/planning of the conduct of the Process of elaboration of the AP-IWRM.

In accordance with the road map, a multi-disciplinary team of national experts in charge of the elaboration of the AP-IWRM was set up. This team is composed of a Project Manager, two water specialist, an environmentalist, an economist, a communicator, and the support staff (Secretary, Driver, and Messenger)

Management Team:



Furthermore, a national steering committee of the project was established on July 9, 2004 by Decision No 00463 made by the Minister of Mining, Energy, and Water following the recommendations made by the launching workshop held on June 23 and 24, 2004. This steering committee, bringing together the representatives of various ministerial departments, of decentralized communities, as well as of civil society organizations, and of technical and financial partners, ensured the follow up and the supervision of the activities of elaboration of the Action Plan for Integrated Water Resources Management (AP-IWRM).

The project's initiation phase was facilitated thanks to the important role played by the Global Water Partnership. This role consisted in popularizing and taking an ownership of the new IWRM concept through publishing training manuals and the organization of training sessions mainly meant for the project team members in charge of the elaboration of the Action Plan.

4. Vision and political commitment

The new approach to water resources management, commonly referred to as Integrated Water Resources Management (IWRM), was adopted by the government of Mali following a diagnosis study on the water sector in 2002. To this end, the Ministry in charge of water was requested, on the basis of the conclusions of this diagnosis study, to elaborate the elements of an IWRM policy whilst making sure that all stakeholders in the sector are involved. It is in this context of a strong commitment from the part of the Malian State that the process of elaboration of the Action Plan for Integrated Water Resources Management (AP-IWRM) occurred with the support from development partners.

The water sector is one of the priority sectors in Mali and directly fitted in the Strategic Framework for Poverty Alleviation (CSLP). This framework was elaborated by the Mali Government in 2006 and revised in 2006, and termed **Strategic Framework for Growth and Poverty Reduction (CSCR)**. It is the single reference framework for policies, strategies and sectorial programmes by making them coherent. Thanks to the process of elaboration of the Action Programme for Integrated Water Resources Management (AP-IWRM), the new Strategic Framework for growth and Poverty Reduction (CSCR 2007) places emphasis on the sustainable management of water resources. Furthermore, it integrates new indicators for taking into account the Millennium Development Goals for the water sector.

In addition to the Strategic Framework for Growth and Poverty Reduction, the Government's priority for a sustainable water resources management has also been translated by the elaboration of several strategy-related documents during these recent years, viz: the National Strategy for Safe Drinking Water Supply Development and the Strategy for Water Resources Monitoring.

The elaboration and adoption of a national water policy document and its adoption in February 2006 state the sectorial approach based on the IWRM principles and the strategic orientations on which the efforts for the water sector development will be particularly focussed.

5. Situation analysis of the water sector

The phase of the IWRM situation analysis consisted in making a diagnosis of the current status of water resources management with a view to deciding on future actions in full knowledge of facts.

Two moments were decisive in this phase of the process, viz: the conduct of thematic studies and the organization of regional workshops on IWRM.

The conduct of thematic studies :

Thematic studies were undertaken since October 2004 at the start of the process ;with a view to furthering the analyses concerning some aspects of current situation, making concrete proposals relating to policies and strategies adapted to IWRM, providing elements of the plan of actions, and suggesting means of developing the capacities of stakeholders in the water sector.

The six constituent axes of thematic axes were related to:

- the socio-economic and political context allowing for highlighting the current development objectives of Mali and lead to the elaboration of the elements of the national water policy (**Module 1**);
- the knowledge, monitoring/evaluation and planning of water resources allowing for making an update on the knowledge of the potential of the country's water resources and the instruments underlying its evaluation and its planning (**Module 2**);
- the legislative and regulatory framework allowing for reviewing the modalities of the legal framework for water resources management and the preparation of enforcement decrees (**Module 3**);
- the institutional reforms allowing for exploring the institutional framework with a view to developing and furthering , mainly, reflection on the setting up of advisory bodies on water resources management (**Module 4**)
- the economic and financial aspects allowing for defining the economic and social value of water in Mali, establishing a sound economic basis for sustainable water resources management and proposing options for financing their tapping (**Module 5**) ;
- the international waters allowing for reviewing issues relating to aquifers and cross-border river basins (Rivers Senegal, Niger ,and Volta) Mali is sharing with its neighbouring countries (**Module 6**)

Organization of regional workshops on IWRM

Regional workshops organized in the various regions of the country and in the District of Bamako allowed, through an exchange of views, for making an update on the management, protection, and development of the water resources of the regions involved. These consultations were a critical moment of the process concerning mainly the identification of priority water resources management problems (See Annex 3) and their solutions

It is also worth mentioning that the final reports on thematic studies were presented in the presence of multiple stakeholders at the International Water Fair Exhibition (SIDEAU2006), with a view to identifying the priority water resources management problems of the country and providing proposed responses

All these events favoured the collection of a critical mass of information in the phase of situation analysis of the process. Information and knowledge acquired allowed for making strategic choices for water resources management.

From Kayes to Kidal via Sikasso, Ségou, Bamako, Koulikoro, Mopti, Gao and Timbuktu, the Team of the AP-IWRM Project toured all the regions of the country for discussing the IWRM issue.

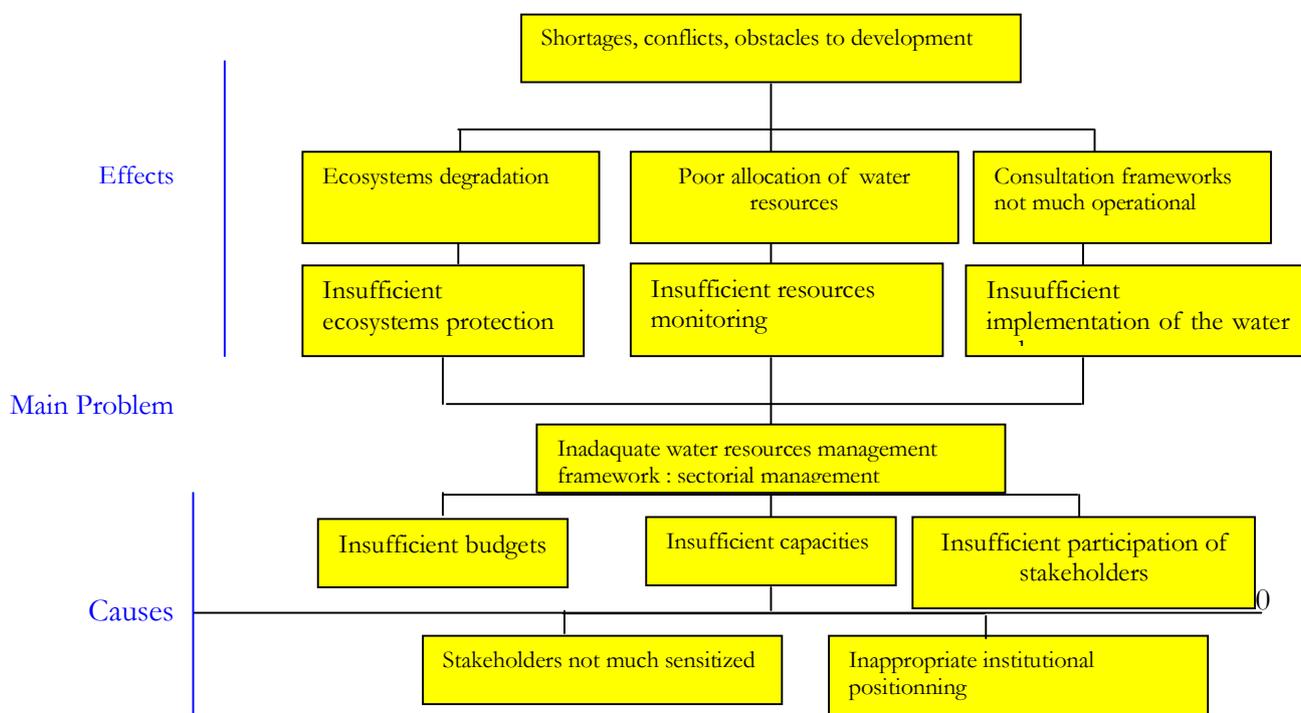


6. Strategic choices

The stage of strategic choices is very extremely important in any planning process. In the case of Mali, the decisive event/ moment for these choices was the organization of a strategic planning workshop from October 30 to November 03, 2006 in Sélingué. This meeting brought together about fifty (50) participants representing::

- the technical services of the State ;
- Territorial Communities ;
- NGOs and support structures ;
- The Mali National Water Partnership (PNE - Mali) ;
- The West African Water Partnership (GWP-WA).

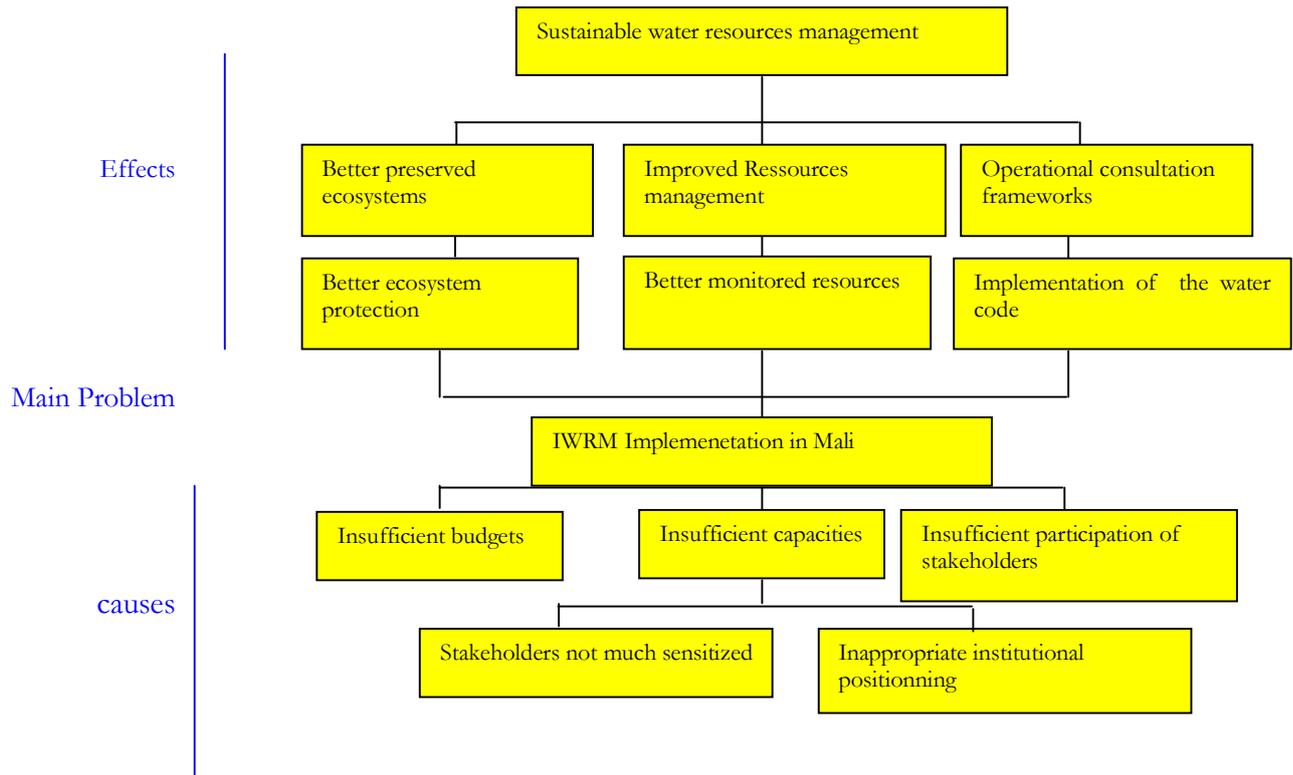
Proposal for Problem Analysis



Based on problems identified during the situation analysis, the workshop allowed for choosing strategies for water resources management. The adoption of a clear problem analysis approach during the workshop was decisive in the seeking of strategies. In addition, this workshop allowed for identifying the priority actions of the national Action Plan for Integrated Water Resources Management.

The schemes below show the problem analysis approaches adopted during the strategic planning workshop, a decisive moment of the process of preparation of Mali's Action Plan for Integrated Water Resources Management (AP-IWRM).

Proposal for Problem Analysis



7. Action Plan for Integrated Water Resources Management

Following the strategic planning workshop, with the assistance of resources persons, the project team elaborated the provisional Action Plan submitted to the criticisms and amendments of stakeholders during a validation workshop from May 22 to 24, 2007. The project plan was elaborated following a format taking account of issues of creation of an enabling environment, institutional roles, and management instruments.. .

It is worth mentioning that in 2007, GWP set up a reference group composed of international experts whose mission is to give advice on the process and content of Action Plans for Integrated Water Resources (AP-IWRM) being elaborated .Advice given and relevant remarks made by this reference group on the occasion of the validation workshop, were a considerable contribution to the finlization of Mali's Action Plan for Integrated Water Resources Management.

The formulation of the AP-IWRM actions took account of the already existing policies and strategies and the results of thematic studies. Projects and programmes in process of implementation were also taken into account. The final version of the AP-IWRM is available today. This document presents in particular: :

- The current status of water resources and of their management framework as well as the identification of priority problems ;
- The objectives of the plan and its strategy ;

- The results, actions and activities of the AP-IWRM ;
- The implementation modalities (steering, phases, monitoring/evaluation, risk factors, chronogram).
- Action sheets.

It consists of fifty-two (52) actions for nine (9) main results expected. The financial incidence of the AP-IWRM is 16,135,280,050 FCFA; i.e. about 249,223,507 Euros

8. Implementation Plan

The implementation of the AP-IWRM will be decisive given that it will allow for accelerating all reforms initiated or suggested during the process

Financial Resources- Raising

The Action Plan Implementation will require considerable financial resources. Raising such resources will require a greater involvement of development partners. The Sectoral Programme on Water and Sanitation (PROSEA) will remain the reference framework for raising those required resources.

Institutional anchoring of the Plan Implementation

The institutional implementation of the Plan will be entrusted with a management unit of the AP-IWRM, under the tutelage of the Ministry in charge of water. This unit will take over from the current IWRM unit.

The implementation phase of the Action Plan for Integrated Water Resources Management (AP-IWRM) requires the acceleration of institutional reforms propitious to IWRM, given that some IWRM components are being implemented (ex : the project on the setting up of an IWRM Information System is underway thanks to support from the German cooperation). It is therefore crucial to activate the setting up of an institutional framework suitable for IWRM for a coherent implementation of actions forecast in the framework of the Action Programme for Integrated Water Resources Management (AP-IWRM).

9. Monitoring and Evaluation of the Plan Implementation

The various activities to be conducted in the framework of the AP-IWRM will undergo a monitoring /evaluation meant for monitoring all the activities, evaluating the participation of the various stakeholders on the field, and assessing the impact of projects, in particular on the improvement of water resources management frameworks and instruments country-wide. The monitoring/evaluation will be carried out according to a specific mechanism structured at three levels: national, regional, and local.

The indicators to be used (see simplified logical framework of AP-IWRM in annex 4) for the monitoring and evaluation of the progress and impacts, related to the objectives of the plan and its components were defined. If regularly monitored, these indicators will allow for assessing the progress made in the field of Integrated Water Resources Management (IWRM). Internal and external evaluations will be practiced.

10. Risks and obstacles to implementation

The main risks and obstacles are:

- The lack of political stability ;
- The lack of social peace and security ;
- The non-adherence of all the stakeholders involved ;
- The non-availability of fundings for all the activities.

11. Sources of funding of the process of elaboration of the AP-IWRM

The technical and financial partners have brought most of the resources that allowed for conducting the process. In the implementation of the process, Mali benefited support from the Canadian International Development Agency (CIDA) and the World Bank. The Mali Government contributed through providing personnel and premises;

Support from Canada through CIDA was a lever that allowed for mobilizing other stakeholders and attracting other donors, who show an increasing interest for IWRM and wish to contribute financially to its implementation in West African countries. Thus, the German Cooperation (GTZ), the Danish Cooperation (DANIDA), the Swedish Cooperation (ASDI), the European Union and the World Bank have all contemplated providing funds for the implementation of Mali's Action Plan for Integrated Water Resources Management. Similarly, NGOs. Such as Water Aid, ROTOS, West Africa Water Initiative (WAWI) are collaborating for IWRM implementation.

French Cooperation (GTZ), German Cooperation (GTZ), and Netherlands Cooperation (DGIS) also contribute to IWRM implementation IN Mali. They intervene mainly in building the capacities of DNH, the transfer of powers to decentralized territorial collectivities, and IWRM implementation in Mali as a pilot action in the River Niger Upper Basin (GIRENS Programme) and in the establishment of an IWRM information system.

Marked with a perceptible commitment of development partners in favour of a sustainable resources management, the current context is an opportunity to be taken for implementing the Action Plan for Integrate Water Resources Management (AP-IWRM)..

The table below gives a synthesis of decisive decisions, events and acts of the process of preparation of the Action Plan for Integrated Water Resources Management (AP-IWRM) in Mali AP-IWRM.

12. Synthesis Matrix of key moments and events of the process

Decisive Moments and/or Events of the process of elaboration the AP-IWRM	Description	Impact/influence on the process
Expression of the political will of taking an ownership of the IWRM concept, a sustainable water resources management concept..	Following a diagnosis-study carried out in 2002, Mali opted for IWRM, a sustainable water resources management concept. Therefore, it requested the Ministry in charge of water to elaborate, on the basis of the conclusions of the study, the elements of an integrated water resources management policy whilst making sure to involve all the stakeholders in the sector: population, communities, users, and professionals. .	Creation of an enabling environment policy propitious to the launching of the IWRM process.
Signing, on 19 December 2003, of a Memorandum of Understanding between GWP and the Minister in charge of water.	The said Memorandum of Understanding devolved responsibilities upon the National Director of Hydraulics and the Chairman of the National Water Partnership as focal points for the project implementation. .	The signing of this Memorandum of Understanding by Malian authorities is an additional evidence of the commitment of the Malian State to make IWRM a reality.
Conduct of a study on the definition of the process of elaboration of AP-IWRM (elaboration and validation of the road map of the process)	The study allowed for defining the steering framework of the project and the approach to the elaboration of the AP-IWRM. The simplified logical framework, the road map for the process implementation..	Definition of a clear and shared strategy as well as a clear and shared chronogram for all the rest of the process.
The setting up of a multidisciplinary team for the project in charge of the elaboration of the AP-IWRM and a steering committee in charge of the supervision and follow up..	A permanent unit was set up for preparing the AP-IWRM. This unit was composed of various specialists. In the fields of water, environment, planning, and communication .Besides, an inter-ministerial committee referred to as the Steering Committee was entrusted with following up and supervising the conduct of the process	Creation of an institutional and organizational framework propitious to the conduct of the process.
Conduct of thematic studies and their collective validation through a participatory approach validation	For a better knowledge of the current water resources management situation, thematic studies were undertaken in 2004 with a view to furthering the analyses concerning some aspects of current situation ,making concrete proposals relating to policies and strategies suitable for IWRM, providing elements for Action Plan, and suggesting means of developing capacities	Thematic studies facilitated the elaboration of the 1st part of the report on Action Plan. This part dealt with “ the current status of water resources and their management framework”
Organisation of workshops on IWRM in all the regions in Mali and the District of Bamako .	Regional sensitization workshops were organized for stakeholders from the water sector. These workshops brought together participants from technical services, Communes, NGOs., professional Associations and communicators, written and audio- visual press and regional branches referred to as Regional Water Partnerships (RWP) .	These workshops allowed for sensitizing and informing the stakeholders in the water sector on the IWRM concepts and principles Regional workshops also allowed for involving the population in the identification of water resources management problems..
Elaboration and adoption of the water policy document.	Elaboration of a water policy document in the framework of a document and its adoption by the Malian State was a decisive moment of the process of elaboration of the AP-IWRM in Mali. .	Strengthening of an enabling policy framework propitious to IWRM. Expressed political will/Process revitalization.

<p>Holding of a workshop on the Integration of IWRM in the Strategic Framework for Growth and Poverty Reduction (CSCR)</p>	<p>A workshop on the integration of IWRM in the 2nd generation of the Strategic Framework for Poverty Alleviation on November 16 and 17, 2005 in the conference room of CRES in Bamako. Were In attendance: the representatives of decentralized collectivities, technical services and institutions involved in water management, NGOs. and Associations, and the water sector</p>	<p>Thanks to the process, the Strategic Framework for Growth and Poverty Reduction places emphasis on sustainable water resources management It also integrates new indicators for taking account of the Millennium Development goals (MDGs.) for the water sector development..</p>
<p>Organisation of activities for building the capacities of the stakeholders in the water sector.</p>	<p>Several training and sensitization sessions were organized. The non-exhaustive list of training sessions is given in Annex 5.</p>	<p>The capacities of several stakeholders in the water sector were built, including the project team.</p>
<p>Organisation of a strategic planning workshop</p>	<p>A planning workshop was organized from November 30 to 03 November 2006. This meeting brought together about fifty participants who are stakeholders from various sectors..</p>	<p>The workshop allowed for organizing the identified problems in a hierarchy and adopting some priority actions of the National Action Plan for Integrated Water Resources Management</p>
<p>In 2007, the setting up, by GWP, of a reference group composed of international experts in an advisory capacity .</p>	<p>The primary mission of the group set up was to give advice on the process and content of the Action Plan for Integrated Water Resources Management (PA-IWRM).</p>	<p>The advice given and the relevant comments made by the GWP reference group were a considerable contribution to the finalization of Mali's Action Plan for Integrated Water Resources Management (PA-IWRM) group</p>

13. Key lessons

Upon completion of the elaboration of the Action Plan for Integrated Water Resources Management (AP-IWRM) in Mali, the lessons to be drawn are relating to achievements –strengths and weaknesses of the process.

13.1. Achievements / strengths of the process

An institutional anchoring propitious to capitalizing on experiences:

The setting up of a multidisciplinary team essentially based on national experts, who are also civil servants, was a factor for building their capacities .Furthermore, this institutional anchoring of the project was propitious to capitalizing on experiences within the state's administration.

A large mobilization and participation of stakeholders in the process:

The elaboration of Mali's Action Plan for Integrated Water Resources Management (AP-IWRM) was achieved according to a participatory approach which was complied with at all levels of the process. It was conducted in liaison with various stakeholders. Organizing workshops on the IWRM concept was a major factor for mobilizing stakeholders..

In fact, regional sensitization workshops for the water sector stakeholders brought together technical services, Communes (urban and rural), NGOs, Professional Associations and Consumers Associations, written and audio visual press, and the National Water Partnership, as well as regional branches. They allowed for sensitizing and informing the water stakeholders on the IWRM concepts and principles, the Global Water Partnership Network, the current status of water resources in the regions involved the state of IWRM implementation in Mali and on the work plan of the project. Organizing regional workshops allowed for taking account of problems prevailing at the grassroots level in the formulation of the actions of the Plan. .

Regarding the mobilization and the participation of stakeholders in the process, one should underline the decisive role played by the National Water Partnership of Mali (PNE-MALI). .In fact , through its representations through out all the regions, PNE-Mali served as a bedrock for social mobilization in the conduct of sensitization ,information and training activities relating to Integrated Water Resources Management..

The process favors a better knowledge of the water sec

Through thematic studies and regional consultations, the process of elaboration of the Action Plan for Integrated Water Resources Management (AP-IWRM) favoured a better knowledge of the current situation of water resources management in Mali.

The process of elaboration of the AP-IWRM favours a greater awareness-raising with regard to the water issue

The IWRM concept was largely popularized among the local administrative and technical officials as well as those from the civil society. Awareness-raising regarding IWRM was also initiated among direct users of water such as farmers, fishermen, livestock-breeders but also among some representatives of youths from schools and universities

The process allows for influencing and catalyzing policy decisions relating to water issues.

The elaboration and adoption of a water policy document and a water resources monitoring strategy during the process is evidence.

The process accelerated the approach to the setting up of the consultations bodies for stakeholders provided for in the Water Code, viz: the National Water Council (February 2005) and the River Bani Basin Committee (main tributary of the River Niger) (January 2005).

In the framework of the setting up of the Water Development Fund, the setting up of the team and the Committee of the Fund is now a reality A Draft Inter-ministerial Decision specifying the rate and modalities of collection of fees was prepared and approved by the Malian Government

The process was a factor for strengthening regional and international cooperation:

The West African Water Partnership Network contributed to strengthening south-south cooperation. In fact, thanks to partnership, the unit in charge of the implementation of the process resorted a lot to the assistance of experts from Burkina who have already conducted a similar process in Burkina Faso. These experts collaborated with Malian counter-parts.

By giving more visibility to the water issue, the process raised several expressions of interest for this sector. For this reason, one should appreciate the commitment of several development partners to the implementation of some AP-IWRM components. As an example, one can mention the project on the establishment of an AP-IWRM Information System in the regions of Kayes and Timbuktu, with a support from the German Cooperation or even from the Netherlands Cooperation in the strengthening of the water resources monitoring system

The Process allows for strengthening the Partnership Framework between stakeholders

The process favored the decentralization of actions for the preparation of sectorial and cross-cutting policies, at least the one shaving a linkage with the water sector.

The process of elaboration of the Action Plan for Integrated Water Resources Management (AP-IWRM) allowed for strengthening and better knowing the National Water Partnership of Mali (PNE-Mali). In the course of the process, PE developed strategic alliances, on the one hand, with the Association of the Municipalities of Mali and UNESCO, and on the other hand, with an NGO called PROTOS for submitting two projects the funding of which was secured in the framework of the Water Facility of European Union. In addition, a cooperation is being negotiated with Global Aquifer Development Foundation, a Canadian NGO specialized in the field of water..

13.2. Weaknesses and constraints of the process

The process did not allow for furthering knowledge on some important aspects of water resources management, viz: knowledge on uses that should have undergone a thematic study. processes. Thus, a special emphasis should be placed on these aspects all along the AP-IWRM implementation phase.

The process of elaboration of the AP-IWRM did not allow for conducting a sensitization on local water management at the grassroots level. This is a weakness since we know that the decentralization process has remodeled the institutional landscape of Mali, by entailing an increase in concomitant needs.

The major constraints and technical difficulties encountered are mainly summarized as follows::

- The late release of funds for CIDA; which disturbed sometimes the chronogram of activities
- The non-mastery of the procurement procedures of the World Bank, in particular ;
- Slowness in the implementation of the participatory method associated with the difficulties in mobilizing some stakeholders (low availability and low commitment of these stakeholders)
- The poor experience of some members of the project team in IWRM planning

14. Conclusions and recommendations

An analysis of the process of elaboration of the AP-IWRM allowed for identifying moments and events which were decisive the the proper conduct of the Process. These moments and events having favoured the proper conduct of the process, deserve to be capitalized on and severally shared for the future needs of the water development sector..

The new APIWRM implementation phase will be decisive given that it will allow for accelerating and completibg all the initiated or suggested reforms. This phase will require anew the assistance of partners having played a decisive role at the stage of the Plan elaboration.

In the perspective of the AP-IWRM implementation, the main recommendations and suggestions are as follow:

The adoption of the AP-IWRM by the Government of Mali and the mobilization of means for its implementation:

The AP-IWRM implementation will require considerable financial resources the mobilization of which requires a strong involvement of development partners. Thus, the authorities should work towards creating the most appropriate frameworks for funding the AP-IWRM through, mainly, the organization of a Donors round-table meeting .

The creation of the institutional framework for the AP-IWRM implementation :

The creation of this framework will allow for ensuring coherence in the conduct of the AP-IWRM actions. The future structure entrusted with the AP-IWRM implementation should be interested in experiences underway in countries in phase of operationalization of their AP-IWRM (case of Burkina Faso)

The continuation of the process of creation of an enabling environment :

The Process of AP-IWRM elaboration allowed for laying foundations for new reforms and making proposals for the creation of an environment (legal, regulatory and institutional) propitious to the AP-IWRM implementation . Such dynamics should be pursued endlessly.

A greater ownership of the IWRM and the AP-IWRM concept by local stakeholders:

After the AP-IWRM implementation, it remains essential to set up and operationalize strategies for its ownership by a larger spectrum of stakeholders through training, information, and sensitization. The country Water Partnership which gained the experience in social mobilization, will have a leading role in the process of IWRM implementation. It requires a collaboration with NGOs, associations, and other stakeholders.

The regular quantitatively and qualitatively monitoring of water resources:

The knowledge of water resources, quantitatively and qualitatively, is the absolute responsibility of the State. This monitoring is at the same time the key to Integrated Water Resources Management. Thus, the Malian State should find ways and means to ensure sustainably a water resources evaluation/monitoring base.

The harmonization and coordination of actions for support to development:

For favouring the coherent implementation of the AP-IWRM, it will be necessary to harmonize and coordinate actions for support to development. In fact, it was observed that the strategies for funding by Technical and Financial Partners (TFP) are ineffective if there is no coordination between the various donors. It is also worth underlining the poor absorption of available funding, with a corollary a poor performance regarding the compliance with calendars and chronograms of action. .

Being aware of this situation and for the purpose of improving the effectiveness of development assistance, the Malian State adopted in 2005 a declaration referred to as the **Paris Declaration** . About one hundred representatives of Governments and International Organizations endorsed this Declaration (see insert in Annex 6)

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16: ANNEXES

16.1. Annex n°1 : List of persons encountered:

First name(s) and last name	Institution	Title	Address
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Ousmane DIAKITE	MMEE/DNH	Head of Norms and Regulations Division	Tél : 627 99 91
Mr. Bourama TRAORE	National Water Partnership	Permanent Secretary	Tél : 679 18 66
Abdoul Karim Coulibaly,	DNACPN	Head of Planning Division	
Amadou KONE	ANICT	Deputy Director	Tél.(223) 222 46 34. amadouk47@yahoo.fr
Mme Fatoumata HAIDARA	ONG WaterAid	National Representative	Tél : 661 23 82
Aly DIALLO	National Directorate for Statistics and Planning	Head of Division	Tél : 222 57 53

16.2. Annex n°2 :Interview Grid :

Analysis Grid for the study on Capitalization on the Process of elaboration of The PA-IWRM in Mali

Statement of the guiding elements of the study on capitalization on the process of elaboration of PA-IWRM/Questioning on the Process	
Introduction to the Process of elaboration of APA-IWRM	
1	Which were the moments, events, acts and decisions having favored the start of the process ?. What role has the state played for the start of the process ?. What was the role of the water partnership (national, regional and global) in the start of the Process ?.
Vision and political commitment	
	Was the national context propitious to the launching of the Process ?. Which are the decisions and acts giving evidence of the political commitment of the authorities ?.
Situation Analysis	
3	Which approach was resorted to in the situation analysis?. What facilitated the situation analysis step? Where other stakeholders involved? How?.
Strategic Choices	
4	How were the choices of strategies made (approaches and criteria for choosing the strategies of the plan) ? Which were the most decisive moments?
Action Plan –IWRM	
5	Producing the Plan and actions for its validation? Role of stakeholders in the finalization of the Plan? Which are the main elements of the AP-IWRM? What is the level of ownership of the AP-IWRM?
AP-IWRM implementation and monitoring-evaluation	
6	How will the AP-IWRM implementation conducted? With which means /resources? What will be the mode of mobilization of means /resources for operationalizing the AP-IWRM?
Key lessons of the Process	
7	What were the strengths and weaknesses of the Process? What lessons can we draw from the Process?.

16.3. Annex n°3 : Priority Problems in water resources management

Problems to be solved for an enabling environment (Policy, legislative framework, funding and incentive structures)

N°	Priority Problems	N°	Proposed solutions
1	Sectoral management and low level of collaboration between interveners in the water sector	1	Integrated water management
2	Insufficient linkage between the water code and IWRM	2	Revision of the water code on the basis of the recommendations of the thematic studies carried out in the framework of the IWRM process
3	Dragging process of transfer of powers from the State to Territorial Communities	3	Actual transfer of powers in the field of rural and urban hydraulics across the national territory
4	Existence of regional disparities in the spatial implantation of watering points	4	Equitable coverage of the national territory in watering points
5	Non-existence of an internal mechanism for funding the sector	5	To make operational the Water Development Fund
6	Weakness in the training of the water stakeholders	6	Building the capacities of the water stakeholders
7	Poor management (financial, technical, organizational) of hydraulic infrastructures	7	Setting up of an effective strategy for hydraulic infrastructures management
8	Absence of staff motivation	8	Staff motivation

Problems concerning institutional roles (organizational framework, institutional capacities – human resources development)

N°	Priority Problems	N°	Proposed solutions
1	Insufficient human, material and financial resources for structures in charge of water	1	Strengthening of human, material and financial resources
2	Poor participation of the private sector	2	Initiation of incentive and attractive measures for private stakeholders
3	Inadequacy between the training and the needs	3	Adaptation of training to needs
4	Insufficient training at the level of Territorial Collectivities	4	Elaboration of training programmes for Territorial Collectivities
5	Consultation Frameworks not much functional or non functional	5	Providing consultation frameworks with adequate and sufficient means
6	Lack of communal water service	6	Creation of a communal service in charge of water
7	Transfer of powers without transfer of financial resources	7	Transfer of powers coupled with transfer of financial resources
8	Low level of communication and exchange between stakeholders	8	Elaboration and implementation of a communication strategy and for exchange between stakeholders
9	Conflicts of powers between structures	9	Clarification, establishing synergy and effective coordination of missions between structures
10	Absence of follow up—evaluation of legislative and regulatory texts	10	Setting up of a follow up –evaluation mechanism for text enforcement

Problems concerning managerial instruments (monitoring and evaluation of water resources, Plan for IWRM, demand management, social change management, conflict settlement, standardization instruments, economic instruments, information management and exchange)

N°	Priority Problems	N°	Proposed solutions
1	Insufficiency of data collection networks relating to underground waters, to water quality and to uses of water	1	Strengthening of data collection networks on underground waters, water quality, and uses of waters

2	Poor condition of existing networks on surface water data collection	2	Rehabilitation of existing surface water networks
3	Incomplete data bases	3	Updating with missing data and adaptation of bases to new needs
4	Incompatible data bases	4	Development of bridges between data bases
5	Non-reality of the Water Code : insufficiency of regulatory texts for the water sector ;Poor knowledge of texts	5	Adoption and compilation of all texts related to Water Code; large dissemination texts relating to Water.
6	Absence of a water policy	6	Creation of a water policy
7	Inappropriate tools for macro-economic guidance	7	Better taking account of sectoral policies in the macro-economic guidance model
8	Incomplete tariff models	8	Integration of all the management parameters in the tariff models
9	Absence of a framework taking account of social equity (gender) in water resources management.	9	Promoting mechanisms favouring social equity in the field of water resources management

16.3. Annex n°3: Simplified Logical Framework for the process of elaboration of the AP-IWRM :

Overall objective: To contribute to improving the sustainable management of water resources, in accordance with the orientations defined by the Mali Government and internationally

SIMPLIFIED LOGICAL FRAMEWORK

	Intervention Logic	Objectively Verifiable Indicators (OVI)	Sources of verification	Assumptions
Results corresponding to immediate objective n° 1 : To implement basic capacities for conducting the IWRM process				
R1.1	The Steering Committee is created and set up	The Steering Committee Members are known by the name.	Administrative Act establishing the Steering Committee.	None
R1.2	The multidisciplinary team for conducting the IWRM process is created and set up	The list of names of the multidisciplinary team is available	Decision posting civil servants and work contracts for contractual agents.	Availability of financial resources.
R1.3	The project team received various trainings in the field of IWRM	The list of names of the project's members trained is available	Training reports to which are attached Training Attestations	None
Results corresponding to the immediate objective n° 2 : To implement the process of elaboration of the Action Plan for IWRM				
R2.1	The project team members have taken an ownership of the IWRM process and are well-informed about the results expected from the process	The inaugural workshop is organized.	Proceedings of the workshop	None
R2.2	The water sector stakeholders are informed and sensitized on the IWRM process	Information and sensitization workshops are organized .	Proceedings of workshops	None
R2.3	Thematic studies are carried out	Reports on thematic studies are available	Contracts to which are appended to the Terms of Reference (TOR) of thematic studies	None
R2.4	The legislative framework for the water sector is harmonized and complementary decrees are elaborated	Decrees are taken in Cabinet meetings	Publication of adopted texts in the Official Journal	None
R2.5	The water sector stakeholders validated the « current status» of water resources and of their management framework.	Validation workshops are organized	Proceedings of workshops	None
R2.6	The Preliminary Draft Action Plan is elaborated by the multidisciplinary team	Progress reports on the preliminary Draft Action Plan are available.	The copy of the preliminary Draft Action Plan	None
R2.7	The water sector stakeholders validated the « preliminary Draft Action Plan for IWRM »	Validation workshops are organized	Proceedings of workshops	None

	Intervention Logic	Objectively Verifiable Indicators (OVI)	Sources of verification	Assumptions
R2.8	The finalized Action Plan for IWRM is adopted by the Government and largely disseminated	Decree adopting the Action Plan for IWRM	The Official Journal	None
R2.9	A consultation for funding the Action Plan for IWRM is organized with development partners of the water sector	A round table meeting of development partners of the water sector is organized	Memorandums of Understanding are signed with development partners.	Interest of development partners for IWRM in Mali donors

16.4. Annex n° 4 : Logical Framework for the AP-IWRM :

DESCRIPTION	INDICATOR	SOURCE OF VÉRIFICATION	ASSUMPTIONS
OVERALL OBJECTIVE : TO CONTRIBUTE TO POVERTY ALLEVIATION AND TO SUSTAINABLE DEVELOPMENT	- UPGRADING THE POSITION OF MALI IN THE IDH CLASSIFICATION. - IPH - GROWTH RATE	- ODHD REPORT - MALI - IDH –UNDP CLASSIFICATION - DNSI REPORT	
DEVELOPMENT OBJECTIVE : TO CONTRIBUTE TO POVERTY ALLEVIATION AND TO SUSTAINABLE DEVELOPMENT BY BRINGING APPROPRIATE SOLUTIONS TO PROBLEMS RELATED TO WATER AND TO SANITATION THROUGH ACHIEVING THE VISION ON WATER BY THE YEAR 2025 AND THE IMPLEMENTATION OF THE NATIONAL WATER POLICY .	1- RATE OF SATISFACTION OF THE POPULATION'S NEEDS IN WATER .	- MDG REPORT - CSLP2 IMPLEMENTATION REPORT - CSLP2 EVALUATION REPORT - GOVERNMENTAL PROGRAMME REPORT	
PROJET PURPOSE : TO CONTRIBUTE TO THE IMPLEMENTATION OF AN INTEGRATED WATER MANAGEMENT PROCESS,MAINLY THROUGH THE ENFORCEMENT OF THE WATER CODE FOR PROMOTING THE ECONOMIC AND SOCIAL DEVELOPMENT AND FOR PRESERVING ECOSYSTEMS, AS WELL.	- % OF ECOSYSTEMS RESTORED PER YEAR. -SHARE OF THE WATER SECTOR IN THE GDP GROWTH OF MALI - % OF IWRM-RELATED DECISIONS IMPLEMENTED	- REPORTS OF IWRM MANAGEMENT UNIT - ECONOMIC ACCOUNT - ACTIVITY REPORTS OF SECTORIAL ACTION PLANS - ACTIVITY REPORT OF THE IWRM MANAGEMENT UNIT	
RESULTS			
R1. A POLITICAL,LEGISLATIVE,REGULATORY AND FINANCIAL ENVIRONMENT PROPITIOUS TO THE INTEGRATED WATER RESOURCES MANAGEMENT APPROACH AND PRINCIPLES IS PUT IN PLACE ;	-SHARE OF THE STATE'S BUDGET MOBILIZED FOR IMPLEMENTING IWRM - RATE OF COVERAGE OF VILLAGES AND NOMADIC SETTLEMENTS BY MICRO-CREDIT STRUCTURES. - DESCRIPTION OF THE NEW WATER RESOURCES MANAGEMENT FRAMEWORK	- FINANCE ACT - BUDGET IMPLEMENTATION REPORT - STATEMENT OF ALTERNATE FUNDING STRUCTURES	POLITICAL WILL AND DEMOCRACY MAINTAINED

<p>R2. AN APPROPRIATE INSTITUTIONAL FRAMEWORK IS SET UP AND IS OPERATIONAL</p>	<ul style="list-style-type: none"> - % FUNCTIONAL CONSULTATION FRAMEWORKS . - % OF CONVENTIONS, MEMORANDUMS OF UNDERSTANDING/AGREEMENTS AND TREATIES (REGIONAL AND INTERNATIONAL) IMPLEMENTED - RATE OF MOBILIZATION OF GRANTS ALLOCATED TO SUB-REGIONAL ORGANIZATIONS OF THE WATER RESOURCES SECTOR 	<ul style="list-style-type: none"> - REPORTS OF AP-IWRM MANAGEMENT UNITS ; - NATIONAL MEMORANDUMS OF UNDERSTANDING/ AGREEMENTS DIRECTORY . - ANNUAL ACTIVITY REPORT OF THE MINISTRY IN CHARGE OF WATER - FINANCE ACT - THE STATE'S BUDGET IMPLEMENTATION REPORT 	<p>PEACE AND SECURITY ARE GUARANTEED</p>
<p>R3. STAKEHOLDERS ADHERED TO THE IWRM CONCEPT</p>	<ul style="list-style-type: none"> - % OF TERRITORIAL COLLECTIVITIES HAVING INTEGRATED WATER MANAGEMENT IN THEIR SECTORIAL DEVELOPMENT PROGRAMMES (SECDP) ; - AVERAGE RATE OF PARTICIPATION OF USERS IN THE GENERAL ASSEMBLY MEETINGS OF WATERING -POINTS MANAGEMENT STRUCTURES - THE SHARE OF COLLECTIVITIES IN THE FUNDING OF IWRM FROM THEIR OWN RESOURCES - DISBURSEMENT RATE FROM EXTERNAL FUNDING 	<ul style="list-style-type: none"> - PDSEC - MINUTES OF THE GENERAL ASSEMBLY MEETINGS OF MANAGEMENT STRUCTURES - ACTIVITY REPORT OF TERRITORIAL COLLECTIVITIES - IMPLEMENTATION STATEMENT OF PDSEC - BUDGET EXECUTION DOCUMENTS OF "MEF" AND THE MINISTRY IN CHARGE OF WATER - ANNUAL ACTIVITY REPORT OF THE AP-IWRM MANAGEMENT UNIT ANNUEL 	<ul style="list-style-type: none"> - POLITICAL WILL A GUARANTEE DEMOCRACY, - LES CONFLITS ENTRE CHEFS COUTUMIERS/ÉLUS SONT RESPECTÉS
<p>R4. PILOT ACTIONS ARE IDENTIFIED, PLANNED AND IMPLEMENTED IN A PARTICIPATORY WAY</p>	<ul style="list-style-type: none"> - % OF FUNCTIONAL INFRASTRUCTURES AND EQUIPMENTS - % OF SMALL AND MEDIUM SIZE ENTERPRISES INTERVENING IN THE REALIZATION OF INFRASTRUCTURES AND EQUIPMENTS - % OF ARTISANS TRAINED FOR THE MAINTENANCE OF INFRASTRUCTURES AND EQUIPMENTS 	<ul style="list-style-type: none"> ANNUAL ACTIVITY REPORT OF THE AP-IWRM MANAGEMENT UNIT REPORT - ANNUAL ACTIVITY REPORT OF THE AP-IWRM MANAGEMENT UNIT - ACTIVITY REPORT OF TERRITORIAL COLLECTIVITIES - ANNUAL ACTIVITY REPORT OF THE AP-IWRM MANAGEMENT UNIT - ANNUAL ACTIVITY REPORT OF TERRITORIAL COLLECTIVITIES 	<p>THE CONCOMITANT TRANSFER OF POWERS AND RESOURCES ENSURED</p>
<p>R5 THE CAPACITIES OF WATER STAKEHOLDERS ARE BUILT ;</p>	<ul style="list-style-type: none"> - % OF TRAINERS TRAINED IN IWRM APPROACH AND PRINCIPLES, - IMPLEMENTATION RATE PROGRAMMES ON BUILDING THE CAPACITIES OF STAKEHOLDERS IN IWRM AT NATIONAL AND REGIONAL LEVELS, - NATIONAL COVERAGE RATE IN AUTHORIZED SUPPORT SERVICES IN IWRM IMPLEMENTATION 	<ul style="list-style-type: none"> - ANNUAL ACTIVITY REPORT OF THE AP-IWRM MANAGEMENT UNIT - REPORT ON TRAININGS - ACTIVITY REPORT OF THE AP-IWRM MANAGEMENT UNIT , - ACTIVITY REPORT OF TERRITORIAL COMMUNITIES - ACTIVITY REPORT OF THE AP-IWRM MANAGEMENT UNIT 	
<p>R6 TAKING ACCOUNT OF GENDER AND SOCIAL EQUITY</p>	<ul style="list-style-type: none"> - % OF DISFAVOURED POPULATION 	<ul style="list-style-type: none"> - ACTIVITY REPORT OF THE AP-IWRM 	

<p>IS ENSURED</p>	<p>BENEFITING EASY ACCES TO WATER - % OF DISFAVOURED POPULATION REPRESENTED IN DECISION-MAKING BODIES, - PARTICIPATION RATE OF WOMEN/YOUTHS IN THE IWRM DECISION-MAKING AND IMPLEMENTATION BODIES</p>	<p>MANAGEMENT UNIT - ACTIVITY REPORT OF TERRITORIAL COMMUNITIES - REPORT OF SECTORIAL DEPARTMENTS INVOLVED IN THE AP-IWRM IMPLEMENTATION - SURVEY RÉSULTS</p>	
<p>R7 : A NATIONAL WATER INFORATION SYSTEM IS ESTABLISHED AND IS FUNCTIONAL</p>	<p>NAMES AND LOCATION OF THE BASES OF THE SYSTEM - % OF STAKEHOLDERS USING THE IWRM DATA BASE. - % OF DECISIONS MADE IN ORDER TO PREVENT WATER-RELATED DISASTERS .</p>	<p>-STATISTICS OF THE MINISTRY IN CHARGE OF WATER . - ACTIVITY REPORT OF THE AP-IWRM MANAGEMENT UNIT - ACTIVITY REPORT OF TERRITORIAL ACTIVITIES - REPORTS OF THE MINISTRY OF SECURITY AND CIVIL PROTECTION</p>	
<p>R8 : THE ALLOCATION OF WATER RESOURCES TO THE VARIOUS USES IS IMPROVED</p>	<p>- RATE OF SATISFACTION OF USERS' WATER NEEDS PER SOCIAL CATEGORY - % OF DECISION SUPPORT TOOLS FOR THE ALLOCATION OF WATER PER SOCIAL CATEGORY, ACCEPTED BY STAKEHOLDERS</p>	<p>- REPORTS OF BASIN AND SUB-BASIN COMMITTEES - ACTIVITY REPORT OF THE AP-IWRM MANAGEMENT UNIT - REPORTS OF BASIN AND SUB-BASIN COMMITTEES</p>	<p>GOOD GOVERNANCE ENSURED</p>
<p>R 9 : A MONITORING –EVALUATION AND PROTECTION FOR FRAGILE ECOSYSTEMS IS PUT IN PLACE AND IS FUNCTIONAL</p>	<p>% OF FRAGILE ECOSYSTEMS MONITORED AND PROTECTED</p>	<p>- ANNUAL REPORT OF THE MINISTRY IN CHARGE OF THE ENVIRONMENT - REPORT OF THE PA-IWRM MANAGEMENT UNIT</p>	

16.5. Annex n° 5: List of training sessions:

The following training sessions conducted all along the process, allowed for building the capacities of several water stakeholders in the following areas:

- Better planning of activities ,results-based reporting (training in results-based management for members of the Multidisciplinary Team and the Steering Committee)
- information on the GWP network, planning of activities for 2006 (training of representatives of the National Water Partnership branches)
- sensitization on water and environmental issues (training of teachers and pupils of the primary school in Mopti-city, located in the middle of the inner delta of the Niger River, the largest wetland in West Africa)
- sensitization on IWRM (Training of Teachers and students from the Rural Polytechnics (Institut Polytechnique Rural) in Katibougou , the National School of Engineers (Ecole Nationale d'Ingénieurs) , the Teachers College (Ecole Normale Supérieure) , the Faculty of Languages and Human Sciences (FLASH), the Faculty of Sciences and Techniques (FAST),the Faculty of Medecine, Pharmacy and Odonto-stomatology)
- sensitization on and introduction to approaches to and mechanisms for conflict prevention and management related to water (training of the water stakeholders in conflict prevention and management)
- sensitization of water stakeholders on the harmful effects of pollution
- sensitization and evaluation of the economic value of natural ecosystems (training on the economic valorization of ecosystems)
- sensitization on the economic and financial instruments of IWRM
- sensitization on Underground Water Management and IWRM
- sensitization and taking account of Gender in IWRM
- sensitization on IWRM and the environment in the Niger Basin

16.6. Annex n° 6: Insert on the Paris Declaration :

Insert: What does the Paris Declaration say?

In order to improve aid effectiveness, it would be desirable to improve primarily aid governance and expand the range of ad hoc instruments. The nub of the problem is primarily at the level of donors who does not sufficiently work towards a harmonization of their respective aids and do not sufficiently go along national development policies and systems. The primary objective of the Paris Declaration (PD) consists in improving aid governance at the level of donors.

Ownership: “Developing countries exercise a real control on their development policies and strategies and ensure a coordination of the action to support to development It is up to donors to support and favour the taking of ownership by developing countries by complying with policies with their policies and by assisting them in building their capacities to implement them (PD, para. 14 and 15).

Alignment: Donors ground all their support on national development strategies, institutions and institutions of partner countries instead of imposing multiple conditions stemming from other programmes of action (PD, Para. 16)

Harmonization: Donors are working towards harmonizing their actions, and to conferring on them a greater collective effectiveness and making them less difficult to manage, mainly for countries the administrative capacities of which are weak, such as fragile countries. They mainly establish, in partner countries, common mechanisms for planning, financing, and implementing the main components of national development strategies (PD, para.42)

Results-based management: Donors as well as partner countries manage resources and improve the decision process with a view to getting results. Donors should fully support their efforts made by developing countries for setting up performance evaluation frameworks allowing for measuring the

progress made in the implementation of the main components of national development strategies (PD, para. 43-46).

Mutual Responsibility: Donors as well as partners countries consider they are mutually responsible for results obtained in the field of development. (PD, para. 47-50)