

# Globethics Repository

The logo for Globethics, featuring the word "Globethics" in white, sans-serif font centered within a solid blue rectangular background.

## Training of SAOs and Their Deputies on Aid Management and Coordination

This page was generated automatically upon download from the Globethics Repository. More information on Globethics see <https://www.globethics.net>. Data and content policy of Globethics Repository see <https://repository.globethics.net/pages/policy>.

Item Type	Book chapter
Authors	Ike, Obiora F.
Publisher	Printed and bounded by BEW IT LTD
Rights	With permission of the license/copyright holder
Download date	2026-05-16 18:25:39
Link to Item	<a href="http://hdl.handle.net/20.500.12424/166332">http://hdl.handle.net/20.500.12424/166332</a>

## Chapter Ten

### Training of SAOs and Their Deputies on Aid Management and Coordination<sup>1</sup>

#### Concept Note

It is the finding of various scientific disciplines and a realization based on sound reason and experience that poverty in our times is a man – made condition and not God determined. If we seriously desire it, poverty can be eradicated, or at the least, reduced to a minimal level. There is no justification or joy to have a world of citizens and subjects who live in abject poverty, without dignity and rights and even without any hope of a brighter future, alongside a world where a few have almost everything.

Governments worldwide have over the years adopted and committed to a number of internationally agreed development goals including the Millennium Development Goals (MDGs) in the frontal fight against poverty. These commitments build upon and consolidate the outcomes of the world summit of 1905 that focused on the environment, human rights, population, social development and women.

Today the MDGs provide a common framework for the *normative* and *operational* activities of the UN in the field of *international development cooperation*. As is now clear to many, the world finds itself in a "myriad of crises" ranging from issues related to food security, climate change and energy sources to volatile commodity markets, pressing short falls, and a general lack of clarity on how best to address these various and inter-related challenges. The current economic downturn and financial turmoil add to the complexity of the response needed as they affect the capacity of the international community to achieve the MDGs and to provide for the types of programmes and policies needed to build a more sustainable future.

The European commission through its programme SRIP desires to assist Nigeria's effort at solutions. The concept therefore of *international development cooperation* becomes all the more important. Development

---

<sup>1</sup> Ike, O. F.; Lead paper presentation to the European Union Support to Reforming Institutions Programme (SRIP); 21st July 2009.

cooperation can take many forms such as financial and technical assistance, as well as emergency aid. It involves an increasing variety of institutional actors such as governments, international organizations, NGOs, private foundations, faith based organizations, communities, CBOs, and individual effort to self-reliance. Crucial in any effective partnership for development is the involvement of people and people's organizations directly. It is being gradually recognized that policies that lack the input of the beneficiaries will ultimately prove less effective than those that do.

Ownership, according to Hans Dembowski, Editor-in-Chief of D+C Development and Cooperation, *"has been the development buzzword for years. It sounds like a clear principle, but really describes a dilemma. Donor governments know that for a developing country to progress, local decision-makers must map out a reasonable course for its future. However, responsibility for doing so is not automatically taken up. Otherwise, terms like sovereignty, democracy and self-determination would have sufficed."*

The concept note will consider the political context, the micro-economic and structural context issues, the national development agenda, priority cross cutting issues, national development agenda and medium term prospects. Recognizing the mutual benefit to be gained through a cooperative partnership towards human and organizational development through training, consultancy and international understanding, this concept note is developed by the lead expert, identifying via social and economic analysis a step towards solutions for the outstanding challenges via 'see', 'judge', and 'act'.

**SEE:**

**What** are actual problems and challenges on ground around the subject of SAOs and aid management?

**JUDGE:**

**Why** should better paradigms and international best standard be applied in the solutions of the identified problems?

**Act:**

**How** can the identified problem and the justification for the solution be applied and implemented in practical terms for overall mutual benefits, development cooperation and sustainable aid management and donor coordination?

When donors are not led by over-arching economic interests or security concerns, they let Official Development Assistance (ODA) hinge on evidence of appropriate ownership. But as many poor countries depend on support, a paradox ensues: those whose responsibility is constantly emphasized cannot make independent decisions. If they want money to keep flowing in, they have to stay in the good books of donors – but not necessarily of their national legislative bodies.

This dilemma cannot be resolved easily. Psychologists' advice in such bewildering double blind situations is to address problems cautiously and consciously. An expression of doing so is the Paris Declaration on Aid Effectiveness, in which OECD (Organisation of Economic Co-operation and Development) members spelled out harmonization rules three years ago. They know they must act in coherent and coordinated manner to promote development in other countries.

That is also understood within the European Union. Its member states have, in principle, agreed on a common foreign and security policy. They are members of the OECD, and together they account for the lion's share of global ODA. For all these reasons, the EU has a special role to play as pioneer of harmonization. Whether a glass is half full or half empty is always a moot point. It would be cynical to deny the progress made so far, but it would be naive to be content with what has been achieved.

It is depressing that harmonization is basically making headway where aid recipients are relatively successful. 'Donor darlings' like Ghana or Tanzania, however do not worry the international community much. Dealing with places like Afghanistan or Congo is a very difficult matter, and a much more difficult one. And this is where lack of coordination is particularly harmful- if not outright deadly, and support for well understood ownership is most urgent. Where war is raging, or could break out at any time, long term development work is particularly difficult anyway. And the wrangling over who will send in how many troops tends to displace the genuine development debate."<sup>2</sup>

The National Economic Empowerment and Development Strategy in year 2004, and presented to the nation by President Obasanjo, states clearly that NEEDS "is the response to the development challenge of Nigeria... as it will

---

<sup>2</sup> Hans Dembowskl, 'Fundamental Values, in Development and Cooperation, Donor harmonization and the EU, No. 2, 2008, p.46.

lay a solid foundation for sustainable poverty reduction, employment generation, wealth creation and value reorientation... The Goal of NEEDS is to mobilize the resources of Nigeria to make a fundamental break with the failures of the past and bequeath a united and prosperous nation to the generation to come." <sup>3</sup>

NEEDS is therefore a home-grown reform program involving major stakeholders and has been translated to SEEDS and LEEDS and even applicable to FEEDS. Nigeria is the largest economy in West Africa and has all it takes in human and material resources to become a leading economy within Africa and the world on the long term; but it needs reform and a break with the failures of the past.

### **EU SRIP**

The European Union as a major player and development partner has developed the Support to Reforming Institutions Programme (SRIP) so that the ambitions of NEEDS and SEEDS, which is governments commitment to an economic reform agenda is realized with benefits to the Nigerian populace.

### **Focus**

SUP training of SAOs and their deputies on aid management and coordination is one of the financing agreement treaties between the European Commission and the Federal Republic of Nigeria.

The Programme plans to achieve two main results:

- (a) Transparent Budgeting
- (b) CSO participation in budget with exposure of corruption where applicable.

### **The Role of SAO's**

The minister for National Financing is under the EU/ Nigerian Agreement the NAO- National Authorizing Officer. The Minister has delegated some of his powers to SAOs- State Authorizing Officers appointed in each state of the six focal states: Cross River, Ogun, Jigawa, Anambra, Kano, Yobe.

The role of the SAO's essentially includes:

- (a) Overseeing the SUP and the EDF projects,

---

<sup>3</sup> Speech by President Obasanjo, 29<sup>th</sup> May, 2004, International Development Cooperation Today, Emerging Trends and Debates, p. 3. EU, NO. 2 2008, p. 46.

(b) Management and Coordination of Donor Assistance in the respective States.

### **Conditions for Effective SAO Performance**

To effectively manage the SKIP project and achieve proper coordination of other donor projects in the state, the SAOs need the following- Knowledge and Skills in Aid Management and Coordination. These include:

- how to maximize donor assistance to their states;
- how to harmonize the work programmes of different programmes/projects working in the state;
- how to achieve collaboration in the implementation of similar programmes across donors or programmes;
- how to prepare and track projects;
- how to highlight corruption with C80 participation;
- how to improve on reporting standard;
- how to share information;
- how to achieve sustainability on the long – term.

### **Lead Experts Field Assessment and Proposed Activities**

This concept note is founded on the cardinal economic and development theory and practice which states that: "failure to plan is planning to fail." Against the background of a "nearly failed state" saddled with the problems of Nigeria—mention is made in a cursory but summary form of the critical challenges facing Nigeria—inept leadership, corruption, lack of transparency, inefficient infrastructure, weak governance institutions, energy insufficiency, unemployed youths, growing poverty, failed educational and health institutions and structures, the current global financial systems and its challenges, banking sector inadequacies, brain drain, migration of experts, the dependency on oil and gas, mono-economy, the lack of diversification of economic resources including agriculture, the cult of mediocrity and political gangsterism, low human rights record, lack of security and the Niger Delta issues, climate change and environmental challenges, sporadic religious tensions in the northern parts of Nigeria, electoral malpractices and judicial manipulations, overall poverty and systematic injustice in the polity, lack of

rural development, infrastructure and urban migration with overcrowded cities.

Lead Expert identifies the TOR global objective which is "to increase SAOs effectiveness in donor management and coordination with three specific objectives thus:

- (a) To provide SAOs and their deputies with tools for effective Donor Management and Coordination;
- (b) Build the capacity of SAOs and their deputies on their role in the EDF;
- (c) Provide an atmosphere for Networking among SAOs.

### **Programme and Methodology**

- Participatory Method – See, Judge and Act Baseline Study,
- Literature Collection,
- Agenda (as submitted),
- Time Frame (10 days), 4 days pre-workshop preparation, 2 days workshop, 2 days on Aid Management, 1 days on the role of SAOs on EDF, 3 days for report writing,
- Develop Training Material on Aid Management and Coordination,
- Facilitate a participatory technical training workshop,
- Obtain monitoring and evaluation feedback from participants,
- Prepare and minister a pre and post workshop questionnaire to access knowledge gained by participants,
- Produce workshop report.

### **Some Questions for Consideration**

Following emerging trends and debates on the theme of international cooperation today as published by the United Nations NGLs – Non Governmental Liaison Office, in Geneva and New York, some questions for consideration are raised and they form part of this concept noted for deliberation by the participants.

- ❖ In aid discussions, how would greater inputs from developing countries, including emerging donors, expand the definitions of principles such as national ownership, mutual accountability and aid effectiveness in general?
- ❖ How can aid effectiveness be systematically linked to development effectiveness and the achievement of human development, gender equality and other internationally agreed development goals?
- ❖ What indicators could track progress, particularly on cross-cutting issues such as gender equality, human rights and environmental sustainability, which may be mainstreamed across aid and development strategies, but without targeted funding and requirements for verifiable results?
- ❖ How can ODA be more effectively integrated into macroeconomic policy choices, within an overall framework of human development and gender equality?
- ❖ What are the implications for ODA of threats from climate change and food insecurity?
- ❖ How can development cooperation better support national policy choices and the expansion of policy space?
- ❖ From a programme country perspective, what does policy space to manage and use ODA look like? Are there basic elements that should be shared internationally?
- ❖ What should really count as aid? Should tied aid, for example be discounted? Should there be an international standard for concessional lending?
- ❖ Should conditionalities be replaced by a greater reliance on mutual responsibility, accountability and transparency on the part of donor and programme countries? What would this entail?

- ❖ Should an international aid allocation framework be created to direct ODA to countries most in need? What would the elements be? How should aid eligibility be defined?
- ❖ How should donor countries be held more accountable for providing ODA of sufficient quality and quantity? How can this be compatible with coordination, which could blur lines of accountability for individual donor governments?
- ❖ What systems need to be put in place to monitor aid predictability and disbursement patterns? How can aid predictability and disbursement be connected to national development objectives? How can microeconomic impacts be mitigated?
- ❖ Can aid effectiveness agenda move forward without more transparency from donor governments, including the provision of basic data on the amount of money, how it is being spent, and what guides funding allocations?