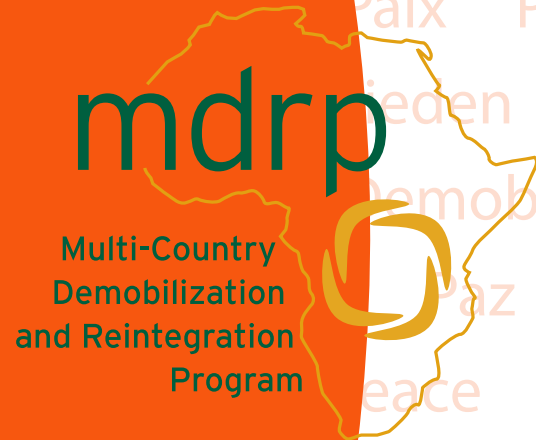


**Report of Proceedings**  
**Advisory and Trust Fund**  
**Committee Meetings**

**Multi-Country Demobilization**  
**and Reintegration Program**



**London, United Kingdom, November 21-23, 2005**

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**ADVISORY AND TRUST FUND COMMITTEE MEETINGS**  
**London, United Kingdom**  
**November 21-23, 2005**

**Chairman's Report of Proceedings**

**I. Introduction**

1. The Multi-Country Demobilization and Reintegration Program (MDRP) is an initiative that brings together over 40 donor, UN, multilateral and national government partners to address the challenges of demobilization and reintegration of members of national armies/armed groups in the greater Great Lakes Region.<sup>1</sup> This initiative is outlined in the document *Regional Demobilization and Reintegration Strategy for the Greater Great Lakes Region*,<sup>2</sup> endorsed by donors and the Board of the World Bank in April 2002. The MDRP Multi-Donor Trust Fund was established in May 2002 in support of this regional program.

2. This report summarizes the proceedings of the MDRP Advisory and Trust Fund Committee Meetings held in London, UK in November 21-23, 2005. The overall theme for the meeting was "Reflecting on the MDRP's Raison d'Etre: Consolidating country MDRP activities while reinforcing our regional focus". The meetings were co-hosted by the Government of the United Kingdom. The objectives of the meeting were: (i) to update donors and partners on the progress made to date under the program; (ii) to discuss thematic as well as country-specific issues with a view to further enhancing MDRP's relevance on the ground; and (iii) to discuss upcoming plans, next steps and recommendations made by partners in the course of the meetings. Annex 1 of the report contains the meeting agenda.

3. The Meeting was attended by representatives of seven governments from the greater Great Lakes region, 10 donor governments and seven UN and other multilateral organizations. The full list of participants is contained in Annex 2.

4. The Director for Africa at the United Kingdom Department for International Development (DFID), David Fish, opened the Advisory Committee meeting. The World Bank's Africa Region Sector Director for Rural, Environmental and Social Development, John McIntire, chaired the Advisory Committee meeting. During his opening remarks, he thanked Germany for its recent increased contribution to the MDRP trust fund. The Trust Fund Committee meeting was chaired by the World Bank's Central Africa Sector Manager for Rural, Environmental and Social Development, Joseph Baah-Dwomoh.

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<sup>1</sup> For the purposes of the MDRP, these countries are: Angola, Burundi, Central African Republic, Republic of Congo, Democratic Republic of Congo, Namibia, Rwanda, Uganda and Zimbabwe.

<sup>2</sup> World Bank Report No. 23869-AFR, dated March 25, 2002.

## II. Summary Discussions and Meeting Results

### *Advisory Committee Meeting*

#### *A. Country Updates*

5. Representatives of national institutions responsible for the implementation of demobilization and reintegration programs in countries where MDRP is actively engaged provided updates on the status of demobilization and reintegration efforts in their respective countries. Each presentation was followed by an open discussion during which progress and challenges were further clarified and analyzed. The following is a summary of presentations made as well as of issues raised in relation to each country program.

- **Angola:** The overview of the MDRP program in Angola highlighted the significant progress made in supporting the reintegration of those ex-UNITA combatants demobilized to date. As of the end of September, 2005, the Government estimated that more than 33,000 of the 97,138 ex-UNITA combatants demobilized were being provided reintegration assistance, and a further 10,000 reintegration opportunities were being established through NGO partners. The recently concluded project mid-term review confirmed this important progress but also underlined delays and a need to reinforce efforts in support of the disabled and other vulnerable groups. MDRP partners welcomed the presentation and strongly recommended that the Angola program share its successful experiences on reintegration with other national programs. Partners also encouraged the Government and the MDRP Secretariat to quickly implement noted recommendations regarding support to vulnerable groups.
- **Burundi:** In Burundi, implementation of demobilization activities has continued at a regular pace. As of October 23, 2005, some 17,460 ex-combatants including 3,007 child soldiers had been demobilized. The successful demobilization process has contributed to an environment conducive for the recent landmark elections. Phase I of the program is expected to be formally closed soon, and Stage II of the Program, which focuses on the reduction in numbers of the *Forces de la Defense Nationale*, and the demobilization of FNL ex-combatants in the event of a political agreement with this movement, is expected to begin in the next three months. The disarmament and payment of the *Gardiens de la Paix* and *Militants Combattants* militia continues to pose a significant challenge to the Program. The process is expected to be restarted shortly on the basis of lists validated by the Ministry of Defense and Former Combatants. The implementation of economic reintegration assistance has recently been initiated following significant delays. The rapid scaling up of social and economic reintegration assistance will be important to ensure the success of the Program. Furthermore, clarification of the modalities and coordination mechanisms for the provision of complementary social and economic reintegration assistance through MDRP partners will be important. Finally, the World Bank suggested that the question of the allocation of potential project savings be addressed during the mid-term review of the PNDRR planned for the third quarter of 2006.

- **Central African Republic:** In the CAR, progress in the Special Project implemented by the UNDP has been slow, partly due to external factors as well as weak administrative and financial management arrangements. The project targets ex combatants who are already in their communities, and does not respond to armed civilians in the same communities. To complement the Special Project, the UNDP and the Government have started a reflection on a Small Arms Reduction strategy (which would not be funded by the MDRP). The partners expressed optimism that with elections completed and security improved, implementation of the project can accelerate. Partners also applauded the recent initiatives on Small Arms reduction, and indicated that the question of targeting for reintegration merits further discussion by the MDRP partners (i.e. not the MDRP itself). Lastly, as a general recommendation, one participant proposed that the MDRP Secretariat compile lessons in implementing DDR programs through different national institutional structures.
- **Democratic Republic of Congo:** For the Democratic Republic of Congo, CONADER presented the complexity of the program and its inter-linkages with the army reform process. Currently over 103,000 troops have gone through a census currently being carried out by a South African team. Delays in the census of the military, movement of troops toward re-groupment and disarmament, and technical problems related to ID equipment and the start of reinsertion activities were highlighted as key difficulties impacting project implementation. And while demobilization preparedness has improved, clear information on the operationalization of the decentralization process is required.

Since the start of the 2<sup>nd</sup> wave of the two demobilization processes, increased numbers are choosing demobilization over the army. The government has raised concerns over this matter given that this would have implications on the number of integrated brigades that had been planned. Other key concerns include the limited movement of troops within the agreed timeframe, the low numbers of weapons being registered, with the absence of heavy weapons surrendered to date. Although this issue was raised during the recent MDRP mission and subsequently by CIAT and the Security Council, MDRP donors have not received an official response from Government. Political will and commitment to the process thus remains a central concern.

The issue of dependents within the DRC requires urgent clarification as well as a coordinated response. Dependents of those who are officially demobilized receive assistance as defined in the PNDDR, while dependents of those who choose military integration are not eligible for any assistance under the project and are not being catered for by the military integration process (i.e. transport, shelter etc), thus creating a humanitarian situation of displacement and abandonment. It was agreed that since MDRP cannot provide support for dependents of the military, the MDRP team in DRC would explore the possibility of: (i) working with our partners/other World Bank projects to ensure assistance to evacuated dependents; and (ii) taking preventive measures to ensure that dependents stay home rather than accompany the soldiers to the Centre de brassage.

- **Republic of Congo:** Final preparations of the Emergency Reintegration Program have advanced considerably, however, the Congolese delegation requested that the Grant Agreement be signed and made effective without further delay. Issues to be further refined as the program is launched include monitoring and evaluation, reintegration modalities, and information management. The World Bank affirmed that preparations have accelerated, while recognizing delays since the project was endorsed by partners in February 2005. With regards to disarmament, the Congolese delegation confirmed the Government's willingness to complement a €2 million EU financing of a UNDP operation, in order to ensure national coverage. The delegation also reiterated its earlier proposal to organize a regional consultation meeting on the issue of Combatants of Foreign Soil in order to establish common parameters for their return and reintegration.
- **Rwanda:** In Rwanda, the implementation of the national program is proceeding satisfactorily. To date, some 18,805 ex-combatants of the Rwanda Defense Force (RDF) have been demobilized and 12,290 ex-combatants of the former *Forces Armées Rwandaise* (FAR) have received reinsertion assistance. However, the disarmament and repatriation of combatants of armed groups remain a question of concern, with only 5,450 (22% of estimated target group) having returned to date. The RDRC encouraged the international community to strengthen its assistance on this issue. With respect to reintegration, 25,985 ex-combatants have benefited from Vulnerability Support Window (VSW) grants. Lastly, the Program closing date was extended to December 2007, with a view to (i) maintaining a capacity and encouraging further repatriation, demobilization and reintegration of combatants of armed groups, (ii) providing additional vocational training and access to education, and (iii) providing additional medical rehabilitation support for disabled ex-combatants. MONUC commented that it was doing as much as possible to support the disarmament and repatriation of foreign armed groups from the DRC, noting that the primary responsibility for these activities lies with the governments concerned. Participants noted that the RDRC and the MDRP Secretariat should intensify efforts to share studies currently being carried out and lessons on project activities. One participant emphasized that assistance to associations should focus on "mixed associations" rather than exclusively ex-combatant associations, in order to enhance prospects for meaningful social reintegration.
- **Uganda:** Uganda's Special Project funded with an MDTF grant of US\$ 4.2 million and implemented by the Amnesty Commission became effective in January 2005 and was officially launched in May. A total of about 15,000 'reporters', including a backlog of about 11,000, will receive reinsertion assistance through the project. As of November 14, some 4,222 had received their packages with the remainder expected to receive packages by the end of the calendar year. Because the special project was designed as a precursor to a larger national program – then foreseen for the near future – reintegration assistance through the current project is limited. Therefore, the Government is preparing a request for additional resources for a proposed deepening of the reintegration support. Other issues raised included: (i) the institutional capacity of the Commission, which has been asked to present a

staffing overview and capacity assessment; (ii) the ICC indictment, which has created some uncertainty about the status of the Amnesty Act (the Commission has requested that the GoU formally clarify the status of the Amnesty); (iii) the recent opening of an Amnesty Commission office in Beni (DRC) to try to convince ADF rebels to apply for Amnesty and return to Uganda; and (iv) the Commission's estimate that about 5000 rebels could still report in the future.

Ugandan representatives briefly laid out a proposal for a national demobilization and reintegration program. Uganda is in principle eligible for MDRP support for such a program, but it would need to be part of a comprehensive and sustainable reform of the defense sector. To date, there has been no indication of a downsizing of the UPDF. This issue thus requires further discussion with MDRP partners, as well as within the Defence Sector Working Group in Kampala.

6. By special request, MONUC provided an update of its activities in the region and addressed the following topics: information and sensitization, political pressure, robust military measures, reasons for slowdown of voluntary disarmament and repatriation activities since March 2004, constraints and the way forward.

*B. MDRP in the wider context of peace and security*

7. The World Bank Lead Specialist on Conflict in the Africa Region, Bernard Harborne chaired the roundtable on *MDRP in the wider context of peace and security in the Great Lakes*. The first panelist, James Putzel, director of the Crisis States Research Centre at LSE, elaborated on the relationship between security and democracy, growth, trade, technology, politics, diplomacy, legal norms and institution building. The second panelist, Ambassador Keita, the representative of the ICGLR Secretariat, presented this group's efforts in the region and addressed the Dar-es-Salam Declaration, which member countries signed last year, the Protocol of IDPs, and the Protocol of Governance. The third panel guest, Nick Bates from DFID, articulated the need for the MDRP to work on a technical level while being careful not to exclude the political context of the DDR process. Finally, the UNDP briefly presented the small arms proliferation declaration, noting that only Angola and the Republic of Congo had not signed the declaration.

8. A discussion followed, with MDRP partners being encouraged to expand their views on a range of issues including peace and security efforts. The session concluded with the MDRP partnership reiterating the need to consider innovative yet feasible ways to better focus on regional integration issues from a combined technical and political perspective.

*C. Review of MDRP Activities*

9. The MDRP Secretariat Program Manager, Maria Correia, and her colleagues Kees Kingma, Ingo Wiederhofer, Sean Bradley, Marcelo Fabre and Bruno Donat briefed the meeting on the progress of the MDRP since the February meetings in Paris as well as the way forward. During the first part of the presentation, Maria presented the collective progress of national DDR programs and the DDR process at a regional level, as well as areas

for improvement. She noted that while the MDRP as a whole had progressed significantly since February, these advances needed to be consolidated and national programs – even the more mature ones – must now turn to the quality of implementation (i.e. on reintegration, M&E, the assistance to disabled and other special groups, and cross cutting issues such as gender).

10. Turning to regional MDRP activities, Kees Kingma reported on the recent TCG Workshop on gender held in Kigali on October 31-November 2, 2005, and presented the MDRP's plan for analytical work in 2006. The latter will focus on reintegration, registration and ID card systems, support to disabled ex-combatants, among others. Ingo Wiederhofer then presented the Secretariat's progress on the issue of Combatants on Foreign Soil (COFS). He noted the importance of coordinating efforts closely with affected governments, the Tripartite Plus Commission, MONUC and other partners, and facilitating communication and cross-border information sharing. Given the importance of COFS issues for the MDRP as a whole, next year's work program will focus on finalizing the COFS strategy, information gathering, as well as enhancing information/sensitization among governments and partners. Bilateral partners are requested to continue to actively pursue this issue at the critical political and security levels.

11. Sean Bradley then provided an overview on the status of the MDRP Trust Fund, noting that while the cash balance remains healthy, disbursements have accelerated dramatically in recent months and projections indicate that cash-flow will turn negative in late 2006. He noted and thanked the Government of Germany for its recent additional contribution to the Trust Fund but indicated that further fund raising would be required to cover the overall projected financing gap that currently stands at USD 87 million. As of October 2005, total Trust Fund grant commitments stand at approximately USD 307 million (plus an additional USD 191 million from IDA) while current donor commitments to the Trust Fund stand at approximately USD 220 million. See paragraph 18 below and Annexes 4-5 for further details on the status of the MDRP Trust Fund.

12. On program management, Maria presented staffing and organizational changes to strengthen the capacity of the Secretariat and enhance the profile of the MDRP. Marcelo Fabre followed with a presentation on the work of the recently established Quality Enhancement team within the MDRP Secretariat, which is responsible for monitoring and evaluation of program activities, reporting and providing technical assistance to MDRP operations. He further highlighted the Secretariat's evaluation efforts on national programs and special projects and the work in progress on a program-wide performance management framework. Bruno Donat then went on to make a presentation of the MDRP's new communication strategy, which included showing new communications materials recently produced and available for the partnership and the concept for the new MDRP website.

13. Finally, Maria presented the MDRP Secretariat's strategic directions for 2006, which include: (i) continuing the focus on program implementation, particularly in the DRC; (ii) expanding the MDRP's analytical and learning program (e.g. reintegration, disabilities); (iii) strengthening the MDRP's quality enhancement (M&E, reporting, reintegration, support to special groups); (iv) phasing out and integrating Special Projects into national programs, as well as intensifying their supervision, M&E, reporting and financial monitoring; and

enhanced the MDRP's regional focus and relevance (e.g. on COFS, on DDR/SSR linkages, and on political analysis at the national and regional levels).

14. Participants commended the coherence, clarity and comprehensiveness of the presentation and proposed plan for 2006, welcoming in particular the Secretariat's new communications outlook and products, and its focus on quality enhancement and results-based management. The Committee also welcomed the analytical work projected for 2006.

#### *D. Conclusions*

15. *Closing remarks.* In the closing remarks, the World Bank Chair summarized briefly the DDR developments in the MDRP countries and outlined a balance overview of the economic situation and progress in these countries.

16. Participants welcomed the presentation and expressed their satisfaction about the efforts made by the MDRP Secretariat to reinforce its team and improve its readiness to provide assistance to its partners as well as to manage the program.

17. The meeting ended with the chairperson thanking the representatives of the MDRP countries for their presentations and their participation. Thanks were also expressed to the MDRP partners for their lively participation and contribution to the MDRP Advisory Committee and in particular to the colleagues from DFID and the Foreign Office for hosting this event.

#### *Trust Fund Committee Meeting*

18. The MDRP Trust Fund Coordinator, Sean Bradley, presented the status and financial projections of the trust fund, anticipated financing short-fall and funding options, and administrative agreement legal matters (see Annexes 4-5).

- *Financial Situation.* The trust fund cash balance as of October 31, 2005 – reflecting actual receipts and disbursements to national programs, special projects, regional activities and program management – was at USD 67 million. However, because disbursements increased significantly in 2005 (in particular since September), the trust fund temporarily encountered cash flow problems. This resulted in disbursements being delayed and contracts being shifted to the IDA portions of national programs. In terms of future projections, the cash-flow of the Trust Fund is expected to turn negative in late 2006 (assuming the DRC program maintains its pace of disbursement and progress in Burundi continues). Moreover, the overall grant commitments and projections for regional activities and program management (USD 307 million) exceed current donor commitments (USD 220 million) by USD 87 million. In response to the presentation, several Trust Fund Committee members reiterated their support for the program and indicated their willingness to consider further funding. TFC members also recommended that the MDRP Secretariat expand the donor base for the program and seek further IDA resources. The chair indicated that additional IDA allocations could be explored but cautioned that

financing was not guaranteed. He also noted that IDA could not be expected to respond quickly enough to resolve cash-flow difficulties projected for the latter part of 2006.

- *Projected Surpluses from National Programs.* The Trust Fund Committee collected views on whether projected surplus funds from national programs should be reallocated to the MDRP general account, which would serve to partially address the projected gap in trust fund commitments. While donors expressed differing views on reallocating funds from different countries, the general consensus was that a decision in this regard is premature due to the unknown financing variables for the likely national programs (e.g. in Angola, Burundi and DRC). However, the MDRP Secretariat did clarify that the World Bank's standard approach for such savings is to cancel the balance of project savings.
- *Special Projects.* In relation to the projected negative fund balance of the Trust Fund, one committee member expressed concern over the decision earlier this year to increase funding to the DRC Special Projects without applying the agreed procedures of seeking TFC members' explicit endorsement.
- *Proposed Extension of the MDRP Grant Agreement.* The Secretariat tabled a decision brief to extend the termination date of the MDRP administration agreement from June 2007 to June 2009. Based on current progress and projections, the MDRP Secretariat and the World Bank do not expect any of the national programs to close by February 2007, which is the latest date for activities financed under the MDRP Trust Fund. Furthermore, the Bank had already extended the closing dates of IDA agreements that finance two national programs; and the Republic of Congo's program, which has a three year time frame, will only be signed now. Most MDTF donors were in favor of the extension. However, others expressed concern that the extension would provide the wrong message to country counterparts and act as a disincentive to rapid project implementation. The MDRP Secretariat agreed to revise and resend a more detailed decision brief to TFC members forthwith to allow for a quick decision on the extension.

19. Additional policy matters were discussed with the Trust Fund Committee members on the final day of the meeting.

- *Reporting to Donors on Joint Missions.* Concern was expressed that joint implementation supervision missions (JISMs) (which include the participation of local donors) are not as effective as past JSMs in terms of transmitting information to donors in the capitals. Meeting participants decided that the format of the missions would be reviewed and flexibility would be exercised depending on the specific needs in a given year. For example, in February 2006 it will be necessary to hold a joint implementation supervision mission in the DRC that involves representatives from the capitals as well as local donors (similar to the December 2005 mission); the wrap-up would then be held on or around February 23-24, 2006. The Secretariat will consult electronically with partners on the date of the next Advisory Committee meeting.

- *Special Projects.* The decision was taken that most special projects (with the exception of CAR and Uganda) will be phased out and absorbed into national programs in 2006. However, the special projects window will be maintained for special cases not covered by national programs.
- *Pledging Meeting.* While no firm date was fixed, most partners indicated a willingness to consider either an early meeting in July or, if funding flows allowed, link such an event with a Partners' meeting in the latter part of the year (November 2006). TFC committee members also reiterated the need to broaden the donor base and encouraging contacts with Finland, Japan, Ireland, Luxembourg, Switzerland, and the USA, among others.
- *DRC Dependents of the Military.* The committee agreed that the MDRP cannot fund transport for the dependents of military and that the MDRP should, through the partnership, stress the importance of dependents not accompanying combatants to re-groupment areas, which could lead to a humanitarian emergency. This policy decision will be communicated to the WFP and other stakeholders in the DRC. The MDRP Secretariat in the DRC will also meet with the wider humanitarian community to encourage interventions to this vulnerable group.
- *Secretariat/Donor Communications:* Donors agreed to share information on relevant bilateral activities that fall under the MDRP framework. This information, in turn, will be included in the MDRP Monthly Status Report.
- *Uganda National Program.* A proposal for a national demobilization and reintegration program may be under preparation and submitted soon. However, it should be noted that an MDRP budget has yet to be allocated for such a program. Discussions on the eligibility criteria will follow through electronic means, once support is officially requested.

**Annexes:**

1. Agendas for the meetings of the MDRP Advisory and Trust Fund Committees
2. List of participants
3. MDRP on Program Status and Progress
4. MDRP Trust Fund Projections and Cash Flow
5. MDRP Trust Fund Committee Presentation

**Annex 1:** Agendas for the meetings of the MDRP Advisory  
and Trust Fund Committees

**The World Bank**

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**ADVISORY COMMITTEE MEETING**

ExCeL London, 1 Western Gateway,  
Royal Victoria Dock,  
LONDON, E16 1XL



November 21<sup>st</sup> – 22<sup>nd</sup>, 2005

**AGENDA**

**Monday, November 21<sup>st</sup>, 2005**

*Chairperson: John McIntire, Sector Director, ESSD, Africa Region, World Bank*

<b>Introduction</b>		<b>Resource Persons</b>
9:00 – 9:30	Registration	Tony Zachariades, DFID Léoncie Niyonahabonye, MDRP/WB Evelyn Chihuguyu, MDRP/WB
9:30 - 9:55	Welcome and Opening Remarks	David Fish, DFID John McIntire, World Bank
9:55 – 10:00	Conference Center safety issues announcements	Bruno Donat, MDRP/WB Bruno Donat, MDRP/WB
<b>Country reviews</b>		
10:00 – 11:15	Burundi, Angola: Updates on the past 6 months – achievements, constraints, next steps, Q&A	Silas Ntigurirwa – Burundi Antonio Andrade – Angola Ingo Wiederhofer, MDRP/WB Sean Bradley, MDRP/WB
11:15 – 11:30	COFFEE BREAK	
<b>Country reviews</b>		
11:30 - 13:15	CAR, DRC: Updates on the past 6 months – achievements, constraints, next steps, Q&A	Côme Zoumara – CAR Daniel Kawata – DRC Sigrun Aasland, MDRP/WB Roisin de Burca, MDRP/WB
13:15 – 14:30	LUNCH	
<b>Country reviews</b>		
14:30 – 16:30	Congo-B, Uganda, Rwanda: Updates on the past 6 months – achievements, constraints, next steps, Q&A	Michel Ngakala – Congo Emilio Mondo –Uganda Jean Sayinzoga - Rwanda Sigrun Aasland, MDRP/WB Kees Kingma, MDRP/WB Ingo Wiederhofer, MDRP/WB
16:30 – 16:45	COFFEE BREAK	
<b>Wrap-up</b>		
16:45 – 17:30	Conclusions and wrap-up session	John McIntire, World Bank Maria Correia, MDRP/WB
18:30	RECEPTION	

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**ADVISORY COMMITTEE MEETING**

ExCeL London, 1 Western Gateway,  
Royal Victoria Dock,  
LONDON, E16 1XL



November 21<sup>st</sup> – 22<sup>nd</sup>, 2005

**AGENDA**

Tuesday, November 22<sup>nd</sup>, 2005

**MDRP in the wider context of peace and security in the Great Lakes Region: A round table discussion**

**Resource Persons**

9:00 – 11:00	<p><b>Overview:</b> The purpose of this roundtable is to identify the different dynamics and actors affecting peace and security efforts, better understand how MDRP fits into this larger context, and discuss implications for MDRP's demobilization and reintegration work.</p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Setting the scene</li> <li>• Regional perspectives from:                         <ul style="list-style-type: none"> <li>○ African Union</li> <li>○ South Africa</li> <li>○ ICGLR</li> </ul> </li> <li>• Donor community perspective</li> <li>• Discussion</li> </ul>	<p>Chair: Bernard Harborne, WB/MDRP</p> <p>Dr. James Putzel, LSE Bereng Mtinkulu, AU JNK Mamabolo, South Africa Mr. Keita, ICGLR Nick Bates, DFID</p>
11:00 – 11:15	COFFEE BREAK	

**MDRP: Progress and Way Forward**

11:15 – 13:30	<ul style="list-style-type: none"> <li>• MDRP: Program Status and Progress                         <ul style="list-style-type: none"> <li>○ Country level progress</li> <li>○ Regional activities</li> <li>○ Disbursements and financial status</li> <li>○ Program management</li> </ul> </li> <li>• Strategic Directions and Actions for 2006</li> <li>• Discussion</li> </ul>	<p>MDRP Secretariat: Maria Correia Kees Kingma Ingo Wiederhofer Sean Bradley Marcelo Fabre Bruno Donat</p>
13:30 – 14:30	LUNCH	

**Wrap-up & Conclusions**

14:30 - 15:30	Wrap-up	<p>John McIntire, World Bank J. Baah-Dwomoh, World Bank Maria Correia, MDRP/WB</p>
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**The World Bank**

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**TRUST FUND COMMITTEE MEETING**

**ExCeL London, 1 Western Gateway,  
Royal Victoria Dock,  
LONDON, E16 1XL**



**November 22 – 23, 2005**

**AGENDA**

*Chairperson: Joseph Baah-Dwomoh, Sector Manager, Sustainable Development, World Bank*

**Tuesday, 22<sup>nd</sup> November**

16:00 – 18:00	<p><b><i>MDRP Update: Financial and Legal</i></b></p> <p><b>Issues to be tabled:</b></p> <ul style="list-style-type: none"> <li>• Financial Review and Cash Flow Analysis</li> <li>• Surplus funds from projects</li> <li>• Extension of MDTF</li> <li>• Amendments to legal agreements</li> <li>• AOB on financial, legal</li> </ul>	<p><b><u>Resource Person:</u></b> Sean</p>
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**Wednesday, 23<sup>rd</sup> November**

9:00 -10:30	<p><b><u>Internal workings of MDRP</u></b></p> <ul style="list-style-type: none"> <li>- Partnership: Proposed meeting format</li> <li>- Secretariat / Donor communications</li> <li>- Special Projects</li> <li>- Date next meeting</li> <li>- AOB</li> <li>-</li> </ul>	<p><b><u>Resource Persons:</u></b></p> <ul style="list-style-type: none"> <li>• Maria</li> <li>• Roisin / Abde</li> <li>• Ingo/Harald/Gromo</li> <li>• Dinga</li> </ul>
10:30-10:45	Coffee Break	
10:45-12:00	<p><b><u>Key Strategic Issues</u></b></p> <ul style="list-style-type: none"> <li>- DRC</li> <li>- COFS</li> <li>- Uganda National Program</li> <li>- Political links: ICGLR, CR, etc.</li> <li>- MDRP and beyond</li> <li>- AOB</li> </ul>	<p><b><u>Resource Persons:</u></b></p> <ul style="list-style-type: none"> <li>• Roisin / Abdi</li> <li>• Ingo / Gromo / Harald</li> <li>• Kees</li> <li>• Bernard</li> <li>• Maria</li> <li>• Patrick</li> </ul>
12:00	END of TFC meeting, and lunch	

**Annex 2:** List of Participants



**ADVISORY COMMITTEE MEETING**

**ExCeL London Centre in Docklands**

**1 Western Gateway, Royal Victoria Dock, London E16 1XL**

London – November 21-22, 2005

**LIST OF PARTICIPANTS**  
(As of November 21, 2005)

**GOVERNMENT PARTICIPANTS**

**Angola**

General Antonio Francisco de Andrade  
Director General  
Institute for Socio-professional Reintegration of Ex-combatants

**Burundi**

Mr. Silas Ntigurirwa  
Executive Secretary  
Executive Secretariat of the National Commission for Demobilization,  
Reinsertion and Reintegration

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**Panelists for November 22"\* session on "MDRP in the wider context of peace and security in the Great Lakes Region: A round table discussion"**

**Chair**

Mr. Bernard Harborne  
Lead Specialist, Conflict and Development  
Post-conflict team - Africa Region  
World Bank

**United Kingdom**

Mr. Nick Bates  
Political Analyst  
Great Lakes and Horn Department  
DFID


**ICGLR**

Ambassador Amadou Keita  
Representative of the ICGLR Secretariat

**London School of Economics and Political Science**


Dr. James Putzel  
Director  
Crisis States Research Centre  
Development Studies Institute

**Annex 3:** MDRP Presentation on Program Status and Progress



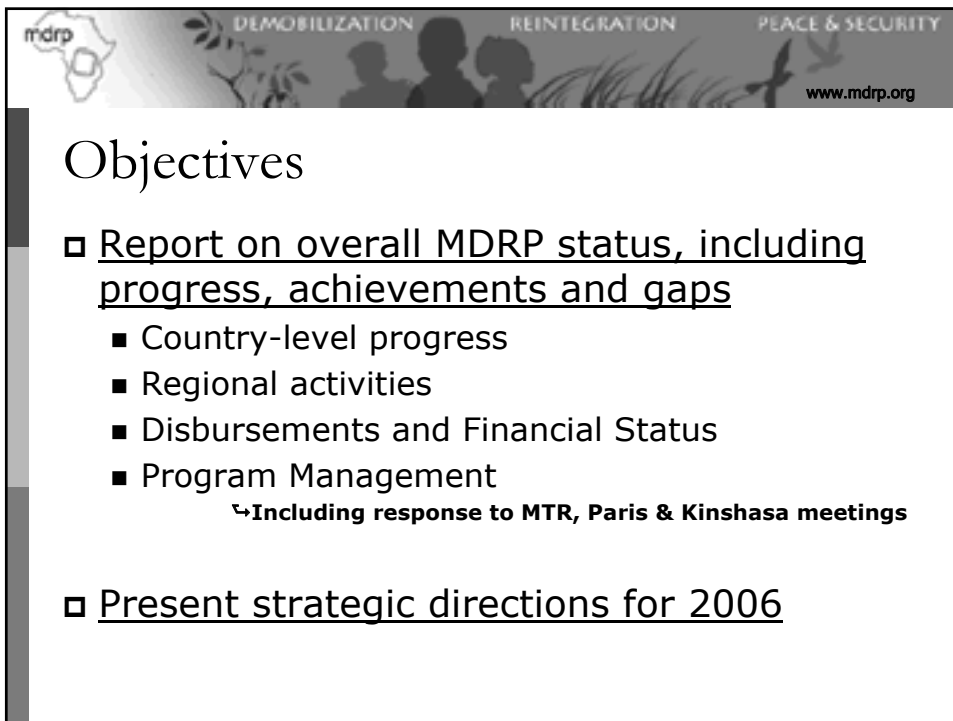
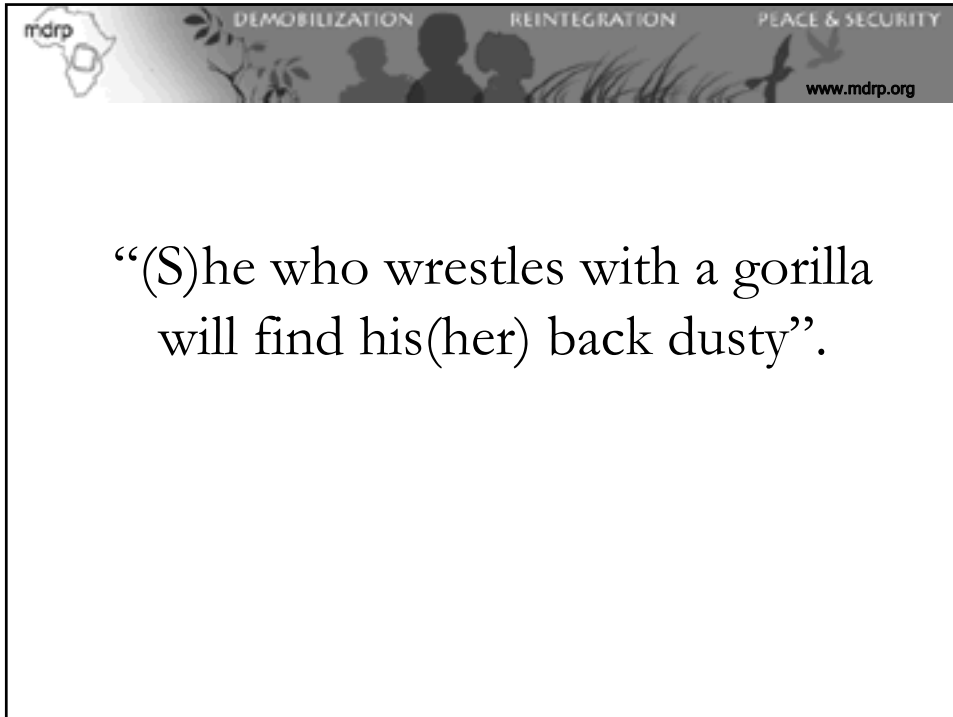
**MDRP:**  
**Program Status and Progress**

Advisory Committee Meeting  
London  
▲  
November 21-22, 2005



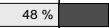




















“He who wrestles with a gorilla  
will find his back dusty”.

- Jude Ezedike




## Relative progress: Outputs by Country

	Demobilization			Reinsertion			Reintegration		
Angola		70 %			48 %			30 %	
	97,116	97,116	138,000	61,269	61,269	128,000	25,000	41,797	138,000
Burundi		34 %			28 %			2 %	
	5,887	18,766	55,000	0	15,426	55,000	0	1,297	55,000
C.A.R.		25 %			12 %			14 %	
	0	1,880	7,500	0	881	7,500	0	1,036	7,500
D.R.C		20 %			13 %			4 %	
	6,424	29,299	150,000	0	20,031	150,000	0	5,590	150,000
R.o.C		0 %			0 %			0 %	
	0	0	11,000	0	0	11,000	0	0	30,000
Rwanda		52 %			236 %			39 %	
	23,000	23,180	45,000	28,852	35,470	15,000	19,282	22,366	57,000
Uganda		73 %			20 %			%	
	10,000	11,200	15,310	0	3,080	15,310	0	0	0

### indicates progress up to March 2005

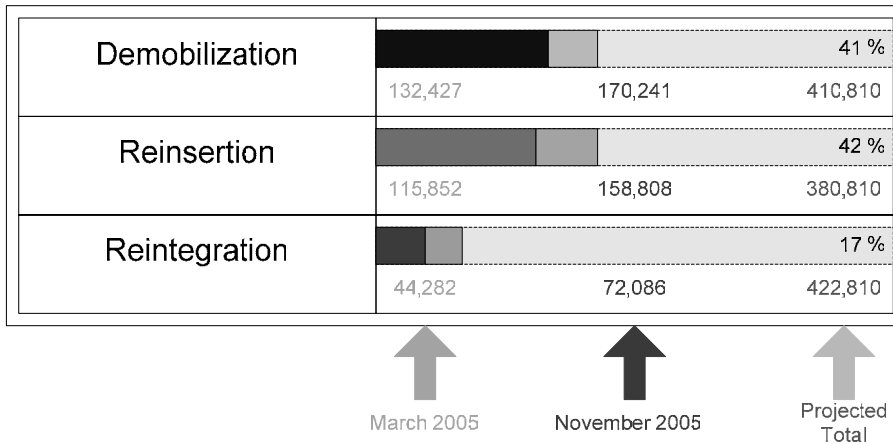
### indicates progress up to November 2005

### indicates projected total population

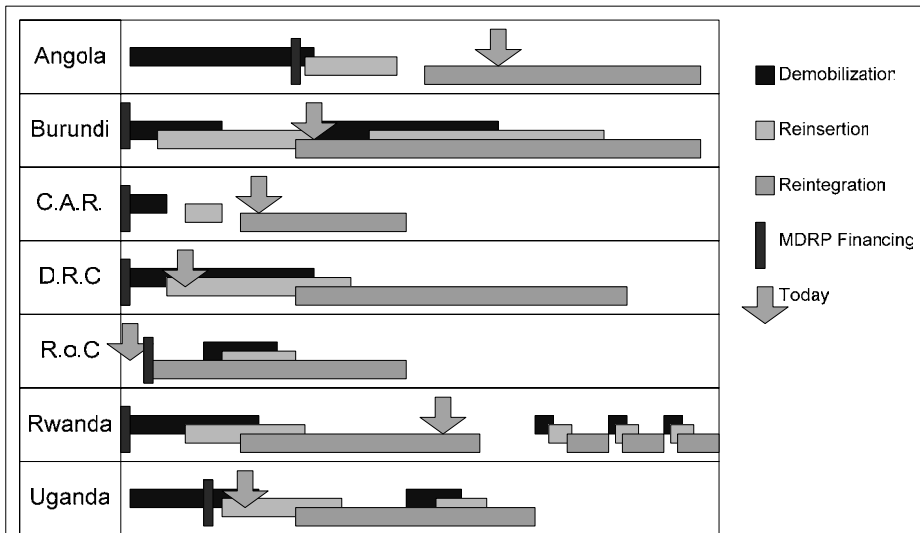

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# Country-level Status/Progress

### Progress: The Regional Picture



### Where are we overall? The MDRP roadmap



Now that most national programs are operational, focus must turn to quality of implementation

- Timely planning of reintegration tends to be overshadowed by demobilization priorities
- M&E and reporting remain weak
- Special target groups don't get the same attention as mainstreamed groups:
  - Gender
  - Disabilities

Most special projects will be phased out over 2006 - select activities would likely continue but under the framework of the national programs

<b>1</b>	<b>2</b>	<b>3</b>
Precursor or replacement for national program or program component	Supplement or support to national program	Flexible response to an emergency
Uganda CAR Angola	Child Soldiers for Burundi + DRC DRC RRM	DRC ComRec
□ Continue and complete ongoing projects	□ Phase out and absorb into national programs	□ Close existing projects; maintain window for special cases not covered by national programs


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Over 2005, performance was enhanced in the DRC and Burundi by addressing SSR/DDR Linkages

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- **Burundi: MDRP/ONUB cooperation**
  - Rank harmonization
  - COFS
  - Security sector and associated budget expenditures
  - Integrated reporting
- **DRC**
  - Complementary support to transport (WFP)
  - Institutional Mechanisms
    - Support to CCOC
    - Contact Group Meetings
  - Explicit attention during last mission
  - CIAT Statement October



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## Status of Regional Activities

## TCG + Analytical and Learning Activities in 2005

### **TCG Workshop on MDRP and Gender: Oct. 31 – Nov. 2**

- In collaboration with UNIFEM

#### □ **Highlights:**

- Access for women to MDRP-supported programs
- Broad concept of gender -- challenging stereotypes
- Special emphasis on reintegration processes -- receiving communities
- Targeting ex-combatants, plus coordination and synergies

#### □ **Follow-up:**

- Report
- Direct lessons / action in national programs
- Strengthening MDRP capacity
- Support to national programs (TA, sensitization, guidelines)
- Applied research


## MDRP Secretariat and TCG: Analysis and Learning Agenda defined

<b>Topic</b>	<b>Outputs</b>
<b>Gender aspects of D&amp;R</b>	<b>Report on Kigali TCG workshop Operational guidelines</b>
<b>Reinsertion payments: impact and effectiveness</b>	<b>Multi-country study</b>
<b>Reintegration support: approaches and modalities</b>	<b>TCG study tour to Angola Overview paper of literature and practices Operational guidelines</b>
<b>Support to disabled ex-combatants</b>	<b>Desk review Policy guidelines Country studies plus TA Operational guidelines</b>
<b>Registration and ID card systems</b>	<b>Operational guidelines</b>
<b>Demobilization and reintegration of child-soldiers</b>	
<b>HIV/AIDS and demobilization</b>	<b>Operational guidelines</b>

## Combatants on Foreign Soil (COFS)

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- ❑ Increased operational facilitation, for example in establishing GoA/GoR linkages and supporting of GoDRC, GoR and MONUC in repatriation of Rwandese armed groups from DRC
- ❑ Enhanced cross-border information-sharing, including for dependents
- ❑ Intensification of regional information and sensitization activities
- ❑ Additional profile research on/with target groups
- ❑ COFS strategy initiated



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## Disbursements and Financial Status

### MDRP TF Cash Balance (as of 10/05)

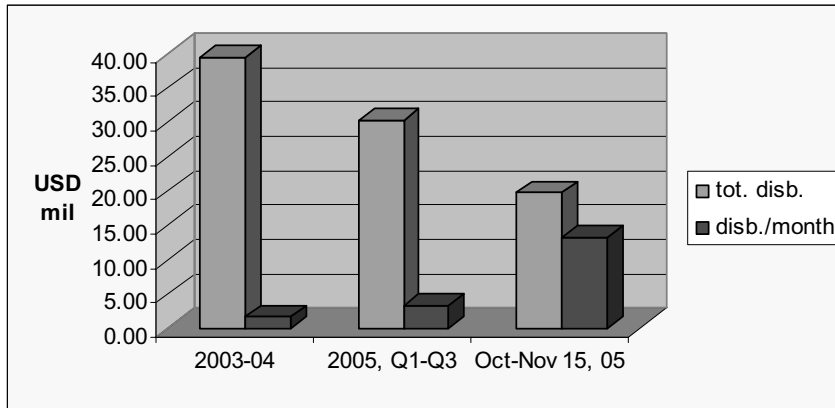
Income & Disbursements	USD (millions)	
	as of 10/05	as of 12/04
<i>Total Trust Fund Receipts:</i>	143.79	105.30
- Donor Contributions	140.31	102.97
- Investment Income	3.48	2.33
<i>Total Disbursements:</i>	77.06	39.41
- National Programs	32.81	14.60
- Special Projects	34.02	18.71
- Regional Activities	0.91	0.73
- Prog. Mgmt (w/admin fee)	9.33	5.37
<b>Balance (\$ mil)</b>	<b>66.73</b>	<b>65.89</b>

### MDRP Fund Balance (10/05)

	\$ (millions)
Total Donor Commitments	215.62
Est. Investment income	3.94
less total Grant Commitments*	-286.23
less est. Bank costs and activities	-20.51
<b>Fund Balance</b>	<b>-87.19</b>

\* Includes ROC grant of \$17 mil


## Disbursements & Rates: 2003-present



## TF and IDA Disbursements

Total National Program Disbursements by Funding Source (USD) *						
National Programs	MDRP Trust Fund			IDA Grants/Credit		
	Commits.	Disburse.	% disb.	Commits.	Disburse.	% disb.
Angola	48,400,000	8,863,821	18.31%	34,080,240	7,384,122	21.67%
Burundi	41,800,000	4,675,698	11.19%	31,524,222	11,061,714	35.09%
DRC	100,000,000	12,766,144	12.77%	96,702,681	24,634,483	25.47%
Rwanda	14,400,000	6,503,406	45.16%	28,400,200	18,516,579	65.20%
<b>TOTAL</b>	<b>204,600,000</b>	<b>32,809,069</b>	<b>16.04%</b>	<b>190,707,343</b>	<b>61,596,898</b>	<b>32.30%</b>

\* As of November 8, 2005



# Program Management

- Staffing and Structure
- Quality Enhancement
- Communications/Ext Relations

## Developments within the MDRP-S

- Additional staff
- Increasing field presence
- New emerging structure to strengthen regional focus
  - Analytical and learning
  - Quality enhancement + rapid response
- MDRP facelift through new communications strategy

## Quality Enhancement: An Overview

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- A team within the MDRP Secretariat
- Four axis of intervention...
  - Evaluation and analysis
  - Program monitoring and reporting
  - Fast response to operational support requirements
  - Technical assistance to national programs and special projects
- Regional staff with multi-country responsibilities – Improves regional focus

## Quality Enhancement: Undertakings

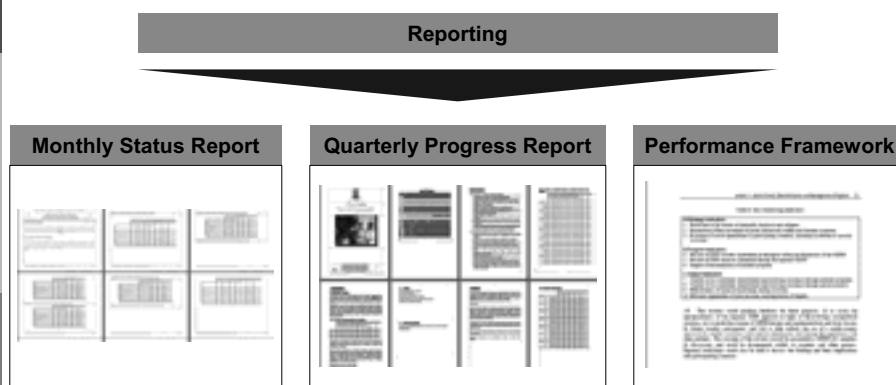
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- Coordination and supervision of **independent evaluations**
- Preparation of **new reporting formats**
- Provision of **operational support** in M&E, procurement, MIS and project preparation, vulnerable groups
- Identification, fielding and support of **short term staff and consultants**

## Quality Enhancement: Evaluation

Activity	Main Conclusion
UNDP DRC – August 2005	COMREC was designed as a dev. project instead of a quick response emergency project. The RRM served its purpose.
Organizational Assessment Burundi – Sept 2005	Heavy hierarchical structure requires reorganization due to slow execution of tasks. Need to reinforce financial mgmt, administration and provincial offices. Improvements in operational plans.
UNICEF Burundi – Oct/Nov 2005	Significant achievements in demobilization of child soldiers and capacity building. Less than adequate progress in reintegration support and prevention of recruitment.
Mid-term Review Angola – October 2005	Project on track, but limited progress regarding reintegration of vulnerable groups. Need to focus in demobilization of FAA.
Mid-term Review CAR – upcoming	To commence in March 2005.
Child soldiers Special Projects DRC – upcoming	To commence in January 2005.

## Quality Enhancement: Reporting



## Quality Enhancement: Special Projects

Number of Special Projects	10
Number of Countries with Special Projects	5 (Angola, Burundi, CAR, DRC, Uganda)
Total Amount of Funds Allocated to Special Projects	\$60,135,813
Proportion of Funds Disbursed to Date	57%
Proportion of Targeted Beneficiaries Served to Date	47%
Cost Range of Special Projects (Actual)	\$1,141,000 – \$12,622,350
Cost Range of Special Projects (Guideline)	\$1,000,000 - \$5,000,000
Average Special Project Duration (Actual)	33 months
Average Special Project Duration (Planned)	23 months
Proportion of Special Projects which have received a time extension	70%

## Quality Enhancement: Special Projects

### Emerging Lessons

- ① **Build an explicit focus and strategy for enhancing national capacity into projects**
- ② **Adequately address and plan for time factors in all projects**
- ③ **Prioritize the capacity of local partner organizations**
- ④ **Design projects with clear objectives and regular monitoring, evaluation and reporting requirements**

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## Communications

- Communications Plan
- Listening, listening, listening...
- The ideal... and the train is running...
- Cyclical analysis + S.W.O.Ts
  - (Strengths, Weaknesses, Opportunities, Threats)
- MDRP: A good message, a good story...

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## Communications

- Targeted audiences:
  - On message + collaterals + one-on-ones
  - Languages
  - Messaging challenges of a partnership
- Sample products
  - Print: trifold, brochure, Pocket folder inserts...
  - Updated news
  - Web
  - Recent samples: media pick-up, Bank ( web features), London meeting...
- Linkages with MDRP Countries + Special events + and more...

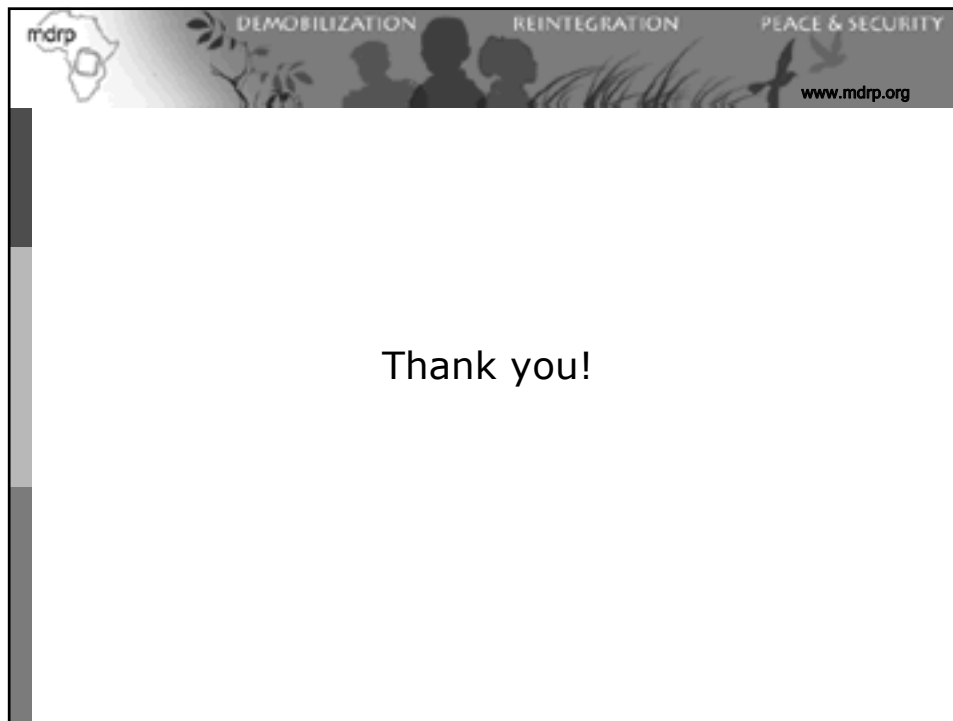
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## Strategic Directions/Activities

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- **Continued focus on implementation**
- **Analytical and learning program**
  - Operational and programming products, with focus on e.g. reintegration, disabilities
- **Quality enhancement**
  - M&E, reporting
  - Reintegration
  - Special groups
- **Special projects**
  - Phase out as appropriate and integrate into national programs
  - Emphasize intensive supervision, M&E, reporting and financial monitoring
- **Enhanced regional focus and relevance**
  - COFS
  - DDR/SSR country and regional analysis
  - Analysis and monitoring of the political pulse at the regional level



**Annex 4:** MDRP Trust Fund Projections and Cash Flow

Greater Great Lakes Multi-country Demobilization and Reintegration Program  
Multi-Donor Trust Fund Cash Flow Estimate (US\$) \*

		ESTIMATED DISBURSEMENTS								Outstanding Commitments				
		2005				2006								
Program Activity	2002/03	2004	Q1-Q3	Q4	Q1	Q2	Q3	Q4	2007	2008	Total	Outstanding Income		
<b>1. National Programs</b>														
a. Rwanda	1,400,000	3,549,422	1,553,984	500,000	1,000,000	1,000,000	1,000,000	1,000,000	2,000,000	1,396,594	14,400,000	0		
b. Angola		4,600,000	3,720,887	1,500,000	2,500,000	4,000,000	4,000,000	4,000,000	10,000,000	7,000,000	41,320,887	7,079,113		
c. Burundi		1,750,000	2,228,410	1,197,288	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000	10,000,000	35,175,698	6,624,302		
d. CAR		3,300,000	2,538,927	2,538,927	2,000,000	2,000,000	1,500,000	438,073	9,777,000	9,777,000	9,777,000	0		
e. DRC		-	8,613,677	13,052,466	17,000,000	10,000,000	8,000,000	8,000,000	20,000,000	5,000,000	89,666,143	10,333,857		
f. Congo		-	-	-	2,000,000	2,000,000	3,000,000	3,000,000	4,000,000	3,000,000	17,000,000	0		
<b>2. Special Projects</b>														
a. SCF/UK-DRC		1,319,151	1,092,130	1,365,870	1,000,000	1,000,000	588,849				5,366,000	0		
b. NGO Consortium-DRC		1,967,374	2,117,849	1,723,373	2,000,000	1,348,867					9,157,463	0		
c. UNDP/DRC/Com. Reint.		5,000,000	-	-	-	-	-	-	-	-	5,000,000	0		
d. UNDP/Angola	2,538,356	1,574,758	219,721	1,077,419	501,648	774,549	382,498				4,332,835	0		
e. UNICEF/Burundi		1,684,032	-	6,500,000	1,000,000	1,492,480	500,000				3,536,000	0		
f. UNDP/DRC/RRM		4,629,870	-	-	390,899						12,622,350	0		
g. Red Cross/DRC		-	639,352	-	1,000,000						1,141,000	0		
h. Amnesty Com/Uganda		-	1,321,502	500,000	1,000,000						4,204,000	0		
i. UNICEF/DRC		-	2,775,000	1,831,101		390,899					4,997,000	0		
j. other special projects **		-	-	-	-	-	-	-	-	-	4,500,000	0		
<b>3. Regional Activities</b>	288,832	442,050	114,472	125,400	125,400	125,400	125,400	137,900	400,000	400,000	2,284,854	0		
<b>4. Program Management</b>	1,858,864	2,922,676	3,352,786	936,791	936,791	936,791	936,791	721,890	2,887,559	1,443,780	16,934,719	0		
<b>5. Administrative fee</b>	374,171	213,665	43,621	312,415	7,200	-	185,472	30,000	127,152	-	1,293,696	0		
<b>Total Disbursements (\$)</b>	6,460,223	32,952,998	30,332,318	30,622,123	31,071,039	26,068,986	22,219,010	19,889,790	53,352,784	29,740,374	282,709,645	24,037,272		
<b>ACTUAL AND PROJECTED INCOME (US\$ estimate)</b>														
<b>Source</b>	2002/03	2004	2005				2006				2007	2008	Total	Outstanding Income
<b>Donor Contributions</b>	TF Balance forward	57,191,904	65,885,911	38,892,477	60,641,222	30,924,034	4,879,323	13,640,175	(1,249,615)	(33,410,400)	10,992,483	0		
Belgium	10,992,483										11,172,191	0		
Canada	7,087,256										2,486,188	0		
Denmark	2,486,188										22,916,000	0		
EC	10,916,000			12,000,000							2,078,600	0		
France	2,078,600										11,403,708	0		
Germany	1,011,270	2,602,278	2,270,160		1,200,000		1,920,000		2,400,000		1,714,050	0		
Italy	1,714,050										122,128,913	0		
Netherlands	10,352,188	28,923,555		35,069,170			28,992,000		18,792,000		3,533,070	0		
Norway	3,533,070										2,190,820	0		
Sweden	2,190,820										25,000,000	0		
UK	10,000,000	5,000,000		5,000,000							3,942,848	0		
<b>Investment Income ***</b>	1,290,202	1,036,237	1,068,724	301,698	153,851	24,275	67,862	-	-	-	0	0		
<b>Total Available Income (\$)</b>	63,652,127	98,838,909	69,224,795	91,263,344	61,995,072	30,948,309	35,859,184	18,640,175	19,942,385	(33,410,400)	219,558,871	(63,150,773)		
(Less: Total Disbursements)	(6,460,223)	(32,952,998)	(30,332,318)	(30,622,123)	(31,071,039)	(26,068,986)	(22,219,010)	(19,889,790)	(53,352,784)	(29,740,374)	(282,709,645)	(24,037,272)		
<b>Balance(\$)</b>	57,191,904	65,885,911	38,892,477	60,641,222	30,924,034	4,879,323	13,640,175	(1,249,615)	(33,410,400)	(63,150,773)	(87,188,045)			

\* Per World Bank estimates as of October 31, 2005  
 \*\* To allow for any future potential special project financing for Amnesty Commission, cross-border activities, etc.  
 \*\*\* Projections of interest based on historical returns of other World Bank Trust Funds

**Annex 5:** MDRP Trust Fund Committee Presentation

## Multi-country Demobilization and Reintegration Program



### MDRP Trust Fund Committee Meeting



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## Overview of Presentation

- TF Status
- TF Projections
- Short-falls and Financing Options
- Related Legal Matters



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## Status: TF Cash Balance

Income & Disbursements	USD (millions)	
	as of 10/05	as of 12/04
<i>Total Trust Fund Receipts:</i>	143.79	105.30
- Donor Contributions	140.31	102.97
- Investment Income	3.48	2.33
<i>Total Disbursements:</i>	77.06	39.41
- National Programs	32.81	14.60
- Special Projects	34.02	18.71
- Regional Activities	0.91	0.73
- Prog. Mgmt (w/admin fee)	9.33	5.37
Balance (\$ mil)	66.73	65.89
<i>less allocation to proj acnts</i>	22.3	22.9



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## Status: TF Fund Balances

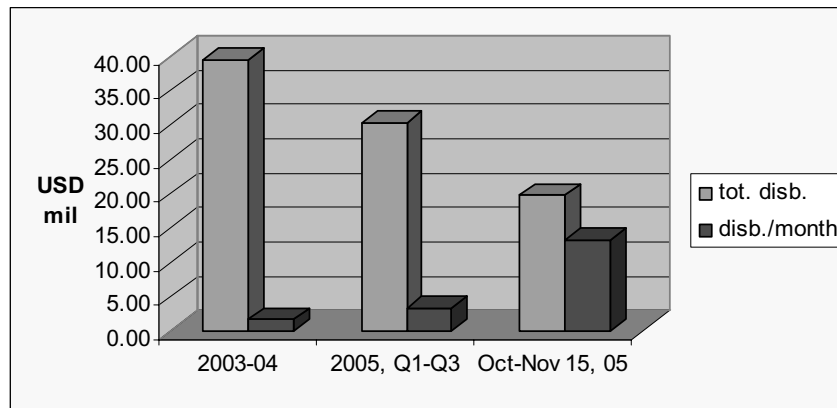
Fund Balance (as of 10/05)	\$ (mils)
Total Donor Commitments	215.62
Est. Investment income	3.94
<i>less total Grant Commits.*</i>	-286.23
<i>less est. Bank exec. activities</i>	-20.51
<b>Fund Balance</b>	<b>-87.19</b>

\* Includes ROC grant of \$17 mil



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## TF disbursement levels and rates: 2003-present



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## Disbursements; TF & IDA

Total National Program Disbursements by Funding Source (USD) *						
National Programs	MDRP Trust Fund			IDA Grants/Credit		
	Commits.	Disburse.	% disb.	Commits.	Disburse.	% disb.
Angola	48,400,000	8,863,821	18.31%	34,080,240	7,384,122	21.67%
Burundi	41,800,000	4,675,698	11.19%	31,524,222	11,061,714	35.09%
DRC	100,000,000	12,766,144	12.77%	96,702,681	24,634,483	25.47%
Rwanda	14,400,000	6,503,406	45.16%	28,400,200	18,516,579	65.20%
<b>TOTAL</b>	<b>204,600,000</b>	<b>32,809,069</b>	<b>16.04%</b>	<b>190,707,343</b>	<b>61,596,898</b>	<b>32.30%</b>

\* As of November 8, 2005



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## Projections and Cash-Flow



ACTUAL AND ESTIMATED DISBURSEMENTS					
Program Activity	thru '05	2006	2007	2008	total
1. National Programs	49,505,061	83,000,000	48,438,073	26,396,594	207,339,728
2. Special Projects	39,876,858	11,979,790	1,500,000	1,500,000	54,856,648
3. Regional Activities	970,754	514,100	400,000	400,000	2,284,854
4. Program Management	9,071,117	3,532,263	2,887,559	1,443,780	16,934,719
5. Administrative fee	943,872	222,672	127,152	-	1,293,696
<b>Total Disbursements (\$)</b>	<b>100,367,662</b>	<b>99,248,825</b>	<b>53,352,784</b>	<b>29,740,374</b>	<b>282,709,645</b>
ACTUAL AND PROJECTED INCOME					
Source	thru '05	2006	2007	2008	total
<b>Balance Forward</b>	0	60,641,222	(11,436,809)	(43,597,594)	
<b>Donor Contributions</b>	157,312,023	37,112,000	21,192,000	-	215,616,023
<b>Investment Income *</b>	3,696,860	245,988	-	-	3,942,848
<b>Total Available Income (\$)</b>	<b>161,008,883</b>	<b>97,999,209</b>	<b>9,755,191</b>	<b>(43,597,594)</b>	<b>219,558,871</b>
<i>less Total Disbursements</i>	100,367,662	99,248,825	53,352,784	29,740,374	282,709,645
<i>less outstanding grant commits.**</i>					24,037,272
<b>Balance(\$)</b>	60,641,222	(1,249,615)	(43,597,594)	(73,337,967)	(87,188,045)
<i>less allocation to TF accounts***</i>	19,685,173	10,187,194			

\* Projections of interest based on historical returns of other World Bank Trust Funds  
 \*\* Estimated outstanding grant commitments  
 \*\*\* Funds allocated from MDRP Parent TF account to individual project accounts to facilitate payment requests



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## Bridging the Funding Gap; Two Options



1. Applying "surplus" project resources:
  - Likely surplus in Angola, Burundi & DRC
  - However, won't cover all of financing gap (~30-40%)
  - Requires further information and would need to be negotiated/agreed to with governments
  - What are TFC members' views on recovery of surplus versus reallocation?



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## Bridging the Funding Gap, cont.

### 2. Raise further funding:

- What's required from existing donor partners?
- What is the best approach and timing?
- Which other partners may be interested?
- How best can they be brought on board?



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## Priority MDRP Trust Fund Actions (Jan-June '06)

- Develop detailed strategy based on feed-back from TFC members and Bank management
- Meet with lead donors to update on status and respond to any specific info needs
- Advocate directly with those existing donors who have previously indicated a willingness to continue providing financial support
- Seek lead donor advocacy support with other potential donors
- Secure previously pledged support (AfDB)
- Mobilize senior Bank management support
- Organize pledging conference (post-DRC elections ?)



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## Other Legal Matters

- Revised MDRP Budget amendment
  - Outstanding signatures from Denmark, France and Italy
- Extension of MDRP "Termination Date"
  - Decision brief



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