

THE  
CARTER CENTER



REPORT ON THE  
SEMINAR ON THE INDEPENDENT OBSERVER'S OBSERVATIONS  
AND RECOMMENDATIONS

Held on February 16 and 17, 2022, in Bamako

On Feb. 16 and 17, 2022, the Independent Observer of the Agreement for Peace and Reconciliation in Mali, resulting from the Algiers Process (Agreement), organized a seminar with key stakeholders on its observations and recommendations about the implementation of the agreement. The seminar was held under the auspices of the Ministry of National Reconciliation, Peace, and Social Cohesion, in collaboration with the Office of the High Representative of the President of the Transition for the implementation of the Agreement and all the parties to the Agreement.

The seminar, the first of its kind, brought together the key stakeholders in the implementation process, including representatives from the Signatory Parties, the organs of the implementation process, the International Mediation, and concerned ministries. More than 90 people participated in the two-day event at the Radisson Collection Hotel in Bamako.

Thanks to active engagement by participants and the constructive spirit of the discussions in two plenary sessions and four working groups, representatives from all parties, in an atmosphere of openness, examined the Independent Observer's recommendations and formulated shared proposals to lend new impetus to implementation.

Nearly seven years after its signing, the agreement is regularly called into question, with implementation subject to periods of extreme slowness. **Yet one of the main conclusions that the Independent Observer draws from the seminar is that all participants continue to express commitment to the Agreement.** Despite preconceptions and fears, the Agreement remains a fundamental pillar of peace and reconciliation in Mali.

Minister of National Reconciliation Colonel-Major Ismaël Wagué stressed in his remarks in a working group session that the government is committed to continuing – even accelerating – implementation, particularly the demobilization, disarmament, and reintegration (DDR) process for ex-combatants. The Signatory Movements and the Movements of Inclusivity, represented at the opening ceremony by Alghabass Ag Intalla, reaffirmed their commitment to the agreement and expressed hope that the seminar would enable progress. Speaking on behalf of the Monitoring Committee (*Comité de suivi*, or CSA, in French), Algerian Ambassador El-Haoues Riache reiterated its continued support to the parties and called the seminar an important step in improving implementation. (Algeria is also the leader of International Mediation.) El-Ghassim Wane, the representative of the United Nations secretary-general in Mali, emphasized the central place of the Agreement in the interlinked stabilization and peace processes in Mali.

This report outlines proposals developed collectively by seminar participants. Consistent with Article 63 of the Agreement, this report also includes actions the Independent Observer will take to follow up on the seminar as part of its continued engagement with the parties and the International Mediation to support accelerated and effective implementation of the Agreement.

## I. JOINT PROPOSALS TO ADVANCE IMPLEMENTATION

In this section, the Independent Observer summarizes the proposals and vision shared by the participants during the seminar, notably in the four working groups. Each working group presented its discussions in the plenary session.

Some of the proposals are specific and immediate, while others identify long-term objectives. Given that these proposals emerged following candid, well-informed dialogue among representatives from all parties, they may well form a solid basis for the next steps in the implementation process.

### A. FUNDAMENTAL PRINCIPLES SHARED BY ALL PARTICIPANTS

**Participants agreed on the following fundamental principles and needed, immediate actions:**

- The government is the main driver of implementation of the Agreement.
- The parties must work to restore mutual confidence.
- The Inter-Malian Consultation Framework must be revitalized.
- The parties must strengthen and promote national ownership of the Agreement.
- The parties must take immediate and concrete actions to create peace dividends for the benefit of the population.
- The agreement's monitoring bodies must be revitalized and refocus on their roles.
- The implementation of the Agreement must be balanced across its four pillars.

### B. COMMON PRIORITIES IDENTIFIED BY ALL PARTICIPANTS

**To guide the next steps in the implementation process, participants identified the following common priorities for each of the Agreement's four pillars:**

#### Political and Institutional Issues

- Expedite constitutional reform such that it reflects the relevant provisions of the Agreement.
- Complete the administrative and electoral redistricting process.
- Complete the transfer of 30% of the national budget and the decentralization of government services to the *collectivités territoriales*.

#### Defense and Security Issues

- Convene the long-awaited Decision-Making Meeting (RND in French) by March 15, 2022, with the aim of officially agreeing on the terms of DDR and the integration of the Signatory Movements' ex-combatants into the defense and security forces as well as other government bodies.
- Complete the accelerated DDR process (to be determined at the RND).
- Expedite the comprehensive DDR process (to be determined at the RND).

#### Socioeconomic and Cultural Development

- Accelerate the implementation of projects selected for funding by the Sustainable Development Fund (FDD), including the procurement process.
- Launch the second phase of project funding from the remaining FDD resources.
- Adopt and implement the Plan for the Return of the Administration and Basic Social Services.
- Resolve the issue of the Signatory Movements' participation in the FDD Steering Committee.
- Provide training to the interim authorities to support them in managing the resources and services transferred from the state.
- Pursue local-level education reform and encourage cultural exchange across Mali.

## Reconciliation, Justice, and Humanitarian Issues

- Finalize the adoption of the law on reparations for damages caused by serious human rights violations.
- Expedite the establishment of the organ for managing reparations.
- Set up mechanisms to implement and monitor the recommendations of the International Commission of Inquiry.

## C. SHARED VISION OF FULL IMPLEMENTATION OF THE AGREEMENT

Participants developed a common vision to guide the implementation of the Agreement.

“The agreement will be fully implemented when:”

- Core Principles:
  - The full territorial integrity and sovereignty of the republic of Mali are ensured.
  - Respect for Malian diversity, strengthened social cohesion, and agreement on the term “Azawad” are ensured.
  - Balanced economic development is ensured in all regions.
  - Greater representation of northern populations within national institutions is ensured.
  - Strengthened social justice is ensured.
  - National ownership of the Agreement is ensured.
- Political and Institutional Issues
  - Locally driven administration and governance are established.
  - The (revised or new) constitution takes into consideration relevant provisions of the Agreement.
  - Government-provided social services are decentralized as part of the reorganization of administrative structures.
- Defense and Security Issues
  - The army is reformed and is both fully representative of the nation. and adapted so that it can meet security needs.
  - Local security is ensured.
  - The disarmament of the Signatory Movements, as part of general disarmament, is achieved.
  - Safe, free movement throughout Mali is ensured.
- Socioeconomic and Cultural Development Issues
  - The Northern Regions Development Zone is set up and functioning, i.e., its projects are impacting target areas, and development gaps among regions are reduced.
  - Economic development in the north is improved.
  - Basic social services function.
  - Educational curricula are adapted to all areas and local contexts, including regular cultural exchanges between regions of Mali.
  - Thirty percent of the national budget, as well as government-provided social services, are regularly transferred from the central government to local governments.
  - The Interregional Consultative Council is operational.
- Justice, Reconciliation, and Humanitarian Issues
  - Displaced people and refugees have returned.
  - Emergency humanitarian actions occur in a safe environment.
  - There is a widespread feeling among the population that victims of violence have been fairly compensated.
  - *Cadis* are integrated into the formal judicial system through a system of complementary judicial services (with the specific formula to be identified).

- A Center for Historical Memory exists.
- The reports of the International Commission of Inquiry and the Truth, Justice, and Reconciliation Commission are widely circulated in the country.

#### D. JOINT PROPOSALS TO STRENGTHEN THE WORKING RELATIONSHIP BETWEEN THE PARTIES AND THE INDEPENDENT OBSERVER

Participants welcomed the role of, and requested additional interaction with, the Independent Observer. They also made multiple proposals to the Independent Observer, which are summarized below (for a full list of proposals, see the annex):

- Based on enhanced interaction with concerned ministries and the organs of the implementation process, deepen the collection and analysis of up-to-date information and data needed to prepare Independent Observer's reports.
- Request that government administrative services respond in a timely manner to requests for information.
- Continue to organize periodic meetings with the parties.
- Return to the practice of holding an exchange with the parties on draft reports prior to their final publication.
- Identify new ways of highlighting the key points and recommendations in the Independent Observer's reports, so that the parties can maximize their use.
- Ask the stakeholders in the implementation process to distribute reports and recommendations widely and do not lose sight of progress and achievements of the implementation process.

The Independent Observer greatly appreciated these exchanges and has already integrated several of the proposals into its commitments to follow up on the seminar (see Part III).

## II. PARTICIPANTS' PROPOSALS TO REINVIGORATE THE ORGANS AND MONITORING BODIES OF THE IMPLEMENTATION PROCESS

- **Reinvigorate the Monitoring Committee's subcommittees, with the aim of strengthening the sharing of information between the parties and the effective presentation of information to decision-makers.**
  - The subcommittees should meet regularly, independently of CSA sessions.
  - The duration and frequency of subcommittee meetings should be increased, with an improvement in the preparation and planning of sessions.
  - Each participating member should designate a substitute who can contribute fully to discussions if the member is absent. The member and substitute should keep one another regularly informed to ensure continuity. An official correspondence from the Minister of National Reconciliation should establish the names of the members and substitutes.
  - The co-chairs should schedule additional meetings outside of regular sessions to address outstanding issues and should contact members to ensure attendance.
  - The CSA should explore ways to address increased financial and travel-related barriers faced by some subcommittee members.
  - Subcommittees should hold dynamic, regular exchanges, including through informal dialogues and the use of new technology.
  - Subcommittee reports should be archived.
  - Subcommittee reports should be presented at CSA sessions.

- **Improve how the CSA considers the work and proposals of the subcommittees.**
  - Between subcommittee meetings and CSA sessions, internal coordination within parties should be increased. A schedule that allows sufficient time for internal discussions and information sharing within each party would support this step.
  - Subcommittee reports should be made available sufficiently in advance of CSA sessions to allow them to be integrated into the planning of the sessions.
- **Strengthen the CSA's monitoring and decision-making roles, particularly given the breakdown of the Inter-Malian Consultation Framework.**
  - CSA sessions should be more frequent and last longer.
  - The CSA should hold, as needed, meetings with high-level authorities who are not members of the CSA.
  - The CSA's decisions should not be challenged or contradicted by actions contrary to those decisions.
  - The parties should be better prepared for CSA sessions. Pre-session planning meetings by the parties would contribute to achieving this objective.
  - The secretariat of the CSA and the co-chairs of the subcommittees should develop a detailed agenda for CSA sessions that accounts for the conclusions of the subcommittees.
- **Ensure closer and more regular monitoring of commitments made by the parties in the CSA.**
  - The secretariat of the CSA and the co-chairs of the subcommittees should hold, no later than two weeks after each CSA session, a meeting to follow up on decisions and recommendations made during the session.
  - The communiqués of the CSA should be adopted during the session and the statement of conclusions from the meeting issued no later than three days after the session.
  - MINUSMA's agreement implementation matrix should be used as a tool to assist the CSA in monitoring implementation.
  - The CSA's vice presidents should proactively follow up on assignments delegated to them by the CSA president (for example, the vice presidents could have an enhanced role in monitoring and supporting a particular theme).
- **Reinforce the CSA's coordination of implementation across the whole of the Agreement.**
  - To improve implementation, the CSA can and should, if necessary, modify the structures and bodies of the implementation process.
- **Reinforce the CSA's role in ensuring accountability and the parties' ownership of the Agreement.**
  - Resume the holding of CSA sessions outside of Bamako, extending sessions over several days in order to meet local stakeholders and inform the public about the implementation process.
  - Promote CSA field visits.
- **Reinforce the international community's role in supporting the Agreement and serving as its guarantor.**
  - A key, unresolved issue is the CSA's power of arbitration in the case of persistent, unresolved difficulties among the parties. This could be helped by the parties' agreeing that the CSA's decisions are final and binding.
- **Strengthen communication between the International Mediation and the government.**
  - Periodic meetings should be held between the president of the CSA, members of the Mediation, and the prime minister or president of the Transition to review the status of implementation and address critical issues.
  - The International Mediation's role in promoting understanding and national ownership of the Agreement should be enhanced.

- The International Mediation should periodically inform the public about the status of implementation.
- **Revitalize the Inter-Malian Consultation Framework, which is needed ensure effective decision-making by the parties.**

### III. THE INDEPENDENT OBSERVER'S COMMITMENTS, SUGGESTIONS, AND ACKNOWLEDGMENTS

In this section, the Independent Observer describes the steps it plans to take to follow up on seminar participants' suggestions for improving implementation (including relations between the parties and the Independent Observer and its own suggestions for ways the seminar can serve to further support the implementation of the Agreement.

#### THE INDEPENDENT OBSERVER'S COMMITMENTS FOR EFFECTIVE FOLLOW-UP TO THE SEMINAR

The Independent Observer plans to:

- ❖ Follow up on the consensual proposals (as listed above) developed during the seminar. The Independent Observer will maintain a table of these proposals, which will be made available to CSA members and other key implementation stakeholders.
- ❖ Communicate publicly about the seminar. This step includes this report and a video about the seminar, both of which will be widely disseminated.
- ❖ Continue to strengthen its dialogue with the Signatory Parties and other stakeholders in the implementation process.
- ❖ Formally request information from the organs and ministries involved in the implementation process, with the aim of strengthening the collection of updated, accurate information. This step draws on the on the spirit of collaboration during the seminar as well as on discussions about the need for the government to respond more quickly to enquiries from the Independent Observer.
- ❖ Within the framework of the independence and impartiality conferred by the Independent Observers' mandate, continue to hold briefings with the parties to discuss forthcoming reports.
- ❖ Remain proactive in supporting the Signatory Parties, the mediation, and the CSA, with the aim of contributing to accelerated, effective implementation. This step may include organizing more frequent working sessions with the parties, holding seminars tailored to developments, and producing focused documents that can be used by stakeholders in the implementation process.

#### THE INDEPENDENT OBSERVER'S SUGGESTIONS FOR FURTHER SUPPORT TO IMPLEMENTATION

To maximize the benefit of the seminar, the Independent Observer suggests the following steps to the Signatory Parties, the CSA, and the organs of the implementation process:

- ❖ Hold meetings between the Independent Observer and the Signatory Parties (i.e., representatives from each seminar working group) to consider potential concrete follow-up actions.
- ❖ Hold a meeting with the International Mediation to present the results of the Seminar and discuss follow-up actions.
- ❖ Include on the agenda of the next CSA session a presentation on the main results and proposals from the seminar, including an in-depth discussion of the parties' priorities and the concrete actions needed to implement those priorities.
- ❖ To strengthen the participation of the CSA's female members, hold a meeting between the Independent Observer and the female CSA members. During this meeting, the Independent Observer would present a status update on implementation, followed by a discussion on the course of implementation since 2015. This measure stems from requests made during the plenary session.
- ❖ Initiate regular discussions between the Independent Observer and the thematic focal points designated by the Ministry of National Reconciliation and other ministries involved in implementation, to ensure a fluid exchange of information. The meeting in 2021 between the Independent Observer and these focal points, to discuss the Comprehensive Assessment of Implementation (the Independent Observer's October 2021 report), could serve as a model for these types of dialogues.
- ❖ Present the observations and recommendations of each Independent Observer report to the CSA so that they can be fully exploited by the parties. If the CSA is not held within one month of a report's publication, the Independent Observer, in coordination with the leader of the International Mediation, could invite the parties on an ad hoc basis to discuss its observations and recommendations.

## ACKNOWLEDGEMENTS

The Independent Observer would like to thank sincerely the government of Mali, the Signatory Movements, the International Mediation and its leader, Algeria, and, more broadly, all the stakeholders in the implementation process for their participation in the seminar and their continued trust in the Independent Observer. Their commitment and active participation fostered a high-quality discussion over two days. The proposals and common vision expressed are important. It is hoped that this report faithfully reflects the views expressed by participants, and the annex provides even greater detail. The Independent Observer looks forward to providing further support to all stakeholders as implementation advances.

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ANNEX

SEMINAR REPORT  
ON THE REVIEW OF THE INDEPENDENT OBSERVER'S  
OBSERVATIONS AND RECOMMENDATIONS

Held on February 16 and 17, 2022, in Bamako

Reports from the four working groups presented in the final plenary  
session to all participants

## WORKING GROUP 1 REPORT

### Discussion on the Independent Observer's priority observations and recommendations as relevant to the participants

After introductions, the chairman of Group I, supported by Mr. Kazadi of the Independent Observer, explained the mandate. Mr. Kazadi also recalled the background in which the document is to be elaborated, the methodology and the related instructions.

The participants validated the working methodology.

#### **Summary review of the Independent Observer's reports**

<b>General comments</b>	<b>Actions</b>
Need to strengthen trust among the parties	<ul style="list-style-type: none"><li>- Accelerate implementation of the Agreement</li><li>- Respect the commitments made by the parties</li><li>- Give priority to bringing the parties together and speaking with one voice</li></ul>
Need to provide new impetus to the intra-Malian framework	<ul style="list-style-type: none"><li>- Hold meetings to assess and operationalize the framework</li></ul>
Need to strengthen/promote national ownership of the Agreement	<ul style="list-style-type: none"><li>- Intensify, harmonize, and coordinate communication around the Agreement</li></ul>
Need to undertake quick and tangible actions (dividends) for the benefit of the population	<ul style="list-style-type: none"><li>- Accelerate the implementation of projects selected for FDD funding</li><li>- Launch the second phase of project funding with the remaining FDD resources</li><li>- Accelerate the return of the administration and basic social services</li><li>- Adopt and implement the Administration and Basic Social Services Return Plan (PRASB)</li></ul>
Need to refocus monitoring bodies on their core role, which is to oversee and supervise the effective implementation of all provisions of the Agreement and ensure conciliation between the parties	Addressed in another group
Need for balanced implementation of all pillars and focus on core provisions of the Agreement	

#### **Observations and recommendations by pillar**

##### **A. Political and institutional issues**

<b>Recommendations</b>	<b>Actions</b>	<b>Deadlines</b>	<b>Responsible</b>
Political and institutional reforms	Expedite the revision of the constitution to take into account the		

	<p>relevant provisions of the Agreement</p> <ul style="list-style-type: none"> <li>- Complete the process of redrawing administrative boundaries</li> <li>- Complete the transfer of resources (30%) and decentralized government services to the <i>Collectivités Territoriales</i>.</li> </ul>		
<b>B. Defense and security issues</b>			
	Hold the decision-level meeting (RND)	No later than 15 March 2022	
	<ul style="list-style-type: none"> <li>- Complete the Accelerated DDR process;</li> <li>- Expedite global DDR implementation</li> </ul>	To be determined at the RND	
<b>D. Reconciliation, justice and humanitarian issues</b>			
	<ul style="list-style-type: none"> <li>- Finish passing the law establishing the general rules of reparation for damages suffered due to serious human rights violations as well as standing up the organ in charge of reparations</li> </ul>		
	<ul style="list-style-type: none"> <li>- Set up mechanisms to implement and follow up on the recommendations of the International Commission</li> </ul>		

MDAC:

- Highlight political changes (coup d'état etc.) and their impact
- The security situation and its impact on the implementation of the agreement

The Independent Observer's Response:

The above-mentioned issues have been considered in the Independent Observer's various reports. Despite this, some actions can be implemented urgently.

## WORKING GROUP 2 REPORT

### Discussions on improving working methods between the Independent Observer and the Parties to the Agreement

**Chairman:** Mohamed Ould MATALI, Platform

**1<sup>er</sup> Rapporteur:** Lt/Col. Fatimata B SANGARE, CT/MRPCN

**2<sup>e</sup> Rapporteur:** Mr. Issa KEITA, CM/CVJR

**I- Proposals to improve the working relationship between the Independent Observer and the various parties**

1. Strengthen trust between the Independent Observer and the parties.
2. Maintain neutrality and impartiality among the parties.
3. Organize periodic meetings with the various parties.
4. Ask the Independent Observer to reach out in writing to the structures involved in the implementation of the agreement concerning collection of information.
5. Ask the administration to expedite the Independent Observer's requests.

**II- Suggestions to improve the methodology for collecting, processing, and analyzing data or other information needed to prepare reports**

In an effort to improve its methodology, the Independent Observer must:

1. Collect updated information from the structures or services involved in the implementation of the agreement.
2. Meet with all Signatory Movements for inclusivity to obtain information on the agreement's implementation process.
3. Strengthen the mechanism to exchange information between the Ministry of Reconciliation and the Independent Observer.
4. Organize a discussion session with all parties on the draft of the report before its validation by the Independent Observer.

**III- Procedures to share and publish the Independent Observer's flagship reports and recommendations**

In order to properly share (disseminate) the Independent Observer's reports, it is necessary to:

1. Involve all agreement implementation stakeholders in the process of sharing reports and recommendations.
2. Invite the parties to make judicious use of the observations and recommendations from the Independent Observer's report.
3. Organize feedback sessions at the community level.
4. Involve civil society and traditional communicators when disseminating the Independent Observer's reports.
5. Highlight progress regarding the implementation of the agreement in the communication.

Bamako, 17 February 2022

**WORKING GROUP 3 REPORT:**  
**“Considerations on the mechanisms to support and monitor the Agreement”**

**Group Co-Chairs:** Danilson Lopes da Rosa - MINUSMA / Chabane Lamri - Algeria

**Rapporteurs:** Biga Ag Ahmoudene and Aguidou Bah

**Moderator:** Ambassador Bisa Williams, Special Advisor, Independent Observer, Carter Center

The participants in Working Group 3 had a wide-ranging discussion on the mechanisms to support and monitor the implementation of the agreement, particularly, how monitoring structures, namely the CSA and the subcommittees, operate and their working methods.

**As an outcome of the discussions, the participants identified the following actions to improve the mechanisms to support and monitor the agreement:**

<b>Problems</b>	<b>Objectives</b>	<b>Proposed actions</b>
<b>Erosion of work in the subcommittees, unstable representation, increasing absenteeism, lack of file circulation, and systematic postponement of pending issues</b>	Subcommittees should be able to meet, even in the absence of CSA sessions, to continue technical work and information sharing.	Set up a specific meeting schedule and schedule subcommittee meetings so that all participants can prepare ahead of meetings.
		Hold regular subcommittee meetings independently of CSA meetings; increase the length/frequency of subcommittee meetings.
	Tend to each item on the agenda to provide clear information and successful technical preparatory work when the CSA is held.	Beyond the regularly scheduled meetings, the co-chairs organize additional meetings to address outstanding issues.
	Subcommittees need at least one full meeting day.	Do not hold subcommittee meetings on Friday.
	Regular presence of a representative able to fully participate (well informed and knowledgeable on the topic)	Appoint one member and one alternate, able to fully participate (well informed).  The co-chairs communicate with the members ahead of meetings to ensure their presence and that of their substitute. (If necessary, in case of absence or transportation constraints, use of VTC? Reorganize the agenda.)
	Better support and planning of subcommittees	Consider solutions to address increased financial and logistical constraints.

	Ensure the subcommittees' continuous work.	By official correspondence, request that the Ministry of National Reconciliation appoint focal points and their alternates for each subcommittee and ensure that representatives of the Signatory Parties regularly and systematically attend subcommittee meetings.
		Archive subcommittee reports; member and alternate regularly brief each other on the work; member and alternate are not simultaneously replaced to ensure flow of information; create an informal exchange forum (e.g. WhatsApp group) for each subcommittee to encourage regular information sharing.
	Restore pertinence of and take into account the subcommittees' work at CSA meetings.	Present subcommittee reports at CSA sessions, as was done in the past.
<b>Disconnect between the work of the CSA and the subcommittees</b>	Increase internal coordination within each party, and within the Mediation; particularly between members of the four subcommittees within each party; coordination with their CSA representatives; and then CSA members report back to subcommittee members.	Set an adequate timetable to allow for these debates and information sharing within each party, and at the Mediation, between the subcommittee meetings and CSA meetings.
	Improve consideration of subcommittee and CTS proposals at the CSA level.	Share subcommittee reports in time to prepare for CSA meetings.
<b>In the absence of an operational intra-Malian framework, the CSA remains the preferred decision-making body.</b>	Address the decision-making problem at CSA level.	Increase the frequency and duration of CSA sessions (e.g., two days).
		High-level meetings should be held with non-CSA officials as needed.
		Decisions made by the CSA must not be challenged, or contradictory actions taken.
More regular and closer monitoring of CSA commitments		Organize a meeting between the subcommittees' co-chairs and the CSA Secretariat, no later than two weeks after each CSA session, to follow up on its recommendations.
		Adopt the CSA final communiqué and record of conclusions before the meeting adjourns and distribute them three (3) days after the CSA meeting to facilitate follow-up by the subcommittees.
		Use the Agreement Implementation Matrix from MINUSMA, updated quarterly.
		The CSA vice presidents play a proactive role in monitoring, as assigned by the CSA president (e.g., enhanced role in monitoring one of the implementation themes).
	Provide oversight, supervision, and coordination of the effective implementation of all provisions of the agreement by the parties.	The CSA may suggest any action to improve the institutional architecture for the implementation of the agreement.
	Reallocate time for consultation and decision-making within the CSA.	Hold high-level CSA meetings on a more regular basis.

<b>CSA retains a central monitoring prerogative granted by the agreement: room to improve its role</b>	Increase preparation for CSA meetings within each party.	Plan meetings further in advance.
	Renew the CSA agenda-setting process.	Increasingly specific agenda; consider the subcommittees' conclusions; meetings between the subcommittee co-chairs and the secretariat to establish the agenda.
	Accountability and ownership of the agreement and its implementation	Resume CSA meetings in the regions (not limited to a one-day return trip; Malian parties and the Mediation take the opportunity to meet with regional/local actors, share information and discuss implementation – use video and other means to allow some Mediation members to participate remotely); promote field visits.
	Play its role of monitoring and guarantor expected from the international community.	Mediation as a decision-settling organ requires that the parties agree in advance to the principle of the mediation as a firm decision-settling organ.
	Strengthen the relationship and communication between the Mediation and the government.	Schedule periodic meetings between the president of the CSA, members of the mediation and the prime minister and/or the president of the republic/transition to review implementation and address critical issues. Do not wait until there is a blockage or problem to do so.
	More proactive role for MINUSMA	This should include offering their technical expertise, advice, and sharing experience, beyond problem-solving support.
	Increasingly involve the International Mediation in raising awareness for a better ownership of the agreement.	Periodic public communications are also provided by the Mediation to the public on the status of implementation (e.g., press briefings at local sessions and other outreach activities).
<b>Intra-Malian work and consultation framework not very effective or operational</b>	Strengthen the intra-Malian work and consultation framework for effective decision-making.	Give new impetus to the intra-Malian work and consultation framework; strengthen institutional anchoring for implementation of the agreement.

Following the final plenary session discussions on the report of Working Group 3, the question of the special status of subcommittee members was raised. It should be studied.

## WORKING GROUP 4 REPORT

### Strategic considerations on the conditions to fully implement the Agreement for Peace and Reconciliation in Mali

**Chairman:** Mr. Bassidi COULIBALY, Ministry of Reconciliation Chief of Cabinet

**Moderator:** Mr. John GOODMAN

**Rapporteur:** Ms. Alzouharata TOURE, member of the CSA

As soon as the group was formed, the moderator proposed an exercise, which had two objectives:

- Identify each member's expectations by writing them down on a piece of paper
- Introduce ourselves to facilitate discussions

In identifying goals and expectations, it is clear that Mali and the agreement are symbiotic. Some examples of written objectives:

- Identify effective and efficient mechanisms to implement the agreement
- Contribute to a resumption of implementation
- Reconcile the views of the Signatory Parties
- Set realistic and achievable prospects for implementation
- Allow the Independent Observer to improve its methods and make necessary recommendations to all parties

A two-phase process:

**PHASE 1: Develop a list of concrete elements or indicators attesting to full implementation of the agreement.**

**PHASE 2: From this overall list, discuss the elements or indicators on which there was consensus or agreement.**

In the end, the group opted to go directly into Phase 2, i.e., retain only the elements on which there was consensus.

**TITLE I:** Principles, commitments, and foundations for a lasting settlement of the conflict:

- Respect for integrity and sovereignty of the country
- Respect for cultural and linguistic diversity
- Solution on the name Azawad
- Significant representation of the northern populations in the administration
- Balanced development across all of Mali's regions
- Strengthen social justice
- Free administration/local management/improved governance
- Living together
- Fight against terrorism

## **TITLE II: Political and Institutional Issues**

- Free administration of the *Collectivités Territoriales* (municipal and regional assemblies)
- Revision/new constitution to consider the agreement and Mali's international commitments
- Return of decentralized government services
- Territorial reorganization

## **TITLE III: Defense and Security Issues**

- Comprehensive DDR (effective integration of ex-combatants, reintegration)
- Reconstituted army
- Demobilization of all movements
- Complete the implementation of local safety advisory committees
- Creation of the Territorial Police
- Fight against terrorism

## **TITLE IV: Socio-economic and Cultural Development**

- The operational ZODERE (full standing up of the interregional council)
- Return of basic services (opening of schools for all students, adapted curricula, religious cultural exchange)
- Capacity-building of human resources and project monitoring and assessment
- Transfer of competences and resources from the central state to the *collectivités*
- Live in harmony together

## **TITLE V: Reconciliation, Justice and Humanitarian Issues**

- Development of sites for the return of refugees and displaced persons
- Harmonious return of refugees and displaced persons
- Diligently pursue reparations
- Global acknowledgement of past events
- Adaptation of the justice system (making room for cadis or transitional justice)
- Establishment of a memorial center
- Commission of inquiry disseminated

In conclusion, the group aimed at a strategy for full implementation of the agreement. The group also believed that coordinated actions that make these different elements concrete and positive can lead to completion of the implementation process.