

DAC Programme of Work to Strengthen Development Results

DCD/Review, Evaluation and Engagement Division (REED), October 2015

Summary

DAC members and observers are committed to working with partner countries for development results. The goals and targets of the 2030 Agenda for Sustainable Development are a common framework for improvements in people's lives and for sustainability. This Programme of Work to Strengthen Development Results¹ covers the remainder of OECD's 2015-2016 Programme of Work and Budgeting. It aims to assist DAC members, observers and partners in results-based management, ensuring that their results-enhancing efforts fit with the 2030 Agenda for Sustainable Development. It builds on the idea that the 17 Sustainable Development Goals (SDGs) and the 169 targets, most of which are formulated as *outcomes*, can and should be the results framework for international development co-operation.

The concept of *results-based decision making* recognises that policy and decision makers in the development agencies of provider and partner countries need to improve their *use of results information* for planning, resource allocation, implementation, learning, accountability and communication. The Programme of Work targets a community of managers and users of results information in DAC members, observers and partners. It proposes work around four themes:

- *Corporate results reporting*: Enhancing the practical use of results information for its different purposes by DAC members, observers and partners.
- *Development co-operation for SDGs*: Integrating DAC's results and development effectiveness agenda with the goals and targets of the 2030 Agenda for Sustainable Development.
- *Mutual accountability through results*: Ensuring that development co-operation outcomes feed into institutions and processes of mutual accountability, aimed at behavioural change.
- *Results fit for the future*: Developing a policy narrative and practical methodologies for results-based decision making across government departments and levels of governance. The results agenda can help move international co-operation beyond ODA.

The Results team of the OECD Development Co-operation Directorate (DCD) will deliver three work streams on these themes for DAC members, observers and partners: i) face-to-face workshops, co-organised with DAC members; ii) knowledge products in the form of guidance notes and working papers, and iii) support for an online results community for peer learning and communication. The active engagement of partners will be a top priority. The *first* initiatives will be:

- *December 2015*: Two draft working papers on "Trends in corporate results reporting: Purpose and use" and "Results fit for the future: Emerging demands on development agencies".
- *December 2015*: Launch of the online results community "*Results for the future*".
- *January 2016*: A workshop on *corporate results reporting* or *Development co-operation for SDGs*.

¹ The terminology used in this Programme of Work is based on the *Glossary of Key Terms in Evaluation and Results Based Management* (OECD, 2002). The Programme of Work is submitted to the community of results information managers in DAC members and observers, and will be submitted to the DAC for information.

Introduction

The pursuit of development results by DAC members, observers and partner countries builds upon monitoring and evaluation of project and other intervention results. Development agencies and partner authorities gradually move towards results-based decision making. This Programme of Work aims to strengthen the results community in DAC members and partners and the use of development results information for decision making, learning and accountability.

Ten milestones are proposed before the end of 2016, including workshops, preferably hosted by DAC members or observers; knowledge products aimed at guidance and capacity development, and the establishment of an online DAC results community. In March 2015, DCD/REED shared with the DAC a concept note on “Moving forward the work on results in 2015-2016”². The Programme of Work presented here builds on the concept note, outlining a sequence of events and tasks.

This Programme of Work reflects the vision of all DAC members and observers that results are first and foremost about positive change in people’s lives. Results are about societal change, and the dialogue on results must be substantive, related to the 2030 Agenda for Sustainable Development.

I. Background

OECD’s *Programme of Work and Budget 2015-2016* notices the need for good practices in results measurement and management; coherence between the results systems of development agencies and partner countries; and integration of results measurement with the monitoring framework on the SDGs. DCD provided an overview through [Measuring and managing results in development co-operation. A review of challenges and practices among DAC members and observers](#) (November 2014). The document reflects the outcomes of two workshops with DAC members, observers and research networks on “The results agenda: A fresh look at measuring and managing for results” (October 2013) and results-based financing (May 2014). Two additional workshops took the agenda forward: “Results culture and knowledge management” (October 2014, Copenhagen) and “Making the most of the pressure for accountability” (June 2015, Paris).

Two emphases of the Programme of Work are the move towards *results-based decision making* by DAC members and observers and their *engagement with partners for common results* under the 2030 Agenda for Sustainable Development. Partners are likely increasingly to expect that the priorities and objectives pursued through international development co-operation fit with the 2030 Agenda, and that results are accounted for in terms of progress on SDGs and targets.

II. Objectives of the Programme of Work

DAC members and observers share a number of challenges, e.g. in results-based decision making and financing, or in the links between partners’ country results frameworks and members’ corporate results reporting. They also share political commitments, notably the Busan principles for effective development co-operation and now the SDGs and targets. DAC members have different experience with and capacity and approaches for results-based management. Across this commonality and diversity among DAC members, the Programme of Work has three objectives, cf. Table 1.

The suggested timeline for this Programme of Work (ending late 2016) is too short to achieve all its objectives. It will be adapted to the OECD *Programme of Work and Budget 2017-2018* as well. The gradual move towards these objectives presumes active leadership and investment of resources by DAC members, observers and partners, with facilitating support from the DCD/REED results team.

² Documents at <http://www.oecd.org/dac/peer-reviews/results-measurement-and-management.htm>

Table 1: Objectives and verification of the Programme of Work

#	Objective	Expected results and their assessment
1.	Results-based decision making and reporting by DAC members are strengthened through sharing of results approaches that can be adapted to individual agency needs and capabilities	<i>Improved results management and reporting practices by DAC members and observers. Self-assessments will be made by development agencies</i>
2.	Country results frameworks (CRFs) are used for mutual accountability and learning and are applied in the practices of DAC members and partners	<i>Increased use of CRFs for mutual accountability and learning by development agencies in provider and partner countries. This is assessed in the 2nd monitoring round of the Global Partnership for Effective Development Co-operation</i>
3.	Development results become integral to policy making and international co-operation for the 2030 Agenda for Sustainable Development	<i>Increased application of sustainable development goals and targets as the outcomes pursued through international development co-operation. Joint assessment at a workshop</i>

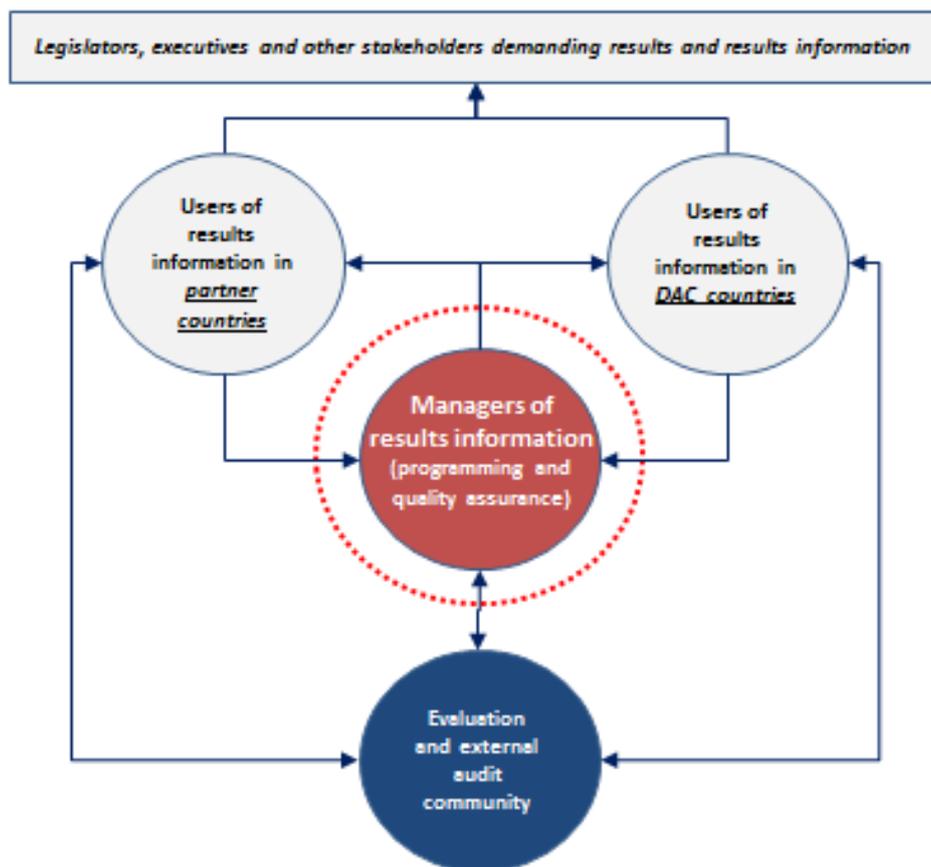
III. Stakeholders in the DAC results agenda

Aid providers and partners share the demand for results and transformational change through development co-operation. Everyone is a stakeholder in results. Often, policy makers are the primary users of information on results. All programme and operational staff use results information from project and other intervention monitoring and evaluation. They often experiment with new results-based approaches to enhance development effectiveness.

Within most development agencies, two communities are strong advocates of the management for development results: i) evaluators and external auditors; and ii) programmers and quality assurance managers. The *users* of results information for political priority-setting, resource allocation, programming and communication depend on the managers of results information. Since the evaluation community is already well established through the DAC Evaluation Network, *the primary target audience for the Programme of Work on Results 2015-2016 is the community of programmers and quality assurance managers in their interaction with evaluators and users (notably policy makers) of results information in provider and partner countries* cf. Figure 1.

The Programme of Work needs this brief analysis of stakeholders and key audience to identify potential members of a DAC results community, drawn primarily from the development agencies of DAC members and observers. The engagement of partner countries is of particular importance. Where partners have explicit country results frameworks, the managers of these, often located in ministries of finance or planning, are direct partners to be involved in the DAC results community. Their interest in direct engagement with the results community is likely to depend on the usefulness of provider information on results, e.g. on whether there is a direct link between results information collected from country level to the corporate results reporting by provider agencies. The DCD/REED results team will make an effort to engage partner representatives and results specialists from civil society and research networks in the work of the DAC results community.

Figure 1: Primary target audience for the Programme of Work on Results



IV. Milestones and events

The draft Programme of Work presents ten milestones for the period October 2015 – December 2016. The sequence and proposed timing of events is summarised in Figure 2. The events are of three types:

1. Workshops tailored to the results community in their interaction with users and partners, and to individual members according to needs.
2. Innovative knowledge products and guidance tools on development results and results-based decision making.
3. Communication through an online facility for peer learning and debates on results management.

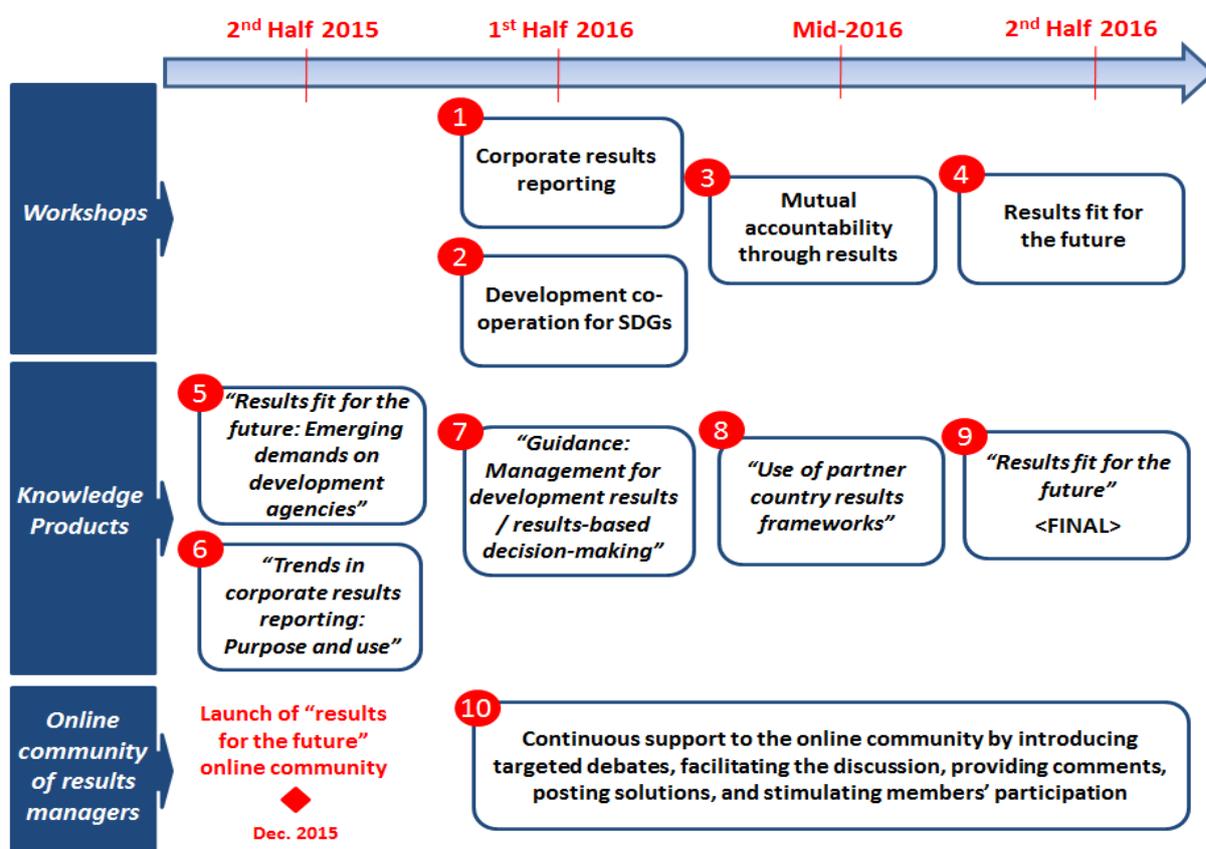
The workshops, knowledge products and online communication are mutually supportive and shall address four themes:

- *Corporate results reporting*: Enhancing the practical use of results information for its different purposes by DAC members, observers and partners.
- *Development co-operation for SDGs*: Integrating DAC's results and development effectiveness agenda with the goals and targets of the 2030 Agenda for Sustainable Development.
- *Mutual accountability through results*: Ensuring that development co-operation outcomes feed into institutions and processes of mutual accountability, aimed at behavioural change.
- *Results fit for the future*: Developing a policy narrative and practical methodologies for results-based decision making across government departments and levels of governance. The results agenda can help move international co-operation beyond ODA.

Details on four workshops to address the themes are given in Annex A, while Annex B describes the proposed online community. The first outputs of the Programme of Work – and the steppingstones for the DAC results community – are:

- *December 2015*: Sharing two draft working papers prepared by the DCD/REED results team:
 - “Trends in corporate results reporting: Purpose and use”
 - “Results fit for the future: Emerging demands on development agencies”.
- *December 2015*: Launch of the online results community, entitled “*Results for the future*”.
- *January 2016*: A face-to-face workshop on one of two themes (depending on the interest of DAC members and observers to co-sponsor with DCD):
 - *Corporate results reporting*
 - *Development co-operation for SDGs*.

Figure 2: Milestones and events to strengthen development results, October 2015–December 2016



V. Guidance: Management for development results/results-based decision-making

Placing results at the core of public interventions requires a strong and mature results culture among all stakeholders. Although the key drivers of the results culture have been identified, DAC members are still in the process of building up such a culture. As committed in the DAC Programme of Work and Budget (PWB) for 2015-2016, DCD/REED will deliver guidance for results-based decision making, including disseminating principles of good results management and existing tools for building a mature results culture. Drawing from the experience of DAC members, observers and partner countries, the main objective is to provide DAC members with solid instruments to plan, monitor, evaluate, communicate and manage for results, as well as to strengthen partner country capacities for management for development results.

Annex A: Four themes and workshops for the Programme of Work

The Programme of Work addresses four themes. Each theme is supported by a knowledge product and online dialogue. It is concretised through face-to-face workshops for the results community, partner authorities and independent experts. The four themes are mutually supportive, addressing:

1. The use of results information through *corporate results reporting* by DAC members, observers and partners. What is the purpose of corporate results reporting? What are results data used for? How is it linked to the results work and country results frameworks of partners?
2. The integration of the results agenda for international co-operation with the 2030 Agenda for Sustainable Development through *Development co-operation for SDGs*. What is the link between ODA-supported development outcomes and the 17 SDGs and 169 targets?
3. The strengthening of direct, outcome-focused collaboration with partners, which ensures *mutual accountability through results*. Can DAC members and their country partners achieve 360 degree accountability and achieve their development objectives through joint results?
4. The empowerment of development agencies, in a whole of government approach, to pursue *results fit for the future*. With international development co-operation moving beyond ODA, what results shall development agencies deliver for the 2030 Agenda for Sustainable Development and the provision of global public goods?

Suggested contents of the themes and workshops are outlined below. The workshops are open to DAC members, observers and partners, but not everyone will be able to attend all four.

Theme 1) Corporate results reporting – Workshop: 1st half 2016

*Theme: The purpose and scope of **corporate results reporting** by DAC members and observers and its links to project, programme and sector results and to the country results frameworks of partners*

DAC members and observers have varying approaches to corporate results reporting, especially with respect to the weight given to accountability, communication, learning, planning and quality assurance. For some, results feed into accountability towards electorates, parliaments and partners. The emphasis given by individual DAC members and observers to the question of attribution or contribution (from aid to impact) influences the approach to corporate results reporting.

Aggregation of results is a constraint to corporate results reporting. Results chains are often well established for projects and programmes, and corporate results reporting usually draws on project results. It varies whether and how DAC members establish a link between political goals and thematic priorities on one hand and systems for corporate results reporting on the other. The link to the emerging country results frameworks (CRFs) of partner countries varies, despite the Busan principles on the CRFs as the organising principle for joint results work.

Based on evidence from corporate results reporting by DAC members and observers, the workshop will develop practical options for corporate results reporting. The options shall fit with the different purposes set by governments and with the requirements of bilateral and multilateral partnerships. The workshop will contribute draft principles of good practice in corporate results reporting, thus providing guidance to DAC members that have yet to engage in such reporting.

Theme 2) Development co-operation for SDGs – Workshop: 1st half 2016

*Theme: The link between **ODA-supported development outcomes and the SDGs** and the scope for uniform targets for results-based decision making by development agencies and partners*

The 2030 Agenda for Sustainable Development is a game-changer for international development co-operation. The 17 SDGs and the 169 targets will be the reference point for ODA and wider development co-operation. The indicators to monitor the goals and targets will be more

comprehensive than the indicators used by DAC and the Global Partnership for Effective Development Co-operation (GPEDC) to monitor the achievement of ODA-supported development results. DAC members are concerned about integration and synergy. The challenge is to maintain a preoccupation with *aid and development effectiveness*, while incorporating the new requirements of the 2030 Agenda for Sustainable Development.

The DCD results team will facilitate exchange among DAC members on the links between the SDG targets and indicators, which cover every domain, and the outcome indicators of development co-operation, which are tied to the development objectives of ODA. The workshop aims at a common understanding of the contribution of DAC-supported development results to the achievement of the goals and targets of the 2030 Agenda for Sustainable Development, and to pinpoint the SDG targets that can be directly applied to ODA and DAC's results work. The country results frameworks of partner governments are likely to draw heavily from SDG targets, and partners will offer their expectations on the integration of ODA-supported development outcomes and SDG targets.

Theme 3) Mutual accountability through results – Workshop: Mid-2016

*Theme: **Mutual accountability through results**, based on a knowledge product on the horizontal peer review on mutual accountability and results in partner countries*

The DAC Programme of Work and Budget for 2015-2016 includes a horizontal peer review on mutual accountability as part of the Peer Learning Action Plan. It involves three country studies to present evidence on what works, what does not work, and how remaining challenges can be overcome, in order to promote increased commitment to mutual accountability and results at country level, and translate commitment into practical, country-led action. Mutual accountability cannot be assessed without a common policy framework and results monitoring and reporting.

A second input to the theme and the workshop comes from the findings of the second round of GPEDC monitoring, particularly concerning the first indicator on the use of partners' country results frameworks, and from the GPEDC partnership initiative on results and mutual accountability. Through these initiatives, quantitative and qualitative evidence will be presented from and by a significant number of partner governments on how results monitoring and dialogue can be used to enhance mutual accountability. The workshop will give examples and share good practices on the use of results to achieve mutual accountability at country level.

Theme 4) Results fit for the future – Workshop: 2nd half 2016

*Theme: 'Results fit for the future' – **the results required by the development agencies of the future**, considering SDGs, global public goods and whole-of-government approaches*

DAC is applying the concept of total official support for sustainable development; is examining long-term development scenarios, and is considering new policy narratives for the development agency fit for the future, given the need to deal with global agendas through whole-of-government approaches. The universality of the 2030 Agenda for Sustainable Development and the need to address systematic gaps in the governance and supply of global public goods produce a demand for results beyond ODA-supported development. A new policy narrative is needed for DAC members to capture their use of public resources such as ODA to engage with the global challenges, while maintaining support for ODA.

As an input, the DCD/REED results team will share a working paper on results fit for the future. The findings of the workshops proposed above and of the online discussions of the results community will lead to an updated knowledge product examining the types of results that may be required in 10-15 years from international development co-operation and hence from DAC members. The workshop aims to set the direction for results-based decision making by DAC members and their partners in international development co-operation.

Annex B: “Results for the future”- community of results managers



1. What is the “Results for the future” community?

“Results for the future” is the new online community on results for DAC members, hosted by the OECD/DCD. It originates from the need to address common results-related issues faced by DAC members and partner countries in the context of the 2030 Agenda for Sustainable Development.

2. What are the objectives of the “Results for the future” community?

The objectives are practical, such as i) provision of problem-solving assistance to DAC members, particularly for concrete hands-on issues; ii) improvement of the production and use of results information in DAC and partner organisations; and iii) creation of an integrated knowledge base of good practices aimed at improving results-based decision making in development agencies.

3. Why is “Results for the future” different from other communities on results?

“Results for the future” recognises the diversity in the experience and capacities of DAC members in their results-based approaches, and it provides a mutual learning mechanism, enriched by think tank contributions and real cases from partner countries. Secondly, it connects results managers in a simple and effective manner. It is expected that around 100 results experts will join the community, including 60 DAC results managers, 20 results practitioners from partner countries and 20 “friends” from leading research institutes and academia. Thirdly, the community benefits from continuous support from OECD/DCD including: i) presenting concrete solutions and practices from developed and developing countries and introducing international experience on results-based decision making; and ii) introducing targeted debates, facilitating the discussion, providing comments, posting solutions, guiding participants to relevant documentations and training materials, and stimulating members’ participation.

4. What are the benefits from joining the “Results for the future” community?

- i. Participation: The community provides a platform in which members can express themselves freely and informally without pressure and hesitation. Participants have the opportunity to ask questions and to share personal opinions and works-in-progress.
- ii. Information sharing: The format includes an online library where members can share and download resources such as toolkits, templates, reports and case studies. This repository allows participants to search for resources and prevents the loss of hard copy documents.
- iii. Networking: Members can build relationships over a long period of time and can establish mutual trust. Online directories and member posts allow participants to learn more about each other’s work, specialisations, and interests to see whom they can contact regarding specific issues. Mentoring relationships can also develop over a period of time.

5. What kind of contribution is expected from “Results for the future” community members?

To become a member of the community, a simple registration is needed. Membership is voluntary and free. Participants are expected to engage actively in targeted debates, ensuring that knowledge products and workshops will address the needs of the community. Participants are asked to engage dynamically with results practitioners from partner countries and experts from other communities and networks (e.g. the Evaluation Network). Participants share findings through video-conferences and face-to-face events which remain important to maintain mutual trust, and to prevent “online discussion fatigue.” At the end of each debate, the DCD results team will prepare a summary report.