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DEVELOPMENT CO-OPERATION DIRECTORATE
Development Assistance Committee

Working Party on Aid Effectiveness

**REVISED DRAFT WORK PLAN 2007-2008 FOR THE JOINT VENTURE ON MANAGING FOR
DEVELOPMENT RESULTS**

16 October 2007 at the OECD in Paris

This document is submitted FOR APPROVAL at the meeting of the Joint Venture on Managing for Development Results (JV MfDR) to be held on 16 October 2007. It has been revised on the basis of discussions at the last JV meeting on 22 May 2007 and subsequent consultations among JV members.

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JOINT VENTURE ON MANAGING FOR DEVELOPMENT RESULTS

REVISED DRAFT WORK PLAN 2007- 2008

Introduction

1. The Joint Venture on Managing for Development Results (JV MfDR) was established in 2003 to support the work of bilateral and multilateral donor agencies as well as partner countries in implementing results-based management systems. Its work programme to date has included:

- A series of workshops on donor agency effectiveness.
- The Mutual Learning Initiative, which has held four regional workshops for partner countries to exchange experiences in MfDR.
- The production of two editions of a Sourcebook of emerging good practices in MfDR
- The preparation and realisation of the Third Roundtable on Managing for Development Results (Hanoi, February 2007).

2. The Roundtable in Hanoi significantly moved forward the MfDR agenda. The involvement of partner countries was much greater than at the last Roundtable in Marrakech, and the value of mutual learning between countries was apparent. The meeting also emphasised that managing for results should not be seen mainly as a set of measuring and monitoring tools, although statistics and monitoring and evaluation are essential components of the approach. In particular the role of accountability, as a means of promoting the demand for managing by results, received considerable attention. This included both the importance of domestic accountability in putting pressure on governments to produce results, and of mutual accountability between partner governments and donors for meeting agreed performance targets. The issue of donor agency effectiveness was also much discussed, especially ways of strengthening agency focus on managing for results, and improving incentive frameworks in donor agencies.

3. The JV meeting in Hanoi, held on the day following the Roundtable, successfully defined clear priority areas for the future work programme, and identified the need, in particular, to deliver useful products to the Third High Level Forum on Aid Effectiveness in Accra Ghana in September 2008 (HLF-3). It was agreed that the principal objective of the JV should be to focus its attention on what it could do to help partner countries and donors address the closely linked pillars of the Paris Declaration on Managing for Development Results and Mutual Accountability.

4. The Working Party on Aid Effectiveness (WP-EFF) at its meeting in March 2007 welcomed the outcomes of the Roundtable in Hanoi. Members of the WP-EFF “looked forward to the JV’s help in documenting good practice and evidence that could feed into the Monitoring Survey indicator 11 on results-oriented frameworks and indicator 12 on mutual accountability. More broadly, they encouraged the JV to take up the issue of accountability, a rising issue on the Accra agenda, looking beyond government at the role of parliament and civil society. It was also suggested to explore the implications of results-based approaches for aid conditionality, and to provide clear directions on addressing capacity development.” In addition, members of the WP-EFF showed interest in moving the work on incentives in aid agencies forward, including “sharing the task with the JV MfDR in order to ensure broad ownership, incorporate links with results and demonstrate how applying the Paris Declaration principles can help achieve better

outcomes.” The value of having good practice on incentives, with the ultimate objective of developing DAC guidance in this area, was stressed.

5. The purpose of this work plan is to set out the activities to undertake, the outputs sought and the outcomes to which the JV can contribute until the end of 2008. The JV-MfDR work plan 2007 – 2008 is organised around the need for developing good practice and provide for its proper dissemination, for developing some guidelines and principles how to move the MfDR agenda forward and for acting as a prime advocate for MfDR. The five themes of the Roundtable in Hanoi provide the thematic framework for the outputs and activities: Leadership and Accountability, Monitoring and Evaluation, Mutual Accountability and Partnerships, Planning and Budgeting, and Statistics. Four working areas have been identified:

- Conceptual and Technical Guidance on MfDR.
- Promoting Accountability for Results.
- Improving Agency Effectiveness for Results.
- Mutual Learning and Communication for Results.

Outputs and timetable

WORK PLAN ITEMS	TIMETABLE
A Conceptual and Technical Guidance on MfDR	
A1 Conceptual Clarification on MfDR	September 2008
A2 MfDR Country Capacity Assessment Tool	December 2008
B Promoting Accountability for Results	
B1 Mutual Accountability at the International Level	September 2008
B2 Mutual and Domestic Accountability at Country Level	September 2008
C Improving Agency Effectiveness for Results	
C1 Assessment of Agency Effectiveness	Ongoing
C2 Incentives and Procedures in Donor Agencies	December 2008
D Mutual Learning and Communication for Results	
D1 Asian Community of Practice	Ongoing
D2 African Community of Practice	Ongoing
D3 Latin American Community of Practice	Ongoing
D4 JV MfDR Communication & Cooperation Tool	December 2008
D5 Third Edition of a Sourcebook on MfDR	September 2008

A Conceptual and Technical Guidance on Managing for Development Results

Conceptual Clarification on MfDR (A1)

6. Germany is leading the task on “Conceptual Clarification on MfDR”. This work stream aims at three outcomes: (i) the further clarification of key terms and concepts in MfDR that may lead, inter alia, to an addendum to the already existing DAC “Glossary of Key Terms in Evaluation and Results Based Management”; (ii) an analytical report with easy-to-use technical and good practice guidance for policy-makers and practitioners on critical factors, challenges and tested solutions for the introduction and strengthening of MfDR; (iii) a contribution to an improved assessment methodology for indicator 11 of the Paris Declaration. These outcomes cut across many of the other JV MfDR work streams and products, namely the country capacity assessment methodology (A2), the accountability issue (B2) and the third edition of a Sourcebook on MfDR (D5). A small task team is responsible to advance the work stream, while a reference group of self-selected and invited partner country representatives would accompany, enrich and ensure quality of the work.

MfDR Country Capacity Assessment Tool (A2)

7. The World Bank is leading the task on “MfDR Country Capacity Assessment Tool”. The JV MfDR committed to developing and testing a set of tools to assess countries’ capacity to manage for development results by September 2008. The JV recognises that individual bilateral and multilateral donors have already developed, and in some cases already using, tools of their own. This initiative seeks to elaborate a framework under which existing tools can be organized and packaged and a process for countries to self-assess their capacity for MfDR can be defined, tested and further refined. The design of this methodology is being led in partnership with a core group of bilateral and multilateral partners. The final toolkit will be presented at the HLF-3 and will consist of:

- Scan template & "how to Scan" manual.
- One page summary of each currently available assessment tool (e.g. PEFA, PRODEV, UNDP Capacity Assessment Tool, etc).
- Matrix of where all the tools fit into the 5 pillars of MfDR: Leadership, Evaluation & Monitoring, Accountability & Partnerships, Planning & Budgeting, Statistical Capacity (LEAPS).
- Country reports from pilot testing with contact information of participants.
- Concept note and cover documents for the Scan.
- Incentive documents - why countries should be interested/why governments should be interested.
- Testimonials.
- Evaluation forms from country participants.

8. It is expected that the application of this Country Scan will initiate a substantive discussion on MfDR at country level, raise government awareness about MfDR, and help countries determine how to chart their own path. The Scan is meant to be a quick effort, and be used as a basis for developing a set of prioritised action steps to strengthen the application of MfDR principles. The pilot applications of the Scan at country level are expected to start in end of 2007 (list of pilot countries to be defined).

B Promoting Accountability for Results

Mutual Accountability at the International Level (B1)

9. The UK is leading the task on “Mutual Accountability at the International Level”. The purpose of this work stream is to undertake a study of existing accountability mechanisms at international and regional level so as to get a more complete picture of what is taking place to promote mutual accountability. The study will help to inform understanding and debate in the JV MfDR and, subsequently, at the WP-EFF on mutual accountability issues, and will feed into the deliberations around priority outcomes on mutual accountability for the HLF-3. The study will be an advisory input to the JV MfDR – contributing to knowledge – consisting of a technical report, with short executive summary. The JV MfDR will discuss and formulate recommendations to be sent to the WP-EFF.

Mutual and Domestic Accountability at Country Level (B2)

10. Germany is leading the task on “Mutual and Domestic Accountability at Country Level”. The task aims to identify guidance/recommendations and develop best practice for partner countries and donors with regard to accountability mechanisms that are effective to improve MfDR processes in partner countries. It will: (i) help clarify the issue, (ii) analyse and document successful approaches, refine lessons learned and good practice, (iii) synthesise and disseminate a specific guidance on the issue, and (iv) facilitate exchange of experience, peer and practitioner review.

C Improving Agency Effectiveness for Results

Assessment of Agency Effectiveness (C1)

11. The UK accepts that the proposal on “Assessing agency effectiveness: is there a role for an international organisation?” duplicates the work being done by CIDA on behalf of the Multilateral Organization Performance Assessment Network (MOPAN). It has withdrawn the terms of reference and suggests instead that the results of the MOPAN study are shared with the JV MfDR and partner countries through the Communities of Practice. The JV’s role would be to discuss and feedback views on issues such as the role of the DAC in developing a coherent approach to agency effectiveness and how non-MOPAN members and recipients of aid should engage with the process.

Incentives and Procedures in Donor Agencies (C2)

12. The UK and the World Bank will continue to jointly lead the task on “Incentives and Procedures in Agencies”. The work stream on “Incentives and Procedures in Agencies” is based on the document “Draft Good Practice Note on Incentives for Harmonisation and Alignment in Aid Agencies” that was submitted for discussion at the last WP-EFF meeting. At the WP-EFF meeting the document had received general approval. It was suggested for the next iteration to broaden the scope of this framework and include MfDR and possibly the other dimensions of the Paris Declaration (ownership and accountability) to cover aid effectiveness as a whole.

D Mutual Learning and Communication

13. This work plan item consists of five subtasks.

14. Three regional Communities of Practice (CoP) for Asia-Pacific, Africa and Latin America are shaping up as major communication tools for the MfDR global agenda:

- The Asian Development Bank is the task leader of the already operating the CoP Asia-Pacific (D1).
- The World Bank and AfDB are the task leaders for the CoP Africa (D2).
- The Inter-American Development Bank will be the task leader for a CoP Latin America (D3).

15. These three learning networks will be complemented by a web based “JV MfDR communication & cooperation tool” to be managed by the JV Secretariat (D4).

16. Examples of emerging good practice in managing for development results will be drawn together in a Third Edition of a Sourcebook on Emerging Good Practice in MfDR (D5).

Annex 1

**Task Teams Working Under the Umbrella of the JV MfDR
in Implementing the Work Plan 2007-2008**

TASK		TASK LEADER(S)	PARTICIPANTS¹⁾
A1	Conceptual Clarification on MfDR	Germany	Austria, Ireland, Spain, Switzerland, USA, World Bank
A2	MfDR Country Capacity Assessment Tool	World Bank	Canada, Netherlands, United Kingdom, USA (MCC), EU, Asian Development Bank, Inter-American Development Bank, IFAD, UNDP
B1	Mutual Accountability at the International Level	United Kingdom	Austria, Canada, Ireland, Netherlands, Spain, Sweden, Switzerland, United Kingdom, USA, World Bank
B2	Mutual and Domestic Accountability at Country Level	Germany	Austria, Ireland, Netherlands, Spain, Sweden, Switzerland, United Kingdom, USA, World Bank
C2	Incentives and Procedures in Donor Agencies	United Kingdom and World Bank	Spain and others
D5	Third Edition of a Sourcebook on MfDR	World Bank	Canada, France, AsDB, IADB, UNDP

¹⁾ In addition to the named bilateral donors and multilateral institutions partner countries will be invited to participate in the work of the tasks teams.

Annex 2

Financing the JV MfDR Work Plan 2007-2008

Work Plan Items	Task Leader(s)	Total Estimated Needs (€)	Thereof:	
			Through Secretariat	In kind Donor(s)
A Conceptual and Technical Guidance on MfDR				
A1 Conceptual Clarification on MfDR	Germany	50,000		50,000 Germany
A2 MfDR Country Capacity Assessment Tool	World Bank	150,000		150,000 World Bank
B Promoting Accountability for Results				
B1 Mutual Accountability at the International Level	UK	120,000		120,000 UK
B2 Mutual and Domestic Accountability at Country Level	Germany	150,000	50,000	100,000 Germany, UK
C Improving Agency Effectiveness for Results				
C1 Assessment of Agency Effectiveness	UK			
C2 Incentives and Procedures in Donor Agencies	UK, World Bank	130,000		130,000 UK
D Mutual Learning and Communication for Results				
D1 Community of Practice Asia-Pacific	AsDB	500,000		500,000 AsDB
D2 Community of Practice Africa	AfDB, World Bank	700,000		700,000 Austria, Canada, Netherlands, USA, World Bank, IFAD
D3 Community of Practice Latin America	IADB	250,000		250,000 IADB
D4 JV MfDR Communication & Cooperation Tool	JV Secretariat	100,000	100,000	
D5 Third Edition of a Sourcebook on MfDR	World Bank	170,000	20,000	150,000
TOTAL		2,320,000	170,000	2,150,000

Note: The Communities of Practice (D1 – D3) are operated or will be operated autonomously. Since their budget cycles are not necessarily in line with the time frame of the JV MfDR work plan indications of funding needs are shown in rough estimates.