LOOKING AHEAD TO GLOBAL DEVELOPMENT BEYOND 2015: LESSONS LEARNT FROM THE INITIAL IMPLEMENTATION PHASE OF THE OECD STRATEGY ON DEVELOPMENT
Looking ahead to
Global Development Beyond 2015:
Lessons Learnt from the Initial
Implementation Phase of the
OECD Strategy on Development
INTRODUCTION: STRENGTHENING THE OECD’S ABILITY TO FACE INCREASINGLY COMPLEX DEVELOPMENT CHALLENGES IN A RAPIDLY CHANGING WORLD

1. The OECD Strategy on Development is evolutionary in nature, recognising the need for the Organisation’s work on development to be more responsive to complex global realities. A more comprehensive approach helps us to understand better the magnitude and the inter-linkages of economic, social, environmental, and governance challenges, and to enhance the resilience of our economies and societies. By enhancing opportunities for mutual learning, strengthening partnerships; and leveraging the wide range of expertise across the OECD, the Strategy aims to support Members and Partners to identify effective solutions and create the conditions and capacities for inclusive growth and sustainable development.

2. The initial period of implementation of the Strategy has laid the foundation for a more collaborative approach across the Organisation. It has focused on: i) executing the initial projects and deepening work on the cross-cutting areas as set out in the Annex to the Strategy; ii) fostering coherence for development and more inclusive knowledge sharing; and iii) enhancing the OECD’s contributions to global processes as well as partnerships. The next phase of implementation will broaden and deepen our work on development, and ensure that it becomes an integral part of our work. This note looks at these three components and is structured as follows: (i) lessons learnt from the initial period of implementation; (ii) major trends, emerging challenges and global agendas that will guide follow up work of the Strategy on Development; and (iii) recommendations for Members’ consideration aimed at securing effective implementation going forward. The proposed Monitoring Framework is included in the Annex.

1. VALUABLE LESSONS LEARNT FROM IMPLEMENTATION

3. The initial period of implementation has generated important lessons for our approaches to development. Innovative initiatives are emerging based on growing policy dialogue with partner countries and organisations, as well as on improved cross-sectoral collaboration. They are also contributing to strengthen and unify the OECD policy messages on development and fostering new ways of sharing and creating knowledge. Some lessons learnt are highlighted below:

Knowledge sharing and engagement with partners

4. Policy dialogue with developing country partners is evolving. Experience has shown that knowledge sharing will be most effective when the following conditions are met:

   • Ensuring demand-driven processes by adapting to specific needs of partner countries – The Multi-dimensional Country Reviews are still work in progress in Myanmar, the Philippines and Uruguay, but help to identify binding constraints and address multiple policy objectives to improve citizens’ well-being. The appropriation of the MDCRs’ findings and recommendations in national development plans should be further encouraged to ensure sustained commitment and ownership by Partner countries.

   • Emphasising value-added by focusing on complementarities, comparative advantage and fostering participation on an equal footing – The policy dialogue initiative on Natural Resource-based Development among countries at different levels of development, such as Colombia, Mongolia, Nigeria, Norway, Democratic Republic of Congo and Chile, has highlighted the importance of participation as both knowledge holder and knowledge recipient, but more work is needed to ensure commitment and sustainability.
• Creating spaces for multi-dimensional or cross-sectoral discussions rather than working in “silos” – The Policy Dialogue on Global Value Chains (GVC Network) has underlined the importance of policy co-ordination among diverse governmental agencies. Options should be explored for replicating this approach to other areas.

• Ensuring feedback and creating “learning cycles” – The experience with the Knowledge Sharing Alliance (KSA) has highlighted the importance of better integrating the feedback ‘from the field’. The pilots on Urban Green Growth in Dynamic Asia, Observatory on Public Service Innovations, the Policy Framework for Investment (PFI) with Myanmar, and the KSA cooperation with the Eurasia Competitiveness Programme are benefitting from mutual learning but could go further in capturing this ‘learning-cycle’ and better integrating it into our work.

• Taking heed of country needs and contexts. Implementing the New Deal engagement in fragile states commitments demonstrates the need to integrate political economy analysis into cooperation efforts in order to address the challenges of fragile contexts and build peaceful states and societies. The Effective Institutions Platform shows how knowledge sharing in this area can help to strengthen the public sector.

Policy coherence for development

5. The Strategy has helped to update the narrative for policy coherence for development (PCD). Applying a broader PCD lens to our work on illicit financial flows, green growth and global food security has shown how greater coherence at all levels (local, national, regional and global) is critical for dealing with systemic conditions that constrain development, such as barriers to trade, markets and knowledge; and transnational corruption, amongst others. All key stakeholders should be engaged to identify synergies across the economic, social, environmental, legal and political domains to create enabling conditions for development. These conditions include a rules-based trading system; sustainable use of natural resources; access to innovation and technology; and stable and more transparent financial systems, amongst others. Going beyond an exclusive focus on institutional mechanisms in donor countries, progress will entail:

• Moving away from a donors only emphasis to engaging key actors in advanced, emerging and developing countries. Work on food security has shown how in a context of high food prices new challenges have emerged with potential spillovers, including export restrictions and the use of biofuel mandates. Discussions with emerging economies on such issues would be valuable.

• Going beyond the negative impacts of non-aid policies (“do-no harm”) towards more proactive approaches. Improving global food security, for example, entails positive actions by all countries to raise agricultural productivity, using resources sustainably and eliminating waste. A win-win approach to communicating PCD will facilitate collective problem solving in capitals as well.

• Shifting the focus from sectoral to cross-sectoral approaches. Whole-of-government approaches are critical to combating illicit financial flows. This work has highlighted the need for a more comprehensive understanding of the issue focused on key inter-related policy areas: money

* Knowledge Sharing is one of the pillars of the Strategy on Development together with Policy Coherence for Development. A key output of the Strategy is the Knowledge Sharing Alliance (KSA), created in January 2013. It aims to leverage the OECD’s multi-disciplinary expertise, engage in conversations and mutual learning processes with emerging and developing economies, and increase impact by working closely with multi- and bilateral organisations having field presence and implementation capacities and/or networks. Initially co-created by OECD, Germany and Korea, the KSA is open to all parties interested in knowledge sharing on equal footing.
laundering; tax evasion; international bribery; trade mispricing and stolen asset recovery. This approach will help to prepare for and facilitate a single, universally applicable Post-2015 agenda for sustainable development.

- **Moving from generalities to an “issues-based” focus on common challenges**, such as improving framework conditions for combating illicit financial flows. PCD is not an objective in itself. Setting concrete objectives and targets is a precondition for coherent and collective action.

6. **A broader approach to development is gradually becoming embedded in the OECD’s work.** The PFI, which covers over ten policy areas, allows for an integrated treatment of investment climate challenges. It has often led to setting up national task forces (gathering 17 different agencies in Burkina Faso and Myanmar), ensuring a coherent and whole-of-government approach to investment reform. The OECD’s Task Force on Tax and Development, (comprising OECD and developing countries, international and regional organisations, civil society and business) involves different policy communities (development and aid officials; finance officials; tax administration officials) providing a setting to discuss and resolve policy coherence issues. The Multi-dimensional Country Reviews and policy dialogue initiatives have also helped to identify policy trade-offs and policy inter-linkages.

**Contribution to global processes**

7. **A cross-OECD task team contributing to the UN-led post-2015 process has highlighted the need to engage better our different policy communities to improve relevance, value added and impact in major international processes.** This work underlines that a post-2015 framework needs to:

- Embrace a comprehensive understanding of development which takes into account the multiple dimensions of poverty and inequalities as well as the environmental agenda.

- Ensure its effective implementation by promoting new forms of international cooperation such as the Global Partnership on Effective Development Co-operation, as well as other global partnerships and networks to coordinate the activities of state and non-state actors to promote inclusive growth and development.

- Focus on the generation of sound and reliable data and its analysis, including by, but not limited to, strengthening national statistical capacities.

- Identify new ways and instruments to measure and monitor financing for sustainable development beyond Official Development Assistance (ODA).

8. **Helping to forge a new Global Partnership for Effective Development Co-operation has highlighted the importance of inclusive and multi-stakeholder alliances that recognise the diversity of actors.** Jointly supported by the OECD and UNDP, the post-Busan Global Partnership offers a new model that can contribute to the post-2015 framework, and its implementation – particularly through its focus on effective development co-operation as an enabler. The Partnership encourages leadership through active coalitions, benefiting from the support of key international organisations, and bringing together politicians and decision makers to take action on pressing issues. It has also built international consensus around a global set of indicators to monitor performance against commitments.

**Towards a whole-of-OECD approach to development**

9. **The OECD Strategy on Development is an approach, and it is still new and evolving.** The Strategy is neither a fixed project nor a set of policy recommendations. Important steps have been taken to
ensure an effective mainstreaming process, benefiting from the leading role played by senior management in fostering horizontal collaboration across the Organisation. The annual meeting of the Members of the Council on Development has been instrumental in bringing the OECD work on development to the attention of Members and Partner countries. The network of Strategy Focal Points in Directorates has helped to ensure more effective information sharing and fostered horizontal collaboration and whole-of-OECD perspectives. The ‘Development Strategy Informal Working Group’ (IWG) engages Members actively and provides a whole-of-OECD perspective. The Monitoring Framework, included in the Annex to this note, will be instrumental in assessing whether the comprehensive approach to development is being successfully mainstreamed in Committees. Further incentives could be explored to foster greater horizontal collaboration, supported by adequate funding.

II. EMERGING CHALLENGES AND AGENDAS DRIVING THE OECD STRATEGY ON DEVELOPMENT IN THE FUTURE

10. **A rapidly changing global economic landscape means every country is facing more complex and interlinked economic, social and environmental challenges.** Population dynamics, climate change, migration, growing inequalities and rising unemployment are changing the landscape in which countries operate. Shifting wealth processes have modified the centre of gravity of the world economy as well as the geography of poverty. Sustained growth and poverty reduction have provided increased opportunities for better lives, including through more education and better health, and have helped expand the global middle class, but many groups risk falling back into poverty. Similarly, growing demand for food, energy and water that comes with rising incomes creates sustainability challenges, but also greater demand for quality services and political accountability.

11. **A better understanding of the linkages in emerging global trends and their implications is critical for countries as they craft national strategies for sustainable development.** For example, sustaining productivity growth and avoiding the ‘middle-income trap’ may become particularly challenging amidst changing patterns of shifting wealth. A defining trait of the trap is the exhaustion of “early” sources of growth (e.g. urbanisation, production factor sector shifts). Countries facing these challenges are required to re-think their development strategies, identify new sources of growth and consider ways to ensure their longer term sustainability.

12. **Under these circumstances, fostering growth and competitiveness remain crucial, but creating jobs and ensuring social stability are even more so.** Although global growth is set to pick up moderately, the number of unemployed worldwide is projected to rise. In 2012, a quarter of the increase in global unemployment of 4 million was in the advanced economies, while three quarters were in other regions, in particular in East Asia, South Asia and Sub-Saharan Africa. Countries that have managed to avoid rising unemployment have often experienced increasingly vulnerable employment instead as well as growing numbers of workers living below or near the poverty line.

13. **Sustained inequality is compromising both economic development and social stability.** While the income gap between rich and poor countries has narrowed in recent years globally, income inequality remains high within many countries and is rising in others. Many who were lifted out of extreme poverty move into an intermediate state of “vulnerability” rather than to “middle class” status. Key sources of inequality in developing countries include a large, persistent informal sector, widespread regional divides (e.g. urban-rural), gaps in access to education, and barriers to employment and career progression for women. Each of these exacerbates gender inequality – long recognised as the most pervasive form of inequality – and a fundamental barrier to inclusive growth and sustainable economic and social development.
14. **International migration is becoming a significant driver of economic and social development in a number of countries.** The past two decades have witnessed a rapid evolution in international migration flows. International migrants have grown to 232 million in 2013, from 175 million in 2000 and 154 million in 1990. This increase is mainly the result of population growth, since migrants as a share of the world’s population have remained fairly steady at around 3 per cent. The biggest change in flow types since 1990 has been increased mobility from the South to the North. However, today, around 82 million are South-South migrants. In some countries, remittances comprise a critical share of GDP, in some cases above 20%.

15. **Without decisive action, environmental challenges - particularly climate change- will become more and more pressing.** Our understanding of the scale of the risks posed by climate change is much better developed today and supported by globally accepted evidence, yet our dependence on fossil fuels appears to be unshaken. Given the need to feed a further 2-3 billion people and limit temperature increases, policies will have to drive the elimination of fossil fuels emissions in the second half of the century. Biodiversity and water security are also key challenges. By 2050, more than 40% of the world’s population – nearly 4 billion people – will live in river basins under severe water stress, and flood risks and other disasters are projected to be significantly higher than today, affecting more than 1.6 billion people.

16. **The OECD is well placed to help monitor and promote a better understanding of global trends, their interactions and their consequences for development.** Strengthening this capacity and engaging with key players can help to ensure the relevance of OECD’s strategic advice, help governments to build resilience and tackle international policy externalities, and help us adapt policy tools to different contexts.

**Development in a post 2015 era: towards a more inclusive and environmentally sustainable global economy.**

17. **The international community is preparing for a new global agenda that will steer a transformational shift towards sustainable development.** The new framework will require improved coordination and coherence between policy communities involved in development co-operation, sustainable development, and climate change, and shifts in the way development is approached:

- **From goals applied largely to (low income) developing countries in the MDGs (except MDG8) to universally applicable objectives post-2015.** Sustainable development requires actions and transformations in all countries regardless of their level of development. To ensure progress, goals, targets and indicators should take into account national circumstances and capacities. Reinforcing statistical capacities and coordination will be critical.

- **From a focus on the consequences to addressing also the causes of development challenges, as well as the drivers of development.** To maintain progress made under the MDGs, a balance is needed between working towards global public goods objectives and focusing on human development impacts defined by the MDGs.

- **From sectoral to cross-sectoral approaches to sustainability.** The post-2015 framework should allow for capitalising on inter-linkages and synergies among goals and sectors. This will require whole-of-government approaches and greater policy coherence.

18. **Mobilisation of resources from a variety of sources and the effective use of financing will be fundamental to ensure implementation of the post-2015 agenda.** The Rio+20 outcome document highlights the need to support developing countries in their efforts towards sustainable development, including the achievement of future sustainable development goals. The Intergovernmental Committee of Experts on Sustainable Development Financing (ICEDSF) launched by the Rio+20 Conference is working to develop options on an effective financing strategy considering financing needs, effectiveness,
consistency and synergies of existing instruments and frameworks. Financing needs could be large. All types of flows will be necessary, including public, private, international and domestic.

19. ODA continues to be the largest source of external financing in the Least Developed Countries (LDCs) and plays an important role in fragile states but it needs to be used more effectively. ODA alone will not be sufficient. It needs to be used more strategically, and catalytically to leverage other flows. As noted in the Rio+20 outcome document, developed countries that had not yet done so were urged to make additional concrete efforts towards the target of 0.7 per cent of GNP. Domestic resource mobilisation will be critical. International support can help to strengthen domestic capacities for resource mobilisation, including in tax collection, by curbing illicit flows and in the administration and management of natural resource revenues. Private investment will also need to play an active role in the transition to sustainable development, supported by sound institutions and policies that in turn create jobs, boost productivity and incomes, and foster poverty reduction and sustainable development. Implementing the new agenda could also require mobilising new and innovative sources of finance.

20. A strengthened, inclusive and accountable global partnership will be fundamental to the means of implementation. The post-2015 development agenda will require governments and key actors acting individually and collectively to adopt policies and mobilise resources to advance sustainable development. The UN Secretary-General’s High-level Panel Report pointed to the forging of a new global partnership towards a new spirit of solidarity, cooperation and mutual accountability as perhaps the most important of its five recommended transformative shifts. The need to “engage all countries, local authorities, international organisations, businesses, civil society and other philanthropists, and people” is widely recognised. The Global Partnership for Effective Development Co-operation has built a unique open and political coalition. It provides OECD Members with a platform to work together with all stakeholders to get the most impact out of development co-operation and to achieve development results for all. Its approach to monitoring progress encourages both learning and accountability.

21. The OECD’s multidisciplinary structure is an asset to analyse policy options, trade-offs and linkages for sustainable economic transformation and inform discussions. The OECD is contributing to the formulation of targets and indicators that measure progress across all three dimensions of sustainable development. It can support its Members in achieving the universality of the post-2015 agenda. Its work on poverty, inequality and well-being will be relevant for defining and measuring progress and to conceptualise respective policies in the post-2015 framework. PARIS21 can play an influential role in support of a global partnership on the data and capacities needed worldwide to tackle the challenge of monitoring the post-2015 goals framework. The OECD is also helping to identify ways to mobilise resources from a variety of sources, to incentivise innovative financial instruments; and to ensure a more effective use of financing. PISA can provide a means for all countries to measure progress towards national and international post-2015 education goals.

III. GOING FORWARD

22. The OECD will seek to deepen its understanding of the implications of the major global trends for sustainable development. Strengthening our policy dialogue and knowledge sharing will be critical to adapting our analytical frameworks and policy tools, and to respond better to a world that requires new multidimensional solutions. The Multi-dimensional Country Reviews are particularly relevant here as a new tool which considers the multiplicity of objectives, policy options and trade-offs, and works with the country in partnership. PISA for development is well placed to support global efforts to frame a learning goal in the context of the post-2015 agenda. Making this tool more relevant to developing countries will be a critical element of the Strategy going forward. In addition, the policy dialogue networks, and the Knowledge Sharing Alliance will be important vehicles to strengthen our capacities.
23. **The OECD will continue fostering a broader approach to policy coherence for development** at all levels (including advanced, emerging, and developing countries), critical for creating the enabling environments and policy process required by the post-2015 development framework. The Organisation could further explore ways to foster coherence among the various agendas (development, sustainable development and environmental) and global development processes (UN post-2015 Sustainable Development Goals, G20, G8). The Centres of Government (CoG), will have an increasingly important role to build common understanding and achieve consensus on the global development agenda. The work of the G20, for example, can add value by facilitating policy coordination across different G20 work streams given their overall impact on developing countries. Australia’s priority for 2014 is to foster growth underpinned by employment, trade and investment. This means also to link and align the development agenda better with economic growth, by creating the conditions for developing countries to attract infrastructure investment, by strengthening tax systems and domestic resource mobilisation, and by improving access to financial services and local bond markets. This approach will contribute to the G20’s broad priorities for improving global economic prospects and contribute to better development outcomes across the board.

24. **The OECD will continue to support the UN-led processes in shaping a strong sustainable development agenda for the post-2015 era.** A whole-of-OECD contribution will support the UN-led process of designing goals, targets and indicators across all dimensions of sustainable development. The OECD - in collaboration with other international organisations - has a role in identifying new ways and instruments to measure and monitor financing for sustainable development beyond ODA, the generation of sound and reliable data, and strengthening national statistical capacities. In seeking to modernize the ODA measure, the OECD and Members are exploring better incentives to provide more of the right types of assistance in the right amounts at the right time. This will also help identify how to better tap into other sources of funding. Other areas of OECD’s work, such as on the Skills, Green Growth and renewed Innovation Strategies, and on fostering agricultural growth and competitiveness are also relevant for creating the enabling environments required by the post-2015 framework. The OECD will continue to support processes under certain UN conventions, in particular the UN Framework Convention on Climate Change (UNFCCC) efforts to secure a new global climate deal in 2015, where the OECD through its expertise and data systems can support discussions as appropriate on the tracking climate finance.

25. **OECD Members play an important role to ensure that commitments for effective development co-operation agreed in Busan in 2011 and in Mexico City in 2014 are harnessed to support the implementation of the post-2015 development framework.** Aid, particularly in low-income countries and fragile states, is at the core of OECD members’ commitments under the Busan agenda and of their support for global development efforts. However, the Global Partnership for Effective Development Co-operation encompasses a broad concept of development cooperation, and its contribution to the Post-2015 framework should, therefore, incorporate the effectiveness of other flows and means in addition to that of ODA. Renewed attention is needed to accelerate progress on aid effectiveness commitments. It will also be important to reflect on immediate follow-up to the outcomes of the High Level meeting in Mexico (15-16 April 2014), particularly in the area of domestic resource mobilisation and taxation. OECD contributions to these areas are proving to be highly relevant.

26. **As the OECD moves to the next phase in the implementation of the Strategy, mainstreaming efforts and the ‘whole-of-OECD’ approach to development must be strengthened.** Greater involvement and the more proactive and systematic participation of OECD Committees will be crucial in this process. The Development Strategy Informal Working Group should continue to support the Council on the mainstreaming process. The new Monitoring Framework for the Strategy will assess to what extent the Strategy’s approach to development is being mainstreamed and help to engage Committees and Directorates in identifying gaps in development knowledge as well as new development-relevant areas, such as BEPS, the data revolution, regional approaches, and others.
ANNEX
MONITORING FRAMEWORK FOR THE STRATEGY

1. The Strategy on Development foresees regular monitoring and reporting on progress on the implementation as we move forward. Against this background, the Organisation was mandated in the 2013 MCM Overview Paper on the Implementation of the OECD Strategy on Development [C/MIN(2013)10] to develop a Monitoring Framework. The Secretariat has collected data, consulted with a wide range of stakeholders, developed methodological options and on that basis, identified the operational and institutional components for the Monitoring Framework.

2. The Monitoring Framework comprises three main components, as agreed at the 2013 MCM: i) status of projects set out in the Annex to the Strategy; ii) status of mainstreaming activities across the Organisation; and, iii) engagement of the OECD with developing countries and others. Mainstreaming development will contribute to meeting the Strategy objectives through one or more of the following:
   i) reliance on cross-cutting/multidisciplinary alliances;
   ii) innovative ways of generating and sharing knowledge; and
   iii) a sharper focus on Policy Coherence for Development (PCD).

Conceptual Framework for monitoring – Intervention logic

3. The Monitoring Framework is designed to track progress in two dimensions of mainstreaming: (i) internal - aligning the work across the Organisation to the principles and criteria set out in the Strategy, and (ii) external - engaging developing countries on topics of shared interest and fostering partnerships with international organisations, Members and other stakeholders with an operational presence in developing countries. Impacts on policy in Member and Partner countries, through more coherent policy making, knowledge sharing and improved enabling environments, should result indirectly via the process of mainstreaming and as a direct consequence of outputs produced within the framework of the Strategy (see Figure 1, below).

An Architecture for the Monitoring Framework

4. The Framework is designed to identify and collect data on the advancement of initiatives within the scope of the Strategy on Development. Data sources include the PWB Monitoring and Progress Reports; consultations with stakeholders; PIR; surveys of participants in OECD events; targeted feedback from partners about OECD products; and contributions from Members’ own monitoring and evaluation systems. This approach will allow for the monitoring of any mainstreaming that may occur, firstly in OECD Committees (i.e. internal), secondly in other international organisations and stakeholder bodies, and further along in time with respect to policy in Member and possibly non-Members countries (i.e. external). The Secretariat will complete four data collection components at various points through to 2017.

5. The Framework includes a set of headline monitoring indicators (see last page), informed by the collected data, to provide feedback on the implementation of the Strategy, its mainstreaming outcomes and policy impacts as a whole. These indicators, both quantitative and qualitative, may evolve in the future to take account of the Post 2015 Development Goals when they have been negotiated.
Institutional components of a Monitoring Framework

6. The Strategy identifies four levels of responsibility for monitoring progress in the implementation of the Strategy: (i) the Committees themselves as the primary level of responsibility; (ii) the Council; (iii) the IWG; and (iv) the Secretariat (see Table 1).

7. Committees provide the key accountability mechanism for assessing the extent to which mainstreaming takes place with regard to the development components in the Programme of Work and Budget (PWB) and the delivery of outputs against expected outcomes. They decide on the use of resources, degree of engagement with partners and extent of joint meetings with other policy communities. Committees can and should integrate policy coherence perspectives in their work to the extent that Members have endorsed relevant principles and practices in line with the Strategy on Development. It is up to Committees to follow through in their respective policy areas.

8. The Council is responsible for monitoring the implementation and mainstreaming of the Strategy on Development as a corporate endeavour taking into account a “whole-of-OECD” perspective. As the Council is composed of Heads of Delegation, it is the appropriate forum to ensure coherent, “whole-of-government” approaches and better linking the monitoring of policy coherence and good practices in capitals with the mainstreaming work at the OECD. They can also help to ensure a double feedback learning loop between Members and Partner countries, and between the Organisation and its Members. The IWG supports the Council within the framework of the Strategy on Development.

9. Mainstreaming is the responsibility of the Secretariat as set out in the Strategy section VII. The Deputy Secretary-General, under the guidance of the Secretary-General, leads the co-ordination of the Strategy implementation; organises regular inter-Secretariat meetings at the working level; meets with Directors and staff engaged in projects; engages with Committees on development related issues and informs the IWG and the Council on progress, all with a view to foster mainstreaming of the Strategy on Development and ensuring organisational effectiveness.
<table>
<thead>
<tr>
<th>Levels of responsibility</th>
<th>Main role</th>
<th>Composition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council</td>
<td>Monitoring implementation and mainstreaming; ensuring coherent and whole of government approaches; decision-making</td>
<td>Secretary-General and Members represented by Ambassadors</td>
</tr>
<tr>
<td>Committees</td>
<td>Mainstreaming development into PWB; delivery of outputs aligned with Strategy criteria and principles.</td>
<td>Members represented by Delegates from relevant policy areas; associate members and other Participants as relevant</td>
</tr>
<tr>
<td>Informal Working Group (IWG)</td>
<td>Support for the Council’s role in monitoring; ensuring whole of OECD approaches and strategic guidance on next steps</td>
<td>Members represented by Ambassadors or deputies and Key Partner countries</td>
</tr>
<tr>
<td>Secretariat</td>
<td>Strategic leadership and organisational effectiveness</td>
<td>Deputy Secretary-General (lead coordination) supported by Directors and Strategy Focal Points in each directorate.</td>
</tr>
</tbody>
</table>
### STRATEGY ON DEVELOPMENT - HEADLINE MONITORING INDICATORS AND QUALITATIVE DATA

<table>
<thead>
<tr>
<th>Level and type of indicator/data</th>
<th>Indicators/qualitative data</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcome indicators and qualitative outcome data</strong></td>
<td></td>
</tr>
<tr>
<td>Reports from OECD Members of policy efforts and practice to advance development goals and objectives including experiences on (a) PCD and (b) knowledge sharing</td>
<td></td>
</tr>
<tr>
<td>% of SoD Outputs having had a high or very high impact on the design and/or implementation of policy, programmes and approaches to development in Members.</td>
<td></td>
</tr>
<tr>
<td>Types of use/impact on policy of SoD Outputs in Members.</td>
<td></td>
</tr>
<tr>
<td>% of SoD Outputs having had a high or very high impact on the design and/or implementation of policy, programmes and approaches to development in Partner countries.</td>
<td></td>
</tr>
<tr>
<td>Types of use/impact on policy of SoD Outputs in Partner countries.</td>
<td></td>
</tr>
<tr>
<td>Changes in other international organisations’ and stakeholder bodies’ design and/or implementation of policy, programmes and approaches to development as a result of the SoD</td>
<td></td>
</tr>
<tr>
<td>% of OECD Committees in which participation of Partner countries has increased by X%</td>
<td></td>
</tr>
<tr>
<td>% of OECD Committees in which participation of other International Organisations and Stakeholder Bodies has increased by X%</td>
<td></td>
</tr>
<tr>
<td><strong>Mainstreaming indicators</strong></td>
<td></td>
</tr>
<tr>
<td>% of OECD Committees for which budget linked to development-related outputs (Development and Strategy on Development markers) has increased by X%.</td>
<td></td>
</tr>
<tr>
<td>% of OECD Committees in which discussions have drawn on SoD intermediate or final outputs.</td>
<td></td>
</tr>
<tr>
<td>% of OECD Committees in which work programme contents have changed as a result of the SoD.</td>
<td></td>
</tr>
<tr>
<td>% of OECD Committees having changed some of their working methods as a result of the SoD.</td>
<td></td>
</tr>
<tr>
<td>% of OECD Committees having modified some of their outputs as a result of the SoD.</td>
<td></td>
</tr>
<tr>
<td>% of OECD Committees involved new horizontal initiatives as a result of the SoD.</td>
<td></td>
</tr>
<tr>
<td><strong>Implementation indicators</strong></td>
<td></td>
</tr>
<tr>
<td>% of SoD initiatives in the stage of finalisation or completed.</td>
<td></td>
</tr>
<tr>
<td>% of SoD Initiatives assessed by Members as being of high or very high quality.</td>
<td></td>
</tr>
<tr>
<td>% of SoD initiatives receiving contributions from OECD Committees and/or Directorates without formal responsibility for the Initiative.</td>
<td></td>
</tr>
<tr>
<td>% of SoD Initiatives receiving contributions from other International Organisations and Stakeholder Bodies</td>
<td></td>
</tr>
</tbody>
</table>
This document and any map included herein are without prejudice to the status of or sovereignty over any territory, to the delimitation of international frontiers and boundaries and to the name of any territory, city or area.
LOOKING AHEAD TO GLOBAL DEVELOPMENT BEYOND 2015: LESSONS LEARNT FROM THE INITIAL IMPLEMENTATION PHASE OF THE OECD STRATEGY ON DEVELOPMENT