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CLUSTER WORK PLANS

2-Page Note from Clusters and Workstreams

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CLUSTER A: OWNERSHIP AND ACCOUNTABILITY

Overall Objective: Enhanced Ownership and Accountability in AAA Implementation

1. The AAA reaffirms the objective of strengthening partner countries' ownership of their development strategies. It also broadens the concept beyond the executive to include engagement with parliament, political parties, local authorities, the media, academia, social partners and broader civil society. Strengthening broad based ownership requires measures to develop the capacity of all stakeholders, combined with effective access to knowledge and information. Democratic ownership and accountability are like the two sides of one coin: one is a precondition to the other and vice-versa. In the same line of thought, the quality of mutual accountability mechanisms depends on the quality of domestic accountability in donor as well as partner countries.

2. The nature of Ownership and Accountability (O&A) is complex. However, they are central to the advancement of the Paris Declaration (PD) and the Accra Agenda for Action (AAA), as amply demonstrated in Accra Roundtables on country ownership, mutual accountability, as well as CSOs and aid effectiveness.

Cluster Objectives

1. Accelerate progress in donors' and partners' implementation of AAA commitments as regards O&A
2. Facilitate and disseminate evidence based information on O&A
3. Strengthen international level and country level mechanisms for donor and partner countries to hold each other to account for meeting aid effectiveness commitments
4. Support the development of robust mutual accountability mechanisms at country level based on what works and what does not work

Key Tasks and Deliverables

3. To achieve these objectives, four tasks are planned (see below). These tasks will be implemented under the responsibility of the Working Party on Aid Effectiveness. However, a number of activities will be undertaken jointly or in consultation with other bodies (GOVNET, GENDERNET, UNDP/DCF, etc).

TASK 1: Mutual Accountability

4. The AAA calls for promoting political commitment and enhanced common understanding related to mutual accountability, for support to and monitoring of country-level mutual assessment reviews "based on mutually agreed results in keeping with country development and aid policies", and for the review of proposals for strengthening international accountability mechanisms.

- Establish platform(s) for political level dialogue and engagement to include representatives from the executive as well as parliament, social partners and representatives from Civil Society. One platform established on each continent by end of 2009.

- Support to and initiation of joint MA initiatives at country level, including elaboration of “terms of engagement”, standards etc. 5 initiatives launched by mid-2010.
- Review and support proposals for strengthening international accountability mechanisms; contribute to test and launch. Stocktaking by end of 2009.

TASK 2: Domestic Accountability (to be finalised together with GOVNET)

5. The AAA calls for supporting domestic accountability institutions including: parliaments, local authorities, political parties, social partners, civil society and the media.

- Analyses of the informal governance landscape in 5partner countries. By end, 2010.
- A library of case studies of good practice, demonstrating how better domestic accountability (and/or donor support to domestic accountability) has led to better governance and development outcomes. To be concluded by mid-2011.
- A high-level political statement on what is acceptable and desirable in terms of donor engagement with political parties in partner countries, by mid-2011.

TASK 3: Broad based democratic ownership

6. The AAA calls for political commitment by both donors and partner countries to take the action needed to implement the principles of partner country ownership and leadership set out in the Paris Declaration and in the AAA with regard to broadening ownership beyond the government level.

- assessment and analysis of the incentives that affect behaviour in relation to ownership, by end, 2010:
 - within partner countries to work more closely with parliaments, local authorities, and CSOs in developing national development plans,
 - in donor countries.
- Political level meetings (e.g. ‘Big Table’ informal meetings of ministers from key partner countries and donor countries) to identify changes in incentives and accountability structures in both donor and partner countries needed to drive behaviour change at country level. One first meeting by mid-2010; alternatively, regional meetings.
- Develop additional complementary indicators to the Paris Declaration indicator for country ownership and targets that will measure progress more accurately for the HLF-4. By end, 2010.

TASK 4: Country leadership and Capacity Development

7. The AAA calls for Capacity Development for inclusive ownership, which requires support to increase the capacity of all development actors in order to overcome systemic constraints.

- Provide guidance for donor support of southern think tanks, and better use by donors of local knowledge. Stocktaking by end 2009; guidelines by mid-2010.
- Promote platforms for political dialogue between multilateral institutions, donors and developing countries (government, local government, Parliament, CSOs, the private sector) through the identification and documentation of existing good practices, as well as the definition of core principles of engagement. 2 platforms operational by end, 2009.
- Guidance on incentives for donors and partner countries to ensure that development programmes are consistent with international commitments on gender equality, human rights, disability and environmental sustainability. Stocktaking by end, 2009; guidelines by mid-2010.

Modalities for Implementing the Tasks

8. Several WP-EFF members have approached the chairs and expressed their willingness to join the cluster and actively contribute. Terms, organisational setups and modalities remain to be defined and are expected to become more concrete by 6 May.

9. **Mutual Accountability:** The group that formed the Task Team on Mutual Accountability, originally within the JV-MfDR, will join the cluster and take up the envisaged activities, with support from the WP-EFF Secretariat, in collaboration with other WP-EFF clusters and GOVNET, GENDERNET, and together with volunteer WP-EFF members, especially partner countries.

10. **Domestic Accountability:** It is anticipated that a GOVNET work stream will take the lead, in the same way as described above.

11. **Broad Based Democratic Ownership - Country Leadership And Capacity Development:** a “coalition of the willing” (formed of donors, partner countries, CSO representatives) - committed to furthering the work undertaken by the Advisory group on CSOs and Aid Effectiveness - has recently met in Stockholm. It is anticipated that this group will play a major role with respect to pursuing this task. Following options have emerged:

1. The proposed multi-stakeholder Task Team on Civil Society Development Effectiveness and Enabling environment *joins the cluster as an independent fourth Cluster Task Team*. Another work-stream addresses issues of ownership.
2. The proposed multi-stakeholder Task Team on Civil Society Development Effectiveness and Enabling environment *joins the cluster and takes the lead on “ownership”* (broadening its scope beyond the CSO perspective/dimension to encompass all stakeholders).
3. *One single Task Team covers topics related to domestic accountability, ownership and CSOs*. Sweden has expressed its willingness to lead such a Group (the TT on Mutual Accountability would remain as a separate team).¹

12. A *cluster team* will be established, which will include leaders of the work streams that will be established, as well as contact persons from other existing related groups such as the GOVNET anti-corruption task teams, human rights task team, and others.

13. NB: at this stage, the chairs refrain from introducing elements of costing and sources of funding with respect to the proposed activities. It is anticipated that financial issues will be addressed and clarified in the course of sorting out the above described options.

¹ These options will be further explored during the coming weeks. Principles that should guide decision on cluster work modalities are in particular:

- Build upon what exists: work streams, initiatives already launched, etc.
- Seek to integrate existing knowledge, competencies and energies
- Identify the most efficient ways to organise so as to reach objectives (e.g. balance of workload between Task Teams; coherence in the way of bundling issues)
- Be topic and task oriented; organise and structure accordingly (avoid rigid structures)

CLUSTER B: STRENGTHENING AND USING COUNTRY SYSTEMS

Overall objective: Progress in Strengthening and Using Country Systems

14. The Accra Agenda for Action (AAA) reiterates and strengthens the commitments made in Paris for Strengthening and Using Country Systems. This results from strong evidence that although some progress has been achieved in strengthening country systems (since 2005, 36% of countries have improved their score for public financial management (PFM) against a target of at least 50%), less progress has been achieved on the use of country systems, with only 45% of country systems being used in the countries surveyed in 2008 (as against the target of 80%). The survey results clearly show a lack of correlation between the quality of a country system and its use by donors. As a result, §15 of the AAA commits developing countries and donors to “strengthen and use developing country systems to the maximum extent possible”. Against this background, the objectives of the cluster are to:

- Accelerate progress in donors’ use of country systems
- Facilitate the strengthening of country systems and effective locally-rooted capacity to reform systems where deemed necessary
- Better communicate the benefits of using country systems and involve a greater number of stakeholders (parliaments, CSOs) in overseeing the strengthening and use of country systems

15. The AAA defines country systems as follows: ‘systems for public financial management, procurement, audit, monitoring and evaluation, and social and environmental assessment’. The consultation process undertaken by the cluster scoping team showed that country systems in priority should include: PFM, procurement and monitoring & evaluation (including statistics).

KEY Tasks and deliverables

16. To achieve these objectives four tasks are planned. These tasks will be implemented under the responsibility of the Working Party on Aid Effectiveness. However, a number of activities under these tasks will be undertaken jointly or through linkages with other bodies (Cluster E, GOVNET, INTOSAI, ENVIRONET, GENDERNET, etc).

TASK 1: Using Country Systems (AAA §15a, 15b, 15d, 15e)

17. The AAA calls for donors “to use country systems as the first option for aid programmes in support of activities managed by the public sector”. When donors choose not to use country systems, they are expected to publish their reasons for not doing so. As part of this process, the following deliverables are planned:

- Practitioner’s guide to using country systems (Q2 2010)
- Country Systems Forums starting immediately, and by the target quarter covering all aid-receiving partner countries, culminating in an international dialogue on the strengthening and use of country systems (Q3 2010)
- Communicating and disseminating the benefits of using country systems (Q4 2009)

TASK 2: Assessing the Quality of Country Systems (AAA §15c)

18. The AAA calls for donors and developing countries to ‘jointly assess the quality of country systems in a country-led process using mutually agreed diagnostic tools’. As part of supporting this commitment, the cluster aims to:

- Establish a country-led multi-year programme of diagnostic work in most partner countries (Q3 2010)

TASK 3: Building Effective Capacity to Reform Country Systems (AAA §14 and §15c)

19. The Paris Declaration (§2a and §2b) as well as the Accra Agenda for Action (§15) call for partner countries to strengthen country systems and to take the lead in defining reform programmes and priorities. Donors are expected to support these reforms and provide capacity development assistance. Building on work already undertaken by Joint Ventures, the cluster plans to produce the following deliverables:

- Toolkit for partner countries to support the preparation of a systems capacity development strategy (Q4 2009)
- Conference and Good practice note on implementing and sequencing reform strategies (Q4 2009)

TASK 4: Accountable and Results-Driven Country Systems (AAA §23a, 23c, 24a, 26a)

20. Given the need to strengthen accountability for the use of development resources, donors and partners committed to focusing on strengthening national statistical systems, budgeting, planning, monitoring and country-led evaluation to enable greater accountability and transparency. As a result, the following deliverable is planned:

- Three to five regional dissemination workshops (in conjunction with other cluster regional consultations) and a good practice note on strengthening parliamentary and SAI oversight (Q2 2010)

MODALITIES for implementing the tasks

21. **Membership.** In 2005, the Working Party on Aid Effectiveness established Joint Ventures to guide work on Public Financial Management and Procurement. These groups bring together representatives from partner countries and donors on a regular basis. To enable quick start-up and capitalize on previous investment, the cluster will rely on the former Joint Ventures, renamed and re-oriented as Task Forces, to carry out the four tasks. The cluster co-ordinators recognise the proposed forward workplans of the Joint Ventures (drawn up in consultation with partner countries) and will ask the Task Forces to work to tailor the plans to the cluster workplan.

22. **Membership of the clusters will include:** the cluster co-ordinators (Ghana and the United States); the chairs of Task forces on PFM and Procurement; and up to six additional members of the Task Forces selected to ensure that all categories of the WP-EFF membership are represented. Linkages will also be ensured with other relevant bodies (Cluster E, CABRI, INTOSAI, GOVNET, ENVIRONET, EVALNET, etc.) and with representatives of CSOs.

23. **Resources.** In-country work will be supported by a combination of partner country and local donor resources, with support from the Secretariat as required. For other activities, the first preference

would be for resources drawn from Voluntary Contributions. However, where these are not appropriate or insufficient, the cluster will look to individual donors and countries for further resources.

USING COUNTRY SYSTEMS	
Practitioner's Guide	<p>Country Systems Cluster members will draw up the Terms of Reference for the toolkit in consultation with the Task Forces on Public Financial Management and Procurement.</p> <p>The toolkit will be drafted by the Task Forces and in consultation with Cluster E, CABRI, Paris 21, GOVNET, GENDERNET and ENVIRONET. The toolkit will be included in the country systems web portal.</p>
Country Systems Forums	<p>Country Authorities and Country Systems Cluster members, with support from the DAC Secretariat, will initiate and support country systems forums bringing together all stakeholders at the country level to identify bottlenecks and solutions to strengthening and using country systems.</p>
Communication	<p>OECD-DAC Secretariat – it is suggested that the Secretariat establish a web portal immediately and assist in the communication efforts on the benefits of strengthening and using country systems. The Secretariat will request communication briefs from the Task Forces on Public Financial Management and Procurement, ENVIRONET, EVALNET and others as appropriate, and ensure linkages with Cluster D on monitoring the Paris Declaration.</p>
ASSESSING COUNTRY SYSTEMS	
Multi-year programme of diagnostics	<p>Country Authorities and members of Task Forces on Public Financial Management and Procurement— Country authorities assisted by the Task Forces will undertake a mapping/stocktaking exercise of current diagnostic work at the country level; and support government officials establish a multi-year partner country-led programme of diagnostic work.</p>
EFFECTIVE CAPACITY FOR REFORM	
Capacity Development Strategies	<p>Country Systems Cluster members will draw up the Terms of Reference for the Toolkit.</p> <p>Task Forces on Public Financial Management and Procurement are expected to deliver a practical guide on elaborating capacity development strategies in consultation with the CD Alliance and LENCDC.</p>
Sequencing Reform	<p>OECD-DAC Secretariat in consultation with Task Forces on PFM and Procurement— OECD-DAC Secretariat will support the Task Forces in preparing a good practice note following the organization of a regional workshop on best practices in sequencing reform programmes.</p>
ACCOUNTABLE AND RESULTS-DRIVEN COUNTRY SYSTEMS	
Strengthening Oversight of External Accountability Institutions	<p>Country Systems Cluster members drawn from the Task Forces are expected to prepare materials to be used at dissemination workshops on strengthening parliamentary and Supreme Audit Institution oversight of country systems. This will be undertaken in consultation with GOVNET. Workshops will be carried out in conjunction with other Clusters and regional/international bodies.</p> <p>The Task Forces will support exchanges between donor and partner country parliamentarians on the benefits of using country systems.</p>

CLUSTER C: TRANSPARENT AND RESPONSIBLE AID

Objectives

24. The Accra Agenda for Action (AAA) strengthens commitments made in Paris related to a more transparent and responsible delivery of aid. In the context of the detailed AAA commitments on transparency, predictability, conditionality and complementarity, the overall goal of the cluster is to enable partner countries to make more effective, efficient and accountable use of aid they receive. Detailed objectives are to:

- Contribute to a more rational aid delivery by strengthening country-led division of labour and complementarity within and across countries, reducing fragmentation and transaction costs;
- Improve quality, availability and accessibility of information on aid in partner countries;
- Support the change in the nature and improved use of conditionality by reducing the number of conditions and drawing conditions from partner countries' own strategies and plans, increased transparency and knowledge sharing;
- Enhance predictability of aid allocations and disbursements for partner countries.

KEY TASKS & DELIVERABLES

TASK 1: Division of Labour: Reducing aid fragmentation by improving complementarity and division of labour

25. The AAA § 17 asks for improved complementarity and reduction of transaction costs by developing and applying good practice principles on country-led DoL and by starting a dialogue on international DoL across countries. Key deliverables include:

- Disseminate approved Good Practice Principles on country-led division of labour (Q2 2009).
- Monitoring and evaluating progress and experience with regard to in-country division of labour/complementarity and recommend further action (Q4 2010).
- Start an international dialogue on cross-country division of labour (incl. a focus on individual countries not receiving less aid and countries receiving insufficient aid) (Q4 2009).

TASK 2: Aid Transparency: Better access to information on aid²

26. AAA §24 requests that all donors “disclose regular, detailed and timely information on volume, allocation and... results of development expenditure to enable more accurate budget, accounting and audit by developing countries”. Key deliverables include:

² Parts of AAA, §24 will be dealt with in other fora. §24 a: „Developing countries will facilitate parliamentary oversight by implementing greater transparency in public financial management, including public disclosure of revenues, budgets, expenditures, procurement and audits” in Clusters A and B and 24 d at OECD-DAC-GOVNET, Task Team Anticorruption.

- Agree, improve and implement definitions and reporting formats to make aid more transparent, drawing on outputs of WP-STAT, IATI and other relevant sources and from partners (Q3 2010).
- Good practices on transparency are collected and modeled in selected countries (Q3 2010).

TASK 3: Conditionality: Improve the use of conditionality that reinforces country ownership

27. AAA § 25 stipulates that partner countries and donors will work together to agree and limit conditions, make public conditions linked to disbursement and document and disseminate good practices on conditionality in order to reinforce country ownership. Key deliverables include:

- Assess how donors and developing countries perform on agreeing on a limited set of mutually agreed conditions based on national development strategies, including disclosure practices, related to Partner Country Performance Assessment Frameworks/PAF (Q2 2010).
- Document and disseminate good practices on conditionality (Q4 2010).

TASK 4: Predictability: Enhance predictability of aid allocations and disbursements³

28. The AAA §26 calls for improving annual and medium-term predictability of aid for partner countries, especially with regard to budget planning processes to ultimately improve the linkages between expenditures and results, including some information provided beginning now. Key deliverables include:

- Agreed definition of aid predictability (Q1 2010) is used to assess and document operational and policy measures donors and developing countries have taken (Q4 2011).
- Application of an operational framework for monitoring aid predictability, including an input to 2011 Survey on Monitoring the Paris Declaration regarding Indicators 7 (Q4 2010).

Modalities & Resources

29. The cluster will be co-chaired by South Africa and Germany. With regard to resources, clarification has still to be sought regarding the contribution from DAC / WP-EFF core funding for the cluster and its work (including secretariat services). The task teams (TT) or network should be chaired by a partner country, a donor or another committed partner. Depending on the interest of WP-members to engage in the work outlined, there might be a necessity to merge the tasks 2, 3 and 4 in one task team.

³ AAA §26 a related to developing countries' commitments will be dealt with in Cluster A and B. This task will focus on donors' commitments.

<p>Task 1 Task Team Division of Labor & Complementarity (Co-chaired by Uganda and Germany)</p>	<p>WORKING MODALITIES</p> <p>The implementation of most of the deliverables will be led by the task team DoL/Compl. with support of the DAC secretariat. Engagement with partner countries and donor organizations on their experiences and implementation of the GPP-DoL will be facilitated via the regional aid effectiveness platforms. In addition close cooperation will be established with the EU Fast Track Initiative on DoL (30 partner countries), and the predictability and aid transparency work of this cluster.</p>	<p>RESOURCES</p> <p>Costs for most of the deliverables are secured. Funding for organizing the international dialogue has still to be raised.</p>
<p>Task 2 Network on Transparency of Aid Information (to be established, co-chairs not defined yet)</p>	<p>WORKING MODALITIES</p> <p>Work will be coordinated by a network of representatives from existing work streams (i.e. IATI, DAC WP Statistics, TT Predictability, CSO initiatives, e.g. Publish what you fund, One) and will in particular draw on contributions of WP-STAT and IATI. Broader partner country and non-traditional donor involvement will be sought. A key task will be to ensure interlinkage between work streams, facilitate implementation of deliverables, consolidate and communicate outputs at cluster and WP-EFF level, monitor donor behaviour to ensure that respective AAA commitments are implemented. Links will be established to the TT on predictability, complementarity, conditionality, as well as to Cluster A and B and GOVNET's Anti-Corruption TT. Country level support will be offered to interested partner countries (e.g. on piloting IATI's transparency efforts).</p>	<p>RESOURCES</p> <p>As different work streams are already on-going, additional costs will mainly involve travel and communication costs, in particular for partner country representatives and be covered by network members...</p>
<p>Task 3 Task Team Conditionality (to be established, co-chairs not defined yet)</p>	<p>WORKING MODALITIES</p> <p>The experience with conditionality reform both from partner countries and from IMF, WB, EC and UK will be built upon. Linkages with the task teams on aid transparency and predictability, as well as cluster A Ownership & Accountability (Mutual Accountability, Broad-Based Ownership) and the Strategic Partnership with Africa (SPA) will be established. Ways of interacting with country level processes will include assessment/monitoring activities and exchange of experience on regional platforms and other fora (WB/IMF meetings, SPA, DCF).</p>	<p>RESOURCES</p> <p>Costs for achieving deliverables will have to derive from the DAC core funding or from the task team (leaders and members).</p>
<p>Task 4 Task Team Predictability (to be established; co-chaired by the WB & tbi)</p>	<p>WORKING MODALITIES</p> <p>The task team should include a number of interested partner countries and donors (New Zealand, Finland and Canada indicated interest) in order to capture a range of experiences. Linkages will have to be established with the task teams on DoL and Transparency, Cluster A (national development strategies, mutual assessment reviews), Cluster B (public financial management), as well as with DAC/WP Statistics, the DAC Aid Architecture and Financing Group and with DAC work on an aid predictability index for the underlying analytical work needed. Engagement at regional and country-level will be sought via contributions to the regional implementation platforms.</p>	<p>RESOURCES</p> <p>Costs for achieving deliverables will have to derive from the DAC core funding or from the task team (leaders and members).</p>

CLUSTER D: ASSESSING PROGRESS ON IMPLEMENTING THE PARIS DECLARATION AND THE ACCRA AGENDA FOR ACTION

I. Mandate

30. The Accra Agenda for Action (AAA) reiterates and strengthens the commitments made in Paris for Monitoring, documenting and evaluating progress. In particular, para 11 of the AAA commits developing countries and donors to continue “efforts in monitoring and evaluation that will assess whether [they] have achieved the commitments [they] agreed in the Paris Declaration and the AAA and to what extent aid effectiveness is improving and generating greater development impact”.

31. The main objective of the cluster is therefore:

- *Encourage & track implementation* of the Paris Declaration and the AAA.
- *Accelerate progress* by identifying quick wins and helping remove incentives that work against implementation of commitments.
- *Assess & understand* how effective aid can contribute to achieving development results.

II. Tasks and Deliverables

32. To achieve this mandate, four key deliverables derived from the AAA are identified. Details of the timeline for implementing the activities are found in the table below:

TASK 1: Monitoring the implementation of the Paris Declaration and the Accra Agenda for Action

33. As part of the commitments made in the Paris Declaration, two monitoring surveys have been conducted to measure progress against the twelve indicators that were agreed in Paris. Paragraph 30 of the AAA calls for a third monitoring survey to be organised in 2011 and the findings will feed into a survey report designed to inform the Fourth High Level Forum on Aid Effectiveness.

TASK 2: Evaluating the implementation of the Paris Declaration

34. The Paris Declaration called for an “independent cross-country monitoring and evaluation process ... to provide a more comprehensive understanding of how increased aid effectiveness contributes to meeting development objectives”. In this connection, the OECD-DAC Network on Development Evaluation initiated the first phase of the evaluation of the Paris Declaration. The AAA reiterates the commitments made in Paris and calls for a “second phase evaluations of the implementation of the Paris Declaration and the AAA” to be organised as of 2010” (footnote 4). Phase 2 of the evaluation, starting in 2009, will be conducted with the purpose of assessing the Declaration’s contribution to aid effectiveness and development results.

TASK 3: Monitoring implementation of the Principles for Good International Engagement in Fragile States and Situations

35. Fragile states are confronted with particular challenges with regard to aid and development effectiveness. The AAA significantly strengthened the commitments made in the Paris Declaration on delivering aid in fragile states by encouraging donor and developing countries, to “*monitor implementation of the Principles for Good International Engagement in Fragile States and Situations, and share results as part of progress reports on implementing the Paris Declaration*”. To this end, the Democratic Republic of Congo, on behalf of participating partner countries and the Secretariat of the OECD-DAC International Network on Conflict and Fragility (INCAF) will propose arrangements for monitoring of the Principles.

TASK 4: Documenting progress for the 4th High Level Forum on Aid Effectiveness

36. The AAA calls for continuing efforts to assess commitments agreed in the Paris Declaration and the AAA ahead of the 4th High Level Forum (para 30). Following activities and outputs are planned:

- ***Progress Report for the 4th High Level Forum on Aid Effectiveness***. The report will seek to provide a comprehensive stocktaking, analysis, and assessment of progress made towards implementing the range of commitments set out Paris Declaration and AAA.
- ***Ad hoc or periodic reviews and self-assessments of actions taken to implement the Paris Declaration and the Accra Agenda for Action***. Arrangements will be made to facilitate reporting on the initiatives taken by donor agencies at headquarters and in the field and by partner countries.⁴

4. For example, in para. 28 of the AAA: “Developing countries are encouraged to design—with active support from donors—country based action plans that set out time-bound and monitorable proposals to implement the Paris Declaration and the Accra Agenda for Action.”

List of time bound activities and deliverables

Tasks	Outputs	Deadline	Est. Cost*
TASK 1: Monitoring implementation of the Paris Declaration and the AAA			[€ cost]
1.1. Review of survey methodology	Revised methodology for HLF-4.	Q2 2010	—
1.2. Review of survey process	Revised survey process for HLF-4.	Q2 2010	—
1.3. Coordinate third round of monitoring	1. Third Round of Monitoring. 2. Set of survey reports (Overview & country chaps)	Q3 2011	—
TASK 2: Evaluating the Implementation of the Paris Declaration			[€ cost]
2.1. Consultations on governance structure, design and process etc.		Q1 2009	—
2.2. Terms of reference, work plans.		Q4 2009	—
2.3. Country evaluations.		2010	—
2.4. Synthesis report for HLF-4		2011	—
TASK 3: Monitoring the implementation of the Fragile States Principles			[€ cost]
3.1 Preparation of quantitative and qualitative indicators.	Principles Monitoring Plan	Q1 2009	—
3.2. Round 1 of monitoring.	Seven Country Reports and one Global Progress Report	Q4 2009	—
3.3. Preparations for round 2.	Revised Principles Monitoring Plan	Q1 2011	—
4.4. Round 2 of monitoring.	Country Reports and one Global Progress Report	Q4 2011	—
TASK 4: Documenting Progress for the 4th High Level Forum			[€ cost]
4.1. Progress report for HLF-4	Progress Report for HLF-4	Q3 2011	—
4.2. Ad hoc activities as established by the Working Party	Outputs decided on an ad hoc basis.	—	—

CLUSTER E: PARTNER-LED LEARNING AND ADVOCACY ON MANAGING FOR DEVELOPMENT RESULTS

Objectives

37. Acknowledging its political and partner-based nature, Cluster E will address the culture of public policy making. It will serve as a major platform at regional and global level to mainstream MfDR practices in partner countries. Partner countries, multilateral development banks, bilateral donors, civil society and other stakeholders will be provided with a forum within the OECD structure to ensure cooperation and learning (including South-South) on results-based public sector management and policies; to facilitate donor-partner knowledge sharing and continue to demonstrate solid commitment to collectively achieving results. Cluster E complements the necessary efforts to implement MfDR and achieve the Indicator 11 target at country level. It will monitor progress, address obstacles to progress, develop strategies to overcome them and share experience on the use of tools and support instruments.

Key Tasks & Deliverables

TASK 1: STAKEHOLDER DIALOGUE THROUGH REGIONAL COMMUNITIES OF PRACTICE ON MFDR	
Activity 1.1	<p>Regional Communities of Practice (CoPs) on MfDR do exist and can be capitalized on. They have the potential to lead country-level implementation of MfDR.</p> <p>Deliverable: Provision of an umbrella for the regional CoPs to enhance their visibility and capacity for peer learning and advocacy. Sharing of MfDR instruments (concept, know-how, good practice, assessment tools etc) among participants.</p>
TASK 2: ESTABLISHING AN INTERNATIONAL MFDR FORUM FOR LEARNING AND ADVOCACY	
Activity 2.1	<p>By providing a platform for practitioners and policy makers, the International MfDR Forum will be the main plenary body of Cluster E where inter-regional dialogue and learning will take place, where partners meet partners, partners meet donors and donors meet donors.</p> <p>Deliverable: Facilitation and anchoring of MfDR peer learning and advocacy; safeguarding dissemination, common understanding and implementation of MfDR.</p>
TASK 3: MAKING MFDR OPERATIONAL	
Activity 3.1	<p>MfDR and Country Systems</p> <p>Deliverable: Implementation of the newly developed MfDR CAP-Scan and other self assessment tools for countries to support the development of public sector capacity to manage for results and the institutionalization of results frameworks in national development strategies and sectoral plans.</p>
Activity 3.2	<p>Good Practice and Guidance on MfDR</p> <p>Deliverable: Production and dissemination of further editions of the Sourcebook on Emerging Good Practice in MfDR (including regional Sourcebooks) and other briefing material.</p>
Activity 3.3	<p>Incentives for Aid and Development Effectiveness</p> <p>Deliverable: Assessment, monitoring and strengthening of incentives in donor agencies.</p> <p>Deliverable: Adaptation and piloting of incentives self-assessment tools for use in partner countries.</p>
Activity 3.4	<p>Improving Results Reporting by Partners and Donors</p> <p>Deliverable: Sharing of experience on results reporting; distillation and dissemination of good practice on results reporting.</p>

Modalities and Resources

TASK 1: STAKEHOLDER DIALOGUE THROUGH REGIONAL COP'S		RESOURCES
Activity 1.1	<p>Regional CoPs on MfDR in Asia, Africa and Latin America are learning and advocacy network which operate almost entirely virtual and meet physically only once a year in their respective region.</p> <p>Building on the success of the existing CoPs, it is envisioned to suggest and support the creation of new regional COPs for Europe/Central Asia and Middle East/North Africa.</p>	<p>The CoPs are facilitated by and funded through AsDB, IADB and the World Bank.</p> <p>The OECD-DAC Secretariat will support the sharing of MfDR instruments among CoP members.</p>
TASK 2: ESTABLISHING AN INTERNATIONAL MFDR FORUM		RESOURCES
Activity 2.1	<p>The Forum will meet regularly, preferably once a year back-to-back with the WP-EFF to allow for direct dialogue between policy makers and practitioners.</p> <p>The Cluster Coordinators will convene and chair the meetings of the Forum.</p> <p>The forum will bring together representatives from partner countries, in particular from the regional CoPs, donor agencies and other stakeholders. Sufficient representation of members active in the Task Teams (see below) is necessary to ensure mutual exchange between demanders and providers of tools and instruments.</p>	<p>OECD-DAC Secretariat's budget will fully cover the costs for the Forum, except for cost for travel of CoP representatives which will be covered by a UNDP trust fund.</p>
TASK 3: MAKING MFDR OPERATIONAL		RESOURCES
Activity 3.1	<p>The Cluster Coordinators will coordinate the entire spectrum of tasks within the Cluster.</p>	<p>Activities under the four tasks will be directly funded through donor budgets. Various donors are invited to join in a "funding consortium".</p> <p>The OECD-DAC Secretariat will support the overall coordination of the tasks.</p>
Activity 3.2	<p>The various activities under the tasks will be undertaken by task teams. One task team might cover more than one task. Task teams will be accountable to the International MfDR Forum. They will decide for itself on the practical arrangements (including chairing, meetings and budget arrangements) that are required to deliver the respective outputs. It is suggested that donor agencies providing financial or in-kind contribution to the work of the task team as well as partner countries (CoPs) with particular interest in the respective subject take the lead in the task teams.</p>	
Activity 3.3		
Activity 3.4		

Linkages with other related Activities

TASK 3: MAKING MFDR OPERATIONAL		LINKAGES
Activity 3.1	MfDR and Country Systems	Cluster B, Capacity Development Alliance, DAC Evaluation Network, Paris21, Statistics for Results Facility
Activity 3.2	Good Practice and Guidance on MfDR	Clusters A-D; other work streams, in particular Task Team on Health as a Tracer Sector
Activity 3.3	Incentives for Aid and Development Effectiveness	Cluster A
Activity 3.4	Improving Results Reporting by Partners and Donors	Cluster C

SECTORS: HEALTH AS A TRACER SECTOR TO MONITOR PROGRESS IN THE IMPLEMENTATION OF THE PARIS DECLARATION AND ACCRA AGENDA FOR ACTION (2009-2010)

Proposal from the Task Team on Health as a Tracer Sector (TT HATS)

I – OBJECTIVES

38. The Accra Agenda for Action (AAA) stresses the need to maximize the impact of aid in order to contribute to achieving the MDGs. The first two main objectives of the AAA (strengthening country ownership and building more effective and inclusive partnerships) refer to sector activities and the third one (delivering and accounting for development results) is critical for the health sector - which continues to offer, particularly in the area of predictability, important illustrations of progress and remaining bottlenecks. In this context, the objectives of the Task team are to:

- Contribute to the dissemination of the Aid Effectiveness agenda at the level of sectors (*see box 1 below*) with active involvement of practitioners working in countries, and at the global/regional levels, to achieve better results, including contribution to reaching the Health MDGs, and improve people's lives.
- Encourage further implementation of the Paris Declaration and AAA in a sector which is particularly complex and fragmented and which benefits from high-level support and public attention
- Offer the lessons from the health sector to be used in other sectors/areas including for global initiatives/approaches/partnerships in areas such as environment, agriculture, education or water.

II - DELIVERABLES

39. As demonstrated through its inputs to HLF 3 in Accra and in the recent meeting of the TT HATS (2 April 2009), this work stream is contributing to overall understanding of implementing the Paris Declaration across sectors, and thus not a health centric discussion. The work program is tightly aligned within the five areas which have been identified by WP EFF members as the key areas to organize the work up to the HLF 4 (the five clusters). This will ensure an integrated and inclusive approach to the monitoring of aid effectiveness, bringing in evidence coming from the health sector.

40. The work program offers opportunities for joint work with other groups that support the WP EFF (clusters, task teams, networks...) that can be mutually beneficial. For instance, possibilities of joint work have been identified jointly with the Cluster B (use of country systems), Cluster D (monitoring, assessing and evaluating progress) and Cluster E (managing for development results).

41. The proposed work programme foresees three main deliverables:

- **Deliverable 1: An interim report** - end of 2009. This report will draw on the outputs developed within the Task Team to present a comprehensive and fair picture of progress and remaining bottlenecks in aid effectiveness and health, with lessons and recommendations to be used in health and other sectors

- **Deliverable 2: A stock-taking event on progress in aid effectiveness and health** - Third Quarter 2009 at the OECD Headquarters. This stock-taking event will illustrate, through a high-level discussion, progress that has been achieved in the sector, one year after Accra, two years after the launch of important initiatives such as the International Health Partnership and the High Level Task Force on innovative financing. Building on the work from the TT HATS and other meaningful contributions, it will offer, half-way between Accra and HLF 4 a picture of progress and issues across the five areas that have been identified by the WP EFF as critical.
- **Deliverable 3: Contribution to HLF 4.** Building on the interim report and further developments, the TT HATS will contribute to the various inputs for HLF4, particularly the Progress Report as part of its contribution to the sector application of the Paris Declaration and AAA.

III – MODALITIES AND RESOURCES

42. The Task Team will remain in its current format (task team) which allows for insightful, informal and time bound work bringing together key interested and willing partners. The TT HATS is co-chaired by representatives from Mali and the WHO and its membership seeks to achieve a right balance between all partners.

43. The TT HATS will develop its work plan which derives from the PD/AAA framework, building on existing activities by the members of the Task Team (organizations and partner countries), ensuring effective coordination and regular communication with ongoing initiatives at country, regional and global levels in order to make sure that WP EFF members get timely and useful information about progress in addressing aid effectiveness challenges in the health sector.

44. The work of the TT HATS is identified in the OECD DAC Programme of Work and Budget (2009-2010) which has been approved. The intermediate output result (IOR 3.4) refers to “AAA Paris Declaration at sector level” and the description is: “*Good practice in applying the Paris Declaration at sector level - Interim report on ‘health as a tracer sector’ (Q4 2009)*”

45. The OECD DAC Secretariat will continue to provide resources to support the TT HATS.

Box 1. Sector application of the Paris Declaration (PD) and Accra Agenda for Action (AAA)

In view of the meeting of the Working Party on Aid effectiveness on 31 March- 1 April 2009, the OECD DAC Secretariat prepared a note on the Sector application of the PD/AAA⁵.

This note provides information to the members of the Working Party on Aid Effectiveness about ongoing work and future plans for monitoring progress in aid effectiveness in sectors or areas such as health, education, agriculture, aid for trade, infrastructure, gender equality and environment. As demonstrated in the Round Table 8 discussions in Accra, looking at progress at the sector/thematic area level with a focus on outcomes and through a wide sector approach offers concrete evidence on aid practice and additional opportunities to further deepen the implementation of the Paris Declaration and Accra Action Agenda. Within and outside the OECD, key institutions and partners are monitoring progress in aid effectiveness in their work on sectors or areas. The OECD secretariat will continue to maintain a watching brief on progress and will ensure, in conjunction with key partners including appropriate OECD networks and committees, that updates are regularly made available to WP EFF members. Ultimately, report about progress across these sectors and areas will be collated and consolidated in the Progress Report on implementing the Paris Declaration to be presented at HLF 4 in 2011 (under Cluster D, task 4 on documenting progress).

⁵ The Working Party on Aid Effectiveness after Accra: Renewed Mandate 2009-2010 (cluster work programme and structure) pages 53-57. DCD/DAC/EFF(2009)4/PART2

TASK TEAM ON SOUTH-SOUTH COOPERATION: WORKING TOWARDS GOOD PRACTICES IN THE CONTEXT OF AID EFFECTIVENESS

Objectives

46. Committing to the implementation of the Accra Agenda for Action (AAA), the Task Team (TT) aims to be an inclusive platform for partners in South-South Cooperation (SSC) who desire to explore how to interpret the Paris Declaration Principles and the Accra Agenda for Action commitments. The aid effectiveness principles are common to most donors and partner countries, since they were endorsed by over a 100 governments in Paris and Accra. Thus, an overall objective for the TT is to understand the extent to which, on the one hand, these principles respond to the specificities of SSC and, on the other, how SSC itself might contribute to the aid effectiveness agenda.

47. Within this framework, the TT will:

1. Promote the exchange, undertake a mapping and analysis of SSC practices and their interaction with the aid effectiveness agenda, based upon examples of delivered SSC such as workshops, studies and evaluations, and other sources of information
2. On this basis, foster the identification of and agreement on possible good practices of SSC within the context of the Paris Declaration and the AAA

Setting-up the Task Team

48. The proposal for setting up the TT received strong and consistent support during the WP-EFF meeting in March 2009⁶ and the work of the TT will serve as an important input to the 2010 High Level Meeting on SSC, Capacity development and Private-Public Alliances in Colombia and IV 2011 High Level Forum on Aid Effectiveness in Korea. The TT is open to all members of the WP-EFF as well as to receive inputs from others countries and stakeholders who are interested in contributing or being informed of the process.

49. In line with the AAA, the work undertaken by the Task Team will take into consideration that SSC is a complement rather than a substitute to North-South Cooperation thus the Task Team will seek for complementarities and synergies between these two types of actors within the TT.

50. The TT is committed to avoid duplication and overlapping with other initiatives, but rather to be complementary to them, notably within the United Nations (ECOSOC/UNDP, DESA). Initial steps have been taken in this regard (UNDP will be member of the TT).

⁶. Several countries have expressed their interest in being involved in this group, among these, partner countries such as Colombia, Egypt, Ghana, Honduras, India, Mexico, Papua New Guinea, South Africa and Thailand, as well as donor countries such Germany, Italy, Korea, Japan and Spain. Colombia (and India) will volunteer to co-chair the TT. Other WP-EFF members, such as World Bank, Asian Development Bank, IADB, Better Aid and UNDP also offered their support.

51. International organizations, such as the World Bank and the regional development banks, are welcome to take active part in the TT. Furthermore, the participation of the academia, such as think tanks and universities, is paramount in order to generate evidence on SSC and inform the debates and discussions at the TT. South-South and North-South research on SSC will be strongly encouraged in coherence with the objectives of the TT.

Work Plan

52. In a first stage, the Task Team will focus on mapping and analyzing SSC practices (good and bad) in the context of aid effectiveness agenda.

1. In order to identify and document good and bad practices, the TT will build on existing examples and propose possible options for defining and assessing SSC, this will form the criteria for framing and mapping SSC in the context of aid effectiveness agenda.
2. With the input from this work the TT will hold meetings where options will be discussed. TT will promote a common understanding on the criteria for identification of cases and experiences. The Chair will previously circulate a draft paper among the participants with some preliminary and up to date information to help identify cases on SSC.

Proposed key elements to identify cases for the TT⁷:

1. Programs/projects related to issues of the global agenda, such as state capacities, MDG's, climate change, preparedness for the global crisis, among others.
2. Programs/projects that take into consideration aspects of SSC such as:
 - a) Increase and complement resources for development in an efficient way
 - b) Diversify the experiences and ways of sharing know how, particularly among MIC
 - c) Create comparative advantages in establishing strong partner relations
 - d) Promote innovative aid modalities, including scaling-up and triangular cooperation
 - e) Extend the approach to providing development assistance
 - f) Capacity development at the agency level of SSC providers
 - g) Complementarities with North-South cooperation
3. Programs/projects that take into consideration and are inspired in the Paris principles and Accra commitments

3. The TT will organize regional workshops, preferably as side events of other main meetings; in order to allow participants to share cases and experiences, once the main criteria for identification has been agreed upon, nevertheless it can be adjusted accordingly. Interregional exchanges will be strongly supported by the TT.
4. The Task Team will provide guidelines and will establish the necessary arrangements to facilitate the process of documenting cases and experiences in the context of the aid effectiveness agenda. Involvement of SSC partners will be actively sought. Depending on available resources, the TT plans to commission a number of case studies in order to gather evidence on experiences and practices.

⁷

The TT is open to receive inputs from participants and interested countries

53. In a second stage and based on the outcome of the previous work, the Task Team will seek to design and agree upon good practices on South-South Cooperation in the context of the aid effectiveness agenda.

5. The Task Team will seek to identify good practices on SSC in the context of the aid effectiveness agenda on the basis of the experiences discussed and case studies conducted in the previous stage. This should include a discussion on capacity development of bilateral SSC provider agencies and organs, especially in Middle Income Countries (MIC).
6. The TT will engage all its member in the discussion of the proposed good practices on SSC and agree on a proposal to be submitted to the WP-EFF
7. The Task Team will create a webpage and an electronic bulletin that will support the building of the Task Team network and provide updated information to the participants on issues regarding the work of the Task Team.
8. Having identified a series of cases the TT will provide a scenario to promote peer to peer experiences with a view to strengthening the capacities of MIC that are currently SSC providers or will implement SSC in the future.
9. The Task Tem will identify and develop the possible outcomes of the HLF-4 regarding SSC

Deliverables

Mandate	Suggested deliverable	Meetings to discuss policy issues regarding the deliverable	Date of Presentation of the deliverable
Stage 1: Mapping and analysis of good and bad practices, based upon presented evidence, in the context of the aid effectiveness agenda	Criteria for characterizing good and bad practices, including ToR for case studies	Organize a regional event to discuss the main criteria to characterize good and bad practices in countries of the South (July 2009)	September 2009.
	Experiences identified and discussed among TT members (The number of case studies will depend on the number of participants, therefore diverse and inclusive participation is actively sought by the TT)	OECD Policy dialogue on triangular Cooperation September 28-29 México City.	Mid Term HLF 2010, Colombia. DCF July 2010.
	Two Regional Workshops organized to promote peer exchange and learning. (The number of regional workshops will depend on the number of participants).	LAC (OECD Policy dialogue on triangular Cooperation September 28-29 México City.) Alternative Colombia) Asia (To be identified – Jan/Feb 2010) Africa (To be identified)	
	Case studies prepared and discussed	WP-EFF cluster meetings/side/regional meetings (30 Nov, 1 Dec 2009, Paris)	Mid term HLF 2010, DCF July 2010
Stage 2: Design and agree on good practices on SSC in the context of aid effectiveness	Presentation of good practices	(Oct.r/Nov. 2010)	
	One Regional Workshop organized to promote peer exchange and learning	Africa (to be determined) (Oct/Nov 2010)	
	Discussion and presentation of good practices by the TT to the WP-EFF	(Discussion: Spring 2011, presentation to WP-EFF: just before HLF 2011)	
	Set-up of a web portal and the electronic bulletin	Aug/Sept 2009- IV HLF 2011)	
	Summary Report of the Task Team on South-South Cooperation	Before the IV HLF-EFF 2011	IV HLF-EFF 2011
	Document to identify and develop the possible outcomes of the HLF-4 regarding SSC	Before the IV HLF-EFF 2011	IV HLF-EFF 2011