Organisation de Coopération et de Développement Economiques
Organisation for Economic Co-operation and Development

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Or. Eng.

DEVELOPMENT CO-OPERATION DIRECTORATE
DEVELOPMENT ASSISTANCE COMMITTEE

DEVELOPMENT CO-OPERATION DRAFT PROGRAMME OF WORK AND BUDGET FOR 2001-2002

(Note by the Secretariat)

The present document is submitted to the DAC High Level Meeting on 11-12 May for INFORMATION. Written comments sent to the Secretariat by 23 May will be taken into consideration for a revised version to be submitted to the DAC for its meeting on 20 June 2000.

90883

Development Co-operation Draft Programme of Work and Budget for 2001-2002

OECD Priorities for 2001-2002

OECD priorities, as set out by Council, clearly emphasise the importance of horizontal work on development:

> *Contribute to the development of non-member countries*
>
> *In an increasingly interdependent world the problem of contributing to development will be an aspect of all policies that have important international implications: for example, policies concerning trade, investment, agriculture, financial markets, taxation, migration, environment, health, governance, technology. As part of their analyses of policies OECD Committees should actively consider the implications for development. The Development Assistance Committee should continue to identify development challenges, especially poverty reduction, that merit a concerted international effort.*
>
> *Paragraph 23 of OECD Priorities for 2001/2002 [C(2000)36]*

2001-2002 Programme of Work Structure

Since 1997, the Development Co-operation Programme of Work has been guided by the international development goals, as set out in *Shaping the 21st Century*. The 2001-2002 work programme carries forward this strong continuing thrust under the themes derived from the 21st Century Strategy. Some adjustments have been made to reflect the evolution of work in such areas as poverty reduction and, to allow for increased flexibility in ine with changing OECD priorities, the activity on policy coherence. These adjustments are reflected in the activity tables provided in the programme. In addition, a comparison of resource allocations (2000 and proposals for 2001-2002) is included to complement the descriptions and show resource implications of these adjustments.

The activities of this Programme of Work are organised under five major themes:

1. **Advance Development Goals and Measure Performance**

    -   Poverty Reduction and Social Development
    -   Gender Equality
    -   Environment and Development Co-operation
    -   Indicators and Statistical Capacity Building

2. **Strengthen Partnerships and Improve Aid Effectiveness**

    -   Implementing Partnership Principles
    -   Good Governance, Conflict Reduction and Peace-Building
    -   Evaluation, Lessons Learned and Accountability
    -   Peer Reviews

3. **Mobilise and Monitor Resources for Development**

    -   Development Finance
    -   Monitoring Financial Flows and their Allocation

4.   Bring our Policies Together

- Policy Coherence and Horizontal Work in the OECD

5.   Manage Staff and Resources

The detail for each activity includes the following information:

- Links to OECD priorities, as defined by Council in [C(2000)36];
- Key Results Areas (the substantive work and its objectives) and whether they are "on-going" or "time-bound";
- Key Products and Special Events (i.e., proposals that go beyond regular meetings and publications);
- Linkages with work in the OECD and other organisations (to be completed in next draft);
- Assumptions (i.e., major resource issues and other initial contextual factors); and
- Activity Resources (including months and cost of permanent staff months and additional staff resources).

Horizontal Work

In view of the Organisation-wide priority on horizontal work in the development of non-member countries, the Development Co-operation Programme of Work also indicates "other areas" where such work may be developed. The Committee may wish to indicate areas where it believes that the DAC should develop links with relevant work in other parts of the Organisation, while, at the same time, bearing in mind the limited resources available in the Secretariat.

Next Steps

The DAC will be asked to vote on priorities in time for the results to be presented at the 20 June meeting. The results of the priorities voting exercise will also provide guidance to the Secretariat for presenting proposals for the plus/minus 3% resource scenarios, as required by Council.

Development Co-operation: Comparison of Direct Staff Activity Costs 2001 and

2000 Activities	1999 Priority	Direct Staff Costs		2001 Activities	Direct Staff Costs	
		FF '000	% total		FF '000	% total
1. Poverty Reduction	1	2,660	9%	1. Poverty Reduction and Social Development	2,417	8%
2. Indicators	5	984	3%	4. Indicators and Statistical Capacity Building	930	3%
3. Provide Targeted Support for Strategic Development Goals [1]		2,864	10%			
Social Development (including Gender Equality)	12			2. Gender Equality	843	3%
Environment	9			3. Environment and Development Co-operation	1,004	3%
Stable, Safe and Just Societies	7			6. Good Governance, Conflict Reduction & Peace-Building	1,385	5%
4. Development Partnerships	3	3,931	13%	5. Implementing Partnership Principles	2,697	9%
5. Improve Aid Effectiveness [1]		7,163	24%			
Peer Reviews	2			8. Peer Reviews	5,907	20%
Aid Evaluation	8			7. Evaluation, Lessons Learned and Accountability	1,528	5%
6. Development Finance	10	1,732	6%	9. Development Finance	1,781	6%
7. Monitor Financial Flows and their Allocation	4	7,038	24%	10. Monitoring Financial Flows and their Allocation	6,474	22%
8. Enlist & Support Relevant OECD/Interdisciplinary Work	11	1,316	4%	11. Policy Coherence and Horizontal Work in the OECD	3,919	13%
9. Achieve Aid Procurement Liberalisation	6	1,197	4%			
Management [2]	n/a	585	2%	12. Management	585	2%
TOTAL		**29,470** [3]	**100%**		**29,470**	**100%**

[1]. Sub-activities presented separately for 2001-2002.

[2]. Includes time spent on staff performance management, 'general' management meetings and Secretariat task forces.

[3] Nominally adjusted from 1999.

PROGRAMME THEME 1: ADVANCE DEVELOPMENT GOALS AND MEASURE PERFORMANCE

Activity 1. Poverty Reduction and Social Development			
Link to OECD Priorities: Contribute to the Development of Non-Member Countries; Employment and Social Cohesion; Sustainable Development			

Key Results Areas (T: Time-bound / O: On-going)		Key Products and Special Events	Assumptions
Strengthen and improve the focus and impact of DAC Members' efforts to work in partnership to reduce poverty.	T	DAC Guidelines on Poverty Reduction for HLM 2001, which will include: • Guidelines and Source Book • Volume and Checklist on Policy Coherence for Poverty Reduction (See Volume, including checklist under Theme 4: Coherence).	• POVNET activities to continue as priority area. • Voluntary contributions from Members (500 000FF per year for this, plus secondments below). • Drafts approved at SLM 2000.
Provide operational content to Members' poverty reduction policies, including in emerging areas with high poverty-reduction impact (e.g. empowerment and governance; promoting equity; the poverty/environment/gender nexus; conflict and poverty reduction; strengthening local poverty reduction consultative processes).	O	• Enlarged Source Book • DAC web site (possibly external) on poverty reduction activities and reports of Members and DCD.	• DAC decides on modalities for continuing work on poverty reduction. • Secondment of senior advisor and half-time secretary.
Monitor implementation of the DAC Guidelines on Poverty Reduction through: DAC Peer Review process Promotion of Member co-operation in the PRSP process. DAC programme of action for capacity building and training for poverty reduction strategies.	O	African regional consultation on PRSP implementation (in close collaboration with SPA).	
Promote donor agency institutional learning and change for mainstreaming poverty reduction and working in partnership.	O	Pilot project in a partner country on implementation of DAC guidelines with concerted effort to adapt donor practices.	
Strengthen capacity development for poverty reduction; integration into PRSPs, DAC guidelines, etc. through: Case studies on capacity development for reducing poverty at the decentralised level. A synthesis of capacity development in sector-wide and programme approaches. Good practice for the Source Book of the DAC Guidelines on Poverty Reduction.	O	Meeting on best practices and lessons learned for capacity development for poverty reduction.	Active contribution of the DAC informal Institutional and Capacity Development Network and the Working Group on Gender Equality.

Activity 1. Poverty Reduction and Social Development (continued)			
Key Results Areas (T: Time-bound / O: On-going)		Key Products and Special Events	Assumptions
Targeted follow-up on WHO Commission on Health and Development and on Education for All Forum. • Participate in work of WHO/CHD Working Group on aid effectiveness and integration into ongoing work of POVNET. • Provide assistance to POVNET in integrating basic education into ongoing work programme.	T		

Activity 1: Poverty Reduction and Social Development				
	Staff Months		**2001**	
Staff	**2001**	**2002**	**Cost (in FF)**	**% of Total**
Professional [1]	37	37	2,274,400	7.7%
Support	5	5	142,500	0.5%
Total for Activity	**42**	**42**	**2,416,900**	**8.2%**
Additional Staff				
* Project staff	0	0		
* Consultants/auxiliaries	0	0		
Seconded Experts	10	13		

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[1] Professional Staff are grades B4 and above. Support staff are grades B2 and B3.

Activity 2. Gender Equality

Link to OECD Priorities: Contribute to the Development of Non-Member Countries; Employment and Social Cohesion

Key Results Areas (T: Time-bound / O: On-going)		Key Products and Special Events	Assumptions
Advance mainstreaming of gender equality in Member organisations, the DAC, the OECD and partner countries	O	On-going guidance on mainstreaming.	• WP-GEN Members will supplement the Gender Equality Fund on an on-going, as-needed basis in order to carry out activities.
Monitor Members' progress in mainstreaming a gender approach in their support to partner countries and the implementation of their national gender action plans.	O	Good practices and key recommendations.	
Strengthen the understanding/implementation of linkages between gender equality and selected DAC issues: Partnership (e.g. SWAps, policy dialogue); Governance; Poverty.	T	Good practices on selected issues; workshops including with UN system.	• The Secretariat will monitor and assist gender equality related activities carried out in other subsidiary bodies and DAC outputs. These activities would need to be supplemented via contributions to the Gender Plan Fund (estimated need FF 400 000).
(Links with subsidiary groups on these topics.) Follow up to the recommendations from Beijing + 5 and the DAC review of progress on gender since 1995.	T	Strategy notes.	
			•

Activity 2: Gender Equality				
	Staff Months		**2001**	
Staff	**2001**	**2002**	**Cost (in FF)**	**% of Total**
Professional	12	12	671,900	2.3%
Support	6	6	171,000	0.6%
Total for Activity	**18**	**18**	**842,900**	**2.9%**
Additional Staff				
* Project staff	0	0		
* Consultants/auxiliaries	0	0		
Seconded Experts	0	0		

Activity 3. Environment and Development Co-operation

Link to OECD Priorities: Sustainable Development; Contribute to the Development of Non-Member Countries

Key Results Areas (T: Time-bound / O: On-going)		Key Products and Special Events	Assumptions
Review activities in support of the Global Conventions implementation and inter-linkages with key development goals. Promote integration of the objectives of global environmental agreements in development co-operation policy and programmes. Collaborate with ENV, IEA, SAH, CCNM.	O	Good Practices in assisting developing countries address their obligations under the global environmental conventions and agreements.	• Renewal of the WP mandate. • Members continue to play a lead role in mobilising the resources necessary for this work (back-ground research, case studies, workshop, etc.). • Secondment of an associate expert to support the Secretariat. • Voluntary contributions of FF350 000.
Identify the linkages between environment, conflict and poverty, and implications for development co-operation policies (including contribution to broaden the Poverty Reduction Source Book).	T	Contribution to the further development of Poverty Reduction Source Book.	
Monitor development co-operation agencies' contributions to formulating and implementing national sustainable development strategies. Review of progress in nssds, including the definition of indicators for nssd implementation achieved by developing countries.	O	Collaborative initiative with DAC/UN/World Bank to review progress on nssd adaptation and implementation.	Members continue to play a leadership role.

Activity 3: Environment and Development Co-operation				
	Staff Months		**2001**	
Staff	**2001**	**2002**	**Cost (in FF)**	**% of Total**
Professional	13	12	861,600	2.9%
Support	5	5	142,500	0.5%
Total for Activity	**18**	**17**	**1,004,100**	**3.4%**
Additional Staff				
* Project staff	0	0		
* Consultants/auxiliaries	0	0		
Seconded Experts	10	10		

Activity 4. Indicators and Statistical Capacity Building		
Link to OECD Priorities: Contribute to the Development of Non-Member Countries		
Key Results Areas (T: Time-bound / O: On-going)	Key Products and Special Events	Assumptions
Increase support and funding for building sustainable statistical capacity in partner countries in support of setting and monitoring policy (the PARIS21 initiative). O • Establishment of country *PARIS21* partnerships. • Strategy for building sustainable statistical capacity alongside PRSPs. Regular measurement of progress towards achievement of the international development goals and encourage use of indicators in advocacy, including for improvements in governance. • Synthesis of research on assessing the impact of domestic and aid resources on achieving the IDGs. • Agreement on "governance" indicators.	• Production of *PARIS21* principles and advocacy video. • Active, regularly updated, web sites for *PARIS21*. • Annual report on *PARIS21* to DAC and ECOSOC. • Active, regularly updated, web site for Development Indicators. • Annual report of *A Better World for All.*	• Voluntary funding after August 2001 for parts of Indicators work. • Funding from international organisations and DAC Members for PARIS21 work until end 2001, with subsequent move to funding of *PARIS21* as a separate organisation from 2002. • Commitment by all *PARIS21* partners to work with and through the consortium.

Activity 4:	Indicators and Statistical Capacity Building			
	Staff Months			**2001**
Staff	**2001**	**2002**	**Cost (in FF)**	**% of Total**
Professional	11	11	772,300	2.6%
Support	6	6	157,200	0.5%
Total for Activity	**17**	**17**	**929,500**	**3.2%**
Additional Staff				
* Project staff	0	0		
* Consultants/auxiliaries	0	0		
Seconded Experts	24	24		

PROGRAMME THEME 2: STRENGTHEN PARTNERSHIPS AND IMPROVE AID EFFECTIVENESS

Activity 5. Implementing Partnership Principles			
Link to OECD Priorities: Contribute to the Development of Non-Member Countries; Outreach to non-OECD Members			
Key Results Areas (T: Time-bound / O: On-going)		Key Products and Special Events	Assumptions
• Develop guidance on how to advance local ownership and partnership (including in poor performing countries). • Integrate work on institutional and capacity development.	T	• Partnership Guidelines. • Development Partnership Forum on Poor Performers.	• Agreement in DAC on agenda and modalities for this work. • Replacement of Seconded Counsellor to the Directorate from September 2001.
Monitor and assess progress made in implementing country-level frameworks of development, notably CCA and CDF, PRSP, etc.	O	• Annual Progress Reports to DAC HLM. • Reports on biannual meetings of Informal Group of Multilateral Secretariats.	
Promote harmonised aid procedures in selected areas.	T	• Overview of Members' practices. • Proposals on selected procedures.	
Broadened partnership with civil society and the private sector, both in developed and developing countries.	O	• Development Partnership Forum on Partnership with Civil Society and the Private Sector. • Launch regular discussions with OECD civil society and private sector representatives (including Foundations, employers' and workers' associations).	
• Ensure that DAC "messages" and best-practice are brought together and disseminated. • Support role of the DAC Chairman.	O	• Policy Statements, Publications (free and priced) and regular additions of DAC work on the DAC internet site. • DAC Seminar with Parliamentarians.	Continued support from Members for production and dissemination of guidance.

Activity 5: Implementing Partnership Principles				
	Staff Months		**2001**	
Staff	**2001**	**2002**	**Cost (in FF)**	**% of Total**
Professional	40	40	2,068,000	7.0%
Support	24	24	628,800	2.1%
Total for Activity	**64**	**64**	**2,696,800**	**9.2%**
Additional Staff				
* Project staff	0	0		
* Consultants/auxiliaries	0	0		
Seconded Experts	9	9		

Activity 6. Good Governance, Conflict Reduction and Peace-Building

Link to OECD Priorities: Public and Private Sector Governance; Contribute to the Development of Non-Member Countries

Key Results Areas (T: Time-bound / O: On-going)		Key Products and Special Events	Assumptions
• Support and contribute to ongoing and emerging work on governance in donor aid agencies through policy coherence debates. • Identify specific challenges and implications of corruption for development co-operation. • Active collaboration with multilateral and bilateral aid agencies also involved (World Bank, DAC bilateral Members, IMF, etc.). • Develop advice on integration of locally owned governance agendas in poverty reduction and partnership frameworks, with emphasis on institutional and capacity development dimensions.	O	• Meeting on corruption with donors, NGOs and private sector to share best practices for development co-operation. • Rejuvenated DAC web site on good governance (as a link to OECD governance web site).	PD/GG Network continues with strengthened structure and linkages to the DAC agenda.
• Mainstream the DAC Guidelines on Conflict, Peace and Development Co-operation in order to improve policy approaches of aid agencies to support reduced propensity for violent conflict in partner countries as an essential condition for development and poverty reduction. • Contribute to broader international efforts to understand and meet the challenge of conflict prevention and the transition from humanitarian assistance to long-term development co-operation, including interaction with G8 work on conflict prevention. • Identify potential new sources of conflict.	O		The Task Force mandate is extended (or incorporated in some other body) to complete and follow through on updated Guidelines and address well-defined issues of high priority.
Test security sector reform and conflict prevention policy recommendations on the basis of empirical evidence and best practices by: • Conducting a review of effectiveness and best practices in aid support (including reconciliation and the rule of law) in conflict-prone countries and situations of "no peace-no war". Includes review of ongoing work on aid impacts (in collaboration with WP-EV). • Completing the consultative process on the updated *Guidelines*.	O	• Publication on aid effectiveness in conflict-related situations. • Two regional consultations on the updated *Guidelines* (Eastern Mediterranean and Eastern Europe/CIS).	• Voluntary contributions from Members to support programme of work at existing levels (FF 1.6m/year). • Renewal of Project Post.

Activity 6: Good Governance, Conflict Reduction and Peace Building				
	Staff Months		**2001**	
Staff	**2001**	**2002**	**Cost (in FF)**	**% of Total**
Professional	18	18	1,113,000	3.8%
Support	11	11	272,100	0.9%
Total for Activity	**29**	**29**	**1,385,100**	**4.7%**
Additional Staff				
* Project staff	12	12		
* Consultants/auxiliaries	0	0		
Seconded Experts	0	0		

Activity 7. Evaluation, Lessons Learned and Accountability		
Link to OECD Priorities: Contribute to the Development of Non-Member Countries		
Key Results Areas (T: Time-bound / O: On-going)	Key Products and Special Events	Assumptions
O • Improve evaluation approaches and practice across the international aid system. • Help standardise evaluation concepts. • Provide operational and policy lessons through pooling of experience and evaluation synthesis work (including co-operation with other DAC subsidiary bodies and with the POVNET and Conflict Networks). • Strengthen collaboration among Members and enhance partner country participation in evaluation of development co-operation programmes. • Pilot applications of new forms collaboration between Peer Reviews and WP-EV. Collaborate with PUMA, Club du Sahel, CCNM.	• Publication on good feedback and communication practice in evaluation. • Publication on results based management and evaluation. • Glossary of terms in evaluation and results based management. • Action strategy for Evaluation Capacity Development integrating partnership dimensions; elaborated through regional seminars (Asia 2001, Latin America 2002).	• For increased involvement in peer reviews and timely delivery of outputs, return to 1 ½ staff years of inputs, as originally intended for evaluation work. • Voluntary contributions from members (estimated need FF800 000).

Activity 7: Evaluation, Lessons Learned and Accountability				
	Staff Months		**2001**	
Staff	**2001**	**2002**	**Cost (in FF)**	**% of Total**
Professional	22	22	1,356,900	4.6%
Support	6	6	171,000	0.6%
Total for Activity	**28**	**28**	**1,527,900**	**5.2%**
Additional Staff				
* Project staff	0	0		
* Consultants/auxiliaries	0	0		
Seconded Experts	0	0		

Activity 8.   Peer Reviews

Link to OECD Priorities: Contribute to the Development of Non-Member Countries

Key Results Areas (T: Time-bound / O: On-going)		Key Products and Special Events	Assumptions
Portugal Belgium Netherlands U.K. Canada Greece Germany Spain U.S. EC Finland Luxembourg	• Assess effectiveness of bilateral development co-operation programmes, including policy coherence, and contribute to their improvement with clear recommendations and follow-up. • Identify and disseminate selected good practices. • Pilot applications of new forms of collaboration between Peer Reviews and WP-EV.	O • Documents for Peer Review meetings, including field visit reports. • Publications. • Synthesis reports to DAC Senior Level Meeting. • Survey chapter for annual Development Co-operation Report.	• New secondment of Senior Administrator. • Continuation of funding for additional support staff. • Replacement of currently seconded staff from September 2001. • Adequate voluntary funding for field missions.

Activity 8: Peer Reviews				
	Staff Months		**2001**	
Staff	**2001**	**2002**	**Cost (in FF)**	**% of Total**
Professional	76	76	4,734,600	16.1%
Support	45	45	1,172,100	4.0%
Total for Activity	**121**	**121**	**5,906,700**	**20.0%**
Additional Staff				
* Project staff	0	0		
* Consultants/auxiliaries	8	8		
Seconded Experts	12	12		

PROGRAMME THEME 3: MOBILISE AND MONITOR RESOURCES FOR DEVELOPMENT

Activity 9. Development Finance

Link to OECD Priorities: Trade and International Investment; Contribute to the Development of Non-Member Countries

Key Results Areas (T: Time-bound / O: On-going)		Key Products and Special Events	Assumptions
Develop a frame of reference to assist donors in identifying and co-ordinating catalytic donor policies, instruments and modalities to help secure adequate long-term finance for development and identify implications for donors.	O	• Facilitate and contribute to OECD input to UN 2001 event on development finance.	Strong contributions from DEV, DAFFE and others.
• Using ODA effectively to mobilise public and private finance for development to meet the international development goals. • Linking of volume, allocation and delivery to results-based partnership modalities. • Assisting fiscal mobilisation and facilitating budget management in partner countries.	T		
Follow-up good practices for development finance for private sector led growth (adopted at 2000 SLM) -- including forward-looking development finance scenarios for representative developing countries.	O	• Publication on development finance scenarios.	
Financing for global public goods (e.g. health, peace, environment) – develop and exploit this perspective to improve co-operation between states and the private sector to ensure optimal provision.	T	• Possible conference topic in partnership with relevant OECD Committees and other international agencies.	
Assess key trends and issues in DAC Members' funding and policies on multilateral aid.	T	• Possible special DAC meeting.	

Activity 9: Development Finance				
	Staff Months		**2001**	
Staff	**2001**	**2002**	**Cost (in FF)**	**% of Total**
Professional	25	25	1,571,700	5.3%
Support	8	8	209,600	0.7%
Total for Activity	**33**	**33**	**1,781,300**	**6.0%**
Additional Staff				
* Project staff	0	0		
* Consultants/auxiliaries	0	0		
Seconded Experts	0	0		

Activity 10. Monitoring Financial Flows and their Allocation
Link to OECD Priorities: Contribute to the Development of Non-Member Countries

Key Results Areas (T: Time-bound / O: On-going)		Key Products and Special Events	Assumptions
• Collect and publish timely and comprehensive statistics of official and private flows to and the external debt of aid recipients. • Improve consistency, presentation and coverage to reflect current development co-operation priorities and classifications. • Update reporting guidance to maintain comparable statistics.	O	• Biennial update to statistical reporting directives. • Finalise *Guide to Compilers and Users of External Debt Statistics* (through Inter-agency Task Force on Finance Statistics).	Members devote more resources to statistical reporting to improve coverage, timeliness and policy-relevance of their national aid statistics.

Activity 10:   Monitoring Financial Flows and their Allocation

	Staff Months		2001	
Staff	**2001**	**2002**	**Cost (in FF)**	**% of Total**
Professional	126	127	5,974,000	20.3%
Support	19	19	500,100	1.7%
Total for Activity	**145**	**146**	**6,474,100**	**22.0%**
Additional Staff				
* Project staff	0	0		
* Consultants/auxiliaries	4	4		
Seconded Experts	0	0		

PROGRAMME THEME 4: BRINGING OUR POLICIES TOGETHER

Activity 11. Policy Coherence and Horizontal Work in the OECD

Link to OECD Priorities: Contribute to the Development of Non-Member Countries; Trade and International Investment; Sustainable Development; Public and Private Sector Governance; Best Use of New Technologies; Employment and Social Cohesion

Key Results Areas (T: Time-bound / O: On-going)		Key Products and Special Events	Assumptions
Develop and disseminate a Policy Coherence Checklist, with advice and feedback from other OECD Committees to promote more systematic co-ordination of Member Countries' policies in OECD and other international fora, as well as in OECD capitals.	T	• Checklist to be published as Volume II of Poverty Reduction Guidelines, also to be available as standalone publication for wider use in OECD and capitals.	
Identify opportunities for and deepen engagement in horizontal work in the OECD relevant to development goals.	O		
Trade and Development: Realise the benefits of trade for development and poverty reduction and contribute to preparations for the next trade round.	O		Contribute to concerted OECD programme addressing e.g. development benefits of trade, market access, trade capacity, special and differentiated treatment, and public information strategy.
• Dialogue and consensus building: development benefits of trade.			
• Strengthen partner country capacities (public and private sectors).	T		Co-operation with Trade and DEV.
• Improve co-ordination among bilateral donors and with multilaterals on capacity development for trade.	T		
• Promulgate and evaluate good practices on trade capacity (adopted at 2000 SLM).	T		
• Contributions to peer reviews.	T		
Aid Procurement: Improve contribution of aid in terms of value for money, local ownership, partnership. effective aid procurement.	O		
• Review of implementation and impact of the Recommendation on Untying Aid to LLDCs.		• Annual reports to DAC HLM . • Notifications bulletin board. • Contribution to peer reviews.	Recommendation on untying of aid to LLDCs adopted at 2000 HLM.
• Strengthened partner country procurement capacities and access of developing country enterprises to aid funded contracts (in co-operation with PUMA/SIGMA, World Bank, others).	T	• Good practices for donor support.	Voluntary contributions for consultants/case studies.
• Improved reporting on tying status of ODA (with WP/STAT). Improved transparency and confidence building.	T	• Revised Reporting Directives for more timely and complete reporting on tying status.	.

Good Governance: Support and contribute to ongoing and emerging work on governance within the OECD, and to policy coherence debates, with particular reference to • Good Governance Outreach Initiative. • Anti-corruption Initiatives.	OECD-sponsored regional conference on governance to be co-organised with development banks and other partners (as suggested by the Governance Outreach Draft Action Plan).	
Globalisation and Sustainable Development: Further analyse opportunities and tradeoffs in sustainable growth in OECD and non-member countries.	O • Formulation of a common policy agenda among economic, environmental and development co-operation actors. (Contribution to Rio + 10 process.). • Report on the impact of economic globalisation on the environment in developing countries.	Active collaboration with ENV, DAF and Trade, building on findings of the Secretary-General's Report on Sustainable Development.

Other Areas:

Migration		
Biotechnology		
Climate Change		
The "New Economy" (Information Society and Knowledge-Based Development)		
Tax Havens - Economic Adjustment and Development Issues		

Activity 11: Policy Coherence				
	Staff Months		**2001**	
Staff	**2001**	**2002**	**Cost (in FF)**	**% of Total**
Professional	57	57	3,371,000	11.4%
Support	21	21	547,900	1.9%
Total for Activity	**78**	**78**	**3,918,900**	**13.3%**
Additional Staff				
* Project staff	0	0		
* Consultants/auxiliaries	0	0		
Seconded Experts	6	6		

PROGRAMME THEME 5: MANAGE STAFF AND RESOURCES

Key Results Areas (T: Time-bound / O: On-going)		Key Mechanisms	Assumptions
Activity 12. Management			
Staff Management and Development • Ensure maximum staff development and efficient and effective working arrangements (including DCD/OECD practices and policies for cultural and gender diversity) • Produce quality appointments with minimal staffing gaps	O	• OECD Performance Management System • DCD Equal Opportunity Action Plan • OECD Recruitment Procedures	• Replacement of seconded Counsellor to the Directorate from September 2001. • Staff vacancy rate is suppressed/ flexibly managed to enable the Directorate to recruit for key posts as they become vacant.
Activity/Project/Task Management • Ensure that tasks are defined and carried out in a timely and efficient manner with appropriate intra- and inter-Directorate consultation, regular communication and information sharing	O	• Informal Checklist of DAC Activities • DAC Chair Action List • Weekly senior staff meetings • Regular Division meetings • Regular meetings with the Development Centre and Club du Sahel • At least twice-yearly all-staff meetings • Occasional staff planning and brainstorming retreats	

Management*				
	Staff Months		**2001**	
Staff	**2001**	**2002**	**Cost (in FF)**	**% of Total**
Professional	7	7	585,400	2.0%
Support	0	0	0	0.0%
Total for Activity	**7**	**7**	**585,400**	**2.0%**
Additional Staff				
* Project staff	0	0		
* Consultants/auxiliaries	0	0		
Seconded Experts	1	1		

*   One staff-month for Director, Deputy-Director, Heads of Division, Counsellor and Head of Management Unit.