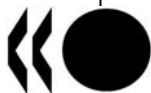


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DEVELOPMENT CO-OPERATION DIRECTORATE
DEVELOPMENT ASSISTANCE COMMITTEE

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IMPLEMENTING THE DAC REFLECTION EXERCISE: ARE WE ON THE RIGHT TRACK?

DAC Senior Level Meeting, 14 April (afternoon) and 15 April (morning) 2010

This document is submitted for DISCUSSION under Item 6 of the Draft Annotated Senior Level Meeting Agenda [DCD/DAC/A(2010)5/REV3].

Contact: Kaori Miyamoto - Tel: +33 (0)1 45 24 90 09 - E-mail: kaori.miyamoto@oecd.org

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IMPLEMENTING THE DAC REFLECTION EXERCISE

I. Introduction

1. In 2007-2008, the OECD Council carried out an In-Depth Evaluation of the Development Assistance Committee (DAC). The conclusion indicated that the DAC was highly relevant but that it needed to undertake a Reflection Exercise in order to maintain its relevance in a rapidly changing development landscape. Thus, in 2008-2009, a senior level Reflection Group undertook this exercise and produced a report¹ which was endorsed by the DAC High Level Meeting and Council in mid 2009. The main conclusions from the Reflection Exercise confirmed that the international aid architecture was evolving fast, thereby requiring the DAC to focus on the following issues:

Strategic Priorities

- Strengthen core areas of statistics, Peer Reviews, aid effectiveness, and policy guidance.
- Engage actively in the global governance reform for development co-operation.
- Deepen work on policy coherence for development.
- Integrate global public goods into development strategies.

Organisational Arrangements

- Articulate its future role in the revised mandate.
- Deepen inclusion of key development stakeholders.
- Carry out a reform to enhance its overall performance.
- Expand advocacy work within OECD and for public support to development co-operation.
- Encourage OECD to carry out a review of its overall work on development.

2. Subsequently, three informal Task Teams were formed on Policy Coherence for Development & Global Public Goods, Global Development Governance and Organisation of DAC Work, in order to elaborate an implementation plan of the Reflection Exercise conclusions. The rich discussions of the Task Teams are summarised well in their respective reports.² A table that compiles the salient recommendations with the respective status or comments by the Secretariat is also attached in the Annex. In addition to the Task Team meetings, other informal meetings on Communication, Engagement, and the DAC Mandate³ as well as the Peer Review Methodology meetings were organised to address specific topics from the Reflection Exercise.

3. As the DAC is currently required to develop its Programme of Work and Budget (PWB) for 2011-2012, along with other parts of the Organisation, elements from the Reflection Exercise are being reflected in this work programme. In fact, the PWB is precisely where the DAC can demonstrate the integration of the Reflection Exercise conclusions. At the same time, there are currently three major challenges that need to be kept in mind.

1 [DCD/DAC(2009)23/FINAL]

2 [DCD/DAC(2010)5], [DCD/DAC(2009)51], and [DCD/DAC/RD(2009)17/RD3]

3 An electronic discussion board is being set up for Members to comment on the draft text, with an aim to have a version approved by the DAC before the summer.

4. First, there are still on-going discussions. While four meetings have already taken place to discuss the PWB, which have resulted in an overall shape of the work programme, some areas of work still require further exchange and agreement. Pending issues also include fundamental questions regarding the DAC's role in policy coherence for development (PCD) within and outside OECD, and the shape of the aid effectiveness work post Fourth High Level Forum on Aid Effectiveness (HLF4) in Seoul at the end of 2011. There is also still some uncertainty around the possible OECD Development Goals that may be determined at the Meeting of the Council at the Ministerial level in end of May.

5. Secondly, there is a budget ceiling for the work programme. At this time when governments are facing tight fiscal management, resource constraints are particularly real. Therefore, the overall budget for the work programme currently assumes a zero real growth from the current biennium—in line with the general OECD practice—at around Euro 30-31 million. The ceiling limits the DAC from carrying out various proposals that the three informal Task Teams recommend, as well as those of individual Members. In fact, it requires hard trade-offs by scaling down or phasing out of some existing work if areas are to be enhanced or introduced.

6. This leads to the third challenge—reaching a consensus. Different Members have different emphasis in taking the Reflection Exercise conclusions and translating them into specific work programme outputs. Particularly with a clear budget ceiling, agreeing collectively on the trade-offs becomes extremely difficult, as the PWB builds on existing work. The Committee particularly struggles to phase out of any area to make space for new work, as there would inevitably be several Members who would oppose any resource and work reduction of that specific area.

7. With these challenges in mind, the following is an attempt to capture how the Reflection Exercise conclusions are currently being integrated in the overall PWB 2011-12.

II. Programme of Work and Budget 2011-12⁴

8. The latest PWB proposal by the Secretariat is structured along the three core work areas of Statistics, Aid Effectiveness, Peer Reviews & Engagement, the four priority areas identified at the Directors' Meeting,⁵ i.e., Economic Growth and Policies, Global Development Governance, Climate Change and Environmental Sustainability, and Conflict and Fragility, plus the cross cutting issues. At the same time, Delegates wished to see the conclusions from the Reflection Exercise addressed in the PWB through four strategic themes: comparative advantage, accountability, results focus, and inclusion.⁶ Therefore, the sections below elaborate on each of these themes, which provide the lens through which the Committee plans to shape itself into a new DAC.

i) Areas of comparative advantage

9. The Reflection Exercise requires the DAC to leverage its comparative advantage to maintain relevant in a rapidly changing and crowded global landscape. As the DAC is a unique forum where major bilateral donors—in close collaboration with multilateral organisations—set standards on how to increase

4 The DAC has agreed in general to have a four year horizon for the PWB instead of two years, in order reduce the transaction cost of developing a new work programme in two years time. However, as the PWB cycle is carried out by the OECD on a biennial basis, the budgeting and concrete planning are made accordingly for two years (2011-12).

5 Held on 19 October 2009 which provided a framework for the PWB.

6 The document *Programme of Work and Budget 2011-2012: Preliminary Working Proposal* [DCD/DAC(2010)4] was structured along the Reflection Exercise conclusions of Paragraph 1 in the current document. However, at the DAC discussion on 12 February 2010, Delegates commented that this was not strategically oriented and requested the subsequent version to basically focus on these four themes.

the effectiveness of Members' aid and their co-ordination efforts, the Committee will deepen its work on the traditional core areas of **STATISTICS** and **PEER REVIEWS** for the next biennium and beyond. While there is a shift towards focusing on wider development flows and policies beyond aid that affect development, aid is still the primary business of the DAC. To capitalise on the exclusive peer learning feature that is seldom replicated elsewhere, **engagement** with other donor countries such as the BRICS, Arab donors, and non-DAC OECD countries will also be expanded through country or regional partnership frameworks and dialogue events, special reviews, seminars on aid management, and statistical capacity building. The work of the China-DAC Study Group will also enable a major donor in the global landscape to share its experience and dialogue with the DAC on its development co-operation affairs.

10. Continuing to report and analyse **ODA statistics** is a clear comparative advantage as the DAC is the primary source of the collected data. Encouraging the increase of ODA against various commitments by using peer pressure and comparative analysis is a unique feature of the Committee. This also includes the analytical work on **GLOBAL DEVELOPMENT GOVERNANCE** which uses DAC statistics. The final report of Task Team 2 on Global Development Co-operation Governance⁷ concludes that “the DAC *can* contribute to the reform of the global development governance, but its contribution should be supportive of and useful to the actions of many other development stakeholders. It is not for the DAC to attempt to reorganise global development governance itself. It has neither the legitimacy nor the capability to do this.” Instead, it states that the opportunity for the DAC is to use and strengthen its analytical, investigative, benchmarking, monitoring and evaluation tools in order to, *inter alia*, enable development stakeholders to devise their own reform adapted to their own institutional context. To this end, proposals in this area include analyses on multilateral aid, country programmable aid, forward survey, aid fragmentation and division of labour.

11. Another core area is its work on **AID EFFECTIVENESS**, which the DAC is considered as being the global authority. For the next biennium, 2011 will be dedicated to the preparation of the Fourth High Level Forum (HLF) on Aid Effectiveness in Seoul; for 2012, work will include follow-up to the Seoul HLF on possible implementation of DAC Member commitments at country level, pending decision by the Committee on the future shape of its aid effectiveness work, particularly in relation to the United Nations' Development Co-operation Forum.

12. In general, the OECD's comparative advantage over other international organisations is its multi-disciplinary approach and its ability to engage with multi-sector policy communities of industrialised countries—and increasingly emerging economies—that can impact the development of poorer countries. Taking advantage of this unique structure, the DAC's ability to carry out collaborative or horizontal work with other policy communities is a clear added-value. For example, the work on **climate change and environmental sustainability**, which is one of the main pillars from the Policy Directors' Meeting, will be pursued jointly with the Environmental Policy Committee (EPOC) in delivering the mandate from the DAC-EPOC High Level Meeting of May 2009. This includes work on addressing climate change adaptation in developing countries, guidance on capacity development for integrating environmental considerations in development co-operation, and harmonising instruments to address environmental challenges including biodiversity protection.

13. Other horizontal and collaborative work envisioned through the respective Secretariats are mostly in the area of **Economic Growth and Policies**, such as: aid for trade with the Trade Committee; food security with the Committee for Agriculture; domestic resource mobilisation with the Committee on Fiscal Affairs' Forum on Tax Administration; anti-corruption with the Working Group on Bribery in Business Transactions; aid untying with the Export Credit Group; global drivers of conflict and fragility with the Financial Action Task Force; social protection with the Employment, Labour and Social Affairs

7 [DCD/DAC(2009)51, Para. 7]

Committee; and, possibly, enhancing investment in developing countries with the Investment Committee. In addition, there will be active participation in the OECD's Green Growth Strategy, together with EPOC, the Economic Policy Committee and Science Technology and Industry Committees.

14. The significance of these joint or horizontal work is increasing as the Reflection Exercise highlighted **POLICY COHERENCE FOR DEVELOPMENT (PCD)** as a major area of contribution by the DAC to global poverty reduction. Monitoring the expected *Council Recommendation on Guidance on Good Institutional Practice on PCD* through **Peer Reviews** and supporting the development of a PCD toolkit based on a consensus approach can only be effectively and officially carried out at OECD. In particular, the Recommendation supports the Peer Review process by providing a clear mandate to review members' institutional practice on PCD around three building-blocks of political commitment, co-ordination, and analysis and monitoring. Further activities may be considered as the Committee discusses and agrees on other concrete mechanisms through which the DAC can strengthen its PCD work.

ii) Enhancing accountability of Members

15. Transparency and accountability are essential elements for development results—they lie at the heart of the Paris Declaration and the Accra Agenda for Action (AAA). Therefore, the Reflection Exercise saw scope for the DAC to help its own Members be more accountable to partner countries through better monitoring, as opposed to developing more guidance. Aside from the core areas, monitoring work will be carried out in, *inter alia*, aid for trade, gender equality, Strategic Environmental Assessment, conflict and fragility, capacity development, L'Aquila commitments on global food security, and managing joint evaluations. Furthermore, the DAC's platform to share lessons and tools for development evaluation among Members and international organisations is key to improving donor accountability.

16. Through the **aid effectiveness** work, the DAC will also be engaged in mutual accountability between donors and partner countries, particularly in strengthening country systems such as procurement and public financial management. It will focus on, *inter alia*, identifying priority country systems at the local level, clarifying constraints and opportunities in strengthening and using them, and accelerating progress in their use by donors. Mutual accountability implies that donors need to keep their side of the bargain so that partner countries can be accountable to donors in achieving the development results expected.

17. The Reflection Exercise also emphasised the need for a greater, systematic use of indicators and DAC guidelines as reference points in **Peer Reviews**. Currently, the Peer Review Content Guide, which is the analytical framework, includes a total of 34 references to which questions are aligned. The list of references is revisited regularly together with the Content Guide. Other monitoring mechanisms are also being used, such as: the survey of the Paris Declaration indicators; compendium on donor self assessments in implementing AAA; aid untying annual reports; Gender and Environment Markers; capacity development memo per country; and DAC report on aid predictability. In revising the Content Guide, it will indicate more clearly that the review would examine how key DAC guidance are being used and implemented by the examined Member.

iii) Focusing on results

18. The Reflection Exercise points to the need for results—sometimes used interchangeably with impact, effectiveness, outcomes, and country focus. Furthermore, the Committee frequently refers to different types of results: changing donor behaviour; aid effectiveness; development effectiveness; and outputs and outcomes as opposed to inputs. Influencing donor behaviour is the most immediate result that the Committee can aim for. This can be achieved through monitoring standards and commitments as mentioned above, particularly at the country level. Aside from the well known Peer Review field visits and various aid effectiveness work including the monitoring survey of the Paris Declaration, there will be a focus on a number of fragile states in the area of **conflict and fragility**, as well as more information on comprehensive resource flows, mapping allocation, and forward survey for each recipient country. Other country focused work include, *inter alia*, country systems initiative, focus on China's aid to African countries, partner country perspectives on pro-poor green growth, and linking policy guidance and field experience on food security. It must be noted, however, that country focused work can have significant resource implications which require difficult trade-offs within the DAC's work programme.

19. In relation to impact, the Reflection Exercise also recommended the DAC to expand **ADVOCACY WORK** within OECD and for public support to development co-operation. Here, advocacy work on development within OECD can be equated to work on PCD. Furthermore, the Committee's advocacy work is mostly carried out by the DAC Chair and various chairs of the subsidiary bodies, supported by value added products and analysis from the Secretariat. To this end, the Informal DAC Group on the Communication Strategy discussed how DAC products and messages can become more effective by achieving the desired impact within the development community. A Communication Review was also carried out, whose upcoming findings will show the extent to which products are responding to the needs of core audiences, and how effective they are in disseminating data, analyses and policy guidance as well as in influencing behaviour. The outcome of the Review will help prioritise the communication activities of the Secretariat to better guide and serve the Committee.

20. The Reflection Exercise also emphasises that the Committee needs to move beyond aid effectiveness and work towards development effectiveness. Specifically, it recommends the DAC to expand its work on **statistics** to capture the totality of public and private development financial flows, including on multilaterals. The Reflection Exercise also mentions the need to deepen and accelerate the DAC's work on **GLOBAL PUBLIC GOODS (GPGs) and PCD**. In response, as discussed in Task Team 1, the DAC will enhance work on peace and security (conflict and fragility), environmental sustainability, including the combat of climate change, and anti-corruption. In particular, **conflict and fragility**, which is one of the pillars identified at the Policy Directors' Meeting, will focus on, *inter alia*, guidance on suitable aid and financing modalities, monitoring the implementation of norms and guidelines, and addressing global drivers of conflict and fragility. Other new work on GPGs and PCD will include areas such as greening pro-poor growth and global food security which address non-aid policies on trade, intellectual property rights, and environment.

21. As mentioned above, the work programme also proposes to monitor the expected *Council Recommendation on Guidance on Good Institutional Practice on PCD* through Peer Reviews, as well as collaborate with the PCD Unit in the Office of the Secretary General to develop a toolkit to help governments promote and assess PCD. In addition, a new work stream includes the development of a practical instrument to gauge and co-ordinate the overall contributions of a Member country to development, taking into account the role of different actors such as central and local government, universities, NGOs, private sector, transnational migrants' networks, etc. It will also include practical suggestions on how to enhance the involvement of these actors for a more coherent contribution to development.

22. While the DAC can contribute to the desired outcome of improving the living standards in developing countries, the extent to which the DAC has comparative advantage—without partner country members and field offices—or capacity to carry out technical cause-and-effect analyses such as those undertaken by research institutions or multilateral agencies is debatable. On the other hand, being a non-financing and non-operational entity without vested interests in particular partner countries, the DAC is sometimes seen as an “honest broker” in facilitating dialogue between donors and partner countries. Furthermore, the DAC can still contribute to the collective efforts of Members to focus more on results through evaluation by improving Member approaches to assessing impact (positive and negative, intended and unintended), including by addressing the attribution challenge. In the run up to HLF4, the **aid effectiveness** work on Managing for Development Results will also be developing assessment tools and guidance, as well as reporting on good practices and results among the communities of practice.

23. The DAC also plans to contribute to the international debate on defining the post-Millennium Development Goal (MDG) framework. As the body that produced *Shaping the 21st Century Strategy: The Contribution of Development Co-operation (1996)*, which subsequently evolved into the Millennium Declaration and the MDGs, the DAC is in a strong position to shape a new paradigm to realise development results in poor countries. While the DAC is yet to agree on how this could concretely be done, it is nevertheless crucial to demonstrate its relevance in the global aid architecture by actively participating in the international discussions on the post-MDG framework, organised by the United Nations (UN) and other relevant institutions. At the same time, as the world has changed substantially since 1996 with many more providers of development finance, the DAC would benefit greatly from active **engagement** with other key donors by taking their views into consideration in this work stream.

iv) *Enhancing inclusiveness*

24. The Reflection Exercise recommended that the Committee extend and **DEEPEN INCLUSION** of key development stakeholders in its areas of work. To this, the DAC has indicated its priority to become more inclusive with other donors, particularly those that have major development co-operation programmes, such as the BRICS. At the same time, the Committee sees that the primary fora to enhance inclusiveness should be at the subsidiary body level where concrete and technical exchanges can be made in those communities of practice. Therefore, most subsidiary bodies are increasingly opening up and plan to further invite —as they see appropriate in the delivery of their work programme—various stakeholders such as other international organisations, CSOs, partner countries, and so on.

25. For example, aside from the Working Party on Aid Effectiveness and the International Network on Conflict and Fragility which are already well known, the work on **global development governance** (aid architecture) will engage with major international institutions, research institutions and civil society groups interested in aid transparency and effectiveness. **Climate change and environmental sustainability** work will include observers from the regional banks, different parts of the UN, and CSOs such as the World Resource Institute. China and the Accession countries have also been invited to participate in part of this work. Anti-corruption and domestic accountability work draws significantly on the expertise of the UN, research institutions, and CSOs, as well as partner country representatives from parliaments, political parties, and the media.

26. Capacity building work includes participation from the CD Alliance, LenCD, the New Partnership for Africa’s Development, and the African Capacity Building Foundation. Work on aid-for-trade will include civil society and businesses through specific work streams and outreach events at regional and global levels in close collaboration with the World Trade Organisation and the World Bank. The gender work includes a major biennial workshop with the UN’s Interagency Network on Women and Gender Equality. The global food security work also expects to involve partner countries, regional farmer platforms, and agribusiness in a regular or *ad hoc* basis, in close liaison with the Food and Agriculture Organisation, the World Bank, the International Food Policy Research Institute, and the Global Donor

Platform for Rural Development. Finally, the open format of the Global Forum on Development also lends itself to engaging a broad range of non-DAC development partners.

27. Specifically on **Peer Reviews**, a number of adjustments have recently been made to involve further a broader range of stakeholders as well as to reflect better their views in the reports. The new format for the capital visit aims to ensure that more time is dedicated to converse with a wide range of non-government stakeholders, such as parliamentarians and umbrella bodies of non-governmental organisations. Field visits also include meetings to obtain feedback from: i) local or regional authorities on the relationship with the reviewed Member and its implementation of the aid effectiveness agenda; ii) multilateral donors on how the reviewed Member engages with multilaterals at the field level; iii) local CSOs, to cover both the relationship with the reviewed Member and the way in which the partner government is being held accountable for the aid programmes; and iv) parliamentarians on the implementation of the Paris and Accra agenda, particularly regarding the ownership and accountability dimensions.

28. On partner country participation in Peer Reviews, the DAC agreed to their involvement in the following two ways: a) reflecting partner countries' views in the report—although caution is needed in analysing the feedback provided—by approaching a wide range of stakeholders in the field to help bring complementary views; and continuing to consult other credible external stakeholders to prepare the Peer Review reports; and b) sharing the final reports with the authorities of visited partner countries, which is considered the responsibility of the reviewed Member.⁸

29. In general, there are diverging views regarding the extent which the DAC should involve partner countries or pay for their participation as their roles and responsibilities are unclear. Therefore, given limited resources, it is currently left up to each subsidiary body to determine the added value in funding external participants to contribute to the elaboration and quality of work streams. As opposed to simply inviting partner countries to meetings, there are potentially more creative, cost-saving, and effective ways of becoming inclusive and obtaining contributions, e.g. by using video conferencing and modern IT tools or working more jointly with other international organisations and Member field offices. Eventually the DAC would benefit from an analysis on how successful the different types of enhanced inclusiveness has been, what the lessons learned are, and what it can bring to the new DAC.

III Conclusion

30. If the DAC is to remain relevant in the coming 10 to 15 years in an increasingly crowded and complex global development landscape, it needs to leverage its comparative advantage. This implies that the Committee would have to make a difference by contributing more to bringing results. A practical way of doing this is for the DAC to help donors become more accountable to developing countries by implementing commitments on increased and better aid. It also needs to work with other policy communities within OECD in trying to bring development results that depend on Member policies beyond aid. In the spirit of mutual accountability, Members need to keep their side of the bargain so that partner countries can be accountable to donors in achieving the development results expected. For this, a more inclusive dialogue with a wider range of stakeholders would enhance the process. In fact, the DAC had already been addressing the above elements in varying degrees, so the Reflection Exercise conclusions are not totally new. At the same time, the Reflection Exercise has enabled clearer conceptualisation of what the Committee needs to do more in the coming years.

8 The DAC also agreed on building synergies and taking advantage of other mechanisms while avoiding duplications with the work done in other circles/processes, in particular the WP-EFF. It expressed concerns and skepticism over the opportunity to consult partner countries other than those visited, for example through a limited survey.

IV. Questions for the Senior Level Meeting

- Bearing in mind the challenges that are mentioned in Paras 4-6 above, do SLM Participants consider these general directions of the Committee to adequately respond to the conclusions of the Reflection Exercise?
- With the rapidly evolving global development landscape, what recommendations could SLM Participants provide to ensure that the DAC can continuously position itself to respond effectively?

ANNEX

Actions Proposed by Task Teams and Their Status⁹

Strategic Priorities ¹⁰ and Actions proposed	Status/Comments
Deepen and accelerate work to promote PCD and work to integrate GPGs and development strategies	
Closer working with the OECD Futures Programme and Development Centre on horizon scanning, and with the latter on partner country consultations on PCD priorities (1) ¹¹ .	Collaboration needs to be sought with other directorates and DEV Cluster, taking also into account the outcome of the OECD Development Goals.
Closer working with UNDP, ODI, CGD on coherence issues (1)	There are already exchanges with ODI, CGD, and others on coherence issues. Further collaboration could be carried out as appropriate, jointly with other directorates and the PCD Unit.
Greater focus on incentives for horizontal working within the OECD (1)	Establishment of OECD Development Goals could facilitate this.
Establishment of an informal group to track progress in developing DAC/OECD PCD engagement; and of “clearing house” capacity in DCD centrally (1)	To be discussed with the DAC Bureau and DAC Facilitators and as appropriate in collaboration with other committees.
Resourcing to work on BRICS policy impacts (1)	Enhanced resourcing for DAC-China Study Group and engagement of other donors including BRICS is planned, which could cover dialogue on policy impacts.
Resourcing to support partner country PCD analytical capacity (1)	Enhancing PCD analytical capacity among DAC Members should supersede this activity. This could be addressed through the monitoring of the expected Council Recommendation on the Guidance on Good Institutional Practice on PCD.
Resourcing for strengthened central OECD PCD capacity (1)	Members should take this into account in the forthcoming PWB discussions in order to support Part I financing for the PCD Unit.
Resourcing for strengthened central DCD PCD capacity (1)	This is already being proposed in the PWB 2011-12.
Resourcing for strengthened capacity to analyse development implications of e.g. G8/20 group initiatives (2)	This is already being considered in the PWB 2011-12 for Aquila follow up and other horizontal work.

9 This is an updated version from the table that was included in the document *DAC Reflection Exercise Task Team Proposals* [DCD/DAC/RD(2010)2/RD3].

10 From the Reflection Exercise conclusions

11 (1), (2), and (3) indicate TT1, TT2, and TT3 proposals respectively.

Actively engage in the process of reforming the complex global development governance system	
Resourcing for institution, incentives, procedure, instrument and impact mapping and reporting on the effectiveness of the global development governance (2)	This is already being considered in the PWB 2011-12.
Resourcing for further development of allocation and fragmentation mapping and reporting (2)	This is already being considered in the PWB 2011-12.
Resourcing for thematic and sectoral studies of architecture issues, including in fragile states and situations (2)	This is already being considered in the PWB 2011-12.
Resourcing for strengthened DAC support to UNDCF (2)	There is already on-going work in WP-EFF activities.
Play a leading role in the aid effectiveness agenda	
Work to review the relationship between the DAC and WP-EFF (2)	This could be addressed in TT3 as part of its wider discussion on subsidiary body structure after the PWB 2011-12 takes shape.
Develop work on statistics	
Resourcing for strengthened capacity for cross-OECD working on non-ODA development flows (1)	Strengthened capacity for statistics is being proposed in the PWB 2011-12 which would allow joint cross-OECD work as necessary.
Resourcing for increased monitoring of all “resource flows for development” (2)	This is already being proposed in the PWB 2011-12.
Resourcing for strengthened capacity for tracking of climate change statistical markers (2)	This is already being considered in the PWB 2011-12 proposal as core statistical work and enhanced work on climate change.
Develop the peer review processes and strengthen accountability	
DAC subsidiary bodies proposing future “instruments” to confirm that a performance framework to monitor adoption and implementation will form part of the work; and to set out their own role in monitoring	Many subsidiary bodies are proposing to carry out monitoring.
Resourcing for strengthened capacity for work on PCD in Peer Reviews.(1)	Sufficient resources for Peer Reviews for deeper analyses is being proposed for the PWB 2011-12.

Resourcing for case studies, issues briefs, policy studies and recommendations and progress reports on PCD impact (1)	Increased resources for PCD, emerging horizontal work, and Peer Reviews are being proposed in the PWB 2011-12. This could be carried out as appropriate in collaboration with the PCD Unit.
Resourcing for strengthened capacity for assessment of international system “fit” of DAC members (2)	Sufficient resources for aid architecture work is being proposed in PWB 2011-12.
Resourcing for development and monitoring of member “ <i>acquis</i> ” self-reporting (3)	This was discussed at the Peer Review Methodology meeting on the Content Guide. There were mixed views on self-reporting.
Resourcing for strengthened DAC support to evaluation (2) (3) and reclassification of this work as a “core” function of the DAC (3) .	Sufficient resources for evaluation is being proposed for the PWB 2011-12. Agreement on whether this work is “core” has not yet been reached.
Extend and deepen inclusion	
Strengthened research co-operation through the Development Centre with partner countries (1)	Depending on the subject that requires research, subsidiary bodies will be encouraged to discuss collaboration with the Development Centre.
Greater focus on South-South co-operation initiatives (2)	This is being carried out in WP-EFF activities.
Global Forum on Development to evolve to deliver more explicitly and directly on the DAC programme. (3)	The Steering Group with possibly interested Delegates or the DAC could discuss this matter.
Resource allocation by the DAC to further inclusion in its work (3)	There is diverging views among Members on this matter.
Clearer focus, in a re-named and publicised “engagement” (rather than “outreach”) strategy, on objectives on encouraging mutual learning and on enhancing mutual understanding and like-mindedness. (3)	This is being planned for PWB 2011-12.
Post-Accra, further engagement with CSOs, and consideration of how the private sector and foundations might be included in DAC work. (3)	This could be taken up in the GFD Steering Group discussion.
A focus on non-DAC donors as a priority for engagement, recognizing explicitly the joint donor/recipient status of one key group of such donors, but also including partner countries with whom both DAC and non-DAC donors work. (3)	Subsidiary bodies engage partner countries when appropriate.

Consideration of how accepted categories of involvement in OECD work should apply in the DAC's case, and agreement to explain any amendments made to work of subsidiary bodies, as the main fora for engaging with stakeholders, prior to endorsement by the DAC. (3)	For further TT3 discussion on specific proposal for the DAC.
Consideration of how timetabling of DAC business between technical and political aspects can offer scope to broaden engagement in consideration of issues in the DAC itself. (3)	For further TT3 discussion on specific proposal for the DAC.
Focus on products that are more policy-relevant	
Definition of DAC/subsidiary body operational roles on policy coherence issues (1)	This could be carried out in TT3 discussion as part of the issue of subsidiary body structure.
Consideration of "out-sourcing" of DAC-funded work routinely to other OECD Directorates where such work will support a revised DAC programme (3)	Once the activities and substance of PWB 2011-12 is agreed upon, specific arrangements could be discussed where appropriate.
Review of the structure and relationship to the DAC of the current DAC subsidiary bodies reform in light of PWB delivery requirements. (3)	After the PWB 2011-12 takes shape, TT3 could take up this matter.
Expand advocacy work	
Focus on promoting public awareness and understanding of PCD, including through existing mechanisms e.g. regional networks (1)	Promotion of awareness and understanding of PCD will first be carried out within OECD.
Focus on Korea 2010 event as platform for DAC engagement on architecture issues (2)	Depending on the agenda of the event, contributions will be made as necessary.