

**DEVELOPMENT CO-OPERATION DIRECTORATE
DEVELOPMENT ASSISTANCE COMMITTEE****DAC Peer Review Methodology, Updated 2021**

The OECD Development Assistance Committee (DAC) peer review methodology was approved following a discussion at a DAC meeting on 8 December 2020, the incorporation of proposed amendments, and a written procedure. Following the written procedure, no objections were received and the document is now issued as FINAL and UNCLASSIFIED.

This document provides guidance on the process for preparing DAC peer reviews and replaces DCD/DAC(2019)3/FINAL. It is for the use of all parties involved in the review, in particular the reviewed member, the peer reviewers, observers, the Secretariat and, as appropriate, external stakeholders and partners of the reviewed member.

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DAC Peer Review Methodology, Updated 2021

1. Background

1. This note sets out the purpose and scope of OECD Development Assistance Committee (DAC) peer reviews, describes the peer review process and provides guidance for individual peer reviews. The note is for the use of all parties involved in the review – the reviewed member, the peer reviewers, the Secretariat and, as appropriate, other non-DAC countries providing development co-operation who observe the process, and other stakeholders.

2. The DAC functions as a forum where countries providing development co-operation and the European Union come together to set standards, exchange experience and address issues of common interest or concern. The overarching objective of the DAC is to promote development co-operation and other relevant policies so as to contribute to implementation of the 2030 Agenda for Sustainable Development, including sustained, inclusive and sustainable economic growth, poverty eradication, improvement of living standards in developing countries, and a future in which no country will depend on aid [DCD/DAC(2017)26/REV2]. Membership of the DAC obliges members to undergo a peer review every five to six years, and to serve as reviewers of other DAC members.

2. Theory of change for DAC peer reviews

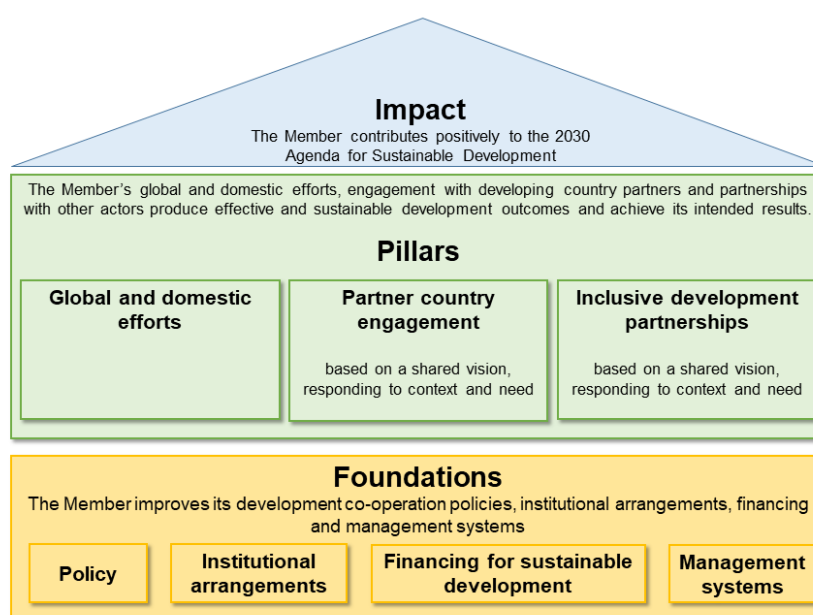
3. Through a combination of accountability and learning, DAC peer reviews seek to promote individual and collective behaviour change of DAC members in order to achieve improvement in their development co-operation policies, systems, financing and practices (Figure 1).

Figure 1. Theory of Change for DAC Peer Reviews



4. Peer reviews look at how each DAC member delivers on its development co-operation objectives domestically, at a global level, in developing countries and through broader partnerships and the extent to which these efforts help the DAC member to achieve its intended results. The quality of partnerships and engagement in these spheres depends, in turn, on appropriate policies, institutional arrangements, financing and management systems. Reviews are undertaken on the basis of an explicit and transparent analytical framework which sets out components of analysis and assessment criteria grouped around three pillars and four foundations (Figure 2 and Annex A). The Analytical Framework ensures comparability across DAC members and is approved by the DAC for a biennium.

Figure 2. High-level analytical framework for DAC peer reviews



5. Reviews hold members to account for the commitments they have made. They monitor implementation of recommendations from previous reviews, track adherence to OECD and DAC Recommendations and instruments, and recommend actions to improve performance. Follow-up activities – a voluntary management response and a voluntary mid-term review – can sustain momentum and encourage members to translate lessons into more effective policies, institutional arrangements, financing, and management systems. Ultimately, peer reviews aim to contribute to improved development co-operation impact that leads to strengthened contribution to the 2030 Agenda for Sustainable Development.

6. Peer reviews contribute to learning by capturing areas of good, effective and innovative practice. They are informed by, and inform, other peer learning exchanges which take place through DAC networks and communities of practice. Lessons from individual peer reviews are collated and synthesised by the DAC Secretariat to enrich learning among members. Collective learning from peer reviews, DAC policy networks and communities of practice generates norms and standards, not just for DAC members but for all development co-operation actors.

7. Reviews are guided by a set of values. They aim to be credible, helpful and constructive, using evidence and analysis to encourage continuous improvement. They respect each member's specific context and are based on mutual trust given the unique access granted to the review team.

3. Peer review process

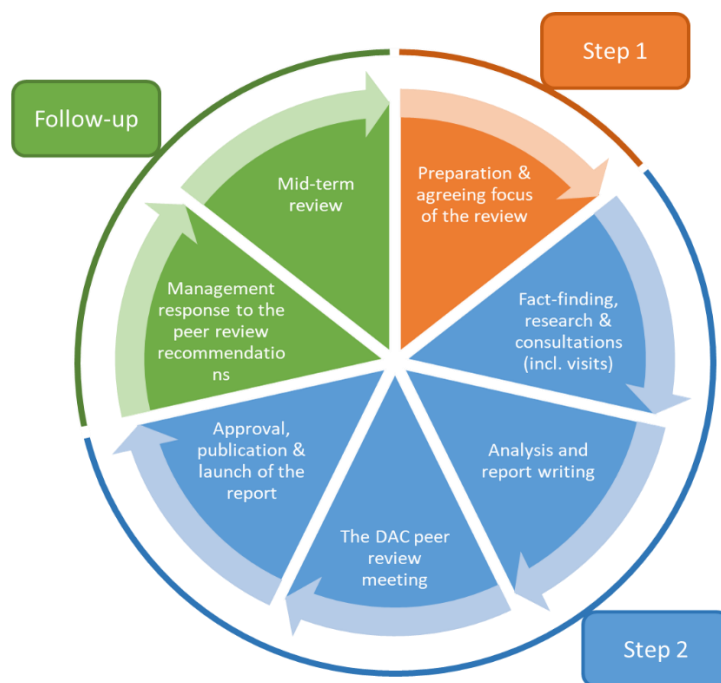
8. Two DAC members act as peers for each review. The Secretariat designates, well in advance, members to be reviewed and to serve as peers in a given year. Where possible, peers are matched with reviews covering a member of similar size and complexity, and language and geography are taken into account. To enhance learning, peers should not review another member twice in a row.

9. Each peer review is conducted in two steps (Figure 3):

1. **Step 1: Agreeing the areas on which the review will concentrate.** Each review highlights the reviewed member's good and innovative practice, and concentrates on specific areas which will help the member to improve its development co-operation.
 - Self-assessment: The member submits a self-assessment identifying its strengths and areas of good and innovative practice, and on areas where it faces challenges and wants to improve (Annex B).
 - Partner assessments: A number of the member's key partners are invited to provide their assessment of the member's strengths and areas for improvement (Annex C).
 - Reaching agreement with the member: The review team drafts an inception note proposing areas on which to concentrate the review. This is discussed and agreed between the review team and the reviewed member. The inception note is finalised to document what is agreed.
2. **Step 2: Conducting the review.** The review process comprises several phases.
 - Fact-finding, research and consultations: This includes a week-long visit to the member's headquarters and may include up to two partner country visits.
 - Analysis and report writing: The review team analyses all information received and drafts a report which is shared with the member to allow a factual check. Findings are discussed with the member before the review team formulates its recommendations.
 - DAC peer review meeting: A dedicated meeting allows the Committee to discuss the peer review's findings and recommendations and hold the member to account. Any changes to the recommendations are discussed by the Committee and agreed directly after the meeting during an editing session between the review team and the member. The meeting also allows members to share good practice to enhance learning among members.
 - Approval, publication and launch of the report: Following the editing session, the report is circulated to the Committee for approval through silent procedure. The report is published on the OECD website and, with agreement of the member, launched by the DAC Chair and representatives of the OECD.

10. Follow-up to the peer review includes preparation by the member of a voluntary management response (Annex D) within six months of the report being published. A voluntary mid-term review is conducted by the Secretariat within three years.

Figure 3. DAC peer review process



4. Roles and responsibilities

11. The Development Co-operation Directorate (DCD) is responsible for conducting the review process. The Director, Deputy Director and Head of the Reviews, Results, Evaluation and Development Innovation Division (RREDI) provide overall guidance and oversight of the peer review process. The peer review Team Leader, in RREDI, coordinates the schedule of reviews and provides quality assurance for individual reviews. A lead analyst is assigned to each peer review with responsibility for the day-to-day facilitation of the review process and for drafting the report.

12. The review team consists of two representatives from each of the two DAC members designated as peers and a core team of Secretariat staff. The team may include a representative from another country providing development co-operation, or from another stakeholder (e.g. a developing country partner or civil society organisation), who observe the process. It is important, for substantive as well as logistical reasons, that the team is kept as small as possible.

13. The peer reviewers are considered representatives of the DAC as a whole. They contribute to and learn from the peer review process, participating actively in all aspects of it. Reviewers should be senior managers from headquarters, field offices or OECD delegations with significant previous experience – at least 10 years – in a range of management, operational and/or policy positions. They should have a record in influencing and shaping development co-operation policies and practices at national and/or global levels and be able to share concrete examples from their own experience with the reviewed member. Reviewers must be proficient in the nominated language of the review (English

or French).¹ In keeping with the OECD gender diversity action plan [C(2014)72], peer review teams should be gender balanced. Where the peer is a DAC member with a significant development agency, at least one reviewer should come from this agency. Peers are expected to cover the cost of their reviewers' participation in the peer review process including air travel, transfers, accommodation, meals and living costs.

14. A country that is not a member of the DAC may ask to observe a peer review. The Secretariat facilitates this participation, in line with the DAC Global Relations Strategy. Any requests to observe a review – and offers to host by the reviewed member – should be sent to the Secretariat. The inclusion of a representative to observe the peer review must be agreed in advance by both the reviewed member and the peers, and the DAC must be informed. This provides an opportunity for the representative to learn first-hand about another development co-operation system and to share and use this experience in their home institutions, and thereby helps to promote DAC standards, recommendations and principles. Observerships may also help the DAC to better understand and learn about providers who are not members of the OECD and thereby contribute to partnerships to advance the 2030 Agenda for Sustainable Development.

15. In addition, to make peer reviews more inclusive, a representative of civil society² and a developing country partner may also participate in peer reviews in an observer role, on a case-by case basis and at the discretion of the reviewed member.

16. For all peer reviews, a focal point is assigned by the reviewed member to facilitate and co-ordinate the process. The focal point should be familiar with the member's development co-operation system, able to co-ordinate across it, and should remain constant throughout the process.

17. Throughout the process, the peer reviewers, the reviewed member, and the Secretariat interact in a spirit of team collaboration, sharing information at all levels in order to facilitate both the organisation and the successful outcome of the peer review.

5. Preparation and conduct of the review

18. At least six months before the peer review begins, the Secretariat agrees timing with the reviewed member and the peer reviewers. This includes dates for the submission of a self-assessment and assessments by key partners, for agreement on the areas of concentration for the review and provision of documentation by the reviewed member. Dates are also agreed for the headquarters and country visits, review of documents and the DAC meeting.

19. At least three months before the headquarters visit, the member under review submits to the Secretariat:

- a. Updated information related to the member's profile. This profile is prepared by the Secretariat and updated on a regular basis. It outlines the basic foundations of the

¹ The following peer reviews may be conducted in French, if preferred, and will be published in both English and French: Belgium, Canada, European Union, France, Luxembourg and Switzerland. Members are encouraged to bear this in mind when nominating reviewers.

² The inclusion of civil society organisations is in keeping with the principles of the [2018 Framework for Dialogue between the DAC and Civil Society Organisations](#).

- development co-operation policy, institutional arrangements, financing and management systems, enabling comparability across DAC members.
- b. The annual statistical report (sent directly to the DCD Financing for Sustainable Development (FSD) Division) in order to ensure that the review is based on up-to-date information.³
 - c. Three to six options for partner countries to be visited by the review team. Guidance for selecting countries to visit as part of the peer review is contained in [DCD/DAC(2010)19/FINAL].
 - d. Contact details for the member's key partners (domestic, international and from partner countries).

5.1. Agreeing the areas to concentrate on in the review

20. At the beginning of each peer review, the member submits a self-assessment which identifies its strengths and areas of good and innovative practice, reports on progress in implementing previous peer review recommendations and adherence to OECD and DAC recommendations, and identifies challenges. This is submitted to the Secretariat in either English or French at least six weeks before the headquarter visit using a standard self-assessment template (Annex B). This self-assessment is an opportunity for the reviewed member to provide the peer review team with contextual information, beyond that contained within the profiles, including any reforms or critical changes to its development co-operation system, since the previous review. The self-assessment is published on the OECD Networking Environment (O.N.E.) early in the review process and classified "for official use".

21. Concurrently, the review team consults with a representative sample of the reviewed member's key partners – identified by the member – to get their input on areas the review should concentrate on, balancing both strengths and challenges. In addition to civil society, whose platforms have been offered an opportunity to provide input for many years, these selected partners should reflect the range of organisations with whom the member engages and may include multilateral organisations, government officials from developing country partners, think tanks, businesses and/or academic bodies. Their assessment of the member's strengths and challenges will be elicited using a partner assessment template (Annex C).

22. The self-assessment and partner assessments inform a discussion within the review team about areas on which the review might concentrate. The team documents this in a brief, draft inception note, then meets virtually with the member to agree the areas on which to concentrate in the peer review. Following agreement with the member, the inception note is finalised and posted to O.N.E.

³ Submission of the annual statistical report is accelerated if required.

5.2. Fact finding, research and consultations

23. Fact-finding, analysis and report writing focuses on the agreed areas of concentration and is guided by the Analytical Framework (Annex A).

24. Peer reviews are a key tool for the DAC to monitor members' adherence to OECD and DAC Recommendations⁴ and other instruments. Monitoring through peer reviews is adapted to each instrument, as they differ in scope and most are primarily monitored by a DAC policy network. The member's profile will include information on how the member is implementing relevant elements of Recommendations and be regularly updated to reflect progress made. In addition, where an area of concentration for the review encompasses elements of a Recommendation, the peer review will extract learning on adherence and will analyse how implementation of the Recommendation is impacting on the member's work. Finally, where a member has not previously completed a peer review annex on its implementation of the 2016 Recommendation of the Council for Development Co-operation Actors on Managing the Risk of Corruption, this would be included as an annex to the self-assessment template. This dedicated annex is intended to provide a baseline of data and information on the member's policies and practices as against each provision, and to identify measures taken and progress achieved since adoption of the Recommendation.

25. **Consultations:** While the Secretariat collects and analyses material from a variety of sources, consultations between the member and the review team are invaluable to the process. These consultations are undertaken at headquarters and in partner countries with the member's staff, its key institutions, partners and stakeholders. They form the backbone of the fact-finding phase of the peer review. In order to make these consultations efficient and productive, the review team should share with the reviewed member a preliminary list of questions (and any other issues of interest) well in advance, at least one week before each visit. Virtual means are used as appropriate.

- **Headquarters Visit:** The visit to the reviewed member's headquarters is intended to deepen the review team's understanding of the member's good and innovative practices and the challenges it faces in selected areas. Discussions focus on helping the member to improve and identifying good practice to maintain. The Secretariat works directly with the reviewed member focal point to organise the visit which, when conducted in person, normally lasts four to five days with the participation of all members of the review team.
- The reviewed member is responsible for making all the arrangements for the visit including internal and external meeting schedules and local transport. Opening and closing sessions are commonly held with the head of ministry/agency. A range of other meetings are held within the development co-operation ministry/agency and with other government departments, the national audit authority, Parliamentarians, and representatives of civil society including the civil society platform, the private sector, the research community, think tanks and academics who are familiar with the work of the reviewed member and the key issues identified for the review.

⁴ For 2021-22, information on implementing the following Recommendations will be included in the member's profile and, when selected as an area of concentration, in the peer review report: [2016 Recommendation of the Council for Development Co-operation Actors on Managing the Risk of Corruption](#); [2019 DAC Recommendation on Ending Sexual Exploitation, Abuse, and Harassment in Development Co-operation and Humanitarian Assistance](#); [2019 DAC Recommendation on the Humanitarian-Development-Peace Nexus](#); [2019 Recommendation of the Council on Policy Coherence for Sustainable Development](#); [2020 Recommendation of the Council on Environmental Assessment of Development Assistance Projects and Programmes](#).

- The review team presents preliminary findings or “key impressions” to the reviewed member's representatives at a closing session, providing an opportunity for response and discussion. The document that forms the basis of this discussion is submitted to the reviewed member only; it is not an official OECD document and should not be distributed further or published.
- **Country visit:** Following the headquarters visit, the review team normally undertakes a country visit in order to gain an understanding of how policies are implemented. A country visit is typically one week in length when conducted in person. The need for a country visit is considered on a case-by-case basis, and additional country visit(s) may be held, if both the review team and reviewed member agree. Alternative means such as the use of virtual meetings may be utilised where travel is not possible, for a member with limited country programmes, or to consult with a broader group of countries. The review team focuses on issues that are pertinent to the focus of the review and which may arise in other country settings. For this purpose, on-site visits to individual projects during the country visit may be considered where this would enable the review team to better understand the issues focused on during the review.
- The team meets with reviewed member government officials, as well as with a wide range of local stakeholders, including partner government officials, parliamentarians, civil society and private sector representatives and other bilateral and multilateral actors.
- A country visit is organised by the reviewed member's representative in-country, who is responsible for all logistical arrangements, including notification of the partner country authorities. The programme for the country visit is agreed between the Secretariat and the reviewed member's representative in order to ensure it addresses the areas of concentration for the review.
- Similar to the headquarters visit, the review team presents preliminary findings or “key impressions” to the reviewed member's representatives at the end of the country visit, providing an opportunity for discussion and response.

5.3. Analysis and report writing

26. The review team follows up with stakeholders as necessary following the headquarters and the country visit, and conducts additional research as needed.

27. The Secretariat analyses information gathered during the missions as well as from other sources. In consultation with the reviewers, it drafts the report. The body of the report will address the areas of concentration for the review, presented as appropriate in relation to pillars and foundations. The peers review the draft report which is sent to the reviewed member to verify facts. Key findings are discussed with senior management of the reviewed member before the recommendations are drafted and the draft report is finalised. The report contains an executive summary, infographics, a link to the Member profile, and a table of recommendations which the DAC approves.

5.4. The DAC peer review meeting

28. All members of the Committee, including the reviewed member, can access the draft peer review report on O.N.E. three to four weeks ahead of the peer review meeting.

29. The review process culminates in a half-day peer review meeting, led by the DAC Chair, at the OECD in Paris. The draft report and its recommendations are presented by the peer reviewers and discussed in the Committee. A thematic discussion is held on a topic selected by the reviewed member to facilitate learning and sharing of good practice.⁵

30. The reviewed member's Delegation is typically led at political level, supported by relevant staff of the lead development ministry or agency, representatives from other government departments where relevant and their DAC Delegate. Members are encouraged to invite their key partners to the peer review meetings as part of their delegation or as observers. Members are encouraged to support the participation in the meeting of representatives from partner countries visited during the peer review. Participation should be discussed and agreed with the Secretariat well ahead of the meeting. If a non-OECD country participates in the meeting the procedure for inviting it to a formal DAC meeting will be applied according to the DAC Global Relations Strategy and Participation Plan.

31. The Delegation is given an opportunity to present its response to the report, and to engage in a debate with the DAC. While the peer reviewers take the lead, other members of the Committee are invited and indeed encouraged to raise questions, offer comments and share their own experience in the interest of accountability and mutual learning. For purposes of transparency, any change in language or disagreement with the recommendations should be raised by the reviewed member in the peer review meeting itself. This is to ensure that only issues that seem legitimate to other members are considered. The DAC agrees any substantive elements to change in the report and its recommendations during the meeting.

5.5. Approval, publication and launch of the report

32. Immediately after the peer review meeting, the Secretariat organises an editorial session to integrate comments from the member and the DAC into the peer review report. The editorial session is attended by the peer reviewers, the reviewed member representatives and the Secretariat, who chairs. The edited report text is sent to DAC delegates for final approval through written procedure. After the three-day deadline the Secretariat cannot consider any further amendments.

33. At this stage, the peer review report is posted on O.N.E. in final form. The complete report is subsequently published on the OECD website along with, and subject to the member's approval, the self-assessment. Publication of the report is usually timed with a launch in the reviewed member's capital, held within six weeks of the DAC peer review meeting where possible. The report is published through the OECD iLibrary, and it can also be printed separately in hard copy at the request and the expense of the reviewed member.

⁵ Learning is also supported by a programme of peer learning based on the themes that emerged from the reviews conducted each year, and contextualised with broader learning and trends. These can take the form of webinars, insight pieces, learning events, case studies and documented examples of good and promising practice.

34. A link to the peer review report is systematically sent by the Secretariat to all stakeholders who were interviewed for the review, including in headquarters, partner countries and those contributing partner assessments.

35. It has now become practice that the reviewed member invites the DAC Chair and/or the Secretariat to join an event to launch the report to the media, civil society and other stakeholders. This serves to increase accountability at home and to increase awareness of the development co-operation efforts among the public and to engage stakeholders in the follow-up to the review. Members are also encouraged to launch the peer review report in parliamentary settings, with the presence of parliamentarians, government and civil society, as appropriate to their national context. Members are also encouraged to launch and disseminate their reviews in partner countries.

5.6. Follow-up

36. Each member is encouraged to submit, on a voluntary basis, a management response to the peer review recommendations articulating the intended follow-up actions (Annex D). The management response should be provided to the Secretariat within six months of the DAC peer review being published. The purpose of the management response is to strengthen implementation of peer review recommendations, and to enable closer Secretariat follow-up and support, including through the mid-term review process. It also helps the Secretariat to measure the extent to which peer reviews influence improvements. On agreement of the reviewed member, the management response is published online, alongside the peer review report.

37. Mid-term reviews, while voluntary, have increasingly become part of the standard peer review process. Two to three years after the peer review meeting, a senior representative of the Secretariat meets in person or virtually with the reviewed member to discuss implementation of the recommendations. Prior to the meeting, the reviewed member presents relevant information on changes in context and actions taken or planned as a consequence of the peer review. Following the visit, a report is submitted to the DAC. On agreement of the reviewed member, the mid-term review letter is published online, alongside the peer review report and management response.

6. Contribution to the cost of the peer review

38. Peer reviews are a foundational output of the DAC Programme of Work and Budget 2021-22. All foundational outputs are funded through Part 1 resources (assessed contributions) and voluntary contributions.

39. The reviewed member is expected to cover extra costs associated with undertaking the headquarters and country visits, such as venue hire, transport out of the capital, official meals and interpretation (other than the nominated language of the review – English or French). The member also covers the cost of the official launch of the peer review – in the capital and, as appropriate, in a partner country – and translation and printing of the report in the national language.

40. Preferential rates are provided by the OECD to the member for the cost of printing the report.

Annex A. Analytical Framework for DAC Peer Reviews

Components of analysis

Pillars

I. Global and domestic efforts The member uses a strategic approach in its global and domestic engagement to achieve the 2030 Agenda for Sustainable Development, including by supporting global public goods and addressing global challenges.	II. Partner country engagement The member's partner country engagement supports the achievement of sustainable development outcomes while addressing humanitarian needs; is adapted to individual country contexts, priorities and needs; complements its regional and global engagement; and reflects the principles of effective development co-operation and Good Humanitarian Donorship (GHD), as well as DAC norms and standards, including the Humanitarian-Development-Peace (HDP) Nexus.	III. Inclusive development partnerships The member's approach to partnering with development co-operation actors supports their diversity and complementarity and the role and capacity of each; and is in line with the principles of effective development co-operation, DAC norms and standards, and the 2030 Agenda for Sustainable Development.
I.1 Global goods and challenges for sustainable development I.2 Policy coherence for sustainable development I.3 Global education, awareness-raising and public support	II.1 Bilateral partnership II.2 Achieving lasting sustainable development results II.3 Fit for fragility and humanitarian contexts	III.1 Multilateral institutions III.2 Other bilateral development partners III.3 Sub-national entities in provider countries III.4 Civil society (incl. foundations) III.5 Private sector III.6 Research and academia

Foundations

A. Policy Political directives, policies and strategies that shape the member's development co-operation and humanitarian assistance are based on a long term vision and geared towards clear, intended results. They are in line with international and domestic commitments, including the 2030 Agenda for Sustainable Development and the GHD Principles.	B. Institutional arrangements The member has coherent, co-ordinated whole-of-government arrangements in place to deliver effective and efficient development co-operation and humanitarian assistance.	C. Financing for sustainable development The member allocates and mobilises financial resources in line with its international and domestic commitments to sustainable development and the Addis Ababa Agenda for Action.	D. Management systems The member has effective and transparent processes and mechanisms in place to deliver its development co-operation and humanitarian assistance.
A.1 Policy framework A.2 Guidance and basis for decision making	B.1 Leadership, responsibility, complementarity and accountability for whole-of-government development co-operation B.2 Human resources, capabilities and skills B.3 Stakeholder consultation and participation	C.1 ODA volume and allocations C.2 Approach to financing sustainable development C.3 Incentivising additional development finance	D.1 Quality assurance D.2 Risk management and due diligence D.3 Adaptation and innovation D.4 Results, evaluation, knowledge management and learning

PILLARS

PILLAR I. Global and domestic efforts

The member uses a strategic approach in its global and domestic engagement to achieve the 2030 Agenda for Sustainable Development, including by supporting global public goods and addressing global challenges.

I.1 Global goods and challenges for sustainable development

The member engages in partnership and contributes actively to promoting global and regional goods and addressing challenges.

- Commensurate with its capacity, the member engages in collective efforts to promote global goods and address global challenges of relevance to developing countries, by advancing international debate, helping to agree or enhance collective frameworks, and using evidence and leadership to encourage others to implement them. Where its level of engagement on an issue permits, it has enabled significant progress for the poorest and most vulnerable people in the world.

I.2 Policy coherence for sustainable development

- The member takes into account the objectives of development co-operation in external and domestic policies in areas which are likely to affect developing countries, consistent with the OECD Recommendation on Policy Coherence for Sustainable Development. The member ensures that synergies and trade-offs between its policies and the sustainable development prospects of developing countries are assessed; it engages stakeholders effectively and adjusts its policies to enhance coherence in areas likely to affect developing countries.

I.3 Global education, awareness-raising and public support

The member enables public awareness, critical engagement and support for global sustainable development.

- The member enables the public and stakeholders to be aware of, understand, support and take action towards global commitments on sustainable development;
 - The member enables the public and organisations who hold governments to account to understand and critically engage with how the member's development co-operation efforts contribute to global sustainable development.
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PILLAR II. Partner country engagement

The member's partner country engagement supports the achievement of sustainable development outcomes while addressing humanitarian needs; is adapted to individual country contexts, priorities and needs; complements its regional and global engagement; and reflects the principles of effective development co-operation⁶ and Good Humanitarian Donorship (GHD), as well as DAC norms and standards, including the Humanitarian-Development-Peace Nexus.

II.1 Bilateral partnership

In partner countries the member's political engagement, strategy and programming support *country ownership* and are based on the country context, reflecting partner countries' sustainable development priorities, needs and capacity across all levels of government and stakeholders, as well as international agreements.

- The member has a comprehensive, public document based on broad consultation and robust analysis that sets out its full engagement in each partner country. The document indicates how the member's interventions will collectively contribute to the 2030 Agenda, what development results are expected, and the resources the member will provide.
- The member clearly articulates its thematic and geographic priorities in each country, in line with its strengths and taking into account the contribution of other providers.
- The member engages with stakeholders – both individually and in multi-stakeholder partnerships – to deliver on and ensure synergies with its country strategy and other regional, global, multilateral and country initiatives and partnerships.
- The member participates in *mutual accountability* mechanisms and is *transparent* about its development co-operation activities.

II.2 Achieving lasting sustainable development results

The member's engagement in partner countries enhances conditions for lasting sustainable development results and resilience in line with the guiding principles on managing for sustainable development results.

- The member supports lasting sustainable development results in accordance with global and regional frameworks, countries most in need and partner country development priorities.
- The member aligns its indicator framework to *partner country results* frameworks.
- The member's partnerships with partner governments at all levels, and other stakeholders, contribute to building their capacity; the member enables and encourages all its partners to build institutional capacity and to strengthen and use country systems.
- The member's engagements demonstrate a clear and deliberate strategy to address poverty and to respond to the pledge to leave no one behind, with a particular focus on benefiting and empowering women and girls.
- The member promotes and supports locally driven innovations and fosters participatory approaches.

⁶ The four principles are: Country ownership; Focus on results; Inclusive partnerships; Transparency and mutual accountability. Italics are used to highlight these in text.

II.3 Fit for fragility and humanitarian contexts

The member's engagement in fragile and crisis-affected contexts addresses immediate vulnerabilities and helps partner countries to create the conditions for making progress towards resilience in addressing the different dimensions of fragility.

- The member's global efforts and engagement in fragile and crisis-affected contexts contributes to reducing the risk and impact of crises and conflict, supports building resilience at local and national level and focuses on strengthening peace and conflict prevention.
- The member's strategy and programming aligns to the principles of the DAC Recommendation on the Humanitarian-Development-Peace nexus in addressing risks and vulnerabilities.
- The member contributes to minimising the humanitarian impact of shocks and crises, and saves lives, alleviates suffering, and maintains human dignity in crisis and disaster settings. It bases its humanitarian funding on an objective needs assessment, taking into account the capacity of potential partners, and improves the predictability, timeliness and flexibility of its funding. The member has relevant mechanisms for rapid crisis response, including early warning, preparedness and civil protection, as well as mechanisms to address protracted humanitarian needs.

PILLAR III. *Inclusive development partnerships*

The member's approach to partnering with development co-operation actors builds on and supports the diversity and complementarity and the role and capacity of each, encourages multi-stakeholder approaches, and is in line with the *principles of effective development co-operation*,⁷ DAC norms and standards, and the 2030 Agenda for Sustainable Development.

- The member's approach to partnerships is coherent, consistent and enables the member to deliver on its vision, mission and strategy.
- The member presents a rationale to guide partner identification and articulates a clear vision of the role of each actor, with a clear understanding of each parties' contribution to achieving shared outcomes and sharing risks.
- The member's partnerships, individually and as a whole, contribute to achieving its policy objectives, reflecting a coherent approach to policies, initiatives and processes.
- The member recognises the independent mandate of each actor, supports an enabling environment for them to fulfil their mandates, encourages innovative approaches and invests in partnerships in ways that build capacity and strengthen institutions.

III.1 Multilateral system

The member's multilateral partnerships are coherent across government and complementary to the member's portfolio. Co-operation across boards and between members as well as engagement with multilateral partners respects their mandate, promotes agreed system-wide reforms, and supports joint approaches, making individual organisations and the multilateral system as a whole more effective.

- The member's engagement and funding support the governance and effectiveness of multilateral organisations and reinforce their ability to fulfil their mandate, including by providing core and earmarked funding in accordance with commitments made as part of the international reform agenda and good practice principles.
- The member has feedback loops in place that ensure its bilateral and multilateral efforts are aligned, complementary and, where possible, mutually reinforcing, in support of its overall development co-operation policy.
- Engagement and funding decisions are informed by joint assessments of multilateral entities' effectiveness, such as those of the Multilateral Organisation Performance Assessment Network, and allow for flexibility and adaptive programming in support of the Humanitarian-Development-Peace Nexus.

⁷ The four principles are: Country ownership; Focus on results; Inclusive partnerships; Transparency and mutual accountability.

III.2 Other bilateral development partners

The member explores and supports partnerships to build trust, leverage expertise and increase the impact of development co-operation.

- The member builds trust among development partners by contributing to shared understanding of how each partner operates and how sustainable development results are achieved.
- The member engages in partnership with other bilateral providers that promote complementarity; leverage the expertise, resources and experiences of each partner; and increase the volume, impact and scope of development co-operation efforts.
- The member engages in trilateral co-operation partnerships that facilitate exchanges and build the capacity of each partner.
- The member prioritises programme-based approaches and joint programming with other development partners and uses multi-donor funding approaches, joint advocacy and shared analysis to the maximum extent possible.

III.3 Sub-national entities in provider countries

The member enables its sub-national entities to engage in effective development co-operation.

- The member provides support and advice to sub-national entities so that decentralised development co-operation respects the *principles of effective development co-operation*, adds value by mobilising sub-national expertise and resources adapted to the local partner country context, and is based on partnerships and mutual learning. The member encourages sub-national entities to align behind a single national development framework.

III.4 Civil society

The member leverages and enables the independent role of international, member country and local civil society in all its diversity as a source of expertise, resources and services, and a channel for representation, and supports civil society space in partner countries.

- The member's work to support and engage with civil society, incentivise civil society to be accountable, and promote and protect civic space is in line with DAC values and standards⁸

III.5 Private sector

The member leverages the contributions, expertise and innovation potential of the private sector for sustainable development that benefits all elements of society, including in least developed and fragile countries and contexts.

- The member engages at policy and operational levels to improve the enabling environment for business and increases the level and impact of development-oriented private investment in, and trade with, partner countries in line with the 2030 Agenda, national development priorities, and principles of effective development co-operation.
- The member provides financial support and capacity development, including for knowledge and technology transfer, to private sector partners in partner countries that is based on a robust understanding of the country context and barriers to private sector development and focuses on micro, small and medium enterprises.
- The member strengthens dialogue and co-ordination between stakeholders to maximise the private sector contribution to sustainable development.

⁸ Peer reviews will use the OECD definition of civil society organisations i.e. to include all non-market and non-state organisations outside of the family in which people organise themselves to pursue shared interests in the public domain [OECD (2010), *Civil Society and Aid Effectiveness: Findings, Recommendations and Good Practice*, Better Aid, OECD Publishing, Paris]

III.6 Research and academia

The member supports an enabling environment for research, including in developing countries, to build knowledge and inform policies and practices on development challenges.

- Partnerships with academia and research institutes in the member country and in developing countries strengthen the research ecosystem in partner countries.
 - Research contributes to knowledge on development challenges with a focus on least developed, fragile, low- and middle-income countries and provides evidence, tools and guidance to inform policies and practices.
-

FOUNDATIONS

A. Policy

Political directives, policies and strategies that shape the member's development co-operation and humanitarian assistance are based on a long term vision and geared towards clear, intended results. They are in line with international and domestic commitments, including the 2030 Agenda for Sustainable Development and the GHD Principles.

A.1 Policy framework

- The member has a top-level policy framework setting expected results aligned with the 2030 Agenda for Sustainable Development; and enabling a coherent, whole-of-government approach to all its development co-operation activities.
- The member's policy recognises social, economic and environmental aspects of sustainable development; includes a commitment to policy coherence for sustainable development; sets out a clear approach to poverty reduction, reducing gender inequalities, and leaving no-one behind; and includes clearly-defined thematic and geographic priorities which draw on the member's strengths.
- The member has a cross-government policy for humanitarian assistance, respecting the GHD principles, the humanitarian principles, and other international agreements, including outcomes of the 2016 World Humanitarian Summit. This policy is anchored in relevant legislation and accompanied by a realistic implementation plan.

A.2 Guidance and basis for decision-making

- Specific guidance is provided and used to integrate cross-cutting issues such as poverty, gender equality and women's empowerment, human rights, environment and climate change, and conflict and fragility.
- The member presents a clear rationale for deciding when to engage at global, regional and country levels, and for choosing appropriate channels, instruments and partners with which to engage.
- Geographic, thematic and sectoral allocations – globally, regionally and at partner country level – are consistent with the member's policy commitments and strategic priorities, including on countries most in need (least developed countries, low-income countries, small island developing states, land-locked developing countries, and fragile and conflict affected situations).

B. Institutional arrangements

The member has coherent, co-ordinated, whole-of-government arrangements in place to deliver effective and efficient development co-operation and humanitarian assistance.

B.1 Leadership, responsibility, complementarity and accountability for whole-of-government development co-operation

- The member has a designated point of leadership for its development co-operation and humanitarian assistance efforts and appropriate internal and external oversight mechanisms.
- Government actors have clear, complementary mandates, responsibilities and accountabilities.
- Comprehensive and *transparent* information about the member's activities is publicly available.

B.2 Human resources, capabilities and skills

The member has the necessary diversity, gender balance, skills, capacity for self-reflection and critical thinking, and knowledge at all levels to manage and deliver its efforts effectively, and ensures the right skills are located in the right places.

- The member builds and maintains adequate capacity to deliver on its objectives in terms of numbers, diversity, seniority, location and skills.
- The member leverages expertise and capacity across its system and devolves appropriate responsibility and resources to country offices, with incentives in place to ensure sufficient capabilities in fragile or crisis contexts.
- The member's human resource management system includes a code of conduct and ethical standards, proactive measures to engage staff and promote well being, including for locally recruited staff, and enables strategic workforce planning to develop, retain and attract appropriate personnel for current and future needs, drawing on external skills where appropriate.

B.3 Stakeholder consultation and participation

The member's policies, systems and programmes and its global advocacy efforts are informed by the views of stakeholders, including beneficiaries.

- The member engages in two-way dialogue with a representative group of external stakeholders on both strategic and operational levels and provides access to relevant information to enable meaningful participation.
- The member makes a concerted effort to ensure that stakeholders are included in key policy discussions and governance mechanisms at global and country level.

C. Financing for sustainable development

The member allocates and mobilises financial resources in line with its international and domestic commitments to sustainable development and the Addis Ababa Agenda for Action.

C.1 ODA volume and allocations

- The member has a clear statement and plan to achieve desired ODA volume, in line with its international commitments.
- ODA allocation matches the member's thematic, geographic, and partnership priorities; wherever possible, funding is predictable, flexible and multi-year.
- The member complies with DAC Recommendations on untying and terms and conditions of ODA and conforms to the DAC reporting directives.

C.2 Approach to financing sustainable development

- The member effectively uses an array of official financial instruments to support the mobilisation of domestic resources, combat corruption and reduce illicit financial flows; the member focuses the most concessional resources on those with the greatest needs and least ability to mobilise other resources.
- The member seeks to align its resources either directly or through its development finance institute to evidence-based humanitarian, development and peace financing strategies to mobilise the full range of financial flows, ensuring that these do not contribute to conflict, inequality or instability.

C.3 Incentivising additional development finance

- The member offers financial tools (such as equity, guarantees and insurance, debt, mezzanine instruments, hedging, grants, and technical co-operation) and mechanisms (including investment funds, syndicated loans, public-private partnerships, blended finance facilities and other innovative finance mechanisms) that work to leverage international and domestic private sector funds and capacities to maximise development outcomes and impact, in line with the OECD DAC blended finance principles and guidance.
- The member encourages other actors such as sovereign wealth and pension funds to invest in sustainable development and works with investors to identify opportunities that can contribute to sustainable development.

D. Management systems

The member has effective and transparent processes and mechanisms in place to deliver its development co-operation and humanitarian assistance.

D.1 Quality assurance

The member assures quality in a way that maximises the achievement of its objectives.

- The member controls the quality of its interventions against its guidance and international standards during preparation and implementation, and adapts interventions where needed.

D.2 Risk management and due diligence

The member's risk management maximises the achievement of its objectives while safeguarding the integrity of its efforts.

- The member identifies and assesses relevant risks (i.e. strategic, reputational, programmatic, financial, political, security), implements and monitors a risk response that balances risk and reward and is compatible with institutional and developmental objectives, and communicates with stakeholders at home and in partner countries on risks and responses. Its risk management notably reflects the OECD Recommendation on managing risks of corruption; the DAC Recommendation on ending sexual exploitation, abuse, and harassment; and the DAC Recommendation on the Humanitarian-Development-Peace Nexus.

D.3 Adaptation and innovation

- The member's leadership and internal system promotes a culture of experimentation and adaptation to changes in the development and humanitarian landscape.
- The member has capabilities to introduce, incentivise and enable, measure the impact of, and potentially scale, innovation in its policies and programmes.

D.4 Results, evaluation, knowledge management and learning

The member learns from results, evaluation and research, using evidence to improve its own efforts, to build partner capacity, and to promote learning across the broader system.

- The member is able to identify what results are being achieved, where, how and for which groups and how its combined efforts are contributing to the SDGs, national plans in partner countries, humanitarian objectives and its own policy objectives. Data is drawn from national systems and disaggregated to the greatest extent possible to be able to monitor progress on all forms of poverty, inequality and those most left behind.
- In its development co-operation, the member *plans and manages for sustainable development results*. The member uses evaluations and results information for strategic direction, accountability, communication and adaptive programme management.
- The member develops and keeps its results and evaluation systems manageable and reliable, in line with DAC and other international norms, criteria, guidance and good practice.
- The member enables a flow of information across its system, drawing on quantitative and qualitative evidence from programme monitoring, evaluations, research, partners and other sources. It ensures enough space to identify what is working and what improvements or adjustments are needed to policies, systems or programmes, and thus fosters a culture of measuring results and learning.
- The member strategically collects and uses institutional knowledge and experience as a management tool to achieve objectives, enhance systematic learning, take stock of lessons learned, and generate new knowledge and innovative approaches to challenges.
- The member supports the capacity of partner countries to manage for results, successfully evaluate programmes, manage data and produce statistics.

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Annex B. DAC peer review self-assessment template

Introduction

This self-assessment allows [Member] to reflect on its approach to development co-operation. It is an important input to [Member's] DAC peer review, highlighting good and innovative practice and pointing the peers to areas where [Member] wants to improve its development co-operation. It also enables [Member] to report on progress and challenges with implementing the recommendations from its last peer review. Additional information about [Member] is presented in its *profile [to be hyperlinked]*. Where no specific reporting has been agreed by the DAC or its subsidiary bodies, members will be requested to include annexes reporting on their adherence to OECD and DAC recommendations.⁹

The self-assessment will be made available to DAC members on O.N.E. Further information on DAC peer reviews is available in *DAC peer review methodology, 2021-22 [to be hyperlinked]*.

Completing the self-assessment

The self-assessment should reflect input from all relevant parts of government responsible for formulating, implementing or co-ordinating development co-operation policies. It should draw on the elements covered by the *DAC peer review analytical framework [to be hyperlinked]*.

The context section should set out any new developments affecting the member's development co-operation context, policy and system since the last review, and outline future directions.

The main section of the self-assessment is divided in two. It first focuses on up to five of [Member's] strengths – good and innovative practice – and then focuses on up to five areas where [Member] faces challenges and wants to improve its approach to achieving its development co-operation objectives.¹⁰ Please link each issue to a component of one of the pillars or foundations included in the analytical framework. The recommendations from the previous peer review can help identify such issues. For each area, the member should address:

- Reasons why this issue has been selected. In particular, reflect on the extent to which [Member] is or is not reaching its own objectives and performing well in relation to relevant assessment criteria in the analytical framework.
- Analysis of which aspects of [member's] policies, institutional arrangements, financing efforts or processes are particularly effective in achieving its objectives

⁹ At present, recent Recommendations for which reporting in an annex would be required are: [2016 Recommendation of the Council for Development Co-operation Actors on Managing the Risk of Corruption](#); [2019 DAC Recommendation on Ending Sexual Exploitation, Abuse, and Harassment in Development Co-operation and Humanitarian Assistance](#); [2019 DAC Recommendation on the Humanitarian-Development-Peace Nexus](#); [2019 Recommendation of the Council on Policy Coherence for Sustainable Development](#); [2020 Recommendation of the Council on Environmental Assessment of Development Assistance Projects and Programmes](#).

¹⁰ The member is free to include more than 10 issues in its self-assessment. If it chooses to do so, it should propose a sub-set of issues on which the review could focus.

and why, and/or which aspects make achieving its objectives more difficult and why.

- Any plans or options for future work in this area.

Where possible, assessment of barriers and achievements should be backed up with evidence from, for example, evaluations or reviews, monitoring data, or stakeholder surveys. The self-assessment should not duplicate information already included in [Member's] *profile*. Please include hyperlinks to any material (documents or multi-media content) referenced and attach unpublished material.

For any questions related to completing this assessment, please contact the lead analyst for the peer review [name and email address].

[Member]’s assessment of how its policies, systems, financing and processes enable it to achieve effective and sustainable development outcomes through its global and domestic efforts, its partner country engagement and its partnerships

A. Recent changes in the context of [Member’s] development co-operation

Please insert your response here (1500 words maximum).

B.1 Good and innovative practices (500-800 words each)

Issue 1: [Please insert a short title for the area], covering [Please indicate the relevant pillar or foundation in the analytical framework]:

Please insert your response here.

- i) Reason for selection
- ii) Analysis of underlying aspects critical for success
- iii) Plans or options for future work to build on this strength

Issue 2: [Please insert a short title for the area], covering [Please indicate the relevant pillar or foundation in the analytical framework]:

Please insert your response here.

- i) Reason for selection
- ii) Analysis of underlying aspects critical for success
- iii) Plans or options for future work to build on this strength

Issue 3: [Please insert a short title for the area], covering [Please indicate the relevant pillar or foundation in the analytical framework]:

Please insert your response here.

- i) Reason for selection
- ii) Analysis of underlying aspects critical for success
- iii) Plans or options for future work to build on this strength

Issue 4: [Please insert a short title for the area], covering [Please indicate the relevant pillar or foundation in the analytical framework]:

Please insert your response here.

- i) Reason for selection
- ii) Analysis of underlying aspects critical for success
- iii) Plans or options for future work to build on this strength

Issue 5: [Please insert a short title for the area], covering [Please indicate the relevant pillar or foundation in the analytical framework]:

Please insert your response here.

- i) Reason for selection
- ii) Analysis of underlying aspects critical for success
- iii) Plans or options for future work to build on this strength

B.2 Challenges and opportunities (500-800 words each)

Issue 6: [Please insert a short title for the area], covering [Please indicate the relevant pillar or foundation in the analytical framework]:

Please insert your response here.

- i) Reason for selection
- ii) Analysis of underlying factors constraining greater progress
- iii) Plans or options for future work to enable improvement

Issue 7: [Please insert a short title for the area], covering [Please indicate the relevant pillar or foundation in the analytical framework]:

Please insert your response here.

- i) Reason for selection
- ii) Analysis of underlying factors constraining greater progress
- iii) Plans or options for future work to enable improvement

Issue 8: [Please insert a short title for the area], covering [Please indicate the relevant pillar or foundation in the analytical framework]:

Please insert your response here.

- i) Reason for selection
- ii) Analysis of underlying factors constraining greater progress
- iii) Plans or options for future work to enable improvement

Issue 9: [Please insert a short title for the area], covering [Please indicate the relevant pillar or foundation in the analytical framework]:

Please insert your response here.

- i) Reason for selection
- ii) Analysis of underlying factors constraining greater progress
- iii) Plans or options for future work to enable improvement

Issue 10: [Please insert a short title for the area], covering [Please indicate the relevant pillar or foundation in the analytical framework]:

Please insert your response here.

- i) Reason for selection
- ii) Analysis of underlying factors constraining greater progress
- iii) Plans or options for future work to enable improvement

Please follow the above structure if you wish to submit additional information.

C. Complementary information and previous peer review recommendations

Please provide any other information that you would like to bring to the attention of the review team, including links to any other material that would be helpful for the review. Unless already addressed under one of the selected issues, this should also include information on challenges with implementing recommendations from the previous peer review, or an explanation of why the recommendation might no longer be relevant.

Please insert your response here.

D. Contact Information

Please include contact information of the person completing this self-assessment and the names of all bodies or organisations that have been consulted in compiling this assessment.

Please insert your response here.

E. Annexes

Please include the following in annex or a hyperlink:

- Most recent development co-operation policy, strategy
- Annual report(s)
- Organisational chart and information on human resources by work location (headquarters, abroad) and by gender, grade and specialty if possible, and on secondments, if applicable
- List of abbreviations
- Implementation of the 2016 Recommendation of the Council for Development Co-operation Actors on Managing the Risk of Corruption (Secretariat to advise if other updates on implementation of recommendations are required).

Annex C. Partner assessment template

Introduction

DAC peer reviews draw on a wide range of sources for their analysis, including assessments by the reviewed member's key partners. Partner assessments help to identify the member's strengths and areas for improvement in its development co-operation system, and provide an important complement to the information the review team receives from the Member itself. The reflections included in partner assessments, together with the member's self-assessment will help the review team to determine the focus of the review.

Your assessment will provide essential information to the review team. Its contents will be made available to the review team, comprising the peer reviewers (two other DAC members) and the DAC Secretariat and any observers participating in the review. The review team will not share partner assessments directly with the Member under review or quote them directly in the peer review report without prior agreement.

Completing the partner assessment

We appreciate responses that, at minimum, address each of the questions below. If your organisation wishes to provide additional reflections, please simply attach or include them in this document when submitting the assessment to the Secretariat. In structuring your organisation's response, you may wish to consider the different elements covered by the *DAC peer review analytical framework* [hyperlinked] – which sets out the standards against which DAC members are reviewed – as well as any progress against *Recommendations from the previous peer review* [hyperlinked].

For any questions related to completing this assessment, please contact [lead analyst]

Assessment of [Member]'s development co-operation policies, partnerships and practices

When completing each section below, please be as concrete as possible, for example, by detailing specific examples and including a description of what each point means for your organisation when working with the reviewed member.

A. Your organisation's relationship with [Member]

Please describe the nature of your organisation's engagement with [Member], including how it funds your activities and engages you in dialogue, as relevant.

Please insert your response here.

B. [Member's] strengths

In your experience, what are the key strengths of [Member's] development co-operation? For each strength, how does this support your work as a partner? And how does it enable [Member] to achieve effective and sustainable development outcomes?

Please insert your response here.

C. Areas in which [Member] could improve

Please reflect on any challenges you face when working with [Member]. Are there specific areas where [Member] could improve its development co-operation and its ability to partner effectively with you? Please include examples that outline the implications for how [Member] currently operates.

Please insert your response here.

D. Contact Information

Please include contact information of the person completing this assessment and the names of all bodies or organisations that have provided inputs.

Please insert your response here.

Thank you for taking the time to complete this assessment.

Annex D. Management response template

Recommendation	Accepted (Yes/Partially/No)	Planned Action for Implementation (If no action planned, explain why)	Timeline
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			