



MAKING USE OF COUNTRY RESULTS FRAMEWORKS FOR THE 2030 AGENDA

**Workshop 1 Concept note and programme for policy makers
and practitioners at the DCF Uganda High-level Symposium**

4 November 2015, 10:30 a.m. – 12:30 p.m.

Room TBC, Speke Resort Munyonyo, Kampala, Uganda

(WORKSHOP LANGUAGE IS ENGLISH ONLY)

Background

The 2030 Agenda for Sustainable Development provides a framework to work towards the full eradication of poverty in all its forms and to shift the world onto a sustainable and resilient development path. It includes the Addis Ababa Action Agenda, which sets out concrete steps for aligning all financing flows and policies with economic, social and environmental priorities to transform the global economy and achieve the Sustainable Development Goals.

Nationally-owned sustainable development strategies and financing frameworks will be at the heart of countries' efforts to translate these global aspirations into concrete national actions and results. All actors, ranging from government officials to parliamentarians, civil society and the private sector, will have to work together in unprecedented ways in pursuing the 2030 Agenda.

Producing and demonstrating development cooperation results to achieve the 2030 Agenda

International development cooperation encompasses a critical set of external resources to support the realization of the global sustainable development agenda.¹ Through financial transfers, capacity support and policy advice with primary development impact, development cooperation can fill resource gaps and provide targeted support to realize national and international development efforts.

Development cooperation has diversified considerably and changed in the way it is being allocated, delivered and accounted for within a short time span. Concerted efforts are increasingly shifting from a focus on aid coordination to the longer-term transformative changes needed to support poverty eradication and sustainable development.

¹ For an overview of the type of public, private and blended resources considered international development cooperation in the context of this discussion, please consult the DCF policy brief on "What is development cooperation?", here: http://www.un.org/en/ecosoc/newfunct/pdf15/2016_dcf_policy_brief_no.1.pdf

Monitoring and reviewing the effectiveness and impact of development cooperation will be at the heart of the follow-up and review of the commitments encapsulated in the new global development agenda and its financing framework.

Development cooperation actors have generated important lessons on how to measure the effectiveness and results of their interventions since the early 2000s. The aid and development effectiveness agendas and policy dialogue on trends in development cooperation under the aegis of the United Nations have advanced this debate in direct follow-up to the Monterrey Consensus on Financing for Development.

Country results frameworks – From Theory to Practice²

A renewed emphasis on results has led many countries to develop country results frameworks for development cooperation (CRFs). These institutionalized frameworks serve to help systematically assess the impact of international development cooperation in line with agreed, country specific indicators for development results. CRFs usually outline the areas and indicators to be monitored, the frequency of monitoring and reporting, the format for the process of assessment or review against the indicators set in the framework, and the roles and responsibilities of different actors.

CRFs vary in scope and content, and may exist in addition or be combined with other national monitoring frameworks that monitor current and projected disbursements, and where available, indications of future commitments. They are typically the outcome of negotiations between developing countries and their external partners.

CRFs are a potentially important tool for knowledge sharing, mutual learning and accountability of development cooperation. Initial experience in some countries has shown that such frameworks can instil a sense of trust and common purpose, and help shift investments by external partners towards national development priorities.

Effective functioning of CRFs may depend on the extent to which other enablers are put in place. These include country-driven national development cooperation policies (subject of workshop 2) and inclusive dialogue structures, supported by robust political leadership, institutional capacity, skills, clear division of labour and existing structures to widely consult and agree on such a framework, and availability of quality information on progress against agreed indicators.

The following are factors that may make it challenging to develop or further adapt existing CRFs:

- 1) Increased complexity of the global agenda: Results measurement is challenged by the integrated nature of the 2030 Agenda, the cross-cutting and wide scope of the SDGs, and the diversification and inter-relatedness of development cooperation resources and approaches. This comes on top of existing difficulties to quantify some performance measures, to attribute results to specific interventions and to harmonize sectorial performance reviews. New guidelines to ensure sound reporting may be needed at country and sectoral levels. For example, half of the surveyed countries with CRFs did not have gender targets in 2013.

² Deliberations of the workshop and a related session in the DCF Uganda High-level Symposium will be informed by a DCF policy brief on “Promoting integrated, aligned and country-driven results frameworks to support mobilization of resources and implementation of the 2030 Agenda for Sustainable Development”.

- 2) Parallel systems in results measurement: Some development cooperation actors use their own results frameworks, log frames and indicators to be able to demonstrate their results and the performance of programme countries. This may be misaligned with country priorities or imply a considerable reporting burden on developing countries, especially in countries with high fragmentation of external support and programming. Efforts are under way to harmonize results measurement among partners and to engage them in the design of national frameworks. Programme countries also assess the performance of their external partners.
- 3) Results measurement is disconnected from the national budget: The diversity of delivery channels makes it cumbersome to apply the most appropriate monitoring and review approaches in different contexts. To incentivize the use of CRFs, it can be vital to integrate them in existing efforts, for example related to the national budgeting process and medium-term financing and expenditure frameworks. Extensive consultative efforts and strong capacity may be needed to ensure alignment of results measurement efforts with those outlined in existing systems, in line with agreed national priorities.

The 2030 Agenda and the Addis Ababa Action Agenda provide an important opportunity to explore how reporting on development results and effective knowledge sharing and mutual learning of development cooperation can be strengthened at the country level. Many valuable lessons have already been learned by a number of countries, especially in Africa (see Annex 1). These lessons are inter-related and linked to the implementation of all mutual accountability enablers in development cooperation. Such lessons can inform efforts to monitor and review implementation of the new agenda.

A scoping study for the DCF has recommended that countries should be supported in adapting existing CRFs or developing new ones for the 2030 Agenda.³ It concluded that performance reviews should be more mutual, equally focusing on the performance of the programme country and all its partners. Headquarters of partner countries and organizations would have to permit the incorporation of partner targets in national CRFs.

The study suggests the following steps to improve CRFs⁴:

- Capture a more diverse range of commitments, financial and other means of implementation;
- Reflect the integrated nature of, and linkages among the SDGs, supporting holistic reviews;
- Cater for a more diverse range of development partners, extending to non-state actors.

Objectives and programme

Workshop 1 provides an opportunity to further discuss these lessons and proposals. It has four objectives:

- a) To clarify the potential of CRFs to support implementation of the 2030 Agenda;
- b) To showcase and explore the contours of good practice examples of CRFs; and
- c) To identify technical challenges in the design and use of CRFs in different contexts and for the realization of the SDGs as part of national development plans and strategies.

³ See http://www.un.org/en/ecosoc/newfunct/pdf15/ma_scoping_study_report.pdf.

⁴ The Policy Brief on CRFs highlights other critical aspects of how to address challenges to realize CRFs.

Workshop 1	COUNTRY RESULTS FRAMEWORKS – FROM THEORY TO PRACTICE
10:30-10:45	OPENING AND INTRODUCTION
	<p>Workshop objectives Navid Hanif, Director, Office for ECOSOC Support and Coordination (moderator)</p> <p>Why invest in CRFs in support of the 2030 Agenda? Elaine Venter, author of DCF Policy Brief on CRFs, independent consultant and Faculty Associate at Faculty of Economic and Management Sciences, University of Pretoria, South Africa</p>
10:45 – 12:15	MAKING CRFS AN EFFECTIVE PLANNING AND POLICY TOOL FOR THE 2030 AGENDA
	<p>Using CRFs to foster mutual accountability in development cooperation</p> <p>Making best use of CRFs: What are the main challenges ?</p> <p>3-4 short interventions from governments and other stakeholders, followed by moderated, interactive discussion on the following questions:</p> <ul style="list-style-type: none"> • What makes a robust CRF to promote domestic and mutual accountability in development cooperation? • What are key determining factors of the successful use of CRFs? • What are major challenges to develop and/or adapt CRFs to the demands of the SDGs and Agenda 2030?
12:15 – 12:30	CONCLUSIONS – NEXT STEPS
	<p>Key conclusions for the plenary session in the DCF Uganda High-level Symposium Angela Bester, International Consultant, Communication works</p> <p>Knowledge sharing and dialogue at regional and global levels</p> <p>Brief wrap up by moderator</p>

The deliberations will inform a plenary session on Day 2 of the DCF Uganda High-level Symposium to discuss how to make country-led monitoring and review of development cooperation and the use of CRFs a reality.

The workshop will be hands-on and highly interactive, bringing together a selection of representatives of governments, members of parliament, local and regional governments, civil society organizations, foundations and international organizations engaged in different ways in the design, implementation and assessment of country results frameworks.

Annex 1: An indicative list of challenges and actions to improve CRFs⁵

Challenge	Proposed actions based on good practices
Prioritizing development results at national level	
Lack of a culture of results-based management in development cooperation	<ul style="list-style-type: none"> (a) Foster a results orientation in development cooperation within wider government-wide strategic planning, policy making and monitoring and evaluation; (b) Demonstrate ownership and detailed knowledge of results agenda at Ministerial level; (c) Demonstrate long-term cost savings of effective and integrated results measurement of development cooperation; (d) Stimulate demand for results and performance information through incentives at all levels (e.g. enshrine results focus in national law, official policies, reward structures and work plans) (e) Consult and sensitize different stakeholders and explore clear roles for each of them; (f) Where possible, empower those accountable for action by delegating authority to them;
Mutual accountability fatigue	<ul style="list-style-type: none"> (a) Continue to highlight unfinished aid effectiveness business; (b) Showcase the impact of CRFs and other MA enablers; (c) Foster shift from measuring attributable results to overall impact, emphasizing adequate cooperation modalities; (d) Inject MA efforts in national budget preparations;
Making progress on all mutual accountability enablers simultaneously	
Lack of political leadership to support use of CRFs	<ul style="list-style-type: none"> (a) Initiate peer and public pressure to adhere to agreed global commitments; (b) Initiate knowledge sharing and mutual learning on good practices of results measurement at working level (bottom up approach);
Lack of national development cooperation policy to frame CRFs	<ul style="list-style-type: none"> (a) Sensitize all national stakeholders, in particular parliament, and external partners of the importance of such a policy; (b) Initiate national consultations with stakeholders and partners; (c) Engage in peer learning with champion countries.
Lack of effective dialogue structures to discuss findings of CRFs	<ul style="list-style-type: none"> (a) Ensure compilation of a technical progress report with concise findings of CRFs and policy recommendations; (b) Encourage informal exchanges at working level, within and between government ministries; (c) CSOs, parliament and media to challenge government to discuss findings; (d) Bring results of such exchanges to sectorial working groups and national policy dialogues;
Lack of quality of the evi-	<ul style="list-style-type: none"> (a) Conduct systematic reviews of data collection efforts;

⁵ This list has been compiled by UN-DESA based on other ongoing research and dialogue in this area, including from the Global Partnership Initiative for Results and Mutual Accountability. Additional reading on CRFs includes:

<p>dence base</p>	<ul style="list-style-type: none"> (b) Demonstrate how sectorial and aggregated national results information is vital both for external performance reporting and internal management learning and decision-making; (c) Clearly identify investment gaps in line of requirements (in particular timely delivery of usable results information); (d) Allocate resources to develop relevant infrastructure through new technologies and skills training (centres of excellence); (e) Ensure ownership and clear division of labour for information gathering within Ministries and at central government level to promote aligned and demand-driven action; (f) Invest in strengthening sectorial and local results frameworks and build on existing data collection systems (AIMS, DADs, homegrown systems etc.); (g) Promote usage of unofficial qualitative assessments as complementary data sources; (h) Ensure regular review of the usefulness of the indicators in the CRF;
<p>Lack of capacity</p>	<ul style="list-style-type: none"> (a) Based on regular systematic reviews, streamline, interlink and simplify results measurement and data collection efforts at all levels; (b) Flag investment gaps to donors as part of whole-of-government strategies for better development results (e.g. to facilitate broad consultations throughout a CRF lifecycle, develop and test indicators, conduct M&E test run, institutionalize CRFs, and strengthen related skills and competencies); (c) Build CRFs around existing efforts and incentive structures that work; (d) Ensure knowledge sharing at sub-national, sectorial, national and regional levels to continuously prioritize and challenge CRFs; (e) Strengthen capacity of CSOs and Parliament to meaningfully engage in discussions on CRF design and results.
<p>Refining country results frameworks and indicators</p>	
<p>Limit the number of results indicators</p>	<ul style="list-style-type: none"> (a) Follow a pragmatic approach when agreeing on indicators; (b) Involve all partners, CSOs, MPs and citizens in this discussion; (c) Agree on a limited number of simple, realistic and measurable indicators, aligned with global commitments and based on national and sectorial priorities.
<p>Ensure robust and regular measurement of indicators</p>	<ul style="list-style-type: none"> (a) Develop targets and benchmarks to quantify performance measures; (b) Design and make available measurement guidelines; (c) Assess indicators based on their impact.
<p>Align provider indicators</p>	<ul style="list-style-type: none"> (a) Engage DC providers in ongoing dialogue at sectorial and national levels; (b) Establish assessment mechanisms for DC providers (such as donor PAFs etc.).
<p>Link provider results frameworks and CRFs</p>	<ul style="list-style-type: none"> (a) Ensure strong ownership within government of provider results frameworks; (b) Ensure frank dialogue at national level with providers on alignment of indicators and linkages among frameworks;

	(c) Push for alignment among provider frameworks;
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