

## Global Partnership for Effective Development Co-operation - Work Programme 2020 - 2022

### Action Area 1.1: Demonstrating the impact of effectiveness

#### Workplan

## 1 Background and Rationale

The GPEDC Senior Level Meeting in July 2019 was marked by a widely held view that the 2019 Global Monitoring Report further substantiated a general perception that progress on effectiveness has stalled and that, if we are to regain momentum, we need to rebuild the consensus that effectiveness is worthwhile and strengthen the incentives for improved performance. This consensus can best be built by validating the fundamental premise that being effective means delivering development impact that is qualitatively and quantitatively better.

Therefore, the central strategy now for promoting effectiveness must be to re-make the case that effective development cooperation delivers better development for more people, builds stronger capacity, reduces aid dependency more quickly and represents better value for money for donors and governments than other approaches. The priority is to demonstrate that effective development cooperation does better in achieving and sustaining development impact and accelerating progress towards the SDGs.

To do this, our country-level work will be undertaken closer to where impact is delivered. The focus will need to be at sector level, on individual SDGs and specific development challenges. This is because development impact is delivered at sectoral and sub-sectoral level. Working at this level is more connected to policies, actions and services directly influencing outcomes for people and, therefore, more likely to deliver real SDG impact than promoting effectiveness approaches in national-level or cross-sectoral processes.

*“The Global Partnership catalyses country-level change. Development impact is realised at country-level, where policy is made and implemented, and where development partners engage in partnership for shared development goals. This is where behaviour change is needed, and where the Global Partnership must focus its efforts. Our work needs to be directly connected to SDG impact by supporting actors working at sector and sub-sector levels on specific SDG challenges, and by further strengthening linkages to the Voluntary National Review reporting process at country level.” (Co-Chairs’ Statement, GPEDC SLM, July 2019)*

The December 2019 GPEDC Steering Committee agreed that Action Area 1.1 **Demonstrating the Impact of Effectiveness** under its Strategic Priority **Accelerating Implementation of the 2030 Agenda**, as the flagship of the 2020-2022 work programme, would:

- implement a series of medium to long term ***Effectiveness to Impact*** initiatives in selected partner countries that will demonstrate in practice that effectiveness delivers better impact – and will generate evidence and good practice on how this is done;
- undertake, in the short to medium-term a number of studies to gather existing evidence on the connection between the use of effectiveness practices and accelerated development impact.

Each country-level initiative will support Government, development partners and other stakeholders in a selected (sub-) sector to establish or strengthen, empower and operationalise sectoral management processes that are true to the effectiveness principles. Through the real and practical implementation of the principles, the initiative will achieve greater impact on a nationally prioritised SDG.

The initiatives will demonstrate in practice that, when external support is in line with partner countries' own efforts, when it is delivered through their institutions and systems in support of priorities that have been agreed through inclusive and equitable policy processes, the impact is bigger, faster and more sustainable - that effectiveness does more with available resources.

The initiatives must demonstrate both the practical implementation of the effectiveness principles and accelerated SDG impact– and the causal connection between them. To achieve this the initiatives will need to be medium to long-term in nature. Realistically, measurable improvements in impact may take four to six years to be delivered, although where an initiative is building sound existing sectoral management processes, progress will be faster.

Given the medium to long-term nature of the outcomes of this country-level work, Action Area 1.1 will also gather existing evidence of the effects on development impact and progress towards the SDGs that has been achieved by implementing the effectiveness principles. This will be done through a number of studies that will assess whether effectiveness approaches, for example the use of programme aid instruments, such as budget support and basket funding, and inclusive sectoral co-ordination, dialogue and policy processes, result in better and faster impact.

The EU commissioned an [\*Effectiveness to Impact\*](#) study in early 2019, which examined several hundred evaluations, studies and pieces of research on individual projects and programmes and on macro level support over the last decade and a half to see where the principles had been applied and whether this had really led to better results. The study focussed on the SDG areas of education, decent work, reduced inequalities and climate action, which were the SDGs for particular consideration at the 2019 UN HLPF.

An initial and surprising finding was that this appeared to be the first study of its kind. It seemed that, once the principles had been established (Rome, Paris and Accra), subsequent work tended to focus on whether they had been applied or not, rather than whether their application had led to the envisaged benefits. However, relevant evidence was drawn from more than 50 studies and evaluations.

The study found that, overall, the principles definitely do seem to make a difference and, where they are applied, better results are seen. The principles do work, but only when they are applied right, which does not always happen. In some cases, structures and processes intended to further effectiveness

were established, but turned out to have limited buy-in or relationship to real policy or programme implementation, and, consequently, little practical usefulness.

The studies to be undertaken under the action area will involve more academic, technically advanced and wide-ranging reviews of existing analysis, as well as focussed primary research to identify specific examples of what works and what doesn't and to provide some quantifiable estimates of the added value of effectiveness.

## **2 Objective**

The overall objective of the Action Area is to contribute to the Vision for the GPEDC Work Programme that ***Effective development partnerships help accelerate implementation of the 2030 Agenda and delivery of the SDGs and ensure that no one is left behind.***

The Action Area will contribute to this vision by achieving the specific objective that ***Political commitment and policy priority for effectiveness is restored and enhanced.*** This renewed commitment to the development effectiveness agenda will be seen in an increase in the number of broad-based and inclusive development management processes at sectoral and national levels across developing countries and larger proportions of development cooperation resources delivered through joint modalities in support of the development priorities and programmes established by these processes.

## **3 Outcomes, Activities and Outputs**

The achievement of this objective will be based on two key outcomes, which the activities of the Action Area will be designed to deliver. The activities will be organised and managed in two components to deliver these outcomes.

### **3.1 Component 1: Effectiveness to Impact Initiatives**

The first of these will be the *Effectiveness to Impact initiatives component.* This component will involve the implementation of a series of medium to long-term *Effectiveness to Impact* initiatives in selected partner countries. Each initiative will focus on improving impact in a specific SDG area that is a particular priority for the partner country involved through the practical implementation of the effectiveness principles. The initiatives will be supported by the Action Area, but will be implemented primarily by Government, development partners and other stakeholders actively working in-country on that SDG priority and will build on the existing dialogue and co-ordination processes and relationships between them.

#### **Outcome**

These will demonstrate in practice that effectiveness delivers better impact and will generate evidence of that better impact - and good practice on how it is achieved. The outcome of the successful delivery of this component will be:

***strong demand for effective development cooperation from Governments, development partners and other actors at country level.***

## Activities

Each of the *Effectiveness to Impact* initiatives will be implemented within a sector. Depending on the chosen SDG focus, the initiative may cover a whole sector, for example SDG1 covering the social protection, or take a sub-sectoral approach, for example SDG2 within Agriculture but not covering the whole sector. The success of the initiatives and the expected improvements in impact will be measured in progress against the indicators used in the sector for measuring and reporting progress on the targeted SDG.

The initiatives will implement the effectiveness principles holistically and in a manner appropriate to the specific sectoral context. The approach will be to strengthen the sectoral development process by helping to put in place the fundamental effectiveness structures and processes, through which the principles are implemented - and which constitute the essential building blocks for accelerated and sustained impact on the targeted SDG. These are:

- Inclusive dialogue structure involving all relevant sectoral actors and stakeholder to ensure broad national ownership
- Policy-making and review process based on joint analysis to provide the basis for evidence-based decision making and consensus building
- Results framework that lays out a shared theory of change and an agreed set of priorities, milestones and targets
- Joint planning and budgeting to ensure that the actions of all stakeholders are complementary, coherent and mutually supportive and a division of labour to avoid duplication of effort or resourcing gaps in critical areas.
- Implementation modalities that strengthen, support and increasingly use country systems in order to build systemic capacity, ensure sustainability and reduce dependence.
- Transparent monitoring and review process informed by real-time results data that adjusts implementation to maximise performance and impact ensuring accountability, flexibility and efficiency of policy delivery.

A pre-condition for successful implementation will be the willingness of all actors in the sector to engage with all others in inclusive policy and priority setting processes that establish common goals and respect the interests and roles of each. The process of selecting individual initiatives will involve ensuring that this willingness exists. The preparatory stages of each initiative will involve awareness raising on this issue and on the effectiveness principles in general.

The initiatives will benefit from the work of relevant policy communities such as the CSO Task Team, the OECD-DAC results community and the GPEDC PSE working group and, where appropriate, they will be an opportunity for the practical piloting of the good practice and guidance that they have produced.

The initiatives will be the subject of an Accompanying Study undertaken under the research, learning and outreach component of the Action Area (see below), which will use an action-research approach to analyse the implementation and progress of the initiative and gather, document and disseminate the experience and lessons they generate.

## **Outputs**

The implementation of these initiatives and the dissemination of the results they achieve through national reporting and policy review processes will produce three outputs that will deliver the expected outcome, these are:

***Improved impact in key sectors and SDG areas in pilot countries***

***Broad agreement in initiative countries on value of effectiveness for SDG impact***

***Evidence and Good Practice Guidance Products***

## **3.2 Component 2: Research, learning and outreach**

The second component under the Action Area will be a research, learning and outreach component. This will involve both new research and the review and gathering of existing data. It will provide evidence of the positive causal connection between real implementation of the effectiveness principles and development impact – and assess the strength of the positive effect.

### **Outcome**

The component will collect existing research evidence on effectiveness and develop methodologies to analyse more general impact evaluation data to build a robust and convincing analysis of the influence that the effectiveness and quality of development cooperation in determining the pace and quality of impact. The manner in which the research will be undertaken and disseminated will ensure maximum outreach to policy, research and advocacy communities in both provider and recipient countries.

The outcome of this component will be:

***Greater understanding of, and agreement on, the causal relationship between effectiveness and impact.***

### **Activities**

The research activities will be undertaken by a consortium made up of research institutions from both developed and developing countries with proven track record and research interest in the quality and effectiveness of development cooperation. The research will explore and explain the causal chains through which the effectiveness structures and processes described above influence the pace and quality of developmental impact. It will also explore whether there is the evidential basis to establish a quantifiable relationship between different aspects of effectiveness and development impact – and to rank their relative importance.

The research component will be flexible in nature in order to allow ongoing methodological development and to allow the evolution of the research questions over time as the project proceeds.

Ideally, the research, learning and outreach component will involve a number of strands. The core research study will gather evidence from existing research and conduct primary research using data from evaluations of development cooperation and development data from developing country and international sources to assess the causality between the quality and effectiveness of aid and development outcomes. This research project will be undertaken by the core research team

established by the contracted consortium. As well as the final report of the study, the project is likely to produce a number of interim working papers focusing on specific sectors or aspects of effectiveness and will provide evidential inputs and lessons emerging from the research for the initiatives under the *Effectiveness to Impact* component of the Action Area.

In addition, the component should include a number of more specific studies focused at country level examining the practice and outcomes of effectiveness at sectoral level. These studies could be supported through an open competitive funding arrangement for country level researchers managed by the research consortium, which would also mentor and quality control the country-level research projects. The individual research reports will be workshoped in the study countries and will feed into the review processes for the *Effectiveness to Impact* initiatives.

A key strategy for encouraging uptake of the research outputs in partner countries will be the involvement of partner country research institutions in the research activities. The linkages these institutions have with Government and with public policy making will provide opportunities for research outputs to influence sectoral strategies and development cooperation policies.

The research component will also include a separate Accompanying Study to draw lessons and good practice from the implementation of the *Effectiveness to Impact* initiatives. This study will provide a series of reports and good practice products that will be inputs to the annual review process of the initiative component, where they will be discussed and validated, and disseminated through the GPEDC Knowledge Sharing Platform.

The flagship for the research, outreach and learning component will be a research conference held shortly before and, if possible, in the margins of the 2022 HLM. The outputs from the Action Area research will be presented and discussed at the conference. In addition, there will be a Call for Papers on the issues of effectiveness and impact launched in advance of the conference to encourage more research, including outputs from other GPEDC Action Areas, and attract broader attention and a wider audience.

### **Outcome**

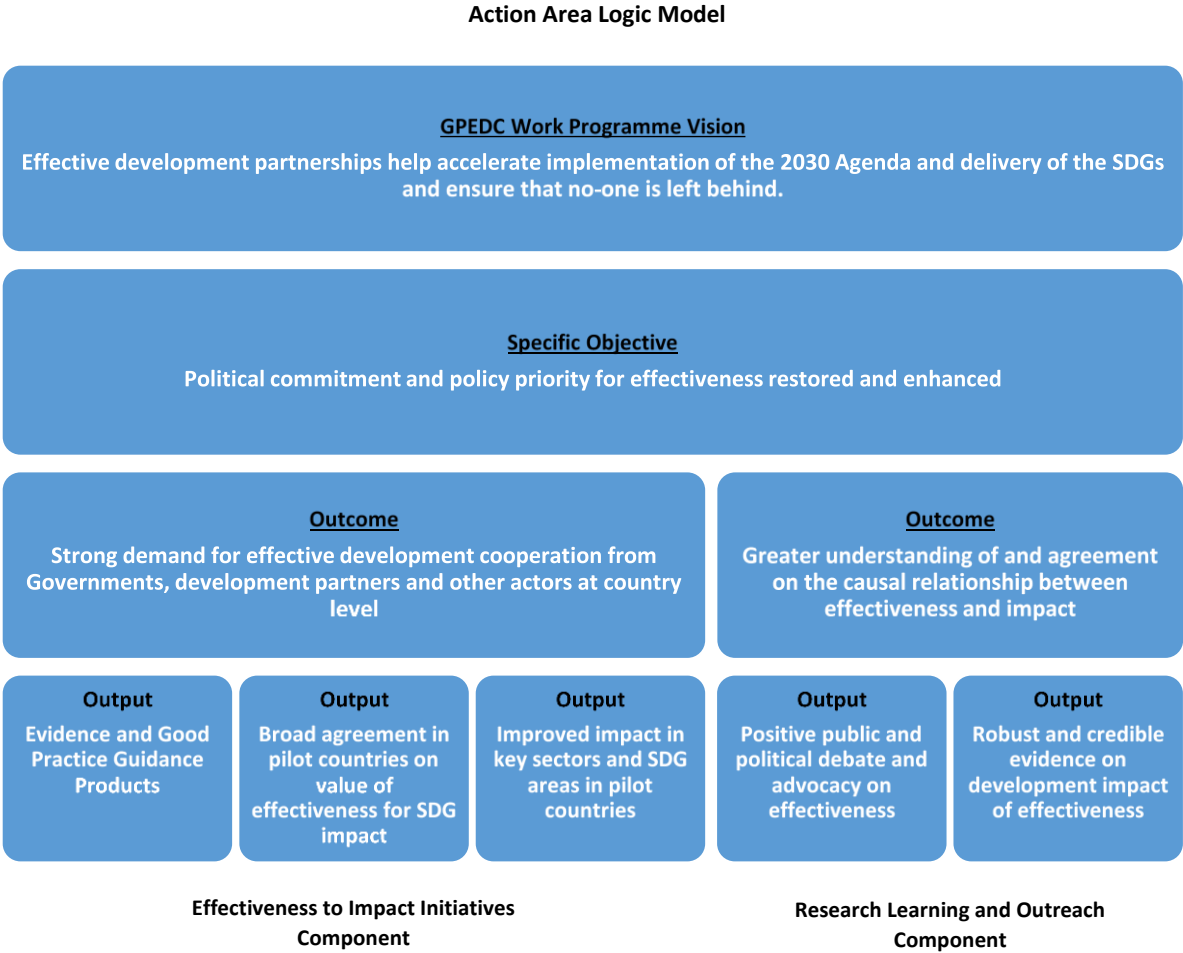
The activities undertaken under the research and outreach component will be designed to produce two outputs to deliver the desired outcome, these are:

***Robust and credible evidence on development impact of effectiveness***

***Positive public and political debate and advocacy on effectiveness***

## 4 Logic Model

The diagram below summarises the theory of change through which the activities undertaken in the Action Area are expected to deliver on the objective and contribute to the achievement of the vision for the GPEDC Work Programme.



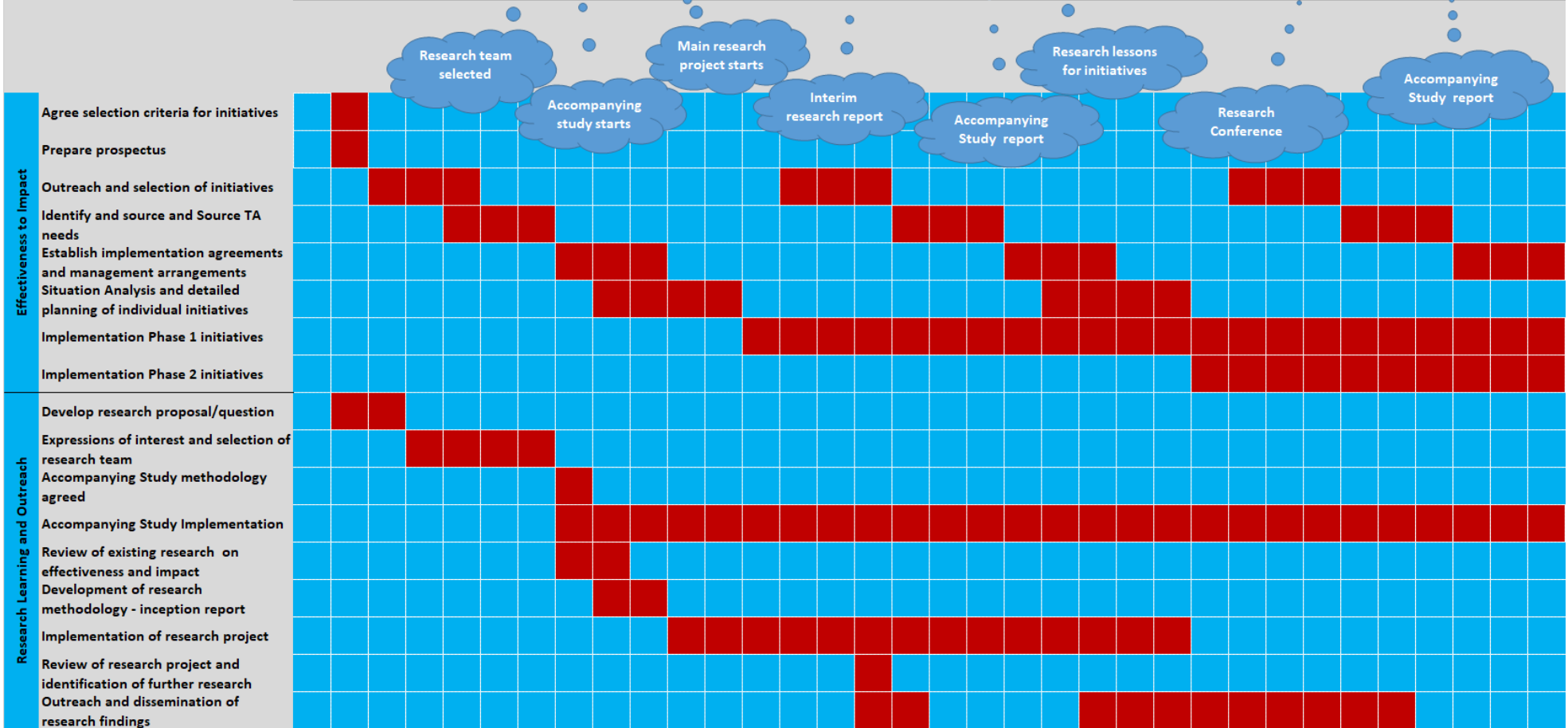
## 5 Workplan and Logframe

The following workplan lays out the timeframe for activities under the two components of the Action Area and identifies key milestones and deliverables. The logframe identifies the results that the activities should achieve at output, outcome and objective levels and the way in which these can be measured. The workplan covers the period to the end of 2020, however, given the medium to long-term timeframe required to deliver the desired results, it is envisaged that activities under this action area will continue into the period following the HLM. It is also envisaged that the workplan will be adjusted as a result of the periodic reviews.

# Action Area 1.1: Demonstrating the impact of effectiveness

## Workplan

01 March 2020





## Action Area 1.1: Demonstrating the impact of effectiveness - Logframe

	Description of Action Area	Indicators	Sources of Verification	Assumptions
<b>Objective</b>	<b>Political commitment and policy priority for effectiveness restored and enhanced.</b>	Changes in provider policy, programming guidance and modality choices.	Provider policies and reports. OECD DAC Peer Reviews. GPEDC monitoring. Receiver monitoring systems.	
<b>Outcomes</b>	<p><b>1. <i>Effectiveness to Impact Initiatives</i></b> Strong demand for effective development cooperation from Governments, development partners and other actors at country level.</p> <p><b>2. <i>Research, Learning and Outreach</i></b> Greater understanding of and agreement on the causal relationship between effectiveness and impact</p>	<p>No of sector/national development strategies/reports requiring and monitoring effectiveness.</p> <p>No of effectiveness action plans.</p> <p>No of provider country strategies planning and monitoring effectiveness.</p> <p>Improvements in alignment, inclusiveness and UCS indicators.</p> <p>Greater public awareness and debate.</p>	<p>Sources of information and data for indicators.</p> <p>GPEDC monitoring.</p> <p>OECD-DAC Peer Reviews.</p> <p>Pre and post-pilot surveys.</p>	
<b>Outputs</b>	<p><b>1. <i>Effectiveness to Impact Initiatives</i></b></p> <p><b>1.1. Improved impact in key sectors and SDG areas in pilot countries.</b></p> <p><b>1.2. Evidence and Good Practice Guidance Products shared and used.</b></p> <p><b>1.3. Broad agreement in pilot countries on value of effectiveness for SDG impact.</b></p> <p><b>2. <i>Research, Learning and Outreach</i></b></p> <p><b>2.1. Positive public and political debate and advocacy on effectiveness. Robust and credible evidence on development impact of effectiveness.</b></p>	<p>Acceleration in key SDG indicators within 3 years of initiative start-up.</p> <p>No of similar initiatives in other sectors.</p> <p>Effectiveness targets in national and provider strategies.</p> <p>No of requests for support and guidance materials.</p> <p>Research study outputs peer reviewed and published.</p> <p>No of citations of research outputs.</p> <p>No of media articles, blogs videos on initiatives</p>	<p>Sectoral and national results/data system.</p> <p>Sector reviews in initiative countries.</p> <p>GPEDC monitoring and national and provider reporting.</p> <p>Initiative and Accompanying Study reporting.</p>	Domestic political priorities in provider countries constrain pro-effectiveness in-country programming decisions.

<p style="text-align: center;"><b>Activities</b></p>	<p><b>1. <u>Effectiveness to Impact Initiatives</u></b></p> <p>Identify and agree 3 initiatives for phase 1 implementation.</p> <p>Establish peer support and learning mechanism.</p> <p>Establish management arrangements and complete design and planning for each initiative.</p> <p>Implementation and periodic review of each initiative.</p> <p>Repeat process for 3 initiatives for Phase 2 implementation.</p> <p>Review of Effectiveness to Impact component</p> <p>In-country outreach and dissemination.</p> <p><b>2. <u>Research, Learning and Outreach</u></b></p> <p>Develop research proposal and contract research partners.</p> <p>Initiate Accompanying Study on Effectiveness to Impact initiatives</p> <p>Research methodology finalised.</p> <p>Implementation of research study.</p> <p>Dissemination and outreach.</p>	<p>Sector policy reform and/or resulting priorities not acceptable to Government or to major development partners.</p> <p>Weak engagement of key stakeholders due to lack of capacity or representative organisations.</p> <p>Weak evidential base in existing data and research.</p>
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