## *Session 1: Country focus*

# *Linking and aligning the results frameworks of providers and country partners*

### *Evidence from the 2016 monitoring round of the Global Partnership for Effective Development Co-operation*

**OECD Development Co-operation Directorate (DCD), January 2017**

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# Abstract

Country-level results frameworks have long been seen as an instrument for greater development effectiveness. These help partner countries articulate their priorities, goals and targets, while also enabling providers of development co-operation to align their efforts to specific, country-owned development results.

Findings from the 2016 monitoring round of the *Global Partnership for Effective Development Co-operation* show that the development community is adopting a focus on results for more impact at the country level: virtually all partner countries had development strategies at the national and/or sector levels, and three quarters have set out their priorities, targets and indicators in a single strategic planning document. More than 80 percent of providers' new interventions were reported as aligned to those country-led results frameworks. However, the results frameworks included in these new programmes and projects show less reliance on country-defined indicators, sources of data, and local monitoring and evaluation systems. The main obstacles to the use of country-led results frameworks include the need to ensure that results inform decision making through all activities –planning, budgeting, implementation, monitoring and evaluation– and the need to make greater efforts to articulate the results at a range of levels – global, national, and by sector/theme. Addressing those obstacles and strengthening the quality and use of country-led results frameworks concerns both providers and partner countries. Better results frameworks can also help increase the quality of mutual assessment reviews in partner countries.

The upcoming results workshop (9-10 February 2017, Brussels, co-hosted by the European Commission and the OECD) will discuss and identify key elements in greater alignment and use of partner countries' results frameworks, and contribute to informing upcoming revisions of the Global Partnership's monitoring framework.

# Summary


**(A) Establishing and using country-level results frameworks is an important instrument for development co-operation effectiveness**

The international agenda for more effective development co-operation has embraced the principles of country ownership and focus on development results. Echoing previous commitments, governments and providers committed in Busan (2011) to adopting transparent, country-led and country-level results frameworks and platforms as a common tool among all concerned actors to assess performance based on a manageable number of output and outcome indicators drawn from the development priorities and goals of the developing country. Providers of development co-operation committed to minimise the use of additional frameworks, refraining from requesting the introduction of performance indicators that are not consistent with countries' national development strategies. These commitments were reemphasised and expanded in the recently endorsed Nairobi Outcome document (2016).

**B) Three key findings on the extent to which results frameworks of partner countries and providers are aligned and linked**

The Global Partnership for Effective Development Co-operation carried out a global monitoring round in 2016, led by 81 partner countries. Some of the indicators looked at the extent to which, and ways in which, partner countries and providers articulate their efforts through country-level results frameworks. Three key findings emerge from the assessment of 81 partner countries and close to 3,000 new projects and programmes[1]:

**1st finding: Most partner countries have national results frameworks in place, although moving from planning to managing for results is a challenge**

The 2016 monitoring round showed that partner countries have taken the lead in defining their development priorities, targets and indicators that form the basis for national development efforts, with some form of results frameworks in place in almost all partner countries. Out of 81 partner countries participating in the round, 80 had one or several results frameworks in place. In 74% of countries, priorities, targets and indicators are found in a single strategic planning document. Long-term visions and national development plans are the typical instruments to articulate expected country-level results. At the sector level, results are typically better defined in social sectors (e.g. education, healthcare) than in other sectors.

Moving from planning to managing for results remains a challenge for partner countries. The development effectiveness of public policies and programmes is held back by countries' need to strengthen their results-based budgeting, monitoring and evaluation systems.

**2nd finding: Providers are using existing country-led results frameworks to set the objectives of new interventions in line with partner countries' priorities**

The objectives of 85% of interventions approved in 2015 were aligned with partner countries' own results frameworks. National development plans are the preferred instrument of alignment, followed by sector plans. Providers' country strategies agreed with partner countries are particularly important instruments of alignment for multilateral agencies, whereas bilateral DAC members and vertical funds show a preference for government planning tools and strategies as the reference point.

**3rd finding: Providers use of the partner country's results information and results measurement systems is significantly lower**

In designing the results frameworks of specific programmes and projects, providers show a lower reliance on partner countries' results frameworks. Results from the 2016 monitoring round show that only 62% of results indicators included in new interventions are drawn from country-led results frameworks, and only 52% will use data from government's own monitoring systems and statistics to track project success. Furthermore,


[1] These 2,819 new interventions were approved in 2015; valued at USD 73 billion in development co-operation.

although results measurement at the project level is relatively high, with 77% of new interventions planning some form of final evaluation or results assessment, partner governments will only be engaged in 48% of these evaluations; typically, to help define the evaluation scope in the early stages of the assessment.

**C) The main obstacles to the use of country-led results frameworks are inter-connected**

At the root of the challenge is the need to ensure that results inform decision making throughout all activities – planning, budgeting, implementation, monitoring, and evaluation. Most partner countries have identified their national development goals and targets, but similar investments are needed in implementing, monitoring and evaluating the achievement of these goals and targets. Many providers are faced with the challenge of articulating the results they seek to achieve at a range of levels – at global level, at organisational level and, most importantly, in their partner countries. These expected results should be firmly anchored in the objectives and desired results set by partner countries themselves, and form the basis for development co-operation efforts.

**D) Country results frameworks can help achieve meaningful mutual accountability at country level**

Although most partner countries are making progress in establishing aid policies, setting up country-level targets, and jointly assess these targets on a regular basis, the 2016 monitoring findings and similar studies carried out by UN DESA and the OECD point to limitations in the quality of mutual assessment reviews at country level. The most common issues include a disconnect between aid/partnership policies and national development plans; weak operationalization of country-led results frameworks; lack of provider-specific targets, compounded by the increasing number of providers and support modalities; lack of quality data (including results data) in development co-operation information systems; and capacity for results-based monitoring and evaluation. Most partner countries also indicate the need to make these mutual accountability assessments more transparent and inclusive.

**E) Current methodological limitations on what we know**

The Global Partnership's monitoring exercise provided a useful mapping on the existence of country-led results frameworks, although the quality and usefulness of these frameworks was not assessed in depth. Similarly, while the current framework measures the extent to which providers rely on partner countries' results frameworks, data and M&E systems to define and track new interventions, it only looks at the design stage –i.e. how providers *intend* to carry out these interventions, but not at their *de facto* implementation. Finally, the current assessment is focused on large interventions, i.e. above one million US dollars, leaving small grants and technical co-operation outside the scope of monitoring.

Participants may consider whether there may be value in exploring some these additional qualitative dimensions as well –or other relevant dimensions– in future monitoring exercises of the Global Partnership.

**F) Proposed next steps**

1. At the workshop on *Mutual Accountability through Results: Supporting partner countries' development goals and results frameworks* (9-10 February 2017, Brussels), participants will, among other items, assess ***how the results frameworks of providers and country partners can best be linked, under the leadership of partners.***

2. Participants will also discuss additional elements worth exploring in the context of the Global Partnership's monitoring exercise.

3. Feedback and inputs from participants on possible improvements to the indicator to track alignment and use of country-led results frameworks will support the revision of the Global Partnership monitoring framework.

# 2016 monitoring findings at a glance

The following section summarises the key findings from the 2016 monitoring round regarding progress in implementing the four principles for effective development co-operation: focus on results, country ownership, inclusive partnerships, and transparency and accountability. This section and the subsequent chapters are organised around these four principles.

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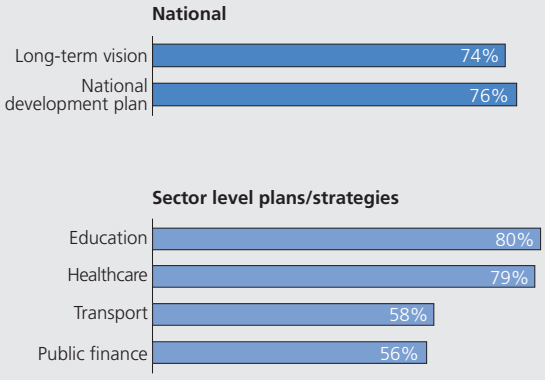
Focus on results

# Countries have made progress in developing results frameworks

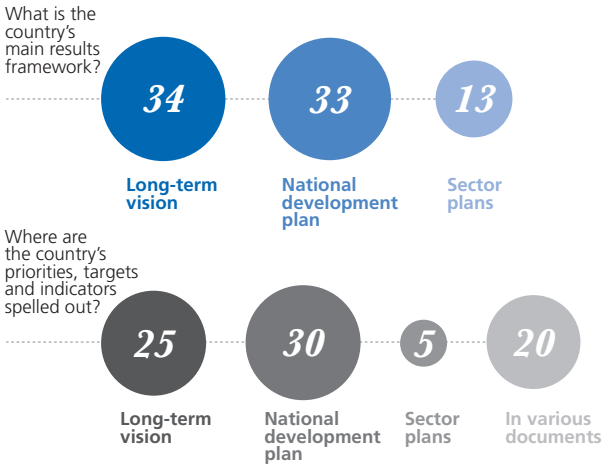
Governments agreed to focus on development results by establishing transparent, country-led results frameworks that can support results-oriented planning and strategic policy making.

**Indicator 1b** looks at whether a country has results frameworks in place, and whether there are key strategic planning documents containing its national development priorities, targets and results indicators.

## *What priority-setting mechanisms do countries have in place at the national and/or sector levels?*




## *What types of results frameworks are countries using? (Number of countries)*




## Results at a glance

1. Countries have made **very good progress** in developing **country-led results frameworks**:
   - Most countries have **multiple priority-setting mechanisms** at the national and sector levels.
   - In three out of four countries, priorities, targets and indicators can be found in a **single strategic planning document**.
2. Countries **still have a way to go** in translating their strategic plans and priorities into **results-based budgeting and implementation**; they also need to strengthen their **monitoring and evaluation systems** so that they generate useful information on results.

## Greater use of results information is essential for achieving better development results

- Moving from strategic planning to results-based management will require **high-level leadership**, more **effective implementation** of legislation and policies, and **strengthened country institutions** and systems.
- Many regions face similar **challenges in implementing a results-based approach**, including:
  - **co-ordination and alignment** of budgetary and strategic planning processes
  - the need for **institutional reform** to align public management with results-oriented practices.

  **Cross-regional learning** can help in identifying solutions to these challenges.

Focus on results

# Good partner alignment with country results frameworks needs to be matched by greater use

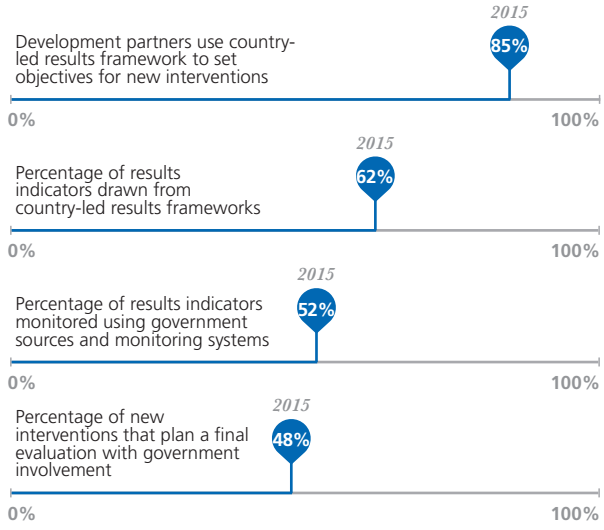
Development partners committed to: using country-led results frameworks to plan and design new development co-operation programmes and projects; using countries' monitoring and evaluation systems to track progress on and achievement of results; minimising the use of other frameworks.

**Indicator 1a** measures the alignment of development partners' new interventions with the objectives and results defined by countries themselves; it also looks at development partners' reliance on countries' own statistics and monitoring and evaluation processes to track progress.

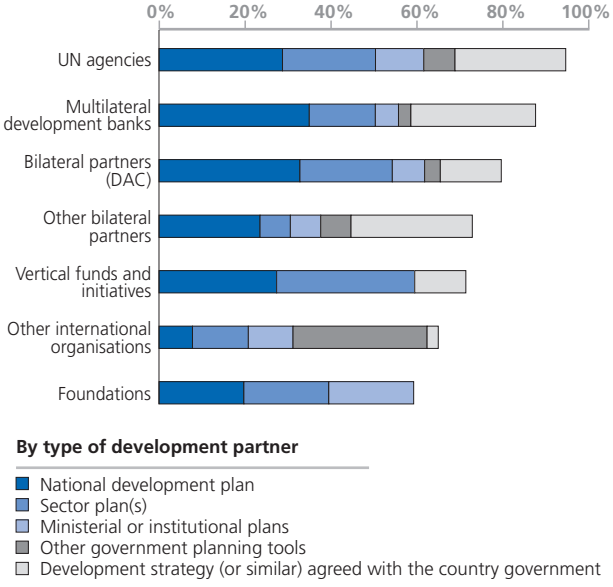
## Scope of the assessment

2 819 new interventions approved in 2015 (valued at USD 73 billion)

### *To what extent do development partners use countries' own results frameworks?*




### *What result frameworks do they use?*




## Results at a glance

1. Development partners tend to **align new interventions to objectives prioritised by countries**, relying heavily on national development plans and sector strategies.
2. The use of **country results information** and reliance on domestic **monitoring and evaluation systems** to track project implementation and impact is significantly lower.

## The next step is to increase the use of country-led results frameworks for implementation, monitoring and evaluation of development interventions

- Country **results indicators**, local **monitoring systems** and **national statistics** need to be used more widely; **government involvement in evaluations** also needs to increase , which may entail expanding support to countries for strengthening national results frameworks and associated tracking systems.
- Countries are **embedding the Sustainable Development Goals** in their national results frameworks; this opens up opportunities for development partners to strengthen their alignment with national priorities and focus on locally-defined development results.

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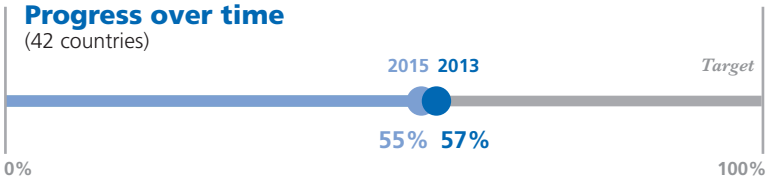
Transparency and accountability

# Mutual assessment reviews need to evolve with the changing development landscape

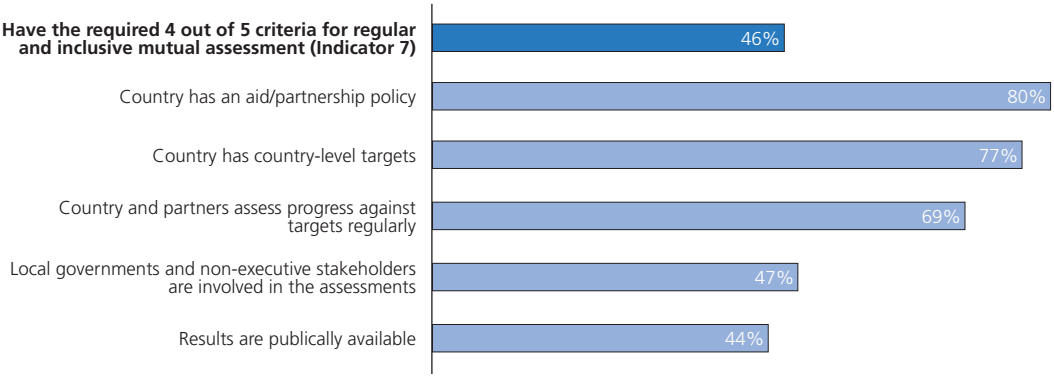
Countries agreed to put in place inclusive mutual assessment reviews to respond to the needs and priorities of domestic institutions and citizens.

**Indicator 7** measures whether a country has four out of five criteria in place: 1) an aid or partnership policy; 2) country-level targets; 3) regular joint assessment of progress against targets; 4) local governments and non-executive stakeholders included in the assessments; and 5) public availability of the results.

**Global score**
(81 countries)




*What progress have countries made in conducting and sharing inclusive mutual assessments?*




## Results at a glance

1. Progress in **enhancing mutual assessments** is limited due to the **need for greater inclusiveness and transparency** around these process.
2. Countries with mutual assessment reviews have an **increasing number of basic elements** in place for effective accountability, but often these are not enough for meaningful accountability.
3. Parliamentarians and other stakeholders **need to be sufficiently engaged** in reviewing progress against national targets; there is also room to make the results of these reviews **more transparent**.

## Rethinking mutual accountability structures to reflect evolving development models and partnerships

- While established mutual accountability structures are formulated on traditional development assistance, partnerships for the Sustainable Development Goals increasingly encompass **whole-of-government approaches**, as well as a **variety of development partners**, including southern partners, businesses and philanthropies. These partners all need to be accountable to each other.
- Most low and middle-income countries need to make mutual accountability processes more relevant in the light of their **evolving development models and partnerships. Emerging approaches** in some middle-income countries can provide important lessons.

# Chapter 2

# Focus on development results

This chapter looks at how – and how much – development partners are using country-led results frameworks to plan and design new interventions, to set objectives for expected results, and to monitor and track progress (Indicator 1a). In addition, it assesses to what extent results frameworks exist in participating countries and examines their characteristics in each (Indicator 1b). The chapter draws on insights provided for close to 3 000 major projects and programmes approved in 2015, equivalent to USD 72 billion in development co-operation, as well as a review of government strategic planning documents for the 81 countries participating in the 2016 monitoring round. It also draws on regional assessments of countries' progress with managing for development results, as well as other complementary sources of evidence, to inform the interpretation of the findings of the monitoring survey.

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A country-led results framework is understood as one that is led or originated by the government of the country itself, rather than being provided or imposed by development partners. This can include any form of government-led planning instrument[1] that defines a country's approach to development, sets out its development priorities and establishes the results expected to be achieved. It also outlines the systems and tools that will be used to monitor and evaluate progress towards these targets, establishes the indicators of progress and determines the baseline against which results will be measured.

In 2011, governments and development partners committed in Busan to adopting "transparent, country-led and country-level results frameworks and platforms […] as a common tool among all concerned actors to assess performance based on a manageable number of output and outcome indicators drawn from the development priorities and goals of the developing country" (OECD, 2011: 5). Development partners committed to "minimise their use of additional frameworks, refraining from requesting the introduction of performance indicators that are not consistent with countries' national development strategies" (OECD, 2011: 5).

By aligning with a country's results framework, development partners ensure that development co-operation addresses the country's priorities and contributes to its capacity to plan, monitor, evaluate and communicate its progress towards sustainable development.

## Indicator 1b. Countries have results frameworks in place

The Global Partnership for Effective Development Co-operation monitoring framework provides a contextual assessment of each government's results frameworks at the national and sector level (Box 2.1). Focusing on development results entails five elements: strategic planning, results-based budgeting, effective implementation, and monitoring and evaluation for results (APCoP, 2011; Kaufmann, Sanginés and García Moreno, 2015). The Global Partnership's monitoring framework focuses on assessing whether the first element – a country-led results framework which can support results-oriented planning and strategic policy making – is in place.

### Box 2.1. How do we assess the existence of country-led results frameworks in participating countries?

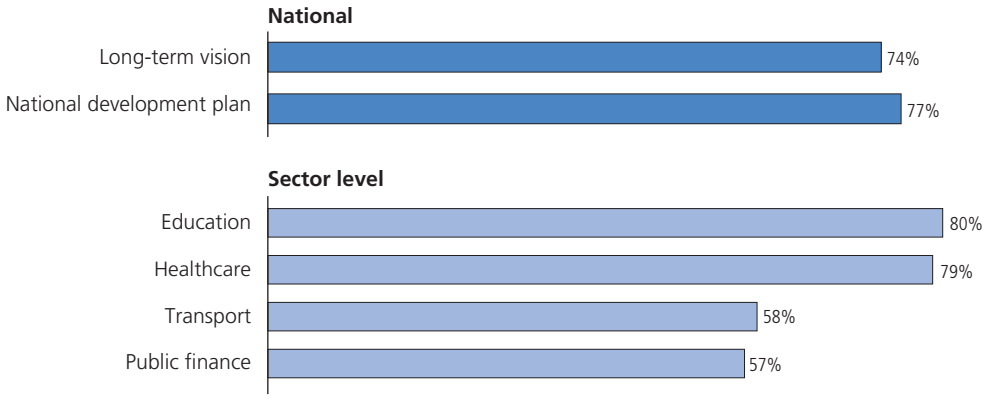
Participating governments were requested to describe the main characteristics of their country's results framework(s), identifying the key strategic planning documents where their development priorities, goals and targets are set out. These may include:

- long-term vision documents (typically covering ten years or more)
- mid-term national development plans (typically covering four to six years)
- programmes or strategies in any of the following key sectors: education, health, transport or public finance (these sectors account for the lion's share of public expenditure)
- strategies or compacts developed jointly by the government and its development partners.

Overall, countries have made very good progress with the development of country-led results frameworks since Busan, consolidating previous gains[2] and accelerating the pace of change since the initial agreement to focus on development results was forged in 2005.[3] Most countries have developed multiple priority-setting mechanisms at the national and sector level (Figure 2.1). These strategic planning tools complement each other, with a diverse level of detail.

Figure 2.1. **Countries have established priority-setting mechanisms at the national and/or sector levels**

*Percentage of countries*

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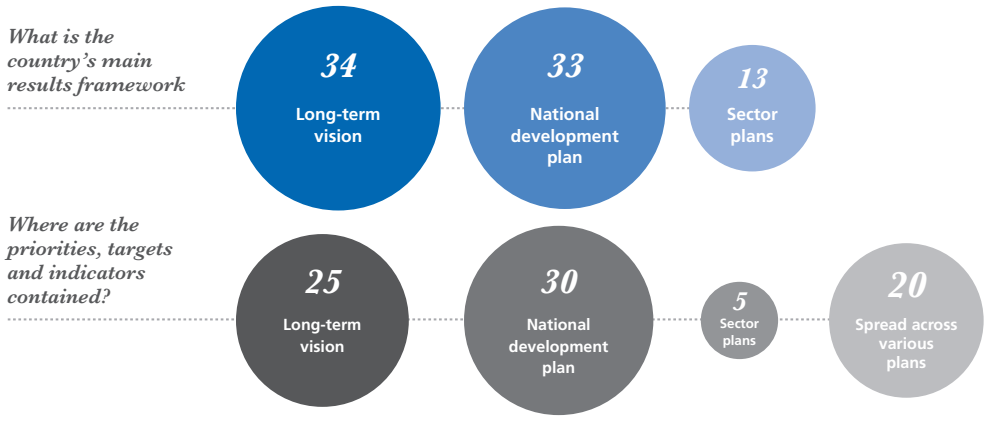
Of the 81 countries participating in the 2016 monitoring round, virtually all (99%) have one or more strategic documents that meet the requirements for having a country-led results framework (Figure 2.2).[4] In the vast majority of participating countries, this strategic document is either the country's long-term vision (34 countries) or its mid-term national development plan (33 countries). Of these 67 countries, 55 include development priorities, targets and indicators in these strategic documents. Another five countries establish these priorities at the sector level.

Countries whose key planning documents clearly articulate their development priorities and targets provide direction for themselves as well as clarity for their development partners. In 60 countries (74%), priorities, targets and indicators can be found in a single strategic planning document. Sector plans and medium-term expenditure frameworks are also a rich source of information about development goals and targets, often reflecting both countries' and development partners' efforts to develop sector strategies based on evidence and joint diagnoses.[5]

Figure 2.2. **Long-term vision documents and national development plans include countries' key development priorities, targets and results indicators**

*Number of countries*

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## Moving from planning to managing for results is a challenge

Despite the progress in planning for development results, recent regional and country assessments indicate that countries still have a way to go in translating their strategic plans and priorities into results-based budgeting and implementation; they also need to strengthen their monitoring and evaluation systems so that they generate useful information on results. In Latin America and the Caribbean, for example, an analysis of 24 countries found that between 2007 and 2013 there had been "a positive evolution of institutional capacities to implement management for development results", including improvements in "medium- and long-term national planning capacity, medium-term budgeting, program budgeting, and several financial management instruments".[6] Less progress was noted, however, in "evaluation of spending effectiveness, incentives for achieving institutional objectives, and evaluation systems" (Kaufmann, Sanginés and García Moreno, 2015: xxvi-xxvii).

Another study in nine Southern and East African countries[7] found mixed progress with six aspects of managing for development results.[8] The highest scores were in planning, leadership and institutional capacity; countries face challenges with accountability and limited progress has been made in budgeting, and in monitoring and evaluation (AfCoP-MfDR, 2015: 19). A study of eight West African countries[9] found similar overall results: leadership and planning were rated strongest, but progress in budgeting, accountability, and monitoring and evaluation was limited; and while institutional capacity to deliver goods and services was rated lowest, relatively high scores were recorded in institutional planning.

### Box 2.2. Regional priorities for improving results-based management

A series of studies have noted that different regions face similar challenges in implementing a results-based approach to public management. In the planning phase, for instance, several regions highlight improving the co-ordination and alignment of budgetary and strategic planning processes as a priority. This would allow the budgeting process to include information on past and expected performance at its various stages. The importance of institutional reforms to align public management processes with results-oriented management concepts has also been noted, including the provision of quality services and good public sector performance.

Once programmes are in place and co-ordinated, implementation and monitoring become essential to ensure that the planned results are achieved. All regions place priority on strengthening and developing inclusive platforms for monitoring and evaluation, highlighting the need to establish comprehensive management information systems and accountability tools to adequately monitor financing and its impact on development results.

However, regions also face specific challenges. Latin America and the Caribbean countries have longer experience aligning the public management cycle with a results-based approach; this region includes among its priorities improving service delivery and ensuring effective management of fiscal risk. In Asia, political leadership is still a key focus in order to ensure policy coherence and alignment. Finally, in Africa, governments still need to foster a results-based culture in public administration, strengthening and building skills in data gathering and processing and development planning.

**Sources:** NEPAD (2016), "African Pilot Programme on Enhancing the Use of Country Results Frameworks: Report on findings presented at a consultation held in South Africa hosted by the NEPAD Agency"; AfCoP-MfDR (2015), "The status of managing for development results in the COMESA region", http://api.ning.com/files/vZYf6JWsblBPQNvdnJ1TJ7r3FgGMl3lJ066q8liHbtJ8vrpgJ9E1DCBHm8uV9WY40A1HAJL-6LdQn1Efh4EVsJcnZhWtSLCZ/AfriK4R_COMESA_Report_GB_WEB.pdf, p. 65; Kaufmann, J., M. Sanginés and M. García Moreno (eds.) (2015), *Building Effective Governments: Achievements and Challenges for Results-based Public Administration in Latin America and the Caribbean*, https://publications.iadb.org/bitstream/handle/11319/6960/Building-Effective-Governments.pdf?sequence=4), pp. 40-43; AP-DEF (2015), "Realising the Addis Ababa Action Agenda at country level: Using development finance to achieve country results", http://effectivecooperation.org/wp-content/uploads/2015/10/BKK-DFA-results-workshop-key-messages.pdf.

Many regional and cross-regional studies highlight issues that need to be addressed to improve results-based management in the public sector, including the need for greater leadership, more effective legislation and policies, strengthened institutions and systems, improved statistical capacity, as well as increased domestic resource mobilisation.[10] Recommendations arising from one region may be of high relevance to countries in another (Box 2.2).

## Indicator 1a. Development partners are using existing country-led results frameworks in planning and designing new interventions

The extent to which development partners use country-led results frameworks in designing new development programmes and projects is a fundamental aspect of country ownership. The same is true for the use of countries' own results frameworks, and their monitoring and evaluation systems, to track progress on and achievement of results, minimising the use of other frameworks. As part of the monitoring process, development partners provided details of major new interventions in each participating country (Box 2.3); the sample involved close to 3 000 development projects and programmes approved during 2015, representing USD 72 billion in development co-operation funding.[11]

### Box 2.3. How do we measure whether development partners align with and use country-led results frameworks in designing new interventions?

Based on information provided by development partners on major programmes and projects, approved during 2015 in each participating country, the government of that country identified:[1]

- the share of interventions drawing their **objectives** from country-led results frameworks, plans and strategies
- the share of **results indicators** included in the interventions' results framework that draw on results indicators from existing country-led results frameworks, plans and strategies
- the share of results indicators that will be tracked using **sources of data** provided by country-led monitoring systems, government data or national statistical services
- the share of interventions that plan a **final evaluation**, and to what extent the country government is involved in that evaluation.

1. For each country, development partners were asked to report on the largest interventions approved in 2015 (up to a maximum of ten per country), preferably above USD 1 million. If no intervention above that threshold was approved in 2015, they were requested to report the largest intervention(s) approved in the country in that year.

Results from the 2016 monitoring round indicate that development partners are increasingly using country-led results frameworks in the design of new interventions. They need to do more, however, to ensure that country-led results indicators and data are used to monitor these new interventions, and to engage the country governments more in evaluating development impacts. This is particularly true for United Nations (UN) agencies, multilateral development banks and Development Assistance Committee (DAC) members, and less so for vertical funds and other bilateral partners.

The objectives of the majority of development partners' new interventions (85%) are drawn from documents that serve as country-led results frameworks; in terms of ranking, those who do so most regularly are the UN agencies (96%), multilateral development banks (89%) and bilateral partners from the DAC (81%) (Figure 2.3).

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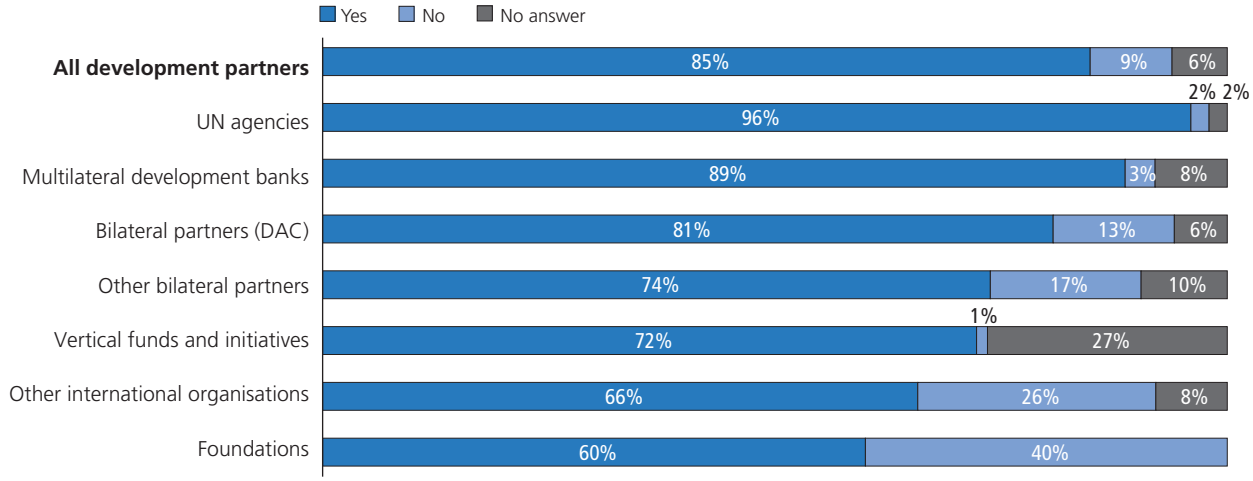
Figure 2.3. **Focus of development partners on country-defined priorities when designing new interventions**

*Percentage of intervention*

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## Development partners' new interventions are generally well aligned with objectives set by governments in country-led results frameworks

The majority of development projects and programmes that draw on country-led results frameworks use national development plans and sector plans as their main reference point (Figure 2.4). These interventions are, consequently, more directly aligned with country-led results frameworks than those relying on a development strategy agreed by the development partner with the country; albeit informed by the country's priorities, these latter add additional layers of development planning and co-ordination for the country.

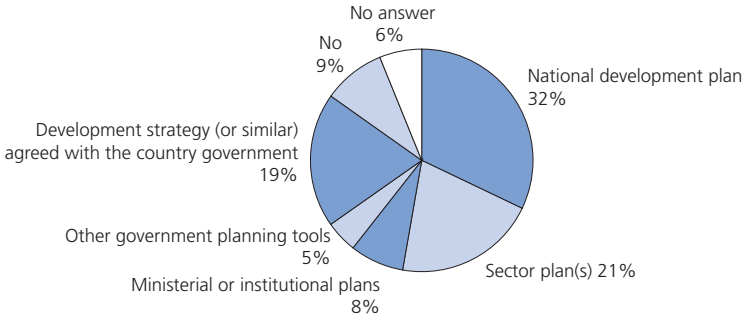
In terms of development partners' preferred use of specific government strategic planning tools, vertical funds and initiatives, multilateral development banks, UN agencies and DAC members rely primarily on national development plans and sector plans to define new interventions, although country strategies and partnership documents agreed with the specific government are also frequently used (Figure 2.4). Vertical funds and global initiatives like Gavi or the Global Fund relying on country-led results frameworks (72% of new programmes and projects) tend to privilege the use of sector and national development plans due to their sectoral or thematic focus; this is also the case for philanthropic foundations. Other international organisations, such as regional political bodies, tend to define their engagement with countries based on ministerial plans.

In terms of development co-operation modalities, some show higher levels of use of country-led results frameworks than other modalities. Policy-based lending[12] and budget support are usually associated with a specific government agenda for policy reform, showing stronger alignment with national results frameworks than project-based interventions. Technical co-operation projects tend to focus on outputs and intermediate outcomes, and therefore typically take institutional/ministerial plans and joint government-development partner strategies as their reference point for planning and measuring results, rather than high-level strategic documents such as national development plans and sector plans. Some development partners place emphasis on specific development co-operation modalities and this in turn influences the effort they need to make to

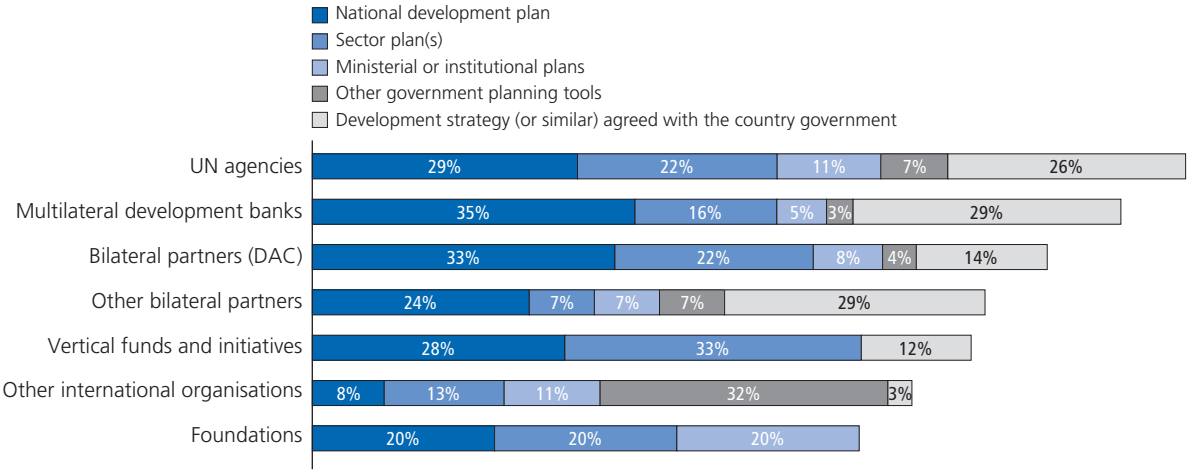
align with country-led results frameworks. Data show, however, that when governments are supported in defining their results frameworks and interventions are carefully designed, all modalities can align with and rely on country-led results frameworks.

Figure 2.4. **Instruments used for alignment with country-led results frameworks**

**By planning instrument**




**By type of development partner**

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## Country results indicators and data need to be used more widely, and government involvement in evaluations needs to increase

While 85% of interventions draw their objectives and development focus from country-led results frameworks, survey results show that only 62% of results indicators are drawn from these frameworks and only 52% use data from governments' own monitoring systems or statistics. By development co-operation modality, policy reform programmes, budget support programmes and technical co-operation projects rely more on government data to track progress towards the intervention's results. In terms of partners, vertical funds, bilateral partners (non-DAC) and UN agencies make greater use of indicators from country-led results frameworks and are more likely to rely on government data sources to track progress than other development partners (Figure 2.5).

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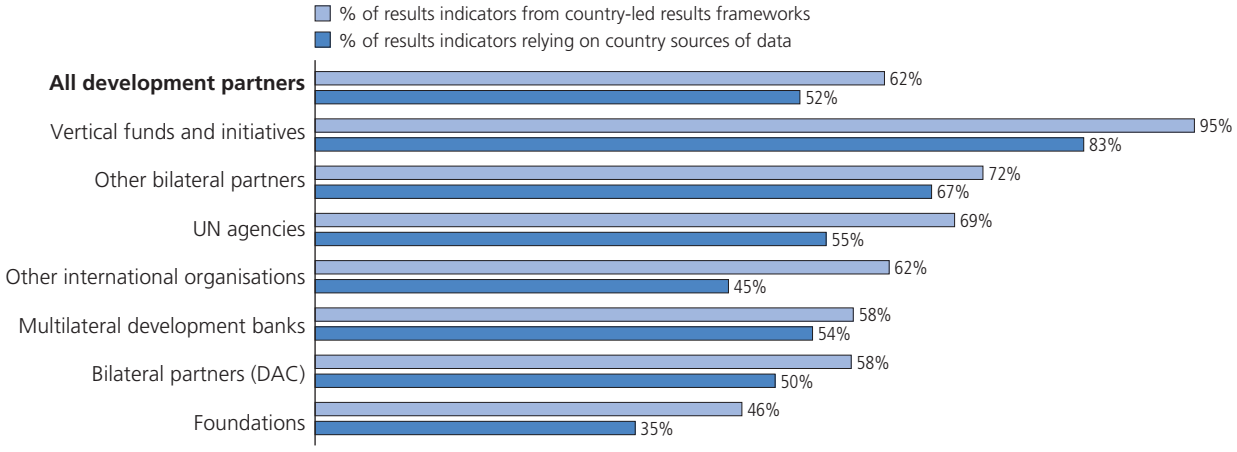
Figure 2.5. **The use of country results information to define and monitor new interventions**

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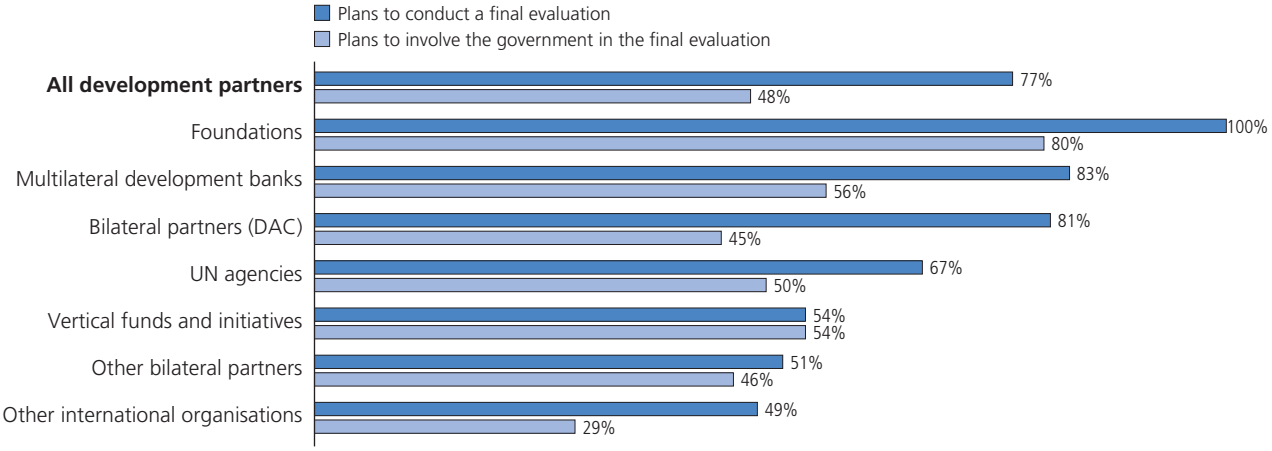
The extent to which development interventions are evaluated is high. Final evaluations are planned for 77% of the new interventions reported on, with interventions above USD 5 million more likely to be evaluated than smaller projects. These evaluations range from basic assessments of project completion reports to resource-intensive impact evaluations. Nonetheless, much more needs to be done to engage governments in the evaluation processes themselves (Figure 2.6). About half of the new interventions plan some level of government engagement in the evaluation. When government participation is envisaged, engagement is mostly limited to helping to define the scope of the evaluation (68%); government involvement in actually carrying out the evaluation, or in co-financing it, is reported in only one-third of planned evaluations with some government involvement. The overall picture reveals that, while multilateral development banks, DAC members and UN agencies place greater relative emphasis on evaluating development programmes, all development partners tend to engage the government to a similar extent – i.e. in about half the interventions. Foundations represent a positive exception, as they engage the government in evaluating 80% of projects.

Figure 2.6. **Government involvement in evaluations of projects and programmes**

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## Multilateral banks lead development partner efforts to focus on results, while most bilateral partners lag behind

Multilateral development banks have been at the forefront of development partners' efforts to focus on results over the past decade and a half, both in their own operations and in underpinning countries' efforts to increase their focus on results (Box 2.4).[13] Together with the United Nations and other international agencies, seven of these banks have responded to the demand from their members for evidence on development results and performance by implementing the Common Performance Assessment System (COMPAS).[14] COMPAS measures the capacity to manage for development results and monitors progress over time. The introduction of corporate results frameworks[15] has also helped multilateral development banks to track progress on development goals and in organisational performance, including in areas critical to effective development co-operation. While these frameworks are common amongst multilateral development banks, only a small number of bilateral partners use them to measure progress in a systematic manner (OECD, 2016b).

DAC members have not made as much progress with focusing on results, and only a small number of them use results frameworks to measure their own progress in a systematic manner (OECD, 2016b). A synthesis of DAC peer reviews between 2012 and 2014 found that all were struggling to embed results-based management practices in their approach to development co-operation (OECD, 2014: 250). A recent OECD survey of 30 development partners found that while the country programme strategies of most are aligned with their country partners' priorities and results, and that most draw on partner country results information at the project, activity and country levels,[16] it was not possible to determine the extent to which this alignment leads to actual utilisation of country results frameworks for planning, monitoring and evaluation. The extent to which development partners are accountable to, and communicate with, countries on their results was also unclear (OECD, 2016b).

### Box 2.4. Supporting a greater focus on results

*Aid Effectiveness 2011: Progress in Implementing the Paris Declaration* noted two ways in which development partners can support management for results: by building capacity in the countries where they work, and by building their own internal capacity to focus on results (OECD, 2012: 89). This includes capacity both in management for development results, and in statistical and information systems.

Multilateral development banks have invested in communities of practice on managing for development results in Asia and the Pacific, Africa, and Latin America and the Caribbean.[1] Lessons from their evaluations indicate that programmes to support governments in adopting a greater focus on results would benefit from: taking a truly demand-driven approach; developing greater understanding of the country context and political economy around reforms (i.e. "best fit" instead of "best practice"); and putting in place good project monitoring systems that allow for flexible management of institutional reforms, as unexpected challenges will often emerge during implementation (World Bank, 2008: 40-41; IDB, 2014; ADB, 2014).

Recently, a Global Partnership Initiative on Results and Mutual Accountability began a two-year pilot on Enhanced Use of Country Results Frameworks[2] in three regions (NEPAD, 2016). The initiative has helped develop a methodology to better link national development strategies and results frameworks with budgeting processes and available development finance.

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The Partnership in Statistics for Development in the 21st Century (PARIS21) advocates for the integration of reliable data in policy- and decision making, co-ordinates development partner support to statistics, and promotes dialogue between users and producers of statistics. By underpinning national statistical systems and facilitating statistical capacity development at the country and regional levels, PARIS21 helps to solidify country results frameworks and increase the use of national statistics and data.[3] This work is enhanced by the recently launched Global Partnership for Sustainable Development Data.[4]

1. The African Community of Practice on Managing for Development Results receives support from the African Development Bank and the African Capacity Building Foundation. The Inter-American Development Bank supports the Community of Practice on Management for Development Results in Latin America and the Caribbean. Support from the Asian Development Bank to the Asia Pacific community of practice ended in November 2015 (ADB, 2016).

2. The objectives of the pilot are: to improve the use of partner country results frameworks; to integrate accountability for results at the country level; to create effective country-region-global linkages; and to integrate financing and results processes (Africa Platform for Development Effectiveness, 2015).

3. PARIS21 is hosted at the OECD and was established in 1999 by the United Nations, the European Commission, the Organisation for Economic Co-operation and Development, the International Monetary Fund and the World Bank (PARIS21, n.d.).

4. The Global Partnership for Sustainable Development Data brings together governments, international organisations, companies, civil society groups, and statistics and data communities in support of improving the effective use of data, filling key data gaps, expanding data literacy and capacity, and increasing the openness of data (Global Partnership for Sustainable Development Data, n.d.).

While development partners recognise that countries often lack capacity and there are challenges to ensure the availability and reliability of data, these "were not used to excuse lack of progress in the use of country-led results frameworks and results information" (OECD, 2016b: 15). Development partners "continue to invest in building the results management capacity of partner countries"; at the same time, however, they also recognise that "this could be undertaken in a more systematic manner" (OECD, 2016b: 15).

There has been mixed progress amongst development partners in building internal capacity to focus on results, with "a missing middle in the use of results information between project/activity and programme levels, and accountability and communication" (OECD, 2016b: 1). Many development partners do not emphasise the use of results information for quality assurance and learning, and their policy formulation and strategic decision making do not appear to be driven by analysis of results (OECD, 2016b).

## The main obstacles to the use of country-led results frameworks are inter-connected

Obstacles to the use of country results frameworks exist for countries and their development partners and they are interconnected – and it is important that they be addressed separately, and jointly.

All participating countries as a whole have made very good progress in identifying their national development goals and targets; where they need to ensure that they invest equal effort is in implementing, monitoring and evaluating the achievement of these goals and targets. This calls for political leadership, appropriate policies, accountable institutions, capacity and resources. Good co-ordination across government at the national and subnational levels is also essential. External support for countries in accomplishing this must be systematic and should focus on country-led action plans. The European Union's Joint Programming initiative offers an example of mechanisms to co-ordinate and align multiple bilateral partners behind country-led priority-setting

mechanisms while also encouraging the production of in-country results information to track progress and report on development achievements (Box 2.5).

### Box 2.5. The European Union Joint Programming initiative

The European Union (EU) and its member states are committed to joint planning of development co-operation with partner countries. Together, they undertake analysis of the country situation and develop a joint response, which is used at the country level by the EU delegation, other EU institution field offices and EU member state staff to develop a strategy, in close co-operation with the local government, civil society, private sector and other stakeholders. The timing of the joint programming is synchronised with that of the partner country's national plan and results framework and covers the same period. Each joint strategy includes a framework for monitoring its implementation and the results achieved against agreed indicators. Wherever possible, development partners draw on existing in-country results frameworks to provide such indicators and reporting mechanisms.

Joint Programming is being applied in 56 countries; joint strategies have already been agreed in 25 of these.

**Sources:** European Commission (2015a), "EU Joint Programming: Guidance pack 2015", http://capacity4dev.ec.europa.eu/joint-programming/minisite/what-joint-programming; European Commission (2015b), "Joint Programming tracker", http://capacity4dev.ec.europa.eu/joint-programming/document/joint-programming-tracker.

The mixed progress of development partners as a whole in introducing results-based management in their own development co-operation programmes indicates that many need to make greater efforts to articulate the results they seek to achieve at a range of levels – from global to regional, by theme or sector, and most importantly in their partner countries. These expected results should be firmly anchored in the objectives and desired results set by the country itself, and form the basis for development co-operation efforts. This requires political leadership, as well as corporate commitment and willingness to learn from the results. Development partners also need improve their use of results information for learning and decision making.

At the root of the challenge is the need to ensure that results inform decision making throughout all activities – planning, budgeting, implementation, monitoring and evaluation – and that there is integration and co-ordination among all these elements throughout the various phases of the project and programme management cycle.

## The way forward for focusing on development results

The 2030 Agenda for Sustainable Development lays out common and interconnected challenges facing all countries – developing and developed – and societies. The 17 Sustainable Development Goals (SDGs) offer a shared results framework for countries and their development partners; their 169 targets serve as a broad set of intended results for countries, and for development co-operation in general. The SDGs are therefore likely to be at the heart of efforts by countries and their development partners to integrate the 2030 Agenda into their respective results frameworks.[17] Notwithstanding the significance of this overarching global framework, however, it is essential to remember that achieving the priorities defined by countries themselves must form the basis that defines the focus of development co-operation.

In this context, the following suggestions can help strengthen the overall focus on results and improve alignment of development co-operation with country-led results frameworks:

- **The SDGs articulate a common ambition across countries at all stages of development. Yet each country's relative focus on these depends on its own priorities for sustainable development or, as the case may be, for development co-operation.** In the first instance, the SDGs provide the overarching framework within which government and development partners can identify priority areas of common interest. This is an important first step in aligning development partners' efforts and ensuring impactful partnerships towards these 17 priorities identified and agreed globally.
- **At the level of individual development programmes and projects, country-led results frameworks must provide the central reference point for all development efforts.** This will ensure that the interpretation of the SDGs to the country context, the core priorities identified at country level, and the desired results and outcomes specifically associated with achieving the SDGs locally form the basis for development co-operation efforts. Evidence confirms that this is happening in practice: all participating countries as a whole have made progress in identifying their national development goals and targets, and development partners are using these to design the objectives and development focus of their interventions.
- **The next step will be to increase the use of country-led frameworks in the implementation, monitoring and evaluation phases of development interventions.** Country results indicators, local monitoring systems and national statistics need to be used more widely, and government involvement in evaluations needs to increase. This may entail expanding the support to countries to strengthen their national results frameworks and associated national systems for statistics and for monitoring and evaluation.
- **Even with full alignment to country results frameworks, these efforts will deliver optimal impact only if information on results is used to guide further decisions and efforts.** Concrete and substantive results information is essential for countries and their development partners alike. Countries using results information achieve better development results by improving the effectiveness of policies and budgets, and enhancing internal and external accountability. Current regional work to strengthen the linkages between planning and budgeting should continue, increasing the capacity to learn from results information and introducing a culture of managing for results. For development partners, results information is essential to help them to draw the link between their contributions and the impact of development co-operation. There are some 80+ SDG targets that focus on outcome change; these can offer a robust framework for countries and their development partners to measure progress towards development results.[18] Using SDG progress information provided by countries themselves (and through the United Nations follow-up and review mechanisms) to assess the effectiveness and relevance of development co-operation can help to reduce the "introduction of performance indicators that are not consistent with countries' national development strategies", as called for by the Busan Partnership agreement (OECD, 2011: 5).

## Notes

1. The monitoring guide (OECD/UNDP, 2015) invited participating countries to describe the main characteristic of the country's national/sector framework and to provide links to the following documents: long-term vision document; mid-term national development plan; medium-term expenditure (or budget) framework; sector programmes or strategies in transport, education, healthcare, public finance; common results framework agreed between the government and development partners; joint government/multi-donor programme, compact or facility.

2. A 2012 report on progress in implementing the Paris Declaration (OECD, 2012) found that an increasing number of countries had results frameworks in place, but that greater efforts were needed to implement the frameworks. In addition, while development partners were adopting results-oriented management systems, they were not necessarily using results indicators drawn from partner countries' national development strategies or results frameworks.

3. The 2011 Paris Declaration survey monitoring report (OECD, 2012) found that in 2010, 21% of surveyed countries (16) had relatively strong country-led results frameworks, up from 5% in 2005 and 6% in 2007.

4. Yemen did not provide a response to Indicator 1b due to ongoing conflict.

5. In a recent complementary assessment regarding the influence of development partners in setting national policy priorities, government officials consistently reported that partners help them shape policies and increase the focus on results in many ways (Custer et al., 2015). Although most development partners contribute to the policy-making process of partner countries by providing targeted analytical work and technical assistance, and by facilitating policy dialogue and peer learning, policy advice from multilateral partners and relatively small DAC member countries, such as Austria and Finland, was considered the most useful.

6. The Inter-American Development Bank used a focus on managing for development results to analyse five areas of public policy management: planning; budgeting; public financial management; programme and project management; and monitoring and evaluation.

7. Burundi, Democratic Republic of Congo, Kenya, Madagascar, Malawi, United Republic of Tanzania, Uganda, Zambia and Zimbabwe.

8. The AfriK4R Readiness Tool assessed six elements: leadership for results; planning for results; budgeting for results; institutional capacity; monitoring and evaluation, and statistical capacity; and accountability for results. Assessment of institutional capacity covers: co-ordination of planning and budgeting with delivery of goods and services; ability to plan at sector and departmental levels; and whether the necessary institutional, technical and human resources are in place to enable implementation to achieve the expected results (AfCoP-MfDR, 2015: 13).

9. Benin, Burkina Faso, Côte d'Ivoire, Mali, Mauritania, Niger, Senegal and Togo.

10. See IDB (2014); Kaufmann, Sanginés and García Moreno (2015); AfCoP-MfDR (2015); and AP-DEF (2015). Findings from the cross-regional work carried out by the Global Partnership initiative on "Results and Mutual Accountability" also support the regional diagnostics cited.

11. The average intervention size was USD 25 million. Most of the interventions reported had a budget of USD 1-50 million (72%); 16% were smaller and 12% were larger projects and programmes.

12. In general, policy-based loans are made in the form of budget support and are linked to the implementation of agreed policy reforms, in conjunction with structural reforms and development expenditure programmes in the borrowing country. Disbursements are quick, often made in one single transaction. The policy reforms are intended to have wide impact across sectors and on the economy as a whole.

13. Adoption by world leaders of the Millennium Declaration (United Nations, 2000) led to the establishment of a set of 8 Millennium Development Goals (MDGs) and 18 targets. These provided direction for development co-operation efforts over 15 years. Countries and development partners subscribing to the Paris Declaration on Aid Effectiveness recognised the importance of focusing on results and using data to improve decision making about development co-operation efforts (OECD, 2005: para 43, p. 7). Through the Accra Agenda for Action, countries and their partners committed to improving management for results and being accountable and transparent to the public for results (OECD, 2008: para 22, p. 19). The Paris Declaration called for results-based management of development co-operation, envisaging the use of information on results by countries and their development partners to plan, budget, implement, monitor and evaluate their efforts towards sustainable development.

14. The seven multilateral development banks are the African Development Bank, the Asian Development Bank, the International Fund for Agricultural Development, the Inter-American Development Bank, the Islamic Development Bank, the European Bank for Reconstruction and Development, and the World Bank Group (Managing for Development Results, n.d.).

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15. Corporate results frameworks track progress at three levels: global development results; results achieved at the country level and by multilateral, international and regional organisations supported by development partners; development partners' operational and organisational performance (OECD, 2016a: 5-6).

16. Twenty-four of the 29 DAC members, 4 multilateral and regional development banks, the International Fund for Agricultural Development and GAVI participated in the survey, which was administered by the OECD Development Co-operation Directorate (OECD, 2016a).

17. Participants in the Development Co-operation Forum's Uganda High-level Symposium in November 2015 noted the importance of embedding the 2030 Agenda in national and local development strategies and policy frameworks (DCF, 2015). In updated guidance to UN country teams on the development of new UN Development Assistance Frameworks, the United Nations Development Group indicated that it expects the new development assistance frameworks to "respond to the imperatives of the 2030 Agenda and effectively address the complex and interconnected nature of the SDGs" (UNDG, 2016: 5). Most respondents to a recent OECD survey pointed to various steps that can be taken to link the SDGs with their own development goals and policies, and to update their results frameworks (OECD, 2016b).

18. Among the 169 targets articulated for the 17 SDGs, 62 are for means of implementation and 19 relate to policy measures or other process-related actions. The remaining targets are focused on sustainable development outcomes (OECD, 2016a). As part of its programme of work on results-based decision making in development co-operation, the OECD is looking at how the results frameworks of countries and their development partners might be better linked to development co-operation using an SDG-based approach. At a workshop in February 2016, it was suggested that the DAC should further examine an SDG-based results approach to development co-operation (OECD, 2016c).

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# Chapter 5

# Transparency and accountability for effective development

Transparency and accountability are vital to enhancing the impact of development co-operation and enabling the participation of citizens in the long-term development of their respective countries. This chapter reviews progress in implementing the Busan principles of transparency and accountability, including mutual accountability among partners, as well as accountability to beneficiaries of development co-operation and to all other stakeholders. It does so by measuring the public availability of information on development co-operation (Indicator 4); the extent to which governments and development partners work together to include development co-operation flows in budgets subjected to parliamentary scrutiny (Indicator 6); the share of participating countries able to track and make public allocations for gender equality and women's empowerment (Indicator 8), which is fundamental to enable transparency and accountability of policies towards women; and the implementation of inclusive review processes that strengthen mutual accountability among co-operation partners (Indicator 7).

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## Indicator 7. Mutual accountability is strengthened through inclusive reviews

The principle of mutual accountability recognises that development impacts improve when all parties take responsibility for their contributions. The Busan Partnership agreement commits countries to having "inclusive mutual assessment reviews" in place at the country level by 2015;[23] these frameworks should respond to the needs and priorities of domestic institutions and citizens (Box 5.6).[24]

### Box 5.6. When are inclusive mutual assessment reviews in place?

Countries with at least four out of the following five elements in place are considered to have the type of mutual assessment reviews ambitioned by the Busan Partnership:

The country has:

1. an aid or partnership policy that defines the country's development co-operation priorities
2. country-level targets (for both the country and its development partners)
3. mutual assessment against these targets at least every two years.

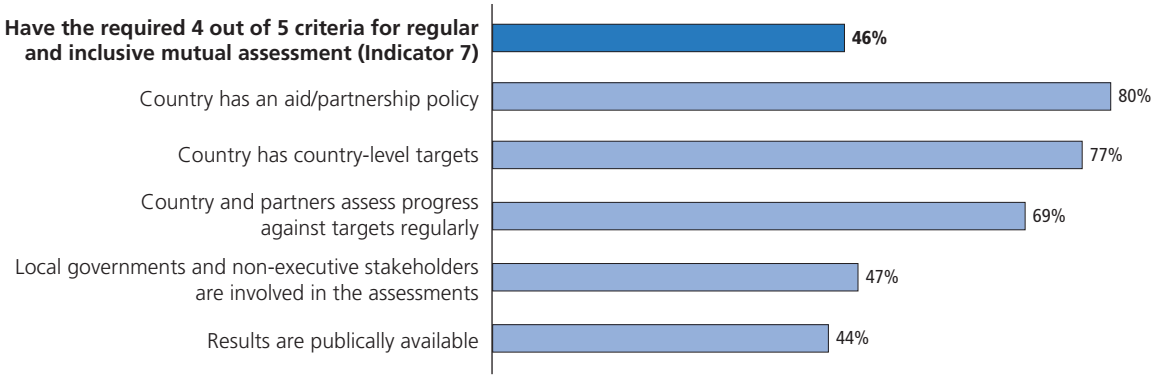
The reviews are inclusive and transparent through:

4. the active involvement of local governments and non-executive stakeholders
5. the public availability of comprehensive results of the review.

## Mutual assessments are increasing, although inclusiveness continues to be a challenge

An encouraging number of countries are undertaking mutual reviews to track progress on commitments and targets relating to the effectiveness of development co-operation; of the 81 countries participating in the 2016 monitoring round, more than two-thirds assess progress towards country-level targets together with their partners. Nonetheless, many countries still find it challenging to meet the full set of requirements associated with inclusiveness and transparency: only 35 (46%) meet the required four out of five criteria for regular and inclusive mutual assessment (Figure 5.6).

Figure 5.6. **Countries have inclusive mutual assessment reviews**

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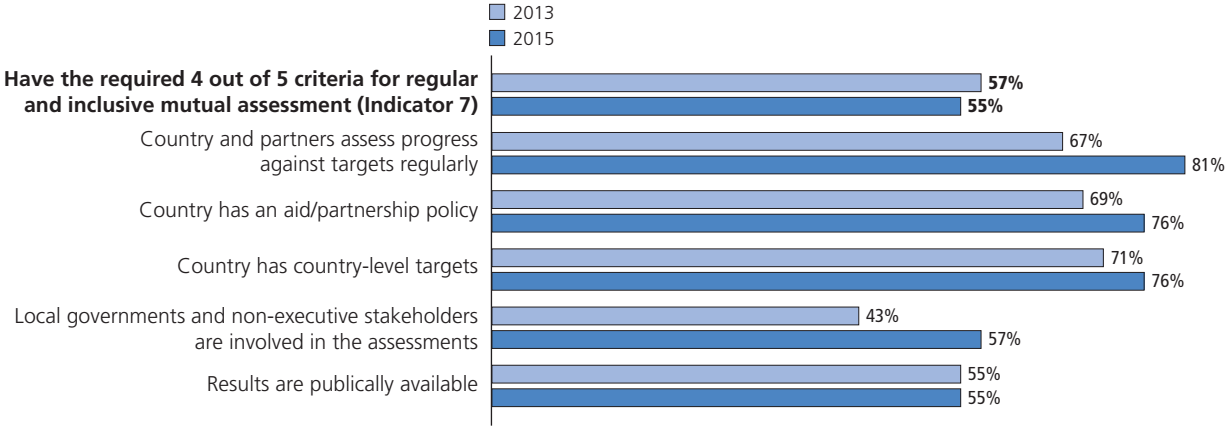
Breaking down the overall assessment, countries report relatively high scores in several areas: 64 countries (80%) have aid or partnership policies and 10 more are drafting these; 62 countries (77%) have targets against which to measure progress; and 56 (69%) conduct joint assessments against these targets. Yet similar to the findings from the 2014 monitoring round, involving local governments and non-executive stakeholders in these processes (47%) and making the results of these assessments publicly available (44%) continue to present challenges. These two elements limit the overall scope and impact of mutual assessment reviews.

A closer look at the sub-sample of 42 countries that participated in both the 2014 and the 2016 monitoring rounds reveals that while the overall share of countries with the necessary four out of five criteria for inclusive mutual assessments has slightly decreased (from 57% to 55%), there has been progress on each of the specific criteria (Figure 5.7).[25]

Amongst the countries that participated in both monitoring exercises, the biggest strides were made in the areas of joint assessments against targets (+14%) and involvement of local governments and non-executive stakeholders (+14%); progress was also made in establishing aid/partnership policies (+7%) and country level targets (+5%). In 2016, the same number of countries reported publishing the results of assessments as in 2014.

Figure 5.7. **Progress in developing the key elements for inclusive mutual assessment reviews**

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### Box 5.7. **Survey confirms the need for strengthened mutual accountability**

The results of the fourth Development Co-operation Forum Accountability Survey, undertaken in 2015, show that 90% of participating countries have national development co-operation policies in place, a slight increase over the 2013 survey (from 43 to 52 countries).

Some national development co-operation policies have started to reflect key aspects of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda, including a broadened concept of development co-operation as demonstrated by the coverage of diverse development financing

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instruments in national policies: for example, 32 out of 40 cover official development assistance as a catalyst for other types of financing; 29 out of 36 cover other external public finance for sustainable development; and 22 out of 37 cover other external private finance for sustainable development.

Nonetheless, the study also revealed persistent challenges and need for improvement in several areas:

- inclusion of targets for individual development partners in national development co-operation policies (only 20% contain these)
- collection of quality data in development co-operation information systems
- operationalisation of country-led results frameworks
- capacity for results-based monitoring and evaluation
- availability of adequate financial resources for the implementation of accountability and transparency systems.

Additionally, while the important role of parliamentarians, local governments, civil society organisations and citizens is increasingly recognised, their engagement remains limited throughout the development co-operation process. Additionally, the survey found that while 34 out of 58 countries have results frameworks, these seem to be disconnected from national monitoring frameworks.

The study features policy advice, including:

- Reviews of national development co-operation policies should be led and owned by the national governments.
- Development partners should lend support to countries in engaging a broad range of stakeholders.
- National policies should respond to demands from citizens for greater transparency and accountability around development co-operation.
- Development partners should adjust their national development co-operation policies to increase the use of country systems and avoid the use of parallel systems.
- Development partners should support developing countries in enhancing their institutional and technical capacity for monitoring and review of development co-operation.

**Notes:** The United Nations Department of Economic and Social Affairs undertakes these biennial surveys to monitor, review and document evidence on the state of play of development co-operation on the ground, in preparation for the Development Cooperation Forum. The study is available at: https://www.un.org/ecosoc/en/tracking-development-cooperation.

Although practices and arrangements to engage broader national and non-state stakeholders differ widely, this area remains a challenge, even in well-developed accountability frameworks. Many countries have structured opportunities for civil society, the private sector and others to engage in the design and implementation of mutual assessment reviews, and Chapter 4 discusses how different governments structure the relationship with non-state stakeholders. Yet even in countries with sophisticated government-led mutual accountability frameworks, such as Viet Nam, the engagement of broader national stakeholders remains limited; more work also is needed to engage local governments and parliamentarians.

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## Important guidance can be gathered from examples of mutual accountability in practice

Among the countries where positive change is happening, complementary qualitative information (Boxes 5.7 and 5.8) points to a range of examples that can serve as guidance for other countries:

### *Countries are updating their development co-operation and partnership policies to align them with the 2030 Agenda and the Sustainable Development Goals.*

- **Bangladesh** is developing a new national development co-operation policy and a Joint Co-operation Strategy that will integrate the national development priorities with the Sustainable Development Goals.
- **Sao Tome and Principe** makes effective development co-operation a priority as part of its general government programme for a transformational agenda for 2030.

### *Countries are building on productive partnerships at the sector and sub-sector levels to make dialogue more concrete and actionable.*

- In **Malawi**, progress in growth and development is assessed through joint sector reviews by the government and its development partners.
- In **Papua New Guinea**, partnerships driven by sector mechanisms institutionalise the dialogue process and illustrate the government's leadership in co-ordinating development co-operation resources.

### *Development partners are investing in institutionalising key elements of mutual assessment reviews.*

- **Spain** is contributing to the **Plurinational State of Bolivia**'s national action plan to improve the effectiveness of development co-operation.
- The **Asian Development Bank** is supporting **Mongolia**'s drafting of a partnership policy.
- **Bangladesh**, **Cambodia**, **Ethiopia**, **Myanmar** and the **United Republic of Tanzania**, among others, are working with the UNDP to establish development co-operation policies; strengthen development co-ordination dialogue fora; and build capacity for co-ordination and management of development co-operation in key ministries.

### *Joint action has contributed to improving data availability and quality.*

- **Malawi** improved data quality thanks to a 2015 review of its aid management platform, conducted together with development partners.

Box 5.8. **Mutual accountability in practice**

In 2016, the OECD DAC conducted a peer learning exercise to help its members deliver on the principle of mutual accountability. It looked at evidence from three case studies – in Burkina Faso, Timor-Leste and Togo – to study how mutual assessment reviews can reinforce partnerships and enable mutual accountability. The exercise showed that while the Busan indicator on mutual assessment reviews provides a useful framework for partnerships, in practice more is needed to ensure mutual accountability.

…

It evidenced numerous reasons why this is true:

1. It is not enough for partner countries to have **aid or partnership policies** as stand-alone documents; to enable mutual accountability these need to be linked to national development strategies and state budgets. Clarifying the role, principles and added value of development in funding national priorities can provide a positive incentive and basis for mutual accountability and transparency, at the same time helping to ensure impact and sustainability, particularly in less aid-dependent countries.

   In all three case study countries, good public financial management is considered a key success factor; yet building capacity in this area poses challenges. The peer learning exercise confirmed the importance of ensuring that development co-operation is on budget and predictable, to increase accountability and transparency among all stakeholders and improve the capacity of governments to plan for results and sustainability. Accurate forward planning can also improve the quality of dialogue on delivering aid effectively by enabling stakeholders to discuss long-term development challenges and potential solutions.

2. **Country-level targets** for development co-operation are useful when they drive all development co-operation interventions. Partners' choice of co-operation modalities also affects how different activities impact on the same goals and results. For instance, stand-alone projects fragment co-operation, reducing overall impact. For development partners, strong inter-ministerial co-ordination also ensures coherence across the system and can provide an impetus to other partners to co-ordinate beyond information sharing. Experiences in joint programming, including the European Union exercise, provide lessons on how to work collectively towards the same targets.

   Technical assistance needs to be demand-driven, responding to the gaps identified by the government; too often, however, this type of co-operation undermines ownership and sustainability, and provides limited knowledge transfer. DAC members need to identify good practice, while also strengthening their support to national efforts to build strong human resources and organisational capacity.

3. **Mutual assessments and review** have limited impact when they are run by development partners in parallel to other monitoring exercises. Continuous, frank dialogue and trust, on the other hand, leads to collective commitments and strategic discussions beyond disbursements and activities. To allow development partners to engage in collective dynamics with the partner government in its national language, a degree of field presence is essential.

4. Active **involvement of local government and non-executive stakeholders** in mutual review can have limited impact if these stakeholders are not involved in planning and do not have a clear picture of budget allocations. Current OECD-DAC mutual reviews, however, tend to focus on a narrow range of development partners and, to some extent, civil society organisations.

5. Improved **transparency on mutual assessment** is a first step towards domestic accountability, but advocates – who use the available information, synthesise it and share it in a way that is useful to end beneficiaries – are essential.

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## Notes

1. For a detailed account of the initial agreements and joint work in this area, see OECD (2012).

2. The IATI is the main platform for disclosure of private and non-profit development co-operation information. In December 2015, the IATI registered 292 non-state publishers, including non-governmental organisations, foundations, academic institutions and private corporations (IATI, 2016).

3. Of the 61 official development partners for which one or more transparency assessments are available, the OECD-DAC Secretariat provided assessments for 43 partners reporting to the OECD-DAC Creditor Reporting System and 46 reporting to the OECD-DAC Forward Spending Survey; the IATI secretariat provided assessments for 43 partners publishing to the IATI. Note that several public entities, pertaining to the governments of Canada, France and the United Kingdom, and to European Union institutions, also publish individually to the IATI, raising the number to 70 official publishers. For comparability purposes, an average at government level (weighted by the size of the specific development co-operation programme) was calculated to produce the transparency assessments for these various public institutions and ministries belonging to the same government. Disaggregated assessments per IATI publisher can be found in Table B.4.

4. Estimates calculated using OECD data for 2014, comparing the contribution of the 61 assessed providers to total net official development finance for that year.

5. The accuracy of data is the degree to which the data correctly value what they are designed to measure. The measurement of the quality of the OECD-DAC Creditor Reporting System data is based on assessment of the quality of reporting against several key fields: type of aid; bilateral/multilateral classification; channel codes; purpose codes; quality of descriptive reporting; tying status; and quality of reporting against the policy markers.

6. Assessment of the accuracy of data reported to the OECD-DAC Forward Spending Survey is based on the overall quality of the data submitted to the Survey on Forward Spending Plans. Ex-post assessment of the accuracy of the indicative expenditures, as reported to the Forward Spending Survey, is based on their comparison with final figures reported to the OECD-DAC Creditor Reporting System.

7. Simple comparisons of transparency assessments reveal that correlations between the assessments performed by the IATI and the OECD are minimal. The correlation between the two assessments performed by the OECD is also very weak (0.144). This suggests that investments in improving reporting to one platform do not imply improvements in reporting to other platforms or surveys; each may require specific investments.

8. Focal points at the OECD Development Co-operation Directorate indicate that changing statistical correspondents too regularly represents an important challenge, as institutional memory tends to be lost when correspondents leave their jobs.

9. For details on the negative effects "off-budget" support can have on accountability, see Bräutigam and Knack (2004) and Barder (2009).

10. Comparisons with the 2010 baseline consider the sub-set of 60 countries that reported both in the 2010 Paris Declaration survey and in the 2016 monitoring round, for comparability purposes.

11. The statistical correlation between availability of forecasted expenditure plans for 2016 by provider, as reported by the national government, and the share of development co-operation on budget is 0.433. Multivariate analyses with fixed effects indicate a significant and positive effect of availability of development partners' projections for the next year (Indicator 5b) and its development co-operation being recorded on budget. The effect is significant and the findings are robust to different model specifications.

12. Multivariate analyses with fixed effects find a significant and positive effect between the size of the development partner's programme in a given country and the share of the programme being recorded on budget.

13. The likelihood of recording development co-operation funding on budget increases for major partners of any given country, as measured by the share of total development co-operation funding provided to the government. The findings are robust to different model specifications.

14. Multivariate regression analysis with fixed effects suggests that greater use of country systems (Indicator 9b) is also associated with higher share of on-budget support (Indicator 6). Consistent with this finding, some development partners that rely on technical co-operation and comparatively small grants show lower overall performance than those that rely on larger investment projects or budget support modalities.

15. The PEFA provides the foundation for evidence-based measurement of countries' public financial management systems that looks at the extent to which these systems, processes and institutions contribute to the achievement of desirable budget outcomes.

16. Results from multivariate regression analysis with fixed effects, performed using 2016 monitoring data and latest publicly available PEFA scores for participating countries (https://pefa.org/assessments/listing).

17. Multivariate regression analysis with fixed effects shows a positive and significant relationship between having development co-operation policies in place and the share of development co-operation funding on budget. Similarly, although data do not reveal a significant correlation with having aid information management systems in place, careful observation of the data shows that, particularly among low-income countries, aid information management systems may be positively compensating for weaker whole-of-government public financial management systems, helping improve the share of development co-operation on budget.

18. Results from multivariate analysis of monitoring data, including fixed effects for countries and development partners. The analysis reveals that some difference in fiscal years between countries and development partners increases the likelihood of registering their development co-operation on budget – particularly if development partners are able to close their own budget preparation earlier than partner countries.

19. See Moon and Williamson (2010) for a discussion of approaches to address this challenge.

20. "The New Zealand Aid Programme consists of two multi-year (three-year) appropriations approved by parliament: International Agency Funding and International Development Assistance. This three-year envelope is described in the International Development Group's Strategic Plan; the current version covers the period 2012/13-2014/15. Annually, the New Zealand budget ("Estimates" document) is presented to parliament in May and legislation is passed to reflect this. The multi-year appropriations are approved as separate legislation in the year of inception, but the expenditure within them is reforecast on an annual basis and published in the Estimates document. At the start of a multi-year appropriation, the Minister of Foreign Affairs approves allocations for the three-year period based on indicative spend by programme and sector, estimated total country aid flows and the strategic focus and funding implications for each programme" (OECD, 2015b).

21. High-level advocacy and dialogue resulted in the inclusion of Indicator 5c.1 in the recently adopted indicators for the Sustainable Development Goals. The indicator is defined as the "Percentage of countries with systems to track and make public allocations for gender equality and women's empowerment". This indicator was originally conceived as part of joint work between UN Women and the Global Partnership for Effective Development Co-operation, and was tested in 35 countries during the 2014 monitoring round. For the 2016 monitoring round, the indicator was rolled out in all 81 participating countries. The experience and lessons from developing the methodology and conducting analysis for Indicator 8 provide important grounding for the work to be done within the context of the Sustainable Development Goals. Qualitative data provided by countries reporting on Indicator 8 provide useful guidance on what specific methodological refinements may be needed.

22. In March 2016, this indicator was selected by the UN Inter-agency and Expert Group on SDG indicators established to measure governments' commitment to allocate resources for gender equality and women's empowerment (Sustainable Development Goals Indicator 5c).

23. These reviews are defined as national exercises that allow for active involvement of local governments and non-executive stakeholders while engaging both developing country authorities and providers of development co-operation at a senior level.

24. The Busan Partnership agreement stipulates that, beyond government and development partners, mutual accountability includes intended beneficiaries, citizens, and relevant organisations and constituents.

25. While an increasing number of elements for effective mutual accountability are in place, the number of countries with at least four of these elements in place has slightly decreased. This is in part due to the highly restrictive nature of this indicator, which requires that at least four out of five criteria be fulfilled. In practice, many countries that already met four of the criteria in the 2014 monitoring round are now meeting all five criteria; likewise, many countries that met one or two criteria in 2014 meet three criteria in this round, increasing the number of elements for effective mutual accountability, but falling short of qualifying for Indicator 7. Some other countries, like the United Republic of Tanzania, did not qualify because they are undergoing a transition in aid policies and mutual accountability arrangements, despite having qualified in the past.

26. The Sustainable Development Goals have led to a renewed focus on making information on the impact and results of development co-operation as readily available as information on inputs is now becoming. Currently, data on outputs and outcomes included in monitoring and evaluation systems of providers and governments are only occasionally disclosed, yet some emerging initiatives are promising. For example, in July 2016 the World Bank's Mapping for Results initiative made available the details, geolocation and results for 92% of the institution's 1 645 ongoing development interventions. Regional development banks and bilateral agencies are increasingly exploring approaches to transparency around results.

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# Annexes

## Data related to the Global Partnership monitoring exercise

**Annex A** Monitoring data: Countries and territories
**Annex B** Monitoring data: Development partners
**Annex C** Coverage of monitoring data

The data presented in this report were provided by the governments of the 81 low and middle-income countries and territories that participated in the 2016 monitoring round, in co-ordination with their development partners who engaged in the monitoring process. Data for assessing transparency of development co-operation (Indicator 4), quality of budgetary and financial management systems (Indicator 9a) and aid untying (Indicator 10) were gathered from existing global sources and assessments. Development partners are listed individually when the data reported indicate that the development co-operation financing they provided to the public sector exceeded USD 20 million and covered more than one country; other partners are aggregated under the heading "All others".

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# Annex A

## Monitoring data: Countries and territories

Note: The tables in this Annex are numbered using the Global Partnership Indicator numbers.

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## Table A.1a. [1/2] Development partners use country/government-led results frameworks: Alignment of new interventions to national priorities

| | | | The objective of the development intervention is drawn from country/government-led results framework(s) | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Number of interventions assessed | Amount | Yes | ... from the national development plan | ...from sector plans and strategies | ...from institutional or ministry's plans | ...from other government planning tools | ...from development partner's strategy agreed with the government | No | No response |
| | | (USD m) | (%) | (%) | (%) | (%) | (%) | (%) | (%) | (%) |
| **Afghanistan** | 39 | 1 659.8 | 76.9 | 10.3 | 17.9 | 17.9 | 12.8 | 17.9 | 17.9 | 5.1 |
| **Albania** | 39 | 683.7 | 79.5 | 10.3 | 20.5 | 15.4 | 0.0 | 33.3 | 5.1 | 15.4 |
| **Angola** | 17 | 867.6 | 94.1 | 35.3 | 0.0 | 58.8 | 0.0 | 0.0 | 0.0 | 5.9 |
| **Armenia** | 45 | 809.2 | 91.1 | 17.8 | 37.8 | 0.0 | 4.4 | 31.1 | 6.7 | 2.2 |
| **Bangladesh** | 74 | 3 706.3 | 89.2 | 54.1 | 12.2 | 4.1 | 1.4 | 17.6 | 10.8 | 0.0 |
| **Belarus** | 11 | 114.0 | 100.0 | 63.6 | 0.0 | 0.0 | 18.2 | 18.2 | 0.0 | 0.0 |
| **Benin** | 62 | 356.6 | 83.9 | 17.7 | 29.0 | 12.9 | 1.6 | 22.6 | 4.8 | 11.3 |
| **Bhutan** | 10 | 83.4 | 90.0 | 20.0 | 10.0 | 20.0 | 0.0 | 40.0 | 10.0 | 0.0 |
| **Bolivia** | 48 | 1 687.5 | 87.5 | 50.0 | 20.8 | 2.1 | 0.0 | 12.5 | 8.3 | 4.2 |
| **Burkina Faso** | 22 | 410.1 | 100.0 | 36.4 | 13.6 | 4.5 | 9.1 | 36.4 | 0.0 | 0.0 |
| **Burundi** | 15 | 195.0 | 26.7 | 20.0 | 0.0 | 0.0 | 6.7 | 0.0 | 0.0 | 73.3 |
| **Cambodia** | 67 | 873.3 | 100.0 | 100.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| **Cameroon** | 23 | 558.0 | 69.6 | 13.0 | 17.4 | 13.0 | 8.7 | 17.4 | 17.4 | 13.0 |
| **Central African Republic** | 5 | 62.7 | 100.0 | 0.0 | 0.0 | 0.0 | 0.0 | 100.0 | 0.0 | 0.0 |
| **Chad** | 18 | 294.4 | 88.9 | 5.6 | 5.6 | 33.3 | 0.0 | 44.4 | 5.6 | 5.6 |
| **Colombia** | 53 | 3 419.5 | 92.5 | 43.4 | 11.3 | 11.3 | 0.0 | 26.4 | 7.5 | 0.0 |
| **Comoros** | 10 | 40.2 | 90.0 | 50.0 | 20.0 | 0.0 | 10.0 | 10.0 | 10.0 | 0.0 |
| **Congo** | 3 | 77.2 | 100.0 | 33.3 | 0.0 | 0.0 | 0.0 | 66.7 | 0.0 | 0.0 |
| **Cook Islands** | 17 | 44.9 | 94.1 | 41.2 | 23.5 | 5.9 | 5.9 | 17.6 | 5.9 | 0.0 |
| **Costa Rica** | 112 | 491.8 | 65.2 | 47.3 | 0.0 | 15.2 | 2.7 | 0.0 | 34.8 | 0.0 |
| **Côte d'Ivoire** | 53 | 2 660.9 | 90.6 | 67.9 | 7.5 | 0.0 | 0.0 | 15.1 | 7.5 | 1.9 |
| **Democratic Republic of the Congo** | 81 | 1 366.7 | 100.0 | 46.9 | 27.2 | 3.7 | 4.9 | 17.3 | 0.0 | 0.0 |
| **Dominican Republic** | 101 | 860.4 | 81.2 | 18.8 | 15.8 | 20.8 | 5.0 | 20.8 | 16.8 | 2.0 |
| **Egypt** | 35 | 3 680.9 | 68.6 | 17.1 | 17.1 | 5.7 | 2.9 | 25.7 | 0.0 | 31.4 |
| **El Salvador** | 18 | 327.3 | 77.8 | 38.9 | 5.6 | 22.2 | 0.0 | 11.1 | 11.1 | 11.1 |
| **Ethiopia** | 103 | 4 121.3 | 94.2 | 39.8 | 33.0 | 5.8 | 1.0 | 13.6 | 2.9 | 2.9 |
| **Fiji** | 17 | 39.5 | 58.8 | 11.8 | 29.4 | 11.8 | 0.0 | 5.9 | 41.2 | 0.0 |
| **Gabon** | 24 | 499.3 | 100.0 | 50.0 | 16.7 | 0.0 | 0.0 | 33.3 | 0.0 | 0.0 |
| **Gambia** | 11 | 41.5 | 81.8 | 36.4 | 36.4 | 0.0 | 9.1 | 0.0 | 0.0 | 18.2 |
| **Guatemala** | 2 | 150.6 | 100.0 | 0.0 | 50.0 | 0.0 | 0.0 | 50.0 | 0.0 | 0.0 |
| **Guinea** | 8 | 124.5 | 100.0 | 12.5 | 25.0 | 50.0 | 12.5 | 0.0 | 0.0 | 0.0 |
| **Honduras** | 23 | 569.3 | 82.6 | 13.0 | 4.3 | 17.4 | 0.0 | 47.8 | 8.7 | 8.7 |
| **Kenya** | 85 | 3 700.8 | 70.6 | 38.8 | 4.7 | 5.9 | 1.2 | 20.0 | 29.4 | 0.0 |
| **Kiribati** | 9 | 20.7 | 100.0 | 66.7 | 0.0 | 0.0 | 0.0 | 33.3 | 0.0 | 0.0 |
| **Kosovo** | 36 | 180.0 | 91.7 | 19.4 | 41.7 | 2.8 | 11.1 | 16.7 | 8.3 | 0.0 |
| **Kyrgyzstan** | 35 | 457.8 | 94.3 | 37.1 | 25.7 | 8.6 | 2.9 | 20.0 | 0.0 | 5.7 |
| **Lao People's Democratic Republic** | 63 | 552.2 | 95.2 | 41.3 | 15.9 | 9.5 | 1.6 | 27.0 | 4.8 | 0.0 |
| **Liberia** | 17 | 913.0 | 100.0 | 94.1 | 5.9 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| **Madagascar** | 57 | 517.6 | 80.7 | 40.4 | 26.3 | 3.5 | 5.3 | 5.3 | 10.5 | 8.8 |
| **Malawi** | 38 | 573.9 | 92.1 | 31.6 | 26.3 | 10.5 | 2.6 | 21.1 | 5.3 | 2.6 |
| **Mali** | 47 | 535.4 | 61.7 | 27.7 | 6.4 | 12.8 | 0.0 | 14.9 | 6.4 | 31.9 |

"-" Data are not available.

StatLink http://dx.doi.org/10.1787/888933423976

## Table A.1a. [2/2] Development partners use country/government-led results frameworks: Alignment of new interventions to national priorities

| | Number of interventions assessed | Amount | The objective of the development intervention is drawn from country/government-led results framework(s) | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | Yes | ...from the national development plan | ...from sector plans and strategies | ...from institutional or ministry's plans | ...from other government planning tools | ...from development partner's strategy agreed with the government | No | No response |
| | | (USD m) | (%) | (%) | (%) | (%) | (%) | (%) | (%) | (%) |
| **Marshall Islands** | 6 | 87.7 | 83.3 | 16.7 | 0.0 | 0.0 | 0.0 | 66.7 | 0.0 | 16.7 |
| **Mauritania** | 19 | 181.1 | 89.5 | 0.0 | 21.1 | 0.0 | 0.0 | 68.4 | 0.0 | 10.5 |
| **Micronesia** | 1 | 107.1 | 100.0 | 0.0 | 0.0 | 0.0 | 0.0 | 100.0 | 0.0 | 0.0 |
| **Moldova** | 31 | 235.3 | 83.9 | 16.1 | 38.7 | 0.0 | 9.7 | 19.4 | 12.9 | 3.2 |
| **Mongolia** | 51 | 879.8 | 68.6 | 17.6 | 17.6 | 3.9 | 0.0 | 29.4 | 29.4 | 2.0 |
| **Mozambique** | 62 | 1 647.3 | 95.2 | 17.7 | 48.4 | 12.9 | 4.8 | 11.3 | 4.8 | 0.0 |
| **Myanmar** | 63 | 2 944.5 | 57.1 | 17.5 | 25.4 | 6.3 | 0.0 | 7.9 | 15.9 | 27.0 |
| **Nauru** | 13 | 44.7 | 100.0 | 76.9 | 7.7 | 0.0 | 7.7 | 7.7 | 0.0 | 0.0 |
| **Nepal** | 51 | 1 633.1 | 84.3 | 47.1 | 5.9 | 2.0 | 13.7 | 15.7 | 15.7 | 0.0 |
| **Niger** | 10 | 144.0 | 50.0 | 10.0 | 10.0 | 0.0 | 20.0 | 10.0 | 0.0 | 50.0 |
| **Nigeria** | 54 | 1 872.2 | 48.1 | 3.7 | 1.9 | 0.0 | 0.0 | 42.6 | 11.1 | 40.7 |
| **Niue** | 3 | 12.3 | 100.0 | 66.7 | 0.0 | 0.0 | 0.0 | 33.3 | 0.0 | 0.0 |
| **Pakistan** | 36 | 3 883.7 | 100.0 | 8.3 | 30.6 | 8.3 | 13.9 | 38.9 | 0.0 | 0.0 |
| **Palau** | 2 | 13.2 | 100.0 | 0.0 | 0.0 | 0.0 | 0.0 | 100.0 | 0.0 | 0.0 |
| **Papua New Guinea** | 36 | 956.1 | 100.0 | 38.9 | 8.3 | 8.3 | 8.3 | 36.1 | 0.0 | 0.0 |
| **Paraguay** | 12 | 169.0 | 100.0 | 50.0 | 33.3 | 8.3 | 0.0 | 8.3 | 0.0 | 0.0 |
| **Peru** | 57 | 1 776.2 | 93.0 | 24.6 | 26.3 | 10.5 | 19.3 | 12.3 | 7.0 | 0.0 |
| **Philippines** | 66 | 4 440.9 | 97.0 | 42.4 | 9.1 | 10.6 | 16.7 | 18.2 | 3.0 | 0.0 |
| **Rwanda** | 47 | 962.4 | 89.4 | 29.8 | 38.3 | 2.1 | 2.1 | 17.0 | 10.6 | 0.0 |
| **Saint Vincent and the Grenadines** | 7 | 6.7 | 85.7 | 28.6 | 28.6 | 0.0 | 0.0 | 28.6 | 14.3 | 0.0 |
| **Samoa** | 3 | 30.6 | 33.3 | 0.0 | 0.0 | 0.0 | 0.0 | 33.3 | 0.0 | 66.7 |
| **Sao Tome and Principe** | 3 | 27.2 | 100.0 | 0.0 | 66.7 | 0.0 | 0.0 | 33.3 | 0.0 | 0.0 |
| **Senegal** | 53 | 747.0 | 94.3 | 7.5 | 60.4 | 3.8 | 3.8 | 18.9 | 5.7 | 0.0 |
| **Sierra Leone** | 30 | 135.3 | 90.0 | 26.7 | 0.0 | 30.0 | 26.7 | 6.7 | 0.0 | 10.0 |
| **Solomon Islands** | 13 | 64.7 | 38.5 | 15.4 | 15.4 | 0.0 | 0.0 | 7.7 | 0.0 | 61.5 |
| **Somalia** | 131 | 1 367.2 | 76.3 | 8.4 | 19.8 | 0.8 | 11.5 | 35.9 | 7.6 | 16.0 |
| **South Sudan** | 21 | 530.1 | 71.4 | 4.8 | 66.7 | 0.0 | 0.0 | 0.0 | 23.8 | 4.8 |
| **Sudan** | 57 | 220.0 | 87.7 | 19.3 | 61.4 | 1.8 | 5.3 | 0.0 | 7.0 | 5.3 |
| **Tajikistan** | 15 | 190.6 | 66.7 | 46.7 | 0.0 | 13.3 | 0.0 | 6.7 | 33.3 | 0.0 |
| **Tanzania** | 74 | 1 166.7 | 89.2 | 25.7 | 31.1 | 14.9 | 1.4 | 16.2 | 10.8 | 0.0 |
| **Timor-Leste** | 23 | 217.6 | 95.7 | 65.2 | 8.7 | 8.7 | 0.0 | 13.0 | 4.3 | 0.0 |
| **Togo** | 27 | 255.7 | 96.3 | 51.9 | 25.9 | 3.7 | 3.7 | 11.1 | 0.0 | 3.7 |
| **Tonga** | 8 | 67.3 | 87.5 | 25.0 | 37.5 | 0.0 | 12.5 | 12.5 | 12.5 | 0.0 |
| **Tuvalu** | 7 | 19.7 | 100.0 | 85.7 | 0.0 | 14.3 | 0.0 | 0.0 | 0.0 | 0.0 |
| **Uganda** | 53 | 1 134.1 | 92.5 | 30.2 | 34.0 | 5.7 | 0.0 | 22.6 | 1.9 | 5.7 |
| **Uruguay** | 10 | 1 281.7 | 90.0 | 10.0 | 20.0 | 20.0 | 10.0 | 30.0 | 0.0 | 10.0 |
| **Vanuatu** | 14 | 111.6 | 85.7 | 42.9 | 14.3 | 0.0 | 0.0 | 28.6 | 14.3 | 0.0 |
| **Viet Nam** | 67 | 4 663.9 | 98.5 | 26.9 | 23.9 | 0.0 | 9.0 | 38.8 | 0.0 | 1.5 |
| **Yemen** | 7 | 126.1 | 100.0 | 14.3 | 57.1 | 0.0 | 14.3 | 14.3 | 0.0 | 0.0 |
| **Zimbabwe** | 23 | 156.3 | 91.3 | 43.5 | 4.3 | 26.1 | 0.0 | 17.4 | 8.7 | 0.0 |
| **Total** | 2 819 | 72 839.6 | 84.8 | 32.1 | 20.6 | 7.8 | 4.6 | 19.5 | 9.0 | 6.1 |

"-" Data are not available.

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Table A.1b. [1/2] **Development partners use country/government-led results frameworks to design, monitor and evaluate new interventions**

| | Number of interventions assessed | Amount | Average number of results indicators per intervention | Percentage of results indicators which are drawn from country/ government-led results frameworks | Percentage of results indicators which will be monitored using government sources and monitoring systems | Percentage of new interventions that plan a final evaluation | Percentage of new interventions that plan a final evaluation with government involvement |
|---|---|---|---|---|---|---|---|
| | | (USD m) | | (%) | (%) | (%) | (%) |
| **Afghanistan** | 39 | 1 659.8 | 7 | 42.2 | 72.2 | 66.7 | 47.6 |
| **Albania** | 39 | 683.7 | 8 | 89.2 | 74.5 | 90.9 | 78.8 |
| **Angola** | 17 | 867.6 | 3 | 97.0 | 100.0 | 100.0 | 100.0 |
| **Armenia** | 45 | 809.2 | 5 | 39.2 | 59.6 | 93.0 | 60.5 |
| **Bangladesh** | 74 | 3 706.3 | 7 | 57.9 | 49.9 | 94.6 | 56.8 |
| **Belarus** | 11 | 114.0 | 6 | 65.9 | 55.5 | 80.0 | 50.0 |
| **Benin** | 62 | 356.6 | 9 | 68.7 | 70.2 | 71.4 | 32.1 |
| **Bhutan** | 10 | 83.4 | 8 | 75.4 | 52.4 | 70.0 | 60.0 |
| **Bolivia** | 48 | 1 687.5 | 5 | 69.7 | 45.3 | 85.1 | 74.5 |
| **Burkina Faso** | 22 | 410.1 | 15 | 43.4 | 44.7 | 90.9 | 90.9 |
| **Burundi** | 15 | 195.0 | 11 | 62.8 | 62.8 | 100.0 | 66.7 |
| **Cambodia** | 67 | 873.3 | 1 | 75.0 | 79.2 | 44.8 | 43.3 |
| **Cameroon** | 23 | 558.0 | 5 | 61.4 | 54.2 | 95.7 | 65.2 |
| **Central African Republic** | 5 | 62.7 | 8 | 39.7 | 52.4 | 40.0 | 40.0 |
| **Chad** | 18 | 294.4 | 4 | 62.2 | 53.4 | 66.7 | 5.6 |
| **Colombia** | 53 | 3 419.5 | 7 | 41.7 | 38.1 | 63.6 | 29.5 |
| **Comoros** | 10 | 40.2 | 4 | 68.0 | 62.0 | 75.0 | 37.5 |
| **Congo** | 3 | 77.2 | 6 | 80.6 | 16.7 | 100.0 | 66.7 |
| **Cook Islands** | 17 | 44.9 | 4 | 91.1 | 73.3 | 100.0 | 100.0 |
| **Costa Rica** | 112 | 491.8 | 5 | 72.3 | 39.5 | 49.1 | 4.5 |
| **Côte d'Ivoire** | 53 | 2 660.9 | 16 | 42.7 | 35.3 | 96.3 | 63.0 |
| **Democratic Republic of the Congo** | 81 | 1 366.7 | 9 | 62.6 | 52.3 | 95.3 | 82.8 |
| **Dominican Republic** | 101 | 860.4 | 4 | 73.6 | 39.2 | 41.0 | 12.0 |
| **Egypt** | 35 | 3 680.9 | 8 | 63.7 | 39.0 | 96.0 | 64.0 |
| **El Salvador** | 18 | 327.3 | 6 | 56.1 | 49.9 | 80.0 | 46.7 |
| **Ethiopia** | 103 | 4 121.3 | 8 | 82.8 | 70.1 | 80.0 | 61.3 |
| **Fiji** | 17 | 39.5 | 6 | 56.1 | 71.0 | 100.0 | 37.5 |
| **Gabon** | 24 | 499.3 | 4 | 79.4 | 84.0 | 50.0 | 37.5 |
| **Gambia** | 11 | 41.5 | 11 | 17.0 | 34.1 | 77.8 | 66.7 |
| **Guatemala** | 2 | 150.6 | 9 | 92.3 | 53.8 | 100.0 | 100.0 |
| **Guinea** | 8 | 124.5 | 7 | 51.9 | 48.1 | 100.0 | 66.7 |
| **Honduras** | 23 | 569.3 | 6 | 68.7 | 77.9 | 90.9 | 81.8 |
| **Kenya** | 85 | 3 700.8 | 10 | 60.2 | 49.4 | 83.3 | 45.0 |
| **Kiribati** | 9 | 20.7 | 7 | 59.6 | 64.7 | 77.8 | 11.1 |
| **Kosovo** | 36 | 180.0 | 7 | 50.7 | 41.0 | 77.8 | 22.2 |
| **Kyrgyzstan** | 35 | 457.8 | 11 | 89.9 | 88.1 | 91.7 | 45.8 |
| **Lao People's Democratic Republic** | 63 | 552.2 | 5 | 62.6 | 55.6 | 60.3 | 55.6 |
| **Liberia** | 17 | 913.0 | 6 | 51.8 | 53.5 | 100.0 | 11.8 |
| **Madagascar** | 57 | 517.6 | 6 | 46.7 | 47.7 | 91.7 | 62.5 |
| **Malawi** | 38 | 573.9 | 5 | 74.6 | 54.9 | 91.9 | 35.1 |
| **Mali** | 47 | 535.4 | 8 | 54.9 | 46.3 | 84.4 | 12.5 |

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Table A.1b. [2/2] **Development partners use country/government-led results frameworks to design, monitor and evaluate new interventions**

| | Number of interventions assessed | Amount | Average number of results indicators per intervention | Percentage of results indicators which are drawn from country/ government-led results frameworks | Percentage of results indicators which will be monitored using government sources and monitoring systems | Percentage of new interventions that plan a final evaluation | Percentage of new interventions that plan a final evaluation with government involvement |
|---|---|---|---|---|---|---|---|
| | | (USD m) | | (%) | (%) | (%) | (%) |
| Marshall Islands | 6 | 87.7 | 11 | 100.0 | 100.0 | 75.0 | 75.0 |
| Mauritania | 19 | 181.1 | 2 | 90.7 | 38.9 | 70.6 | 35.3 |
| Micronesia | 1 | 107.1 | 26 | 100.0 | 100.0 | 0.0 | 0.0 |
| Moldova | 31 | 235.3 | 6 | 45.5 | 39.2 | 54.8 | 38.7 |
| Mongolia | 51 | 879.8 | 6 | 51.0 | 40.3 | 68.6 | 56.9 |
| Mozambique | 62 | 1 647.3 | 8 | 65.4 | 51.5 | 69.4 | 38.7 |
| Myanmar | 63 | 2 944.5 | 8 | 55.7 | 38.4 | 91.3 | 47.8 |
| Nauru | 13 | 44.7 | 4 | 87.2 | 92.3 | 61.5 | 61.5 |
| Nepal | 51 | 1 633.1 | 2 | 53.1 | 46.8 | 52.1 | 29.2 |
| Niger | 10 | 144.0 | 17 | 50.1 | 51.1 | 83.3 | 50.0 |
| Nigeria | 54 | 1 872.2 | 5 | 70.2 | 71.0 | 90.6 | 53.1 |
| Niue | 3 | 12.3 | 7 | 72.2 | 55.6 | 33.3 | 33.3 |
| Pakistan | 36 | 3 883.7 | 4 | 65.1 | 51.6 | 91.4 | 40.0 |
| Palau | 2 | 13.2 | 2 | 100.0 | 100.0 | 50.0 | 50.0 |
| Papua New Guinea | 36 | 956.1 | 6 | 81.1 | 75.1 | 86.1 | 86.1 |
| Paraguay | 12 | 169.0 | 18 | 50.0 | 100.0 | 100.0 | 100.0 |
| Peru | 57 | 1 776.2 | 6 | 53.9 | 46.3 | 93.0 | 56.1 |
| Philippines | 66 | 4 440.9 | 4 | 70.7 | 65.4 | 95.5 | 59.1 |
| Rwanda | 47 | 962.4 | 5 | 58.1 | 51.0 | 76.6 | 36.2 |
| Saint Vincent and the Grenadines | 7 | 6.7 | 5 | 0.0 | 16.7 | 71.4 | 0.0 |
| Samoa | 3 | 30.6 | 12 | 100.0 | 100.0 | 100.0 | 100.0 |
| Sao Tome and Principe | 3 | 27.2 | 12 | 88.9 | 94.4 | 66.7 | 33.3 |
| Senegal | 53 | 747.0 | 5 | 88.2 | 65.7 | 96.2 | 86.5 |
| Sierra Leone | 30 | 135.3 | 5 | 62.8 | 40.6 | 81.5 | 70.4 |
| Solomon Islands | 13 | 64.7 | 14 | 61.2 | 30.2 | 85.7 | 85.7 |
| Somalia | 131 | 1 367.2 | 7 | 39.3 | 37.1 | 62.8 | 31.4 |
| South Sudan | 21 | 530.1 | 5 | 9.6 | 12.6 | 55.0 | 40.0 |
| Sudan | 57 | 220.0 | 4 | 50.0 | 6.2 | 52.2 | 30.4 |
| Tajikistan | 15 | 190.6 | 5 | 76.2 | 78.1 | 100.0 | 86.7 |
| Tanzania | 74 | 1 166.7 | 7 | 70.1 | 65.3 | 82.2 | 43.8 |
| Timor-Leste | 23 | 217.6 | 9 | 51.0 | 41.1 | 82.6 | 52.2 |
| Togo | 27 | 255.7 | 7 | 66.5 | 60.0 | 88.0 | 76.0 |
| Tonga | 8 | 67.3 | 4 | 71.9 | 67.7 | 62.5 | 50.0 |
| Tuvalu | 7 | 19.7 | 3 | 100.0 | 100.0 | 85.7 | 85.7 |
| Uganda | 53 | 1 134.1 | 6 | 45.7 | 35.2 | 96.1 | 45.1 |
| Uruguay | 10 | 1 281.7 | 4 | 65.3 | 74.5 | 55.6 | 33.3 |
| Vanuatu | 14 | 111.6 | 12 | 28.6 | 44.4 | 100.0 | 80.0 |
| Viet Nam | 67 | 4 663.9 | 9 | 28.9 | 23.3 | 66.7 | 39.4 |
| Yemen | 7 | 126.1 | 2 | 25.0 | 0.0 | 42.9 | 0.0 |
| Zimbabwe | 23 | 156.3 | 17 | 49.9 | 36.9 | 82.6 | 60.9 |
| **Total** | 2 819 | 72 839.6 | 6 | 61.5 | 52.4 | 76.6 | 47.8 |

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## Table A.1c. [1/2] Countries/governments set their own development priorities and results: Existence of country/government-led results framework(s)

| | Countries/governments that have established priority-setting mechanisms at the national and/or sector level | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | Sector strategies | | | | |
| | Long-term vision | National development plan | Education | Healthcare | Transport | Public finance | A country/government-led results frameworks is present and includes priorities, targets and indicators |
| **Afghanistan** | Yes | Yes | Yes | Yes | No | Yes | Yes, reflected in various plans |
| **Albania** | No | Yes | No | No | Yes | Yes | Yes, in a single strategic document |
| **Angola** | Yes | Yes | Yes | Yes | Yes | Yes | Yes, reflected in various plans |
| **Armenia** | Yes | Yes | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Bangladesh** | Yes | Yes | Yes | Yes | Yes | No | Yes, in a single strategic document |
| **Belarus** | Yes | Yes | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Benin** | Yes | Yes | Yes | Yes | Yes | Yes | Yes, reflected in various plans |
| **Bhutan** | Yes | Yes | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Bolivia** | Yes | Yes | No | No | No | No | Yes, in a single strategic document |
| **Burkina Faso** | Yes | Yes | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Burundi** | Yes | Yes | Yes | Yes | No | Yes | Yes, in a single strategic document |
| **Cambodia** | No | Yes | Yes | Yes | No | Yes | Yes, in a single strategic document |
| **Cameroon** | Yes | Yes | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Central African Republic** | No | No | Yes | Yes | No | No | Yes, in a single strategic document |
| **Chad** | No | Yes | Yes | Yes | No | No | Yes, in a single strategic document |
| **Colombia** | No | Yes | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Comoros** | Yes | Yes | Yes | Yes | No | Yes | Yes, in a single strategic document |
| **Congo** | No | Yes | Yes | Yes | No | No | Yes, in a single strategic document |
| **Cook Islands** | Yes | Yes | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Costa Rica** | Yes | Yes | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Côte d'Ivoire** | Yes | Yes | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Democratic Republic of the Congo** | No | No | No | No | No | No | Yes, in a single strategic document |
| **Dominican Republic** | Yes | Yes | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Egypt** | Yes | Yes | Yes | No | Yes | Yes | Yes, in a single strategic document |
| **El Salvador** | Yes | Yes | Yes | Yes | No | No | Yes, in a single strategic document |
| **Ethiopia** | No | Yes | Yes | Yes | Yes | No | Yes, in a single strategic document |
| **Fiji** | Yes | Yes | Yes | Yes | Yes | Yes | Yes, reflected in various plans |
| **Gabon** | Yes | Yes | No | Yes | Yes | No | Yes, reflected in various plans |
| **Gambia** | Yes | Yes | No | No | No | No | Yes, reflected in various plans |
| **Guatemala** | Yes | - | - | - | - | - | Yes, in a single strategic document |
| **Guinea** | No | No | No | No | No | No | Yes, in a single strategic document |
| **Honduras** | Yes | Yes | Yes | Yes | Yes | No | Yes, in a single strategic document |
| **Kenya** | Yes | Yes | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Kiribati** | No | Yes | Yes | Yes | No | No | Yes, in a single strategic document |
| **Kosovo** | No | Yes | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Kyrgyzstan** | Yes | Yes | Yes | Yes | Yes | No | Yes, in a single strategic document |
| **Lao People's Democratic Republic** | Yes | Yes | Yes | Yes | Yes | No | Yes, in a single strategic document |
| **Liberia** | No | Yes | Yes | Yes | Yes | Yes | Yes, reflected in various plans |
| **Madagascar** | Yes | No | Yes | Yes | No | Yes | Yes, in a single strategic document |
| **Malawi** | Yes | Yes | Yes | Yes | No | No | Yes, reflected in various plans |
| **Mali** | Yes | Yes | Yes | Yes | Yes | Yes | Yes, in a single strategic document |

"-" Data are not available.

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## Table A.1c. [2/2] Countries/governments set their own development priorities and results: Existence of country/government-led results framework(s)

| | Countries/governments that have established priority-setting mechanisms at the national and/or sector level | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | Sector strategies | | | | |
| | Long-term vision | National development plan | Education | Healthcare | Transport | Public finance | A country/government-led results frameworks is present and includes priorities, targets and indicators |
| **Marshall Islands** | Yes | - | - | - | - | - | Yes, in a single strategic document |
| **Mauritania** | No | No | Yes | Yes | No | No | Yes, in a single strategic document |
| **Micronesia** | Yes | No | Yes | Yes | Yes | No | Yes, in a single strategic document |
| **Moldova** | Yes | Yes | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Mongolia** | Yes | Yes | Yes | Yes | Yes | No | Yes, reflected in various plans |
| **Mozambique** | Yes | Yes | Yes | Yes | Yes | No | Yes, in a single strategic document |
| **Myanmar** | No | No | No | No | No | No | Yes, reflected in various plans |
| **Nauru** | Yes | No | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Nepal** | Yes | Yes | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Niger** | Yes | Yes | Yes | Yes | No | Yes | Yes, reflected in various plans |
| **Nigeria** | Yes | Yes | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Niue** | Yes | No | Yes | Yes | No | No | Yes, in a single strategic document |
| **Pakistan** | Yes | Yes | Yes | Yes | No | Yes | Yes, in a single strategic document |
| **Palau** | Yes | No | No | Yes | No | No | Yes, in a single strategic document |
| **Papua New Guinea** | Yes | Yes | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Paraguay** | No | Yes | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Peru** | Yes | No | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Philippines** | Yes | Yes | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Rwanda** | Yes | Yes | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Saint Vincent and the Grenadines** | Yes | Yes | Yes | Yes | No | No | Yes, in a single strategic document |
| **Samoa** | No | Yes | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Sao Tome and Principe** | Yes | No | Yes | Yes | No | Yes | Yes, reflected in various plans |
| **Senegal** | Yes | Yes | Yes | No | No | No | Yes, in a single strategic document |
| **Sierra Leone** | Yes | No | No | No | No | No | Yes, in a single strategic document |
| **Solomon Islands** | Yes | Yes | Yes | Yes | Yes | Yes | Yes, reflected in various plans |
| **Somalia** | No | Yes | Yes | Yes | No | Yes | Yes, in a single strategic document |
| **South Sudan** | Yes | Yes | Yes | No | No | No | Yes, in a single strategic document |
| **Sudan** | Yes | Yes | No | No | No | No | Yes, in a single strategic document |
| **Tajikistan** | Yes | Yes | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Tanzania** | Yes | Yes | Yes | Yes | Yes | No | Yes, in a single strategic document |
| **Timor-Leste** | Yes | Yes | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Togo** | No | Yes | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Tonga** | Yes | Yes | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Tuvalu** | No | No | No | No | No | No | Yes, reflected in various plans |
| **Uganda** | Yes | Yes | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Uruguay** | No | No | No | No | No | No | Yes, in a single strategic document |
| **Vanuatu** | Yes | - | - | - | - | - | Yes, in a single strategic document |
| **Viet Nam** | Yes | Yes | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Yemen** | - | - | - | - | - | - | No |
| **Zimbabwe** | Yes | Yes | Yes | Yes | Yes | Yes | Yes, in a single strategic document |
| **Total** (%) | 74.1 | 76.5 | 80.2 | 79.0 | 58.0 | 56.8 | 48 |

"-" Data are not available.

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## Table A.7. [1/2] Mutual accountability is strengthened through inclusive reviews

| | Criteria | | | | | Indicator 7. Inclusive, transparent mutual accountability reviews in place | |
|---|---|---|---|---|---|---|---|
| | Aid or partnership policy in place | Local targets for development co-operation | Joint regular assessment towards targets | Involvement of non-executive stakeholders | Results are made public | (At least 4 out of 5 criteria) 2015 | (for reference) 2010* |
| Afghanistan | Yes | Yes | Yes | No | Yes | Yes | - |
| Albania | Yes | Yes | No | No | Yes | No | Yes |
| Angola | Yes | Yes | Yes | Yes | No | Yes | - |
| Armenia | No | No | No | No | No | No | No |
| Bangladesh | No | Yes | Yes | Yes | Yes | Yes | No |
| Belarus | Yes | Yes | Yes | Yes | Yes | Yes | - |
| Benin | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| Bhutan | No | Yes | Yes | No | Yes | No | - |
| Bolivia | Yes | No | No | No | No | No | No |
| Burkina Faso | Yes | Yes | Yes | Yes | Yes | Yes | No |
| Burundi | Yes | Yes | Yes | Yes | Yes | Yes | No |
| Cambodia | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| Cameroon | No | No | No | No | No | No | No |
| Central African Republic | Yes | No | No | No | No | No | Yes |
| Chad | Yes | Yes | No | Yes | No | No | No |
| Colombia | Yes | Yes | Yes | Yes | No | Yes | Yes |
| Comoros | Yes | Yes | No | No | No | No | No |
| Congo | Yes | Yes | Yes | Yes | Yes | Yes | - |
| Cook Islands | Yes | Yes | Yes | No | No | No | - |
| Costa Rica | Yes | No | No | No | No | No | - |
| Côte d'Ivoire | Yes | Yes | No | No | No | No | - |
| Democratic Republic of the Congo | Yes | Yes | Yes | Yes | Yes | Yes | No |
| Dominican Republic | Yes | Yes | No | No | No | No | No |
| Egypt | Yes | Yes | Yes | No | No | No | No |
| El Salvador | Yes | Yes | Yes | Yes | Yes | Yes | No |
| Ethiopia | No | Yes | Yes | Yes | No | No | Yes |
| Fiji | Yes | Yes | Yes | Yes | No | Yes | No |
| Gabon | No | No | No | No | No | No | No |
| Gambia | Yes | Yes | No | No | Yes | No | No |
| Guatemala | No | No | Yes | Yes | Yes | No | No |
| Guinea | Yes | Yes | Yes | Yes | Yes | Yes | - |
| Honduras | Yes | Yes | Yes | Yes | Yes | Yes | No |
| Kenya | Yes | Yes | Yes | Yes | No | Yes | No |
| Kiribati | Yes | Yes | Yes | No | No | No | - |
| Kosovo | Yes | Yes | Yes | Yes | Yes | Yes | No |
| Kyrgyzstan | Yes | No | No | No | No | No | Yes |
| Lao People's Democratic Republic | Yes | Yes | Yes | No | No | No | Yes |
| Liberia | No | Yes | Yes | Yes | Yes | Yes | No |
| Madagascar | No | No | No | No | No | No | No |
| Malawi | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| Mali | Yes | Yes | Yes | Yes | Yes | Yes | Yes |

* The 2010 results were based on a different set of criteria (see Chapter 4).
"-" Data are not available.
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Table A.7. [2/2] **Mutual accountability is strengthened through inclusive reviews**

| | Criteria | | | | | Indicator 7. Inclusive, transparent mutual accountability reviews in place | |
|---|---|---|---|---|---|---|---|
| | Aid or partnership policy in place | Local targets for development co-operation | Joint regular assessment towards targets | Involvement of non-executive stakeholders | Results are made public | (At least 4 out of 5 criteria) 2015 | (for reference) 2010* |
| Marshall Islands | No | Yes | Yes | Yes | No | No | - |
| Mauritania | Yes | No | No | No | No | No | No |
| Micronesia | Yes | No | Yes | .. | .. | No | - |
| Moldova | Yes | Yes | Yes | No | Yes | Yes | Yes |
| Mongolia | No | No | No | No | No | No | Yes |
| Mozambique | Yes | Yes | Yes | No | Yes | Yes | Yes |
| Myanmar | Yes | Yes | Yes | No | No | No | - |
| Nauru | Yes | Yes | No | No | No | No | - |
| Nepal | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| Niger | No | Yes | Yes | Yes | No | No | No |
| Nigeria | Yes | Yes | Yes | No | No | No | No |
| Niue | Yes | No | Yes | .. | .. | No | - |
| Pakistan | Yes | No | No | No | No | No | Yes |
| Palau | Yes | No | Yes | .. | .. | No | - |
| Papua New Guinea | Yes | Yes | No | No | Yes | No | No |
| Paraguay | Yes | Yes | Yes | No | No | No | - |
| Peru | Yes | No | Yes | No | No | No | Yes |
| Philippines | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| Rwanda | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| Saint Vincent and the Grenadines | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| Samoa | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| Sao Tome and Principe | Yes | Yes | Yes | Yes | No | Yes | No |
| Senegal | Yes | Yes | Yes | Yes | No | Yes | Yes |
| Sierra Leone | Yes | Yes | Yes | Yes | No | Yes | No |
| Solomon Islands | Yes | Yes | Yes | Yes | No | Yes | No |
| Somalia | Yes | Yes | Yes | No | No | No | - |
| South Sudan | Yes | Yes | No | No | No | No | No |
| Sudan | No | No | No | No | No | No | No |
| Tajikistan | Yes | Yes | Yes | Yes | Yes | Yes | No |
| Tanzania | No | No | No | No | No | No | Yes |
| Timor-Leste | Yes | Yes | Yes | No | No | No | No |
| Togo | Yes | Yes | Yes | Yes | Yes | Yes | No |
| Tonga | Yes | Yes | No | No | No | No | Yes |
| Tuvalu | Yes | Yes | Yes | Yes | Yes | Yes | - |
| Uganda | Yes | Yes | Yes | No | Yes | Yes | Yes |
| Uruguay | Yes | Yes | Yes | Yes | Yes | Yes | - |
| Vanuatu | No | Yes | Yes | No | No | No | No |
| Viet Nam | Yes | Yes | Yes | No | Yes | Yes | Yes |
| Yemen | No | No | No | No | No | No | - |
| Zimbabwe | Yes | Yes | No | No | No | No | - |
| **Percentage that answered "Yes"** | 80 | 77 | 69 | 46 | 42 | 46 | 42 |

* The 2010 results were based on a different set of criteria (see Chapter 4).
"-" Data are not available.
StatLink http://dx.doi.org/10.1787/888933424057

# Annex B

## Monitoring data: Development partners

Note: The tables in this Annex are numbered using the Global Partnership Indicator numbers.

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## Table B.1a. **Development partners use country-led result frameworks: alignment of new interventions to national priorities**

| | Number of interventions assessed | Amount | The objective of the development intervention is drawn from country-led results framework(s) | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | Yes | …from the national development plan | …from sector plans and strategies | …from institutional or ministry's plans | …from other government planning tools | …from development partner's strategy agreed with the government | No | No response |
| | | (USD m) | (%) | (%) | (%) | (%) | (%) | (%) | (%) | (%) |
| **AfDB** | 53 | 2 439.2 | 84.9 | 45.3 | 18.9 | 1.9 | 18.9 | 0.0 | 0.0 | 15.1 |
| **Arab Fund** | - | 0.0 | - | - | - | - | - | - | - | - |
| **AsDB** | 93 | 5 402.1 | 100.0 | 40.9 | 14.0 | 2.2 | 39.8 | 3.2 | 0.0 | 0.0 |
| **Australia** | 44 | 632.3 | 84.1 | 38.6 | 9.1 | 6.8 | 27.3 | 2.3 | 6.8 | 9.1 |
| **Belgium** | 23 | 237.1 | 91.3 | 21.7 | 47.8 | 4.3 | 17.4 | 0.0 | 0.0 | 8.7 |
| **BOAD** | 4 | 65.4 | 100.0 | 100.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| **Canada** | 98 | 780.1 | 72.4 | 26.5 | 23.5 | 6.1 | 9.2 | 6.1 | 11.2 | 16.3 |
| **China** | 17 | 898.5 | 100.0 | 17.6 | 11.8 | 0.0 | 70.6 | 0.0 | 0.0 | 0.0 |
| **Denmark** | 23 | 192.9 | 78.3 | 39.1 | 13.0 | 0.0 | 26.1 | 0.0 | 21.7 | 0.0 |
| **CAF** | 18 | 655.9 | 77.8 | 44.4 | 11.1 | 5.6 | 16.7 | 0.0 | 16.7 | 5.6 |
| **EU Institutions** | 223 | 3 190.5 | 73.5 | 26.0 | 23.3 | 7.6 | 13.9 | 2.7 | 15.2 | 11.2 |
| **Finland** | 9 | 67.7 | 88.9 | 33.3 | 11.1 | 11.1 | 22.2 | 11.1 | 11.1 | 0.0 |
| **FAO** | 53 | 83.4 | 98.1 | 26.4 | 28.3 | 13.2 | 28.3 | 1.9 | 1.9 | 0.0 |
| **France** | 62 | 2 138.3 | 90.3 | 33.9 | 33.9 | 4.8 | 17.7 | 0.0 | 9.7 | 0.0 |
| **Germany** | 173 | 1 623.9 | 82.7 | 33.5 | 22.5 | 11.6 | 11.6 | 3.5 | 8.1 | 9.2 |
| **GAVI** | 45 | 283.6 | 60.0 | 6.7 | 44.4 | 0.0 | 8.9 | 0.0 | 0.0 | 40.0 |
| **Global Fund** | 21 | 1 271.8 | 100.0 | 57.1 | 28.6 | 0.0 | 14.3 | 0.0 | 0.0 | 0.0 |
| **IFAD** | 14 | 562.0 | 100.0 | 28.6 | 28.6 | 7.1 | 28.6 | 7.1 | 0.0 | 0.0 |
| **IDB** | 51 | 4 325.1 | 92.2 | 33.3 | 17.6 | 7.8 | 31.4 | 2.0 | 7.8 | 0.0 |
| **ILO** | 16 | 24.0 | 87.5 | 12.5 | 0.0 | 6.3 | 68.8 | 0.0 | 6.3 | 6.3 |
| **IMF** | 20 | 85.2 | 55.0 | 20.0 | 0.0 | 20.0 | 10.0 | 5.0 | 0.0 | 45.0 |
| **IOM** | 26 | 72.1 | 92.3 | 11.5 | 19.2 | 11.5 | 3.8 | 46.2 | 7.7 | 0.0 |
| **Ireland** | 11 | 41.5 | 90.9 | 27.3 | 54.5 | 9.1 | 0.0 | 0.0 | 9.1 | 0.0 |
| **IsDB** | 31 | 1 876.2 | 100.0 | 6.5 | 3.2 | 3.2 | 83.9 | 3.2 | 0.0 | 0.0 |
| **Italy** | 36 | 226.5 | 83.3 | 8.3 | 19.4 | 2.8 | 50.0 | 2.8 | 5.6 | 11.1 |
| **Japan** | 213 | 9 243.9 | 93.9 | 61.0 | 20.2 | 2.8 | 9.4 | 0.5 | 1.9 | 4.2 |
| **Korea** | 52 | 758.0 | 84.6 | 44.2 | 17.3 | 7.7 | 13.5 | 1.9 | 15.4 | 0.0 |
| **Kuwait** | 5 | 148.5 | 20.0 | 20.0 | 0.0 | 0.0 | 0.0 | 0.0 | 20.0 | 60.0 |
| **Luxembourg** | 11 | 51.4 | 100.0 | 9.1 | 81.8 | 0.0 | 0.0 | 9.1 | 0.0 | 0.0 |
| **Netherlands** | 34 | 223.7 | 73.5 | 20.6 | 44.1 | 0.0 | 8.8 | 0.0 | 23.5 | 2.9 |
| **New Zealand** | 36 | 154.5 | 83.3 | 25.0 | 11.1 | 11.1 | 33.3 | 2.8 | 13.9 | 2.8 |
| **Norway** | 23 | 97.7 | 69.6 | 8.7 | 39.1 | 13.0 | 8.7 | 0.0 | 17.4 | 13.0 |
| **OFID** | 13 | 218.0 | 69.2 | 46.2 | 7.7 | 0.0 | 15.4 | 0.0 | 0.0 | 30.8 |
| **Portugal** | 2 | 3.2 | 100.0 | 0.0 | 0.0 | 0.0 | 100.0 | 0.0 | 0.0 | 0.0 |
| **Spain** | 29 | 52.2 | 96.6 | 41.4 | 17.2 | 13.8 | 6.9 | 17.2 | 0.0 | 3.4 |
| **Sweden** | 77 | 442.6 | 81.8 | 29.9 | 22.1 | 16.9 | 5.2 | 7.8 | 13.0 | 5.2 |
| **Switzerland** | 94 | 440.7 | 72.3 | 37.2 | 22.3 | 5.3 | 6.4 | 1.1 | 26.6 | 1.1 |
| **Chinese Taipei** | 4 | 14.7 | 100.0 | 100.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| **UNDP** | 177 | 792.3 | 96.0 | 32.2 | 21.5 | 6.8 | 22.6 | 13.0 | 1.7 | 2.3 |
| **UNFPA** | 62 | 100.7 | 96.8 | 35.5 | 19.4 | 14.5 | 14.5 | 11.3 | 3.2 | 0.0 |
| **UNICEF** | 112 | 470.8 | 99.1 | 31.3 | 34.8 | 12.5 | 16.1 | 4.5 | 0.0 | 0.9 |
| **United Arab Emirates** | - | 0.0 | - | - | - | - | - | - | - | - |
| **United Kingdom** | 55 | 2 619.3 | 45.5 | 21.8 | 10.9 | 3.6 | 5.5 | 3.6 | 50.9 | 3.6 |
| **United States** | 194 | 5 896.3 | 79.9 | 24.7 | 13.4 | 11.3 | 21.6 | 8.8 | 19.1 | 1.0 |
| **WFP** | 18 | 198.2 | 94.4 | 38.9 | 38.9 | 0.0 | 11.1 | 5.6 | 5.6 | 0.0 |
| **World Bank** | 216 | 22 491.1 | 88.0 | 35.6 | 18.5 | 6.5 | 24.5 | 2.8 | 1.9 | 10.2 |
| **WHO** | 77 | 410.9 | 94.8 | 5.2 | 14.3 | 23.4 | 50.6 | 1.3 | 2.6 | 2.6 |
| **All others (78)** | 151 | 813.8 | 77.1 | 30.5 | 11.6 | 10.5 | 11.7 | 12.8 | 16.6 | 6.4 |
| **Total** | 2 819 | 72 839.6 | 84.8 | 32.1 | 20.6 | 7.8 | 19.5 | 4.6 | 9.0 | 6.1 |

"-" Data are not available.

StatLink http://dx.doi.org/10.1787/888933424106

## Table B.1b. Development partners use country-led result frameworks to design, monitor and evaluate new interventions

| | Number of interventions assessed | Amount | Average number of outcome indicators included in the project's results framework | Percentage of results indicators which are drawn from country-led results frameworks | Percentage of results indicators which will be monitored using government sources and monitoring systems | Percentage of new interventions that plan a final evaluation | Percentage of new interventions that plan a final evaluation with government involvement |
|---|---|---|---|---|---|---|---|
| | | (USD m) | | (%) | (%) | (%) | (%) |
| **AfDB** | 53 | 2 439.2 | 5 | 80.4 | 84.5 | 97.4 | 78.9 |
| **Arab Fund** | - | 0.0 | - | - | - | - | - |
| **AsDB** | 93 | 5 402.1 | 5 | 73.3 | 70.6 | 79.3 | 47.8 |
| **Australia** | 44 | 632.3 | 6 | 64.2 | 67.3 | 67.5 | 55.0 |
| **Belgium** | 23 | 237.1 | 7 | 73.7 | 68.1 | 100.0 | 71.4 |
| **BOAD** | 4 | 65.4 | 10 | 40.0 | 40.0 | 100.0 | 50.0 |
| **Canada** | 98 | 780.1 | 6 | 46.8 | 44.1 | 77.6 | 50.0 |
| **China** | 17 | 898.5 | 3 | 100.0 | 66.7 | 86.7 | 86.7 |
| **Denmark** | 23 | 192.9 | 3 | 58.1 | 32.7 | 63.6 | 25.0 |
| **CAF** | 18 | 655.9 | 4 | 76.5 | 5.5 | 94.1 | 13.6 |
| **EU Institutions** | 223 | 3 190.5 | 5 | 74.1 | 63.2 | 87.8 | 94.1 |
| **Finland** | 9 | 67.7 | 30 | 74.6 | 37.5 | 57.1 | 56.9 |
| **FAO** | 53 | 83.4 | 6 | 66.5 | 52.0 | 28.3 | 42.9 |
| **France** | 62 | 2 138.3 | 7 | 53.8 | 35.7 | 81.0 | 20.8 |
| **Germany** | 173 | 1 623.9 | 6 | 54.7 | 50.9 | 94.2 | 46.6 |
| **GAVI** | 45 | 283.6 | 5 | 90.2 | 66.7 | 32.1 | 43.6 |
| **Global Fund** | 21 | 1 271.8 | 7 | 97.9 | 94.3 | 73.7 | 32.1 |
| **IFAD** | 14 | 562.0 | 7 | 74.8 | 48.3 | 100.0 | 73.7 |
| **IDB** | 51 | 4 325.1 | 7 | 28.1 | 45.1 | 92.2 | 92.9 |
| **ILO** | 16 | 24.0 | 7 | 79.0 | 40.0 | 77.8 | 54.9 |
| **IMF** | 20 | 85.2 | 3 | 100.0 | 100.0 | 9.1 | 33.3 |
| **IOM** | 26 | 72.1 | 4 | 51.9 | 40.7 | 50.0 | 0.0 |
| **Ireland** | 11 | 41.5 | 8 | 65.2 | 50.2 | 81.8 | 34.6 |
| **IsDB** | 31 | 1 876.2 | 2 | 100.0 | 100.0 | 100.0 | 45.5 |
| **Italy** | 36 | 226.5 | 8 | 54.8 | 43.0 | 84.4 | 10.0 |
| **Japan** | 213 | 9 243.9 | 5 | 70.4 | 63.2 | 85.8 | 78.1 |
| **Korea** | 52 | 758.0 | 4 | 61.1 | 58.1 | 73.9 | 71.6 |
| **Kuwait** | 5 | 148.5 | 1 | 50.0 | 50.0 | 66.7 | 52.2 |
| **Luxembourg** | 11 | 51.4 | 7 | 95.8 | 92.0 | 81.8 | 33.3 |
| **Netherlands** | 34 | 223.7 | 7 | 57.6 | 60.1 | 75.0 | 63.6 |
| **New Zealand** | 36 | 154.5 | 8 | 44.8 | 46.7 | 78.8 | 28.6 |
| **Norway** | 23 | 97.7 | 13 | 59.7 | 55.6 | 89.5 | 42.4 |
| **OFID** | 13 | 218.0 | 3 | 100.0 | 91.7 | 100.0 | 36.8 |
| **Portugal** | 2 | 3.2 | 9 | 27.9 | 92.3 | 100.0 | 100.0 |
| **Spain** | 29 | 52.2 | 11 | 92.5 | 79.7 | 57.7 | 50.0 |
| **Sweden** | 77 | 442.6 | 11 | 46.9 | 34.3 | 75.4 | 26.9 |
| **Switzerland** | 94 | 440.7 | 7 | 47.3 | 34.3 | 87.8 | 23.0 |
| **Chinese Taipei** | 4 | 14.7 | 2 | 100.0 | 100.0 | 25.0 | 45.1 |
| **UNDP** | 177 | 792.3 | 5 | 69.7 | 50.3 | 77.4 | 58.2 |
| **UNFPA** | 62 | 100.7 | 5 | 59.7 | 56.6 | 67.8 | 49.2 |
| **UNICEF** | 112 | 470.8 | 5 | 73.6 | 66.9 | 45.1 | 40.2 |
| **United Arab Emirates** | - | 0.0 | - | - | - | - | - |
| **United Kingdom** | 55 | 2 619.3 | 3 | 41.4 | 43.0 | 55.6 | 28.9 |
| **United States** | 194 | 5 896.3 | 6 | 39.7 | 27.9 | 73.4 | 11.3 |
| **WFP** | 18 | 198.2 | 14 | 45.8 | 50.4 | 61.1 | 38.9 |
| **World Bank** | 216 | 22 491.1 | 7 | 46.2 | 40.8 | 79.4 | 61.7 |
| **WHO** | 77 | 410.9 | 19 | 83.5 | 65.3 | 96.1 | 77.9 |
| **All others (78)** | 151 | 814 | 4 | 50.7 | 43.3 | 61.9 | 41.5 |
| **Total** | 2 819 | 72 839.6 | 6 | 61.5 | 52.4 | 76.6 | 47.8 |

"-" Data are not available.

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# Making Development Co-operation More Effective

## 2016 PROGRESS REPORT

This report draws on the results of the 2016 global monitoring exercise carried out under the auspices of the Global Partnership for Effective Development Co-operation. It offers a snapshot of progress on internationally agreed principles aimed at making development co-operation more effective.

The provision of data and information for the monitoring exercise was led by 81 countries, with the participation of more than 125 bilateral and multilateral development partners, as well as hundreds of civil society organisations, private sector representatives and other relevant development stakeholders in the participating countries. This report presents the findings from the exercise, based on careful analysis and aggregation of this information. It is intended to stimulate and inform policy dialogue at the country, regional and international levels, generating an evidence-base for further collective action to strengthen the contribution of effective development co-operation to the implementation of the 2030 Agenda for Sustainable Development and achievement of the Sustainable Development Goals.

The report confirms the importance of principles and commitments to strengthen the focus on development results, ensure country ownership of the development process and the inclusiveness of development partnerships, and enhance transparency and mutual accountability around development efforts.

**Contents**

Chapter 1. Overview of the 2016 Global Partnership monitoring round
Chapter 2. Focus on development results
Chapter 3. Country ownership of development co-operation
Chapter 4. Inclusive partnerships for effective development
Chapter 5. Transparency and accountability for effective development

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