

OECD DAC WORKING PARTY ON AID EFFECTIVENESS: CLUSTER C
WORK PROGRAMME FOR TASK TEAM ON DIVISION OF LABOUR AND COMPLEMENTARITY
FOR THE PERIOD 2009 – 2011
21 October 2009

I. BACKGROUND AND INTRODUCTION:

a. Cluster C:

- i. Cluster C was established as one of five Clusters by the OECD DAC Working Party on Aid Effectiveness following the High Level Forum on Aid Effectiveness 3 that took place in Accra, Ghana in September 2008, that adopted the Accra Agenda for Action. The five Clusters are to fast-track and oversee the implementation of the commitments under the Paris Declaration on Aid Effectiveness and the AAA.
 - ii. The mandate and scope of Cluster C will focus on delivering the commitments of the Accra Agenda for Action (AAA) and the Paris Declaration (PD) on Division of Labor / Complementarity, Transparency, Conditionality and Predictability. It will also take into account results of the monitoring and evaluation of the Paris Declaration. Cross-cutting issues such as gender equality respect for human rights, and environmental sustainability as well as capacity development and South-South cooperation will be addressed wherever relevant in the work processes. The work of the cluster will be a joint effort of representatives from partner countries, development partners (bilateral and multilateral) and civil society. The Cluster will:
 1. provide an effective and light-weight decision-making platform promoting, coordinating and overseeing the tasks within its remit;
 2. gather and disseminate information and provide clear guidance on the deliverable outputs on the various tasks, review products and recommend them for endorsement by members of the Working Party;
 3. study the way each topic develops itself in a national context and characterize the differences that may arise in its development depending on the different realities at a regional level (dependence level of the aid) and
 4. build synergies between task teams / work streams and avoid unnecessary duplication of efforts.
 - iii. The work of Cluster C (delivering the commitments of the Accra Agenda for Action (AAA) and the Paris Declaration (PD) on Division of Labour / Complementarity, Transparency, Conditionality and Predictability), are critical in taking Aid Effectiveness forward, and, given the key place of issues such as predictability and conditionality in the Partner Countries, the work of this Cluster can only be successful with strong partner country participation.
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b. Task Team: Division of Labour & Complementarity

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II. OVERVIEW OF WORK OF TASK TEAM:

Summary and overall objective of task team

The overall objective of the task team Division is “to reduce the fragmentation of aid by improving the complementarity of donors’ and the division of labour among donors, including improved allocation of resources within sectors, within countries, and across countries” (AAA para 17).

Evolved from the AAA, specific tasks are (as defined in the Task Team in November 2008):

Task 1: Finalise International Good Practice Principles (GPP) on Country-Led Division of Labour and Complementarity (approved by the WP-EFF on April 1, 2009).

Task 2: Monitoring and Evaluation of In-Country Division of Labour (until HLF 4).

Task 3: Develop a framework and organise an international dialogue on cross-country division of labour.

Task 4: Outreach to country level (GPP) and establishment of an electronic information platform on division of labour (under WP-EFF webpages).

Problem Analysis/Rationale for work of Task Team

“The effectiveness of aid is reduced when there are too many duplicating initiatives, especially at country and sector levels” (AAA para 17).

Tasks 1 to 4 contain establishing a common understanding of in-country division of labour and complementarity (Good Practice Principles on Country-Led DoL, task 1), monitor and evaluate progress (task 2) and facilitate use of conceptual work at the country-level (task 4). In addition, the more political questions of cross-country DoL and addressed by organising an international dialogue on this

issue.

There are complementary initiatives, namely the EU Code of Conduct and its Fast Track Implementation Initiative, which contribute to the implementation of in-country DoL. The Task Team will not duplicate efforts but seek mutual support and complementarity.

The implementation of the work programme is underway since November 2008 and has progressed with the finalisation of the GPP (task 1 & contribution to task 4). Main challenges for the task team lie in task 2 (Monitoring & Evaluation) and task 3 (International dialogue on cross-country DoL).

Task 1: concluded

Task 2: With reference to Monitoring and Evaluation the task team is in contact to Cluster D on Monitoring and the Reference Group of the Evaluation of Paris Declaration (2nd Phase).

On Monitoring, existing OECD DAC data will be used for more information on fragmentation and progress in division of labour at a global level. A set of indicators will be designed to monitor progress in Division of Labour and contribute information to the Progress Report and Monitoring Survey of the Paris Declaration.

On Evaluation, input will be provided to the Terms of Reference of the country evaluation case studies and – depending on the significance of results of these case studies – a supplementary evaluation report on fragmentation / division of labour / harmonisation will be supported.

In addition, monitoring data from the EU Fast Track Initiative of Division of Labour will be fed into the above mentioned studies and reports.

Based on the findings, further action on DoL will be recommended.

Task 3: International dialogue on cross-country division of labour will be broadened on the basis of analytical work and common political objectives of partner countries and donors (see document “framework to broaden the international dialogue on cross-country division of labour”). OECD-DAC and independent think tanks are carrying out analytical work until October 2009. An expert workshop in 2009 will pave the way for broader engagement in the issue in 2010 (possibly a workshop in South Africa). The results of the analytical work and initial recommendations shall be presented at a HLM on aid effectiveness in October 2010 in Seoul, leading up to further action until HLF 4 (incl. a focus on individual countries not receiving less aid and countries receiving insufficient aid).

Task 4: The Task Team will reach-out to the country-level through Cluster C in supporting the regional platforms on aid effectiveness in taking-up the issue of division of labour and complementarity.

Assumptions and Risks

It is assumed that ownership, leadership and support for the issues of division of labour and complementarity is sustained by key actors (developing countries, donors, CSOs). In particular the more political process of cross-country DoL will need champions and constructively engaged and representative participants.

M&E Plan

The Task Team Leaders will assure that the below LogFrame will be monitored regularly and consulted with the Task Team on Division of Labour/Complementarity. Cross-cutting issues will be closely coordinated with all relevant Task Teams, work streams of the WP EFF as well as with OECD-DAC.

III. LOGFRAME

Outcome 1: less fragmentation and transaction costs, more complementarity and rational aid allocation through division of labour

Output 1: Finalise International Good Practice Principles on Country-Led Division of Labour and Complementarity
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Activity	Indicator	Means of Verification	Timeline/start and end date	Responsible member / Agency	Budget (EUR)
Finalization of Good Practice Principle on country-led Division of Labor (GPP)	Dissemination of agreed Good Practice Principles	OECD-DAC publication	January 08 –August 09	Germany, Uganda, South Africa	5.000 (consultancy for integrating Working Party comments on GPP, March 2009) Germany
Output 2: Monitoring and Evaluation of In-Country Division of Labour.					
Activity	Indicator	Means of Verification	Timeline/start and end date	Responsible member / Agency	Budget
Include Division of Labour in Evaluation of Paris Declaration (2 nd phase)	Evaluation report contains section on division of labour / possibly supplementary study on division of labour	Publication of evaluation report / supplementary study	April 2009 - 2011	Germany / Uganda	150.000 EUR (supplementary study; necessity of the study will be determined in 2010, Germany and others will meet the costs)
Monitor implementation of In-Country Division of Labour	Progress Report and Monitoring Survey of the Paris Declaration 2011	Publication on the report and survey	April 2009 - 2011	Germany	200.000 EUR (study to measure progress towards in-country division of labour 2009 / 2010; Germany and others will cover the costs)
Output 3: Broaden the international dialogue on cross-country DoL					
Activity	Indicator	Means of Verification	Timeline/start and end date	Responsible member / Agency	Budget
Analytical work	Studies by OECD/DAC and independent think tanks	Publication of studies	End Oct 09 (completed)	Uganda / Germany in collaboration with OECD/DAC, Spain, think tanks	... (OECD report on cross country division of labour, 2009)
Dialogue in expert workshop and political fora	Organisation of dialogue	Meeting reports, possibly a joint declaration of intention	September-November 09	Uganda / Germany in collaboration with South Africa, Spain, OECD/DAC, UNDCF, etc.	150.000 EUR (meeting costs 2009 / 2010, Germany and others will meet the costs)
Output 4: Organise outreach and establish an electronic communication and information platform allowing for South-South information sharing and dialogue on DoL, providing general information, good practice examples as well as tools for the implementation of a successful DoL process.					
Activity	Indicator	Means of Verification	Timeline/start and end date	Responsible member / Agency	Budget
Outreach to the country-	Support to regional	Agenda of regional	September 09 - 2011	South Africa, Uganda,	-

level through Cluster C and the regional platforms	platforms in taking up the issue of division of labour	platforms contain division of labour		Germany, DAC,	
Establish an electronic platform on division of Labour	Platform established	Web access to platform	December 2009	Uganda, Germany	40.000 EUR (2009 / 2010, details to be determined)

IV. BUDGET 2009/2010/2011

LINE ITEMS	No of Units	Estimated amount needed in EURO	Secured contribution In kind / grant (EURO)	Outstanding funding needs in EURO (C)
***PROJECT OUTPUT COSTS (A)				
Sub Total : Meetings and Conferences		150.000 EUR		
Output 1	-			
Output 2	-			
Output 3	1	150.000 EUR (meeting costs 2009 / 2010, international dialogue on cross country division of labour)	50.000 EUR	100.000 EUR
Sub Total: Travel (Transport, accommodation, per diem, etc.)		Not Determined		
Output 1				
Output 2				
Output 3				
Sub Total : Service Contracts (Consultants, etc)		395.000		
Output 1		5.000 EUR (consultancy for Good Practice Principles)	5.000 EUR	-
Output 2	2	150.000 EUR (supplementary study on evaluation, details to be determined) 200.000 EUR (study to measure progress towards in-country division of labour)	- 100.000 EUR	- 100.000 EUR
Output 3	1	... EUR (OECD report on cross	... EUR	

		country division of labour, 2009)		
Other costs (specify)				
Output 1, etc		40.000 EUR (electronic platform)	-	-
SUB TOTAL : PROJECT OUTPUT COSTS (A)				
ADMINISTRATIVE COSTS (B)				
Human Resources (Indicate what % cost of staff member salary charged to Task Team)		Not determined		
Travel (Transport, accommodation, per diem, etc.)		Not determined		
Service Contracts (e.g admin support, consultants, etc.)		Not determined		
Other costs (specify)		Not determined		
SUB TOTAL ADMINISTRATIVE COSTS (B)				
TOTAL COSTS ESTIMATED (A + B)		545.000 EUR	545.000 EUR	0 EUR

EXPLANATORY NOTE ON THE BUDGET:

1. General:

The table consists of two parts, namely the costs to be incurred as a result of achieving the outputs identified per Task Team referred to as A and the costs to be incurred in the running of the Task Teams and the Cluster referred to as B. The Table must be adjusted to accommodate the specific number of Outputs of the specific Task Team. Please note that the different categories, e.g. can be adjusted to include line items relevant to the work of your cluster – e.g. resource materials, consultancies, etc.

2. Expenditure:

Expenditure is broken down in quarters to accommodate the different financial years of the contributors, and thus facilitate the budgeting process. Task Team Leaders should however populate the table as deemed feasible by them, as the Cluster will provide only an annual budget to the Executive Committee.

3. Administrative Costs:

The purpose of this section (B) is to provide for the Task Team Leader Countries as well as the Cluster Chairs (RSA and Germany) to cost their administrative contribution to the work of the Cluster.

4. Administrative Costs: Human Resources:

You are advised to determine what % of your time or that of your staff is dedicated to the work of the Task Team and the Cluster, and to cost it, e.g. RSA has 4 persons dedicated to the work of the Cluster and the different Task Teams, = 4 Units; committing 30% of their time to the work of the Cluster. RSA will now cost 30% of the salaries of the 4 persons = Estimated amount needed in EURO – 1000, Secured contribution in EURO – 1000 (in kind)

5. Administrative Costs: Travel:

It is advised that only travel to Bureau meetings, Executive meetings, Cluster C meetings are included in under Administrative Costs: Travel, and where you travel to attend a workshop or conference for your Task Team it should be costed under Project Output Costs: Travel. Where it is not certain whether it is Administrative or Project Output, use your discretion. It is important however to clearly identify who is funding the travel, whether under Administrative or Project Output.