



Plan of Action to Implement Commitments under the Accra Agenda for Action

Internal Working Document

October 2009

Introduction:

Aid is effective when it helps countries achieve their own development goals.

In order to make aid more effective donors, such as Irish Aid and its partners (developing country governments, the United Nations and World Bank and civil society organisations) must establish genuine partnerships, in which they are jointly responsible for development results. Are more girls finishing primary school? Are more children reaching their 5th birthday? Are markets working for the poor?

Ireland's commitment to aid effectiveness is explicit in the 2006 *White Paper on Irish Aid*. Ireland has been a strong advocate of local ownership, harmonisation and alignment both at policy and at field level for many years. Irish Aid is also active at the international level in promoting good practice on aid effectiveness. This commitment has been reflected in the latest Paris Declaration Monitoring Survey (2008) which placed Ireland among the best performers and in the recent OECD-DAC Peer Review of Ireland.

The OECD-DAC Peer Review of Ireland (2009) makes the following recommendations: (pg19)

Ireland is a leading player in implementing the aid effectiveness principles. Irish Aid is encouraged to engage peers, civil society and partner country governments to implement the Accra Agenda for Action and to continue working collectively at country level to strengthen partner countries' monitoring and results frameworks.

Ireland should make every effort to enhance synergies across the different aid channels and provide a full ODA picture to allow partner governments to track aid, build consolidated accountability mechanisms and plan future investments for development.

In September 2008, Ireland together with 133 countries and 59 international organisations endorsed the Accra Agenda for Action (AAA). The AAA, which builds upon 2005's Paris Declaration, is an ambitious aid effectiveness plan with some 48 commitments, 34 of which specifically deal with donor behaviour. Donor commitments include making their aid more predictable, transparent and aligned with country systems while partner countries agreed to become more active, exercising their leadership, strengthening their capacity and being more accountable to their citizens.

Since endorsing the AAA, the financial crisis has severely impacted the economies of both partner countries and donors. In partner countries, remittances have fallen, demand for exports has slowed, and growth projections have been severely affected. There is significant pressure on donor countries aid budgets. The effectiveness of aid is more important now than ever if ODA is to realise its full potential in helping to mitigate the effects of this crisis. Predictable aid will help partner countries to plan and deliver essential public services as their own revenues contract. The alignment of aid with partner countries' systems will reduce the burden of parallel management systems and reporting. A better division of labour will reduce the transaction costs of *how* aid is provided.

An Irish Aid implementation plan for the AAA

All signatories to the AAA agreed to develop action plans which set out how the AAA will be implemented. The DAC-hosted Working Party on Aid Effectiveness has recommended that plans should be action orientated, with a focus on implementation on the ground. The Co-chairs of the Working Party have written to all partners inviting them to share their implementation plans. The Working Party also stressed that the implementation of the AAA is not only a technocratic exercise, but rather behaviour change for both donors and partner countries in, what is, fundamentally a political process.

How was the Irish Aid plan developed?

The plan builds upon and is complementary to *the Action Plan for Irish Aid's Response to the Paris Declaration (2006)* which focuses on i) putting into practice the principles of the Paris Declaration in Irish Aid's policies and programmes; ii) learning from and promoting key messages on aid effectiveness through partnerships at international, national and local levels; and iii) creating awareness and promoting aid effectiveness internally within Irish Aid, and among the Irish public.

The AAA commitments cut across the whole of Irish Aid. In order to develop this plan Sections were briefed on the AAA and asked to develop actions during their annual business planning. By including Accra actions in Section Business Plans (and corresponding individual job descriptions/role profiles) it is envisioned that AAA commitments made will be operationalised through the day to day work of each Section.

What is in the plan?

The plan identifies the key donor commitments in the AAA and prioritised actions Irish Aid will take at an International / EU level and at HQ/ Programme Countries level. The plan follows the structure of the AAA and highlights the relevant Paris Declaration Survey indicators. The actions are clustered around the following areas¹ and focus on the practical measures Ireland will take in implementing the AAA:

- a) Country Ownership and Capacity Development (pg 5&6)
- b) Use of Country Systems (pg 7)
- c) Division of Labour (pg 8)
- d) Global Funds (pg 9)
- e) Civil Society (pg 10)
- f) Fragile States (pg 11)
- g) Delivering and Accounting for Results (pg 12)
- h) Mutual Accountability (pg 13)
- i) Conditionality (pg 14)
- j) Predictability of Aid (pg 15)

¹Paragraph 18 of the AAA deals with the untying of aid. Ireland's aid is already 100% untied.

While all commitments in the AAA are important, there are four *beginning now* actions which will be prioritised and will be the focus of high level follow-up in the OECD-DAC.

- Develop plans on using country systems (para. 15d)
- Make public all conditions linked to disbursements (para. 25b)
- Provide full and timely information on annual commitments and actual disbursements (para 26b)
- Provide regular and timely information on their rolling three to five year expenditure and/or implementation plans (para 26c).

In addition to these actions, the following result areas have been prioritised in 2009/10.

- Guidance notes on division of labour, capacity development, use of country systems, global funds approved by Senior Management Group (*PPE*)
- Human resource development strategy approved by June 2010. Strategy includes support for soft-skills such as communicating and influencing, negotiation, advocacy, relationship building and networking (*Corporate Services*)
- Preparatory meeting held on the implications of the AAA with NGOs and joint actions, initially with Dóchas, developed by mid 2010. (*Civil Society*)
- Use mid term review process to ensure a minimum three year budget horizon for programme countries. Budgets are firmed up annually in-line with annual approval process (*PCI&2 Missions*).
- CSP and PAEG documents have clear statement on conditionality. New CSPs are posted on the Irish Aid Website within three months of approval (*PCI&II*)
- New strategies for Sierra Leone and Liberia are inline with Fragile States AAA commitments (*E&R*)
- Best practice on Delivering as One documented and disseminated in Irish Aid and informing engagement at international & country level (*Multilateral Section*)
- Lesson learning from pilot project on communication for development results shared and incorporated into communication for development results work in HQ. (*PIDE and PCII*)

Who is responsible for implementing the plan?

Implementing the action plan is the responsibility of all Sections and staff. To that end a focal point for the AAA in each Section will be identified. The focal point person will play an advocacy role with regard to the AAA within their Section and will assist on reporting back on actions undertaken. The Policy, Planning and Effectiveness

Section will take a lead role on policy discussions on aid effectiveness at an international level and is available to provide support to all Sections to deliver on the plan.

How will the plan be monitored?

Implementing the actions is a dynamic process and a *learning by doing* approach will be adopted. To that end, the actions included in this plan will be reviewed in January 2010 as part of the business planning review process. Any actions outstanding (or new actions identified) will then be included in a guidance note for the business planning process for 2010 and subsequently updated in this Plan of Action.

In addition to internal monitoring, Ireland's progress on implementation of the AAA will be discussed in a number of international fora including:

- 2011 Paris Declaration Monitoring Survey (particularly country reports)
- Phase II of the Paris Declaration Evaluation
- Working Party on Aid Effectiveness
- Senior Level Meeting and High Level Meetings in the DAC and at EU level²
- Future DAC Peer Reviews
- Monterrey questionnaire (*Commitments on aid volumes, aid effectiveness and capacity development in Doha are closely linked to Accra. Delivering on Accra helps us deliver on Doha*).
- UN's Development Co-operation Forum
- Civil Society 'Aid Watch' process. Centre for Global Development, others.

² The EU also has the following four targets in addition to the Paris Declaration.

1. Channel 50% of government-to-government assistance through country systems, including by increasing the percentage of our assistance provided through budget support or SWAP arrangements;
2. To provide all capacity-building assistance through coordinated programmes with an increasing use of multi-donor arrangements;
3. To avoid setting up any new project implementation units
4. To reduce the number of uncoordinated missions by 50%.

These targets have been, on the most part, reaffirmed in the AAA.

a) Country Ownership & Capacity Development

13b: Donors will support efforts to increase the capacity of all development actors—parliaments, central and local governments, CSOs, research institutes, media and the private sector—to take an active role in dialogue on development policy and on the role of aid in contributing to countries’ development objectives.

13c: Developing countries and donors will ensure that their respective development policies and programmes are designed and implemented in ways consistent with their agreed international commitments on gender equality, human rights, disability and environmental sustainability.

14a: Donors will strengthen their own capacity and skills to be more responsive to developing countries’ needs.

14b: Donors’ support for capacity development will be demand-driven and designed to support country ownership. To this end, developing countries and donors will i) jointly select and manage technical co-operation, and ii) promote the provision of technical co-operation by local and regional resources, including through South-South co-operation.

14c: Developing countries and donors will work together at all levels to promote operational changes that make capacity development support more effective.

Indicator 4 of Paris Declaration Survey: Strengthen Capacity by co-ordinated support

<u>Key Actions: International & EU Level</u>	<u>Key Deliverables /Result areas</u>	<u>Responsible Section</u>
Broaden capacity support of all development actors through engagement in GOVNET work-stream on aid and accountability	GOVNET products provide guidance to Irish Aid on best practice re capacity development of all aid actors.	TSSP and PPE
Active engagement with best practice networks in capacity development and disseminates lessons within Irish Aid.	Irish Aid engagement with LenCD, Capacity Collective, EC technical group, DAC capacity team all contribute to delivering on the Accra commitments and provide guidance to Irish Aid team.	PPE
Irish Aid mainstreaming strategy for cross cutting issues operational across programme.	All PAEG documents adhere to mainstreaming strategy and relevant policies. Annual reports reflect mainstreaming experience.	Mainstreaming group
<u>Key Actions: HQ & Programme Country Level</u>		
Dissemination of GenderNet Guidelines on Gender, Women’s Empowerment and Aid Effectiveness	Dissemination plan developed and implemented.	PPE
Communicate the outcomes of Irish Aid action across the four priority issues (Governance, Gender, HIV/AIDS and Environment).	Key messages to be communicated identified and agreed in consultation with PPE and TSSP.	PIDE
Aid effectiveness issues included in Irish Aid’s engagement in multilateral UN and linked to UN reform	Reports from board meetings and bilateral consultations reflect discussions on aid effectiveness and the role of the UN agencies in capacity development	Multilateral Section
Strengthen the appraisal, reporting and monitoring mechanisms to encourage Civil Society partners to emphasise their engagement in development / aid policy processes.	Mechanisms enhanced to distil improved information on how civil society partners are engaging in development/aid policy processes.	CSS with support from PPE
In collaboration with Dóchas, support learning and discussion on the importance of civil society engaging with development policy and processes at developing country level.	Civil society partners informed of the importance of engaging in, and capacitated to contribute to, the dialogue on development policy and the role of aid in meeting a	CSS with support from PPE

<p>Operationalise DAC guidelines on incentives for aid effectiveness</p> <p>Develop guidance note on capacity development (including technical co-operation).</p> <p>CSP and PAEG documents explicitly highlight where capacity development is planned, how it has been designed, who it is co-ordinated with and planned results.</p> <p>Good practice in capacity development is documented and lessons extracted for wider consultation.</p> <p>CSPs demonstrated how they align with government priorities set out in Poverty Reduction Strategies and in national sector policies and strategies.</p>	<p>country's objectives.</p> <p>Training programme on core components of aid effectiveness developed and delivered.</p> <p>HR development strategy approved by June 2010. Strategy includes support for soft-skills such as communicating and influencing, negotiation, advocacy, relationship building and networking.</p> <p>Manger reviews of staff consider aid effectiveness performance.</p> <p>Guidance note submitted to Coherence by January 2010.</p> <p>Technical co-operation supported by Irish Aid is co-ordinated with others and is fully managed and administrated by partner institutions.</p> <p>Opportunities for south-south co-operation are appraised when designing capacity development support. If it is not feasible, justification is made.</p> <p>Lessons in capacity development are shared across programme countries, and as appropriate, with other donors, partner countries and networks.</p> <p>Appraisal of CSPs highlights their alignment with national priorities.</p>	<p>TSSP, PPE, CSS Corporate Services with support from PPE</p> <p>Heads of Section, Corporate Services.</p> <p>PPE with input from PIDE.</p> <p>PC I&II</p> <p>PC I&II</p> <p>PC I&II / PPE / PIDE. Missions.</p> <p>PC I&II / PPE. Missions</p>
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b) Use of Country Systems

15a: Donors agree to use country systems as the first option for aid programmes in support of activities managed by the public sector.

15b: Should donors choose to use another option and rely on aid delivery mechanisms outside country systems (including parallel project implementation units); they will transparently state the rationale for this and will review their positions at regular intervals. Where use of country systems is not feasible, donors will establish additional safeguards and measures in ways that strengthen rather than undermine country systems and procedures.

15c: Developing countries and donors will jointly assess the quality of country systems in a country-led process using mutually agreed diagnostic tools. Where country systems require further strengthening, developing countries will lead in defining reform programmes and priorities. Donors will support these reforms and provide capacity development assistance.

15d: Donors will immediately start working on and sharing transparent plans for undertaking their Paris commitments on using country systems in all forms of development assistance; provide staff guidance on how these systems can be used; and ensure that internal incentives encourage their use. They will finalise these plans as a matter of urgency.

15e: Donors recollect and reaffirm their Paris Declaration commitment to provide 66% of aid as programme-based approaches. In addition, donors will aim to channel 50% or more of government-to-government assistance through country fiduciary systems, including by increasing the percentage of assistance provided through programme based approaches.

Indicator 5a of Paris Declaration Survey: Use of country public financial management systems

Indicator 5b of Paris Declaration Survey: Use of country procurement systems

<u>Key Actions: International & EU Level</u>	<u>Key Deliverables /Result areas</u>	<u>Responsible Section</u>
Share lessons on use of country systems with Public Financial Management group under Working Party on Aid Effectiveness.	Input into the Staff Guidance Note on use of country systems to be undertaken by DAC PFM group.	PPE
Provide for greater use of national systems by UN agencies and advocate for and support the required changes in statutes, regulations and audit practices to make this possible	Policy guidelines for engaging with the UN reflect focus on use of country systems and informing engagement at UN boards and governing councils	Multilateral Section with PPE
Feed the lessons learned from Delivering as One pilot countries into HQ and through them to the decision making process of Executive Boards / Governing Councils and the wider UN	Best practice on Delivering as One documented and disseminated in Irish Aid and informing engagement at international & country level	Multilateral Section with E&A Unit and PIDE
<u>Key Actions: HQ & Programme Country Level</u>		
Irish Aid Guidance Note on when to use country systems, the advantages to be gained and the challenges that exist.	Guidance note on the use of country systems in place by mid 2010.	PPE with E&A, Missions, PCI&II
CSP analysis clearly sets out how aid provided through the public sector will strengthen country systems.	Programme countries provide public sector support via country systems. Where using country systems is not planned, programme will state rationale.	PC I & II. Missions
Programme based approaches continue to be advanced in programme countries. No new Parallel Implementation Units are set-up.	Mid term reviews of CSPs and new CSPs highlight the proportion of aid provided in the programme country via programme based approaches and whether this meets the Paris Commitment of 66%.	PC I & II. Missions PC I & II/PPE
Where possible, Missions engage in joint Public Financial Management assessments (such as the World Bank led Public Expenditure Financial & Accountability (PEFA) assessments).	Public Expenditure Financial & Accountability findings used as an input into the decision to use country systems.	Missions, PPE, E&A Unit

c) Division of Labour

17a: Developing countries will lead in determining the optimal roles of donors in supporting their development efforts at national, regional and sectoral levels. Donors will respect developing countries' priorities, ensuring that new arrangements on the division of labour will not result in individual developing countries receiving less aid.
17b: Donors and developing countries will work together with the Working Party on Aid Effectiveness to complete good practice principles on country-led division of labour. To that end, they will elaborate plans to ensure the maximum coordination of development co-operation. We will evaluate progress in implementation starting in 2009.
17c: We will start dialogue on international division of labour across countries by June 2009.
17d: We will work to address the issue of countries that receive insufficient aid.

<u>Key Actions: International & EU Level</u>	<u>Key Deliverables /Result areas</u>	<u>Responsible Section</u>
Irish Aid engages fully in the discussion on international division of labour.	Irish Aid position agreed on international division of labour.	PPE
Experiences from the field on division of labour are shared internally and externally. Ireland engages with work on EU fast track initiative in programme countries.	Country experience is documented, informs guidance note and fed into international discussions. Tools, analysis and learning from the EU fast track initiative is used by Irish Aid in its own programming.	PC I&II, PPE, Missions, Multilateral
<u>Key Actions: HQ & Programme Country Level</u>		
Develop guidance note on division of labour, building on the EU Toolkit including the identification and development of Irish Aid comparative advantage.	Guidance note approved by SMG by December 2009.	PPE
Through its CSPs programme countries operationalises the EU code of conduct on complementarity and division of labour	Bilateral programmes move towards working in three sectors plus budget support, where appropriate.	PC I&II. Missions
CSP mid term reviews and new CSP work reflects discussion and partner views on division of labour	Work planning in programme countries reflects partner views on division of labour.	PC I&II. Missions
CSP documents areas of comparative advantage and sets out where Ireland will take on a lead donor role.	HR development strategy address skill set needed to effectively take on a lead donor role.	Missions / PC I& II / Corporate Services/PPE
Irish Aid actively promotes the inclusion of cross-cutting issues in division of labour	Analyses of division of labour exercises in programme countries highlights cross cutting issues are adequately addressed.	Missions/PC I&II
Push for clarity and consensus on UN division of labour at international and country levels	Experience from UN Division of Labour in Irish Aid Programme Countries informs national and international level dialogue on division of labour	PC I&II and Multilateral Sections

d) Global Funds

19c: Global funds and programmes make an important contribution to development. The programmes they fund are most effective in conjunction with complementary efforts to improve the policy environment and to strengthen the institutions in the sectors in which they operate. We call upon all global funds to support country ownership, to align and harmonise their assistance proactively, and to make good use of mutual accountability frameworks, while continuing their emphasis on achieving results. As new global challenges emerge, donors will ensure that existing channels for aid delivery are used and, if necessary, strengthened before creating separate new channels that risk further fragmentation and complicate co-ordination at country level. We encourage developing countries to mobilise, manage and evaluate their international cooperation initiatives for the benefit of other developing countries.

<u>Key Actions: International & EU Level</u>	<u>Key Deliverables /Result areas</u>	<u>Responsible Section</u>
<p>In engagement with GFATM, GAVI Alliance and Fast Track initiative (education), emphasise four main priorities:</p> <ol style="list-style-type: none"> 1. Systems development 2. Human resources for delivery 3. Global-country connect 4. Harmonisation / alignment at country level <p>Invest in arrangements to strengthen coordination between funders of new medical products (Product Development Partnerships)</p> <p>Develop proposal to re-design the Education Programme Development Fund of the Fast Track Initiative to take into account country ownership and mutual accountability aspects</p>	<p>Country-led issues tabled by Ireland at board meetings.</p> <p>Experience of country level efforts to align global funds discussed and actions agreed.</p> <p>Regular meetings and exchanges between funders and milestones agreed related to coordination.</p> <p>The re-designed fund gives explicit guidance for proposals to adhere to the ownership and accountability aspects of the AAA.</p>	<p>TSSP/PC I&II, Missions</p> <p>TSSP</p> <p>PPE</p>
<p><u>Key Actions: HQ & Programme Country Level</u></p> <p>Develop lesson learning document on Ireland’s engagement with global funds. Use the findings from this work to inform future engagement with global funds.</p>	<p>Guidance note on global/vertical funds identifying lessons learnt to date developed and discussion at SMG.</p> <p>Commitments under the AAA inform any new engagements with global funds.</p>	<p>PPE & TSSP & Mulilateral</p> <p>TSSP/ Mulilateral</p>

e) Civil Society

20a: We invite CSOs to reflect on how they can apply the Paris principles of aid effectiveness from a CSO perspective.
 20b: We welcome the CSOs' proposal to engage with them in a CSO-led multi-stakeholder process to promote CSO development effectiveness. As part of that process, we will seek to i) improve co-ordination of CSO efforts with government programmes, ii) enhance CSO accountability for results, and iii) improve information on CSO activities.
 20c: We will work with CSOs to provide an enabling environment that maximises their contributions to development.

<u>Key Actions: International & EU Level</u>	<u>Key Deliverables /Result areas</u>	<u>Responsible Section</u>
By leading DAC mutual accountability task team create space for civil society and parliamentarian networks to fully participate in mutual accountability work.	Civil society, parliamentarians represented in all Mutual Accountability Task Team activities.	PPE
Contribute effectively to the work of the DAC on aid and accountability and ensure links with Working Party on Aid Effectiveness and commitments in the AAA.	Team approach to mutual accountability enshrined in the Irish Aid Governance Team. Joint outputs from Mutual Accountability task team on aid and accountability work stream.	Governance Team.
<u>Key Actions: HQ & Programme Country Level</u>		
Strengthen and deepen dialogue with NGO partners and networks to increase understanding of the principles that guide the effectiveness of NGOs and how these principles apply to their work.	Preparatory meeting held on the implications of the AAA with NGOs and joint actions, initially with Dóchas, developed by mid 2010.	CSS
Strengthen the appraisal, monitoring and reporting formats to include standards on civil society effectiveness which are coherent with AAA (while respecting CSO diversity). Include in Terms of Reference for all reviews and monitoring visits.	Country-level workshops during monitoring visits with partners discuss AAA and implications for CSOs.	CSS
Identify opportunities to structure Irish Aid's funding arrangements to civil society to support more coherent and effective programming, in line with international aid effectiveness commitments.	Routine meetings with partners discuss how they are addressing their effectiveness.	CSS
Engage in multi-stakeholder forum (donors, partner countries, CSOs) to work towards the implementation of the civil society related clauses in the AAA (13b, 20a-c).	Appraisal, monitoring and reporting mechanisms strengthened to promote civil society partners to more effectively manage their development aid by year end.	CSS
	Any new funding arrangements assessed through aid effectiveness lens, with a view to promoting efficiency, effectiveness and economies of resource allocation in an NGO partner, e.g. Organisational assessments of "pre MAPS" candidates.	CSS
	Forum engaging in practical actions to move AAA forward. Provide technical support to the two civil society led programmes overseen by this group on these clauses (including the process mentioned in 20b).	CSS

f) Fragile States

21a: Donors will conduct joint assessments of governance and capacity and examine the causes of conflict, fragility and insecurity, engaging developing country authorities and other relevant stakeholders to the maximum extent possible.

21b: At country level, donors and developing countries will work and agree on a set of realistic peace- and state-building objectives that address the root causes of conflict and fragility and help ensure the protection and participation of women. This process will be informed by international dialogue between partners and donors on these objectives as prerequisites for development.

21c: Donors will provide demand-driven, tailored and co-ordinated capacity-development support for core state functions and for early and sustained recovery. They will work with developing countries to design interim measures that are appropriately sequenced and that lead to sustainable local institutions.

21d: Donors will work on flexible, rapid and long-term funding modalities, on a pooled basis where appropriate, to i) bridge humanitarian, recovery and longer-term development phases, and ii) support stabilisation, inclusive peace building, and the building of capable, accountable and responsive states. In collaboration with developing countries, donors will foster partnerships with the UN System, international financial institutions and other donors.

21e: At country level and on a voluntary basis, donors and developing countries will monitor implementation of the Principles for Good International Engagement in Fragile States and Situations, and will share results as part of progress reports on implementing the Paris Declaration.

<u>Key Actions: International & EU Level</u>	<u>Key Deliverables /Result areas</u>	<u>Responsible Section</u>
<p>Irish Aid engages with the international discussion on Fragile States through three key fora:</p> <ul style="list-style-type: none"> • The DAC's International Network on Conflict and Fragility • The EU Fragile States working group • The 3C Conference (coherent, coordinated, and complementary) approach to achieve better results in conflict and fragile situations) – Irish Aid is participating in the online negotiation process, and follow up. 	<p>Ireland's experience and position on Fragile States is shared with international actors and informs new programme strategies in Sierra Leone, Liberia and Timor</p>	<p>E&R and CRU</p>
<p><u>Key Actions: HQ & Programme Country Level</u></p>		
<p>Evaluation of Irish Aid programmes in Sierra Leone and Liberia assessed using the Fragile States lens.</p>	<p>Evaluation includes analysis of Irish Aid's application of the Fragile States Principles in Sierra Leone and Liberia.</p>	<p>E&A and E&R</p>
<p>New Irish Aid strategies developed for Sierra Leone and Liberia, reflecting the Fragile States Principles of Engagement.</p>	<p>New strategies for Sierra Leone and Liberia are inline with Fragile States AAA commitments</p>	<p>E&R</p>
<p>New Timor Leste CSP is designed in accordance with the Fragile States Principles of Engagement.</p>	<p>New CSP for Timor Leste demonstrates clear contribution to Fragile States AAA commitments.</p>	<p>PC II</p>

g) Delivering and Accounting for Results

23b: Developing countries and donors will work to develop cost-effective results management instruments to assess the impact of development policies and adjust them as necessary. We will better co-ordinate and link the various sources of information, including national statistical systems, budgeting, planning, monitoring and country-led evaluations of policy performance.

23c: Donors will align their monitoring with country information systems. They will support, and invest in strengthening, developing countries' national statistical capacity and information systems, including those for managing aid.

23d: We will strengthen incentives to improve aid effectiveness. We will systematically review and address legal or administrative impediments to implementing international commitments on aid effectiveness. Donors will pay more attention to delegating sufficient authority to country offices and to changing organisational and staff incentives to promote behaviour in line with aid effectiveness principles.

<u>Key Actions: International & EU Level</u>	<u>Key Deliverables /Result areas</u>	<u>Responsible Section</u>
Contribute to the harmonisation and implementation of Management for Development Results (MfDR) concepts, tools, training modules, results reporting at the inter donor agency level through the Working Party on Aid Effectiveness.	A 'tool kit' including the Poverty Impact Assessment methodology agreed to and in use by most DAC Donors by December 2010.	PPE
Finance and engage in programming of the DAC/World Bank Paris21 programme on building statistical capacity. Consistently highlight the importance of analysing data disaggregated by sex.	Paris21 delivers on its work programme. IA has a more comprehensive understanding of the challenges in measuring development and incorporates findings into CSP development & mid term reviews.	PPE / multilateral/ Finance
Engage with MOPAN to assess UN agencies and ensure that this process captures progress in reform and in meeting commitments under the AAA.	Lessons from MOPAN documented and disseminated in Irish Aid and used to inform engagement with multilaterals at the international level	Multilateral Section and E&A Unit
<u>Key Actions: HQ & Programme Country Level</u>		
Conduct Training modules for all HQ staff in MfDR including senior management	Irish Aid Staff have the skills and competences to apply MfDR aspects to development work	Corporate Services/PPE
Develop specific modules for specialist sections and functions, e.g. appraisal and evaluation	MfDR 'tool kit' placed on Irish Aid Intranet	PPE
MfDR applied to policies, planning and programming	Results are formulated and monitored, e.g. Divisional annual business planning	All Sections, PPE
Participate in and contribute to joint country level assessments of MfDR systems	Assessment results are reflected in CSP Option papers and Mid term Review Exercises	Missions/PC I&II/PPE
Contribute to the development of country level results / management systems.	CSPs and related results and performance measurement frameworks demonstrate how they will contribute to systems development	Missions/PC I&II/PPE
Public Info Unit supports and monitors communication for development results with two CSP process at country level (Malawi/Uganda).	Lesson learning from pilot incorporated into communication for development results work in HQ. Strategy for communicating results integrated into CSP planning and implementation.	Missions PIDE / PC II

h) Mutual Accountability

We will step up our efforts to ensure that—as agreed in the Paris Declaration—mutual assessment reviews are in place by 2010 in all countries that have endorsed the Declaration.

24b: These reviews will be based on country results reporting and information systems complemented with available donor data and credible independent evidence. They will draw on emerging good practice with stronger parliamentary scrutiny and citizen engagement. With them we will hold each other accountable for mutually agreed results in keeping with country development and aid policies.

24c: To complement mutual assessment reviews at country level and drive better performance, developing countries and donors will jointly review and strengthen existing international accountability mechanisms, including peer review with participation of developing countries. We will review proposals for strengthening the mechanisms by end 2009.

Indicator 12 of Paris Declaration Survey: Do countries have reviews of mutual accountability?

<u>Key Actions: International & EU Level</u>	<u>Key Deliverables /Result areas</u>	<u>Responsible Section</u>
<p>Active engagement in the ownership and accountability cluster of the Working Party on Aid Effectiveness. Take leading role in task team on mutual accountability. Engage at a political level, as appropriate.</p> <p>Contribute to the Working Party on Aid Effectiveness, the DAC peer review methodology and the UN Development Cooperation Forum’s work plan to strengthen their roles as international mechanisms for mutual accountability.</p>	<p>Work plan for the mutual accountability task team agreed and specific Irish Aid contributions identified.</p> <p>Written inputs provided Input/formulate agendas for meetings, Terms of Reference for studies, provide comments on commissioned work.</p>	<p>PPE</p> <p>PPE, Multilateral Section</p>
<p><u>Key Actions: HQ & Programme Country Level</u></p> <p>Missions engage with plans for reaching AAA commitment on mutual accountability at the country level. Engagement reflected in Mission business plans and reports. Support provided by HQ as appropriate.</p> <p>On-going engagement with domestic accountability institutions in the programme countries supports mutual accountability.</p>	<p>State of play on mutual accountability in the programme countries and proposed level of engagement by the Embassy in mutual accountability is agreed with line management.</p> <p>Civil society, media, parliamentary associations etc engage, as appropriate, in country level mutual accountability reviews.</p>	<p>PC I&II, Missions, PPE</p> <p>Missions</p>

i) Conditionality

25a: Donors will work with developing countries to agree on a limited set of mutually agreed conditions based on national development strategies. We will jointly assess donor and developing country performance in meeting commitments.
25b: Beginning now, donors and developing countries will regularly make public all conditions linked to disbursements.
25c: Developing countries and donors will work together at the international level to review, document and disseminate good practices on conditionality with a view to reinforcing country ownership and other Paris Declaration Principles by increasing emphasis on harmonised, results-based conditionality. They will be receptive to contributions from civil society.

<u>Key Actions: International & EU Level</u>	<u>Key Deliverables /Result areas</u>	<u>Responsible Section</u>
Irish Aid engages with international discussion on conditionality.	Ireland's experience and stance on conditionality is shared with international actors.	PPE
<u>Key Actions: HQ & Programme Country Level</u>		
Develop a note on conditionality and post on Irish Aid Website:	Website updated with policy note on conditionality by June 2010.	PPE
Any conditions linked to disbursements are agreed in joint performance assessment frameworks with partner countries and other donors and are publicly available.	CSP and PAEG documents have clear statement on conditionality. CSPs are posted on the Irish Aid Website within three months of approval.	PC I&II

j) Predictability of Aid

26b: Beginning now, donors will provide full and timely information on annual commitments and actual disbursements so that developing countries are in a position to accurately record all aid flows in their budget estimates and their accounting systems.

26c: Beginning now, donors will provide developing countries with regular and timely information on their rolling three- to five-year forward expenditure and/or implementation plans, with at least indicative resource allocations that developing countries can integrate in their medium-term planning and macroeconomic frameworks. Donors will address any constraints to providing such information.

26d: Developing countries and donors will work together at the international level on ways of further improving the medium-term predictability of aid, including by developing tools to measure it.

Indicator 7 of Paris Declaration Survey: Aid is more predictable

<u>Key Actions: International & EU Level</u>	<u>Key Deliverables /Result areas</u>	<u>Responsible Section</u>
<p>Irish Aid engages in policy discussion on predictability at an international level.</p>	<p>At international level, good practice is identified and incorporated into new CSPs and other programming tools (Eg framework agreements or institutional strategies for engaging with Global Funds and UN agencies).</p>	<p>PPE and other sections as relevant.</p>
<p><u>Key Actions: HQ & Programme Country Level</u></p>		
<p>Programme countries share their CSP budgets with relevant Ministries. Annual budgets are confirmed in time for inclusion in the host countries budgeting process.</p>	<p>Budget submissions to partner countries are accurate and timely.</p>	<p>Missions</p>
<p>Use mid term review process to ensure a minimum three year budget horizon for programme countries.</p>	<p>Rolling three year budgets provided. Budgets are firmed up annually inline with annual IDC approval process.</p>	<p>Missions</p>
<p>Confirmation of annual commitments and actual disbursements is provided in writing annually to partner countries. Every effort is made to ensure that any in-year adjustments in ODA are communicated in time for inclusion in partner country budgeting processes.</p>	<p>Formal communication with relevant Ministry on annual commitment and after each disbursement.</p>	<p>Missions</p>
<p>Where appropriate, Irish Aid encourages aid coordination mechanisms in programme countries to address technical issues on how aid is captured in national budget systems.</p>	<p>The proportion of Ireland’s aid to programme countries accurately captured in the national budget of partner countries increases.</p>	<p>Missions</p>

Acronyms

AAA	Accra Agenda for Action
CRU	Conflict Resolution Unit
CSP	Country Strategy Paper
CSS	Civil Society Section
DAC	Development Assistance Committee
E&A	Evaluation and Audit Section
E&R	Emergency and Recovery Section
GOVNET	Governance Network (in the OECD-DAC)
GFATM	Global Fund for Aids, TB and Malaria
IDC	Inter Departmental Committee
MfDR	Management for Development Results
MOPAN	Multilateral Organisation Performance Assessment Network
OECD	Organisation for Economic Co-operation and Development
PAEG	Programme Appraisal and Evaluation Group
PC	Programme Countries Section
PIDE	Public Information and Development Education Section
PPE	Policy Planning and Effectiveness Section
TSSP	Thematic Section / Special Programmes Section