



Building Resilient Development Agencies

Future Development Agencies Conference
Overseas Development Institute, London
25 & 26 April 2016

Day 1	Monday 25 April
10.30 – 11.00	Conference registration and coffee/tea
11.00 – 12.30	Opening session – Building resilient development agencies for the 21st century
	<p>The global economic landscape has changed dramatically since the turn of the century. Development agencies now face hard choices about their future priorities. This event will examine what it means to be a relevant and resilient agency in the new era of development cooperation.</p> <p>Joe Cerrell, the Managing Director of Global Policy and Advocacy from the Bill & Melinda Gates Foundation will open the conference with a discussion on the future of development and global philanthropy. ODI will present the key trends shaping development cooperation up to 2030 and examine their implications for donor resilience.</p> <p>New ODI analysis will illustrate how well bilateral donors are responding to a world where extreme poverty is largely in fragile states, and where the provision of global public goods is of increasing importance.</p> <p>Joe Cerrell, Managing Director of Global Policy and Advocacy, Bill & Melinda Gates Foundation</p> <p>Mikaela Gavas, Programme Leader, Development Agencies and EU, ODI</p> <p>Chair: Edward Hedger, Director, Finance and Economic Development, ODI</p>
12.30 – 13.30	Lunch

13.30 – 15.30 **Session 1 – Making the right strategic choices**

The international development landscape is changing fast. 2015 ushered in a new era of global goals, as well as commitments on climate change and financing development. There is a growing set of policy objectives and the number of development actors continues to multiply.

Development agencies face hard choices about their future priorities. They must deal with the concurrent demands of a changing global context, a broader and more complex development agenda, and increasing domestic pressures. They must each rethink their comparative advantage and their partnerships.

- How should they position themselves in this new context? Should they all try to cover the breadth of the new agenda? Or do they each look for a niche in a more competitive marketplace?
- Which priorities do they take on directly? When should they work through the multilateral system?
- What is the best way to reflect country demand in future strategies?

Philippe Orliange, Executive Director, Strategy, Partnerships and Communication, Agence Française Développement (AFD)

Anna Wechsberg, Director of Strategy, UK Department for International Development (DFID)

Xiaojing Mao, Division Chief, Institute of International Development Cooperation, Chinese Academy of International Trade and Economic Cooperation (CAITEC), Ministry of Commerce

Rafee Yusoff, Director, Group Strategic Planning, Islamic Development Bank (IsDB)

Nilima Gulrajani, Research Fellow, ODI

Chair: Simon Maxwell, Senior Research Associate, ODI

15.30 – 16.00 **Coffee break**

16.00 – 18.00 **Session 2 – Beyond the agency: working across government**

Whatever agencies prioritise, the need for cross-government policy coordination is becoming ever more critical. The new development agenda will require greater coherence of strategy and initiative across the security, environmental and development domains. It will also mean more active and effective cross-government working by development agencies.

The importance of linking security and development agendas has become especially important as fragile states and countries affected by conflict are rising fast up the priority list. The dual objective of security and development extends beyond the capability and core business of development agencies. It is less obvious which approaches and mechanisms work best in practice.

Nicole Giles, Director General, Global Affairs Canada

Khalifa Al-Kuwari, Director General, Qatar Development Fund

Nicola Brennan, Head of Policy, Development Cooperation Division, Department of Foreign Affairs and Trade, Ireland

Christian Dennys, Conflict Adviser, Security and Justice, NSS Joint Programme Hub, UK Foreign and Commonwealth Office

Jenny Baechler, Lecturer, Dalhousie University, Canada

Chair: Simon Maxwell, Senior Research Associate, ODI

- What are the principles for success in linking development and security agendas across government? What are the challenges and limitations of these whole-of-government approaches to policy coherence?
- What practical levers or mechanisms can be used to ensure effective coordination across government?
- Are pooled funding facilities and cross-departmental policy units the right solutions?

19.00

Conference dinner

Venue: One Great George Street, Westminster SW1P 3AA

Special guest speaker: Michela Wrong

Michela Wrong is a British journalist and author who has spent two decades covering events across the African continent for Reuters, the BBC, the Financial Times, New Statesman and Foreign Policy magazine. Her books include 'In the Footsteps of Mr. Kurtz: Living on the Brink of Disaster in the Congo' (2001), 'I Didn't Do It for You: How the World Betrayed a Small African Nation' (2005), 'It's Our Turn to Eat: The Story of a Kenyan Whistle-Blower' (2009), and a recent novel 'Borderlines' (2015). Her books on contemporary Africa have become a must-read for diplomats, aid officials, journalists and strategists based on the continent.

Day 2

Tuesday 26 April

9.00 – 9.15

Highlights from Day 1

9.15 – 11.00

Session 3 – Within the agency: making change happen

Agencies are grappling with how to organise and equip themselves to be efficient and effective development actors. This session will present ideas for agency organisational reform based on the latest thinking about public administration and management. It will also explore how agencies are responding to the need for change and seeking to improve their performance.

- How should agencies improve their competences and capabilities given changing development objectives, greater risk and uncertainty, and diverse stakeholders?
- What theoretical frameworks in public administration and management could be useful to inform reform trajectories?

Androulla Kaminara, Principal Advisor, Head of Task Force, Knowledge, Performance and Results, Directorate-General for International Cooperation and Development (DG DEVCO), European Commission

Steven Pierce, Director, Program Staff, Bureau for Policy, Planning and Learning, United States Agency for International Development (USAID)

Barbara Nunberg, Professor of Professional Practice, School of International and Public Affairs, Columbia University

Dan Honig, Assistant Professor, School of Advanced International Studies, Johns Hopkins University

Chair: Nilima Gulrajani, Research Fellow, ODI

- Are there lessons from donor countries that have undertaken organisational reforms recently?
- What actions can agencies take to incentivise improvement and allow for more effective change efforts?

11.00 – 11.30 Coffee break

11.30 – 13.00 Session 4 – Putting it all together: pathways to resilience

Building resilient agencies will require clear choices on strategic direction, effective cross-government and international partnerships, and organisations that are agile and adaptive. There are numerous pathways to resilience. History, politics and experience will shape futures differently across countries.

This session will present a range of perspectives and experiences to identify how development agencies can evolve and become more resilient. Common challenges may include:

- How to work in difficult environments, including in fragile and conflict-affected states
- How to deliver global deals and demonstrate leadership in managing the international system
- How to engage effectively across government on development issues
- How to improve organisational design and capability.

Tamsyn Barton, Representative of the European Investment Bank on the Resident Board of the European Bank for Reconstruction and Development (EBRD)

Priscilla Miranda, Director for International Development Cooperation and International Fora, Mexican Agency for International Development Cooperation (AMEXCID)

Dineo Mathlako, Head of the African Renaissance and International Cooperation Fund Secretariat, Department of International Relations and Cooperation (DIRCO), South Africa

Hajo Junge, Team Leader, Development Policy of the Future, Global Partnerships Division, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Germany

Liam Swiss, Assistant Professor, Memorial University, Canada

Chair: Simon Maxwell, Senior Research Associate, ODI

13.00 – 14.00 Lunch

14.00 – 15.00 Policy lessons and horizon-scanning

This session will review the insights, opinions and evidence from participants at the conference to pull out some conclusions and their implications for policy and practice.

It will provide an opportunity to scan the horizon, set out a shared agenda on the future of development agencies, and identify priorities for the ODI programme and network.