

# Strategic Priorities for the Global Partnership's Work Programme 2020-2022

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## Co-Chairs' Proposal

Date: 06 November 2019

## 1. Introduction and context

### *Smartly using our path towards ministerial-level engagement*

The 2030 Agenda provides a firm frame for the international community to align and consolidate its efforts and retain political traction around the SDGs. Yet, we are currently off track in reaching the SDGs and in mobilising the necessary resources as set out in the Addis Ababa Action Agenda. We will likely find ourselves in 2022 facing an urgency to get back on track – and even beyond – to make up for lost time. The question will be: What are we going to do differently? Within this context, what actions do we need to take together to underline the role of effectiveness and maximise the value of our Partnership as a platform for realising the inclusive, whole-of-society approach needed to deliver sustainable development?

As we embark on our journey towards the Global Partnership's next High-Level Meeting, we must seize the unique opportunity to consolidate high-level political momentum around effectiveness. As Co-Chairs of the Global Partnership, our plan is to convene at the ministerial level in 2022 – the midpoint of our 2030 Agenda implementation effort.

With the SDGs locked in, and the resources continuously constrained, the quality and impact of our partnerships is the element that can make the difference. We have roughly two years to make this case in a way that reinforces political commitment. Success will require building on our wins so far and turning challenges into opportunities. It will require a serious look at the impact of effectiveness and of our effort to leave no one behind. It will also require showing that we are open to and capable of change – in what we do, in how we work and, importantly, in the language we use to communicate about effectiveness.

We propose in this paper a *broad frame for the Global Partnership's next Work Programme*. We are confident that it addresses the Global Partnership's key challenges as also identified by Germany, Bangladesh, Uganda and the non-executive Co-Chair in the [2019 SLM Co-Chairs' Statement](#). Our proposal will guide the development of the Global Partnership's future Work Programme, which will be jointly framed in the next Steering Committee meeting in Seoul, Republic of Korea, on 5-6 December 2019.

### *Priorities at a glance*

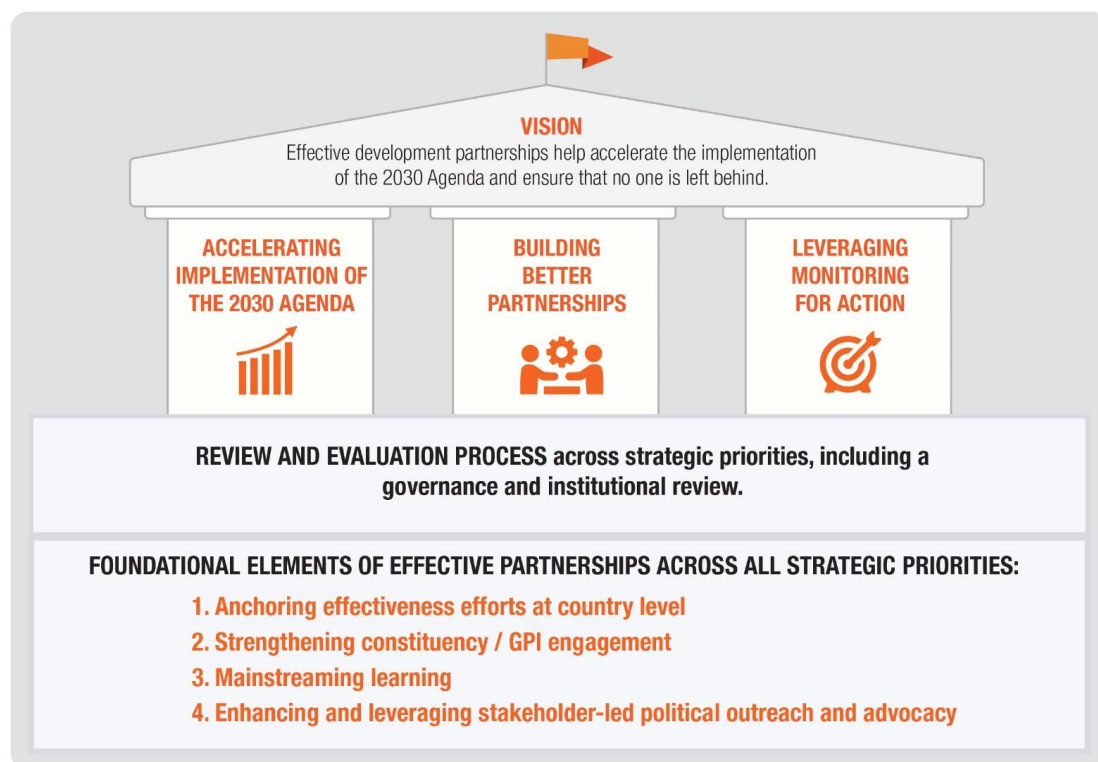
We propose that the Work Programme advances the following three *strategic priorities*:

- **Accelerating implementation of the 2030 Agenda** - with a strong focus on SDG impact and the link to systemic issues such as statistics and financing
- **Building better partnerships** – to improve and unlock the potential of a 'whole-of-society approach' to partnerships, building on our work on private sector engagement, triangular co-operation and creating space for other stakeholders to engage, recognising as well the importance of fostering concrete synergies in the contributions of different partners
- **Leveraging monitoring for action** – to facilitate follow-up action and support the use of monitoring data for policy dialogue to identify innovative solutions and address unfinished business; at the same time, there are calls for a reflection on the monitoring process

This proposal aims to anchor all Global Partnership activities more firmly at the **country level**, by including country-level implementation as a core component of the work across all priorities rather than singling it out as its own entity. In the same vein, and leveraging the potential of the new Knowledge Platform, these priorities also incorporate **exchange of lessons and knowledge** as a component that is fundamental to all activities. Our ambition is that the next Work Programme will not only guide our collective work, but will also offer a tool to **strategically communicate** this work, and **mobilise financial support** for it. This effort should be supported by a dedicated **finance committee** reporting to the Steering Committee. We aspire to a Work Programme that is also an **engagement tool**; it should offer diverse constituencies clear entry points, and its implementation should be broadly owned by all constituencies beyond the Steering Committee, including by active Global Partnership Initiatives, as we strongly recognise the need for all actors to contribute to the Global Partnership's work. A broadly owned effort must also be supported by a shared responsibility for **coherent advocacy and outreach** – including more effectively conveying unified messages across our own organisations, and across different processes including those of the United Nations.

We call on all Global Partnership stakeholders to embark on this new cycle of work with an **openness for self-reflection and change**. The upcoming midpoint of the 2030 Agenda implementation effort will be the occasion for the global development community to step back and reconsider its strategy for the time remaining. As such, the Global Partnership will need to be prepared to adjust its approach and to look at its governance and institutional set-up. To this end, we propose that the next High-Level Meeting in 2022 also benefits from evidence produced through **a review and an evaluation**, to inform the political offer of the Global Partnership and to guide any adjustments needed to maximise its positive footprint for the remainder of the implementation effort towards 2030.

Figure 1 - Proposed structure of the work programme



## 2. Proposed strategic priorities

Our proposal is to construct the Global Partnership's offer upon three strategic priorities as an overarching framework to guide and promote coherence in our work. They are based on the commitments we made in Nairobi in 2016. The three strategic priorities should be developed in a way that they are mutually reinforcing – whereby progress in one area directly advances efforts in others and, together, they can generate a virtuous circle for more effective and impactful partnerships at country level.

These strategic priorities are underpinned by a series of foundational elements that will guide our work. Activities developed in the different action areas should be anchored more firmly at the *country level*, incorporating an *exchange of lessons and knowledge* as a component that is fundamental to all activities. Strengthened *constituency engagement*, political *outreach and advocacy*, and incorporating a process of *review and evaluation* will be important across all priority areas and activities to help highlight the impact of the effectiveness effort and rebuild political momentum.

These priorities will facilitate good planning while allowing for flexibility in implementation. Agility is built into all areas but particularly under the first area, which will allow us to address emerging topics critical for scaling up the impact of development co-operation to the level needed to attain the 2030 Agenda and SDGs.

### Priority 1. Accelerating implementation of the 2030 Agenda

There is a need to demonstrate more concretely that effectiveness can have a catalytic effect on the implementation of development goals. However, while a renewed focus on the '*why*' of effectiveness is essential, it is also necessary to continue to address the '*how*' of effectiveness. Building on work undertaken through the 2017-2018 Work Programme, sustained support to country-level efforts to address systemic effectiveness challenges – both persisting challenges and those emerging in response to the 2030 Agenda – is required. This includes exploring context-specific solutions to commonly felt obstacles.

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

The Global Partnership's work to strengthen effectiveness must include concerted efforts to show that implementing the effectiveness principles leads to better and faster development results. In practice, this means supporting the implementation of the effectiveness principles in sector-level interventions linked to specific SDGs in partner countries, in co-ordination with major ongoing sectorial initiatives. The aim of these pilots would be to demonstrate how effectiveness increases the impact of development interventions. This country-level work could be combined with analytical work to further collect evidence around the link between effectiveness and impact. This will help to facilitate the replication and scaling up of effectiveness efforts and to build support for the effectiveness agenda.

#### Action Area 1.2: Addressing systemic effectiveness challenges in the evolving development financing and partnership landscape

The increasing diversity of partners and sources of co-operation have triggered changes in how development partnerships are managed at country level, including more focus on SDG implementation co-ordination, integrated national financing frameworks (INFFs), and national accountability mechanisms with the more prominent role of domestic accountability institutions. This new reality is reflected in the challenges identified through Global Partnership's previous Work Programme. In this area,

the Global Partnership will further develop an understanding of how changes in the co-operation landscape impact the implementation of the effectiveness principles by collecting and sharing lessons and good practices; and to provide evidence-based guidance and context-specific toolkits.

### **Action Area 1.3: Strengthening effective support to statistical capacity and data**

There is a need for increased focus on data-driven decision making as a means of effectiveness. Despite a clear recognition that data is a powerful tool for development and accountability, it is yet to be fully harnessed, with challenges around collecting, managing and using data consistently highlighted as a key challenge in the Global Partnership's past country-level work. These challenges are also evident in the most recent monitoring results. Changes in development co-operation structures present a clear opportunity as an increasing number of actors engaged at country level are generating data and supporting statistical systems and capacity. However, this wealth of data is only of value if a co-ordinated approach to its sharing and use is taken. The Global Partnership can support efforts to put in place the conditions to foster data-centric national development processes, building on and in co-ordination with existing international initiatives in this area.

## **Priority 2. Building better partnerships**

All segments of society have a role in SDG implementation. Not only must we work more seamlessly and inclusively, but we must also find new and different approaches to partnering – keeping in mind the ultimate goal of partnerships is to accelerate implementation of development efforts – if we are to achieve the ambitious 2030 Agenda. Engaging different actors in this collective endeavour requires strategies to unlock their full potential and ingenuity, building on their respective strengths, and also promoting concrete synergies across their contributions. In its next Work Programme, the Global Partnership is well placed to assess, improve and scale up partnerships in the following action areas, each of which, in itself, is a multi-stakeholder effort that requires engaging relevant actors, coupled with targeted advocacy and outreach efforts. Defined action areas need not be limited only to the following, should there be proposals from constituencies – for example from Parliamentarians, trade unions, academia, or others – to introduce and lead additional areas of work:

### **Action Area 2.1: Private sector partnerships for sustainable development: Translating the Kampala Principles to action**

The Global Partnership's Kampala Principles on Effective Private Sector Engagement through Development Co-operation, launched at the 2019 SLM, provide a new blueprint for making private sector partnerships that involve international public resources more effective. To further scale up efforts in this area, the Global Partnership would: (1) develop practical guidance for development partners, partner country governments, private sector actors and civil society and trade union partners to help operationalise and apply the principles in their ongoing and new partnerships; and (2) increase awareness, understanding, buy-in and leadership among stakeholders, in particular the private sector, to advance this effort and broaden the adoption, endorsement and global reach of the Kampala Principles.

### **Action Area 2.2: Triangular development co-operation for sustainable development**

Triangular development co-operation is an instrumental modality to help innovate collaboration in tripartite settings to deliver on the 2030 Agenda. The Outcome Document of the second High-level United Nations Conference on South-South Co-operation

(BAPA+40) acknowledged the need to enhance the development effectiveness of triangular co-operation and to scale up private sector engagement in this modality. In this context, the work of the Global Partnership and the Global Partnership Initiative on Effective Triangular Co-operation were noted. Building on this new momentum and ongoing work, the Global Partnership should take further steps to (1) deepen the engagement with all Global Partnership constituents around the effectiveness of triangular co-operation, and (2) explore the collection of data to help generate an evidence base for informed policy action and peer learning on effective triangular co-operation.

### **Action Area 2.3: Supporting country-led development effectiveness of South-South co-operation**

The need to increase development effectiveness of South-South co-operation (SSC) was recognised at the BAPA+40. South-South co-operation partners are already undertaking various initiatives in this area. For example, the Government of Mexico, under the auspices of the Global Partnership, has developed a pilot approach to monitor the effectiveness of its co-operation. Building on this pilot approach, the Global Partnership can leverage its expertise in the area of country-led monitoring and its support to development of an adapted approach to monitoring, to lend its technical support to South-South co-operation partners as they implement BAPA+40 commitments and engage in policy dialogue and mutual learning.

### **Action Area 2.4: Civil society partnerships: addressing shrinking civic space and reinforcing effectiveness**

Civil society organisations (CSOs), as development actors in their own right, are at the forefront of development efforts on the ground and vital partners in realising the SDGs by 2030. Yet, Global Partnership evidence confirms that CSO operating environments are deteriorating. Against this backdrop, the Global Partnership is uniquely positioned to bring together international and domestic CSOs, partner country governments and relevant development partners, for concerted action to reverse the trend of shrinking civic space and support efforts for strengthening people's voice for development. This would help empower civil society partners as key drivers in the collective effort to reach those furthest behind, while also strengthening the role of the Global Partnership as a model and significant source of good practice in this area.

### **Action Area 2.5: Reinforcing foundations' engagement for co-designing and sharing solutions through new ways of working**

Many emerging actors in global development foster innovation and rigorously scrutinise their efforts with regard to the intended results and impact they have on target groups. Among those actors, philanthropic organisations with their agility and flexibility are increasingly engaged in collaborative efforts to address new sustainable development challenges through innovation, technology and knowledge, focusing on testing new solutions and designing innovative partnerships. Various platforms exist to mobilise philanthropic organisations and foundations for the SDGs. Redoubling the Global Partnership's effort to engage these platforms and their members will be vital to leverage the ingenuity and innovation of these actors, and to accelerate shared learning and effective partnerships with the philanthropic sector to accelerate SDG implementation.

### **Action Area 2.6: Strengthening development effectiveness at subnational level to achieve the SDGs**

Cities, municipalities and local and regional governments play instrumental roles in implementing the 2030 Agenda and the SDGs. Their interest in learning and benefitting from each other's actions continues to grow, in particular on how to partner effectively

and deliver results for their citizens. The Global Partnership can help strengthen their engagement with their networks of bi- and multi-lateral, CSOs and private partners, and translate and apply the lessons generated through the global effectiveness effort to the realities of decentralised development co-operation. This could help to amplify the use, refinement and adaptation of existing tools to improve local leadership and ownership, transparency and accountability as well as making local and territorial partnerships and dialogue platforms more inclusive and innovative.

### **Action Area 2.7: Effective multilateral support**

The nature and scale of today's global challenges call for a reinvigorated multilateralism and an effective multilateral development co-operation system. Enhancing the effectiveness of the multilateral development co-operation system requires behaviour change by both development partners that fund multilateral organisations, but also by multilateral agencies themselves. The Global Partnership monitoring evidence already assesses the effectiveness of a range of multilateral actors, and Global Partnership constituencies have taken their own initiatives to promote the effectiveness of multilateral operations. However, there is no established approach to assess the effectiveness of bilateral development partners' multilateral engagement efforts, or to provide due recognition of instances of good practice. The Global Partnership can provide a space for mutual learning across various initiatives to collectively promote effective multilateral development co-operation.

## **Priority 3. Leveraging monitoring for action**

The Global Partnership monitoring exercise provides data and evidence to guide countries and their development partners in assessing progress and obstacles in improving the quality of their co-operation, which remains a critical step in accelerating progress towards 2030. The record participation of 86 partner countries and over 100 development partners in the 2018 Monitoring Round demonstrates that stakeholders find the exercise valuable. At the same time, there is a continuous need to ensure monitoring results are used by stakeholders to inform actions for more effective co-operation, as well as to reflect on the monitoring framework and process, with an aim to further increase the relevance of the exercise in light of the evolving development co-operation landscape.

### **Action Area 3.1: Moving beyond generating monitoring evidence to increased use of results**

The evidence from the monitoring exercise is not an end in itself; its value lies in its ability to drive dialogue on progress and challenges, and inform changes in development policy and practice. There is strong demand for the Global Partnership to step up efforts to support the translation of monitoring evidence to action. Support to facilitating the use of monitoring results must be demand-driven and include actions led by partner country governments and development partners, as well as by other development actors. Ensuring the use of monitoring results also provides an opportunity for renewed focus on the '*unfinished business*'<sup>1</sup> of the effectiveness agenda. Dedicated efforts to address monitoring evidence in a particular country or development co-operation context may offer an updated perspective on which aspects remain most relevant.

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<sup>1</sup> Unfinished business refers to the commitments made in the Paris Declaration on Aid Effectiveness and the Accra Action Agenda. The Nairobi Outcome Document of the Global Partnership which recognises that there is much left to be done to fulfil effectiveness commitments (§36).



**Action Area 3.2: Continued adaptation to critical 2030 implementation challenges**

Constituents of the Global Partnership have voiced an expectation of further adaptations to the monitoring framework, including through exploration of new indicators based on emerging needs. Building on the successful refinement of the monitoring framework and its existing indicators following HLM 2, the Global Partnership may explore options for adding new indicators. Decisions on the scope and focus of any additional assessment areas should be informed by technical and methodological considerations, including implications for SDG reporting, but also by astute horizon scanning and thought leadership on how to increase the relevance of the Global Partnership's flagship tool as we approach the midpoint of Agenda 2030 implementation.

**Action Area 3.3: Improving the monitoring process**

There are also clear calls for a review of the monitoring process, to ensure that it takes into account changing institutional structures, provides flexibility and opportunity for context-specific tailoring, offers solutions to address recognised capacity constraints, and facilitates incremental institutionalisation with relevant reporting processes at country and global levels. The benefits and trade-offs – both real and perceived – of changes to the monitoring process need to be unpacked and weighed carefully. Efforts to improve the monitoring process also need to be closely co-ordinated with work to adapt the monitoring framework, described above. Depending on the ultimate scope of changes to the monitoring framework and process, associated scenarios for implementation of the next monitoring round – include timing – will need to be considered.

**3. Review and Evaluation**

A shared ambition to position effectiveness as a key enabler of the 2030 Agenda has featured prominently in the 2019 Senior-Level Meeting and Steering Committee members' initial inputs to the work programme development. To achieve this common aspiration, the Global Partnership should take stock of the commitments made to date, review the way it operates and build political support to accelerate the implementation of the 2030 Agenda.

Alongside the three substantive priorities of the work programme, a dedicated review and evaluation exercise should underpin our collective work. This process should interact strongly across the strategic priorities and build upon the work programme. However, it will require a dedicated process under the guidance of the Steering Committee, with specifically planned and executed activities. The result of the review and evaluation should (i) inform the political offer of the Global Partnership and guide any adjustments needed to maximise its positive footprint for the remainder of the implementation effort towards 2030, and (ii) address the governance and institutional set-up and make recommendations on how it can be adapted to be fit for purpose.

Any necessary adjustments to the Global Partnership's mandate and governance structure will be adopted at the next High-Level Meeting (HLM 3). However, innovative elements in adjusting our working approach or methods can already be tested in advance of HLM 3.

As part of the review and evaluation process, the Global Partnership should also address the 'unfinished businesses' by building on technical work (see 3.1.) as well as the proposals of a Global Action Plan<sup>2</sup> developed by GPEDC stakeholders in the Global Partnership's last work programme.

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<sup>2</sup> <http://bit.ly/GlobalActionPlan>



## 4. Foundational elements of effective partnership work

The foundational elements of the Work Programme below are essential to support and sustain the work carried out under the substantive priority areas, to help ensure the impact of the effectiveness effort is demonstrated, and to build political momentum. Some of this will be captured as responsibilities for lead stakeholders supporting different areas of work, whilst further institutional consideration is needed on how to best support and coordinate stakeholder-led efforts.

### *i. Anchoring effectiveness at the country level*

The Nairobi Outcome Document (NOD) clearly highlights the country-level focus of the Global Partnership. This focus remains steadfast, as articulated in the Co-Chairs' Statement from the July 2019 SLM: "Development impact is realised at country level [...]. This is where behaviour change is needed, and where the Global Partnership must focus its efforts." Taking forward this commitment, the Global Partnership will ensure a country-level focus across all strategic priorities, both supporting activities at the country level, as well as strengthening outreach and engagement to ensure the perspective of partner countries remains central to all its work. An appropriate approach for co-ordinating country engagement and support that is led by partner countries will need to be considered. In particular, it will be vital to ensure that all Global Partnership activities – across strategic priorities – are designed and implemented to respond to context-specific demands, in ways that ensure the leadership of country governments and stakeholders from the beginning, and that build on and add value to existing country efforts for more effective co-operation and partnerships.

### *ii. Strengthening constituency / GPI engagement*

The strength of the Global Partnership as a multi-stakeholder partnership will depend on the depth and breadth of the Global Partnership stakeholders' engagement in its work. Exploring ways for Steering Committee members to better engage their constituents, and reach beyond, including through active Global Partnership Initiatives, across the areas of work described above, will be crucial to expanding the effectiveness network. To ensure balanced engagement and thought-leadership in the Steering Committee, consideration is needed on how to support members' efforts to actively convene their constituencies.

### *iii. Mainstreaming learning and knowledge sharing*

Knowledge sharing and learning are essential means to stimulate actions and innovation for more effective partnerships and co-operation. The Global Partnership's Knowledge Platform, launched in July 2019, provides an important tool to facilitate demand-driven and stakeholder-generated knowledge sharing, and can help the Partnership cultivate a stronger effectiveness community of practice. To further strengthen the Global Partnership as a 'learning partnership', which effectively generates and shares knowledge to support positive behaviour change, knowledge sharing and learning should be mainstreamed across all the Global Partnership's work. This means that stakeholders engaging in each action area will need to embed the generation and sharing of knowledge and active use of the Platform into the core business of their work.

### *iv. Enhancing and leveraging stakeholder-led political outreach and advocacy*

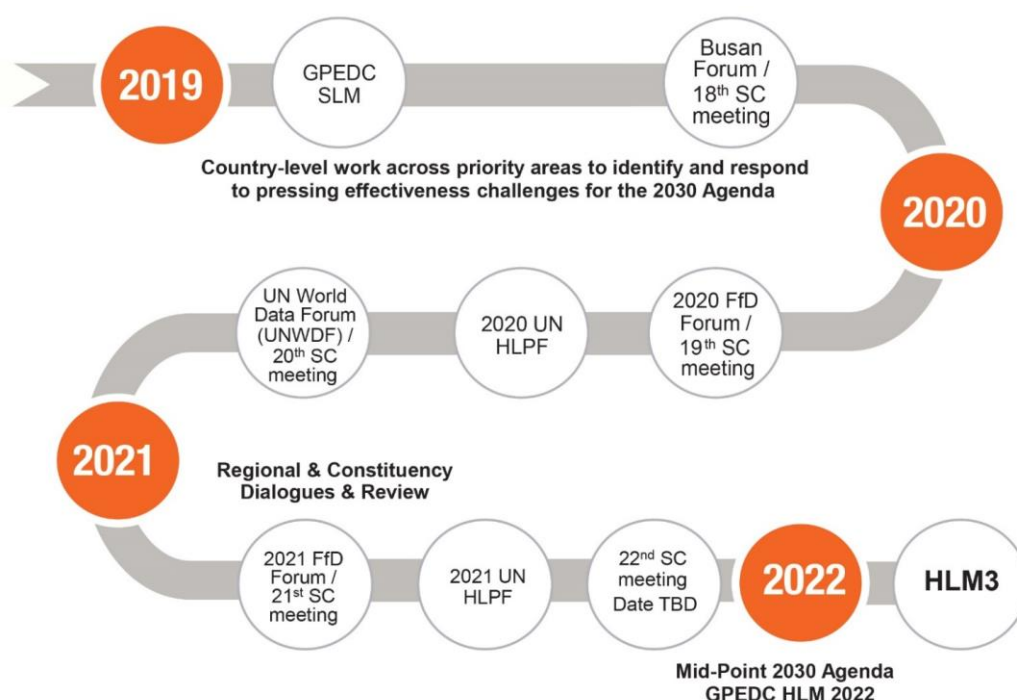
Building momentum around development effectiveness and situating the work of the Global Partnership more centrally to the global, regional and country efforts for realising the 2030 Agenda will require increased, stakeholder-led political outreach and

advocacy. To significantly leverage stakeholder-led efforts on this, a co-ordinated outreach and advocacy approach is required, where 'champions' among member states and partners and in key intergovernmental forums are identified and supported in effectively caucusing their constituencies. Such efforts will require a clear, concise, and consistent communication approach, with sharp messages emanating from the work across the strategic priorities. Such a consolidated communication effort will help underscore the value of effectiveness to the 2030 Agenda to a broader, decision-making audience. In doing so, it will articulate the value added of the Global Partnership. Co-ordination support to a stakeholder-led outreach effort should be supplemented by a stronger media presence and a clearer positioning of the GPEDC's products.

## 5. Building political momentum towards HLM 3

The next High-Level Meeting in 2022 provides an opportunity for Global Partnership stakeholders to collectively reposition the effectiveness agenda and pave the way forward for the Global Partnership. As such, the Global Partnership's substantive work and outreach will need to be sequenced in a way that is inclusive to diverse constituencies and stakeholders and responds to realities and challenges at the country level. It should also strategically leverage regional and constituency-based approaches to rebuild momentum for the effectiveness agenda at the highest political level.

Figure 2 – Tentative sequencing for GPEDC meetings and outreach



## 6. Guiding questions on the proposed Work Programme

- i. Is the proposed Work Programme frame – including the proposed vision for 2022, the identified strategic priorities and action areas, the foundational elements as well as the review and evaluation process – conducive to building high-level political momentum for effectiveness for the next GPEDC High-Level Meeting? What would need to be added or changed?
- ii. Which are the priority action areas (under each of the three strategic priorities) that Steering Committee members and respective constituencies are willing to actively shape and contribute to, including through funding? What are concrete proposals for specific outputs/outcomes under the action areas? Which specific actors should be involved through targeted outreach efforts?
- iii. Further elaboration is needed on a dedicated process for review and evaluation and sequencing of outreach and engagement in the lead up to HLM3. What are your initial thoughts on the scope of the review and evaluation to help consolidate commitment to effectiveness in the context of the 2030 Agenda? What would be your proposed approach to managing this process and using it to build political momentum?
- iv. How could the foundational elements of partnership work (e.g. anchoring effectiveness at country level) be effectively addressed and supported?
- v. What practical considerations should inform further development of the Work Programme to ensure that it serves as:
  - a. a unifying plan of action for Global Partnership stakeholders,
  - b. an instrument to strengthen the engagement of all constituencies,
  - c. a strategic communication and advocacy tool, and
  - d. a document to support effective resource mobilisation.