



GOVERNANCE AND WORKING ARRANGEMENTS for the Global Partnership for Effective Development Co-operation

The new global development context and the renewed mandate of the Global Partnership call for adjustments to its technical working arrangements and modalities. The following proposed adjustments are intended to ensure the operationalisation of the renewed mandate and the effective implementation of Global Partnership principles and commitments.

The proposed adjustments cover two sets of issues:

- (1) The roles and responsibilities of Co-Chairs, the Steering Committee and Joint Support Team, including the proposed addition of a fourth non-executive Co-Chair; and
- (2) Changes to the way the Global Partnership operates to realise its vision, including the proposal of a biennial programme of work.

I. ROLES AND RESPONSIBILITIES: CO-CHAIRS, STEERING COMMITTEE, JOINT SUPPORT TEAM

A. CO-CHAIRS

Since its inception, three governmental Co-Chairs have guided the work of the Global Partnership, both personally and through their representatives. To date, the three Co-Chairs represent: (i) recipients of development co-operation; (ii) recipients and providers of development co-operation; and (iii) providers of development co-operation. Co-Chairs are also members of the Global Partnership Steering Committee, advocating on behalf of their constituencies.

Under this proposal, the Co-Chairs will continue to represent the Global Partnership externally, guide its work and be responsible for facilitating the delivery of its overall objectives. However, going forward, the role of Co-Chairs will also include the positioning of the Global Partnership within the Follow-up and Review of the Sustainable Development Goals (SDGs) and AAAA commitments, as well as strengthening the links with the High-Level Political Forum, Financing for Development and Development Co-operation Forum. Additionally, Co-Chairs will focus on guiding Global Partnership operations to strengthen country-level implementation of effective development co-operation principles, as well as to strengthen the work done by the members of the Steering Committee and the Joint Support Team to ensure delivery of the agreed programme of work.

The main functions of Co-Chairs are to:

- Ensure that momentum for implementing agreed effective development co-operation commitments is accelerated at the highest political levels among all stakeholder groups;
- Spearhead efforts to meet the financial and in-kind needs necessary for the full implementation of the programme of work of the Global Partnership;

- Lead outreach to the full range of partners in development co-operation, including but not limited to, the business sector and emerging development partners; and
- Represent the Global Partnership in international fora related to development co-operation.
- Apprise the Steering Committee on progress in implementing the costed and agreed programme of work in between official Steering Committee meetings, through biannual updates (between each Committee meeting)..

Co-Chairs will continue to be appointed for a two-year period. Governmental Co-Chairs are appointed at Ministerial or Vice-Ministerial level and will represent the full spectrum of development co-operation, ensuring adequate regional rotation and balance. Co-Chairs are responsible for securing a successor, to be endorsed by the Steering Committee as early as possible, but no later than one month before the end of their term. Current Co-Chairs will also be responsible for overseeing the transition to the new Co-Chair over the last six months of his / her term, as applicable.

Box. 1: A non-executive Co-Chair in the Leadership of the Global Partnership *(While the Steering Committee has in principle signalled its agreement on the addition of a fourth, non-executive Co-Chair, a proposal for the modalities and functions of this seat will be presented by the non-executive members of the Steering Committee at the Committee's first meeting post-HLM2).*

Non-executive representatives in the Steering Committee have suggested that a fourth, non-executive Co-Chair could amplify the true multi-stakeholder nature of the Global Partnership. Potential advantages of a fourth, non-executive Co-Chair may include: (i) to make the leadership more inclusive and multi-stakeholder; (ii) to foster mutual accountability at the highest decision-making levels; (iii) bring in additional expertise on improving engagement with non-state development actors; (iv) to promote democratic ownership by example; and (v) to allow for inputs from non-executive stakeholders to shape the agenda of Steering Committee, High-Level and other Meetings of the Global Partnership from a very early stage.

A non-executive Co-Chair would be nominated at the highest possible level (comparable seniority with the government Co-Chairs) and on a rotational basis, mindful of regional balance, from the following constituencies: civil society organisations, trade unions, local authorities, parliamentarians, foundations and the private sector, according to consultation among non-executive members of the Steering Committee. The non-executive Co-Chair would represent all these constituencies, striving to build consensus among them as far as possible. These constituencies will all retain their seats as members of the Steering Committee. Rotation would be expected to take place every two years, at the same time as governmental Co-Chairs, and in consideration of the heterogeneity of the non-executive stakeholder group.

B. STEERING COMMITTEE

The Steering Committee is the main decision-making body of the Global Partnership. It provides the strategic leadership and co-ordination necessary for ensuring successful implementation of the programme of work for the Global Partnership. The Steering Committee will consist of the Co-Chairs of the Global Partnership and other appointed members.

The Steering Committee will focus on the following core responsibilities:

- Providing executive guidance to the implementation and monitoring of a costed programme of work of the Global Partnership;
- Championing / co-championing the specific work-streams in the programme of work of the Global Partnership and / or Global Partnership Initiatives to help deliver the programme of work;
- Serving as advocates and ambassadors of the Global Partnership at a national, regional and international levels to ensure that priorities and key messages of the Global Partnership are promoted and reflected in relevant fora;
- Increasing focus on implementing development effectiveness commitments at the country level;
- Consulting with, and therefore providing inclusive and authoritative representation of, constituencies with a stake in the work of the Global Partnership; and
- Undertaking other tasks as may arise from High-Level Meetings or as agreed at Steering Committee meetings.

Members of the Steering Committee will be nominated by their respective constituencies for review and endorsement at Steering Committee meetings in order to ensure regional balance and continuity as a whole. The Steering Committee will represent all actors with a stake in development, wishing to engage in the work of the Global Partnership. A matrix to ensure representation throughout all regions will be annexed to the programme of work for the 2017-2018 period.

Structure and composition

Co-Chairs	
3	Governments representing the full spectrum of development co-operation, respecting rotational regional representation
1	Non-State stakeholder (to be agreed based on the proposal made by the non-executive Steering Committee members at the first post-HLM2 Committee meeting)
Members of the Steering Committee	
7	Representatives of recipients of development co-operation, one of which is a representative from the African Union, one of the g7+ group of fragile and conflict-affected states, two from Africa, one from Latin America, one from Asia, and one from the Pacific.
2	Representative of dual-character countries
3	Representatives of OECD-DAC countries as providers of development co-operation
1	Representative of the business sector
1	Representative of parliaments
1	Representative of civil society
1	Representative of multilateral development banks
1	Representative of the UNDP/UNDG
1	Representative of the OECD/DAC

1	Representative of Arab providers
1	Representative of trade unions
1	Representative of foundations
1	Representative of sub-national governments

C. JOINT SUPPORT TEAM

The ambitions of the Global Partnership set out in the Nairobi Outcome Document and mandate require a strong support structure in the form of the Joint Support Team, which will continue to be sourced by the OECD and UNDP. Both organisations will continue to draw on their existing structures, respective mandates and areas of comparative advantage to work together in an efficient and complementary manner. Their support to the Global Partnership is contingent upon continued and adequate funding being made available to both organisations from stakeholders invested in the Global Partnership.

Members of the Global Partnership and its Steering Committee will be expected to lead in the implementation of commitments as well as contributing to the substance of the Global Partnership's work. The main responsibilities of the Joint Support Team build on the deliverables agreed in the 2012 Global Partnership mandate:

- Develop, refine and implement the global methodology for monitoring the implementation of agreed commitments for endorsement by the Steering Committee;
- Produce and disseminate relevant analytical work, including regular global reports based on monitoring of agreed commitments and scoping of analytical work produced by the Global Partnership Initiatives to inform political dialogue and facilitate knowledge sharing to make co-operation more effective at country level;
- Carry out periodical 'horizon-scanning' analyses of the evolving development co-operation context and the incentives for engagement by each Global Partnership stakeholder;
- Provide demand-driven advisory support at country level on the implementation of partnership and accountability frameworks in developing countries (contingent on adequate resourcing and prioritisation by the Steering Committee in the costed programme of work);
- Organise ministerial-level and other meetings of the Global Partnership; and
- Deliver Secretariat and Advisory Services to the Steering Committee and Co-Chairs.

Each biennial programme of work will specify more detailed roles for the Joint Support Team based on operational objectives (see section II.B.).

II. OPERATIONAL CHANGES

A. MEETINGS

The renewed mandate calls for greater support to making development cooperation more effective at country level and targeted policy dialogue, data and evidence for global follow-up and review of the 2030 Agenda for Sustainable Development at the United Nations.

The Global Partnership's High-Level meetings will continue to provide an instrumental platform to uphold accountability and generate new momentum to implement commitments. Under the guidance

of the Steering Committee, Stand-alone High-Level Meetings will be held in an extended cycle adapted to the calendar of global level conferences and meetings in order to solidify political support for effective development co-operation, as a prerequisite for sustainable progress in the implementation of the 2030 Agenda. The stand-alone High-Level Meetings will be interspersed with high-level segments, to take place in the margins of relevant meetings on development finance and co-operation. Senior Level Meetings at the Director-General level will also be considered to keep political momentum high in between stand-alone HLMs.

Steering Committee meetings will be held twice a year, if possible back-to-back with other meetings, and will focus on the implementation of the agreed programme of work. These meetings will be informed by annual technical exchanges and by specialized policy dialogues that will help to identify practical solutions to accelerating progress on specific bottlenecks among “communities of interest”, coordinated with the work of Global Partnership Initiatives and their workshops, regional platforms and dialogues to engage actors with similar interests and objectives to build consensus and strengthen advocacy around their priorities for effective development co-operation.

In addition, national multi-stakeholder dialogues on development effectiveness and regional meetings will be promoted through the Co-Chairs, Steering Committee members and wider Global Partnership membership, which will aim to translate deliberations into action at country level.

B. PROGRAMME OF WORK

The work by the Co-Chairs, Steering Committee and Joint Support Team will be guided by a biennial, costed programme of work. The programme of work should be underpinned by a comprehensive theory of change and will be the main instrument to ensure clear targets and responsibilities for the implementation of all aspects of the work of the Global Partnership in any two-year period. It will contain costed lines of activity and will be approved by the Steering Committee. It will also include the critical threshold of resources that need to be secured/guaranteed for the Joint Support Team to enable its core support. It is proposed that logistic and operational support relating to Steering Committee meetings and High-Level Meetings be included in the biennial programme of work, if available from the identified HLM host, and provided through voluntary contributions specific to these activities to ensure their financing alongside substantive work and deliverables. Resource mobilisation for High-Level Meetings will be driven and strongly encouraged by Steering Committee members.

The responsibility for ensuring progress within specific areas of the costed programme of work will be delegated to working groups led by Steering Committee members. Each of these components are subject to periodic review in order to ensure their continued relevance to the work of the Global Partnership as a whole. The Steering Committee may request the engagement of specialised advisory bodies to support the accomplishment of the programme of work, insofar as resources allow.

The Co-Chairs and Steering Committee members share the responsibility to mobilize resources to meet any funding shortfall and prioritise the programme of work in line with available funding. The programme of work will also contain an explicit provision for periodic independent evaluations of the work of the Global Partnership to be conducted at determined times, e.g. every four years.