



2016 Summary Report

Making development co-operation more effective



Interface

Contents

nt co-operation is a prerequisite for
in the implementation of the 2030
able Development. This report is
al monitoring exercise designed to
n progress in making development
ffective. This second edition since

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the many dedicated stakeholders
tributed to making this a particularly
ing round. The reporting was led
-income countries and garnered
25 countries, 74 development
nt impact and yield sustainable
id.

parliamentarians and local governments; their diversity
reflects the increasingly diverse nature of our development
co-operation landscape. This record level of participation
demonstrates a shared commitment to making
development co-operation more effective.

We extend our sincere thanks to all of the participating
countries, institutions and individuals for their
engagement in this collective effort. We would like to
thank the OECD/UNDP Joint Support Team for their
work in facilitating the 2016 monitoring round and
preparing the progress report; designing the methodology,
supporting countries in managing the process, compiling
the results and conducting the analysis, drawing on
inputs from a broad range of partners. Our thanks
are extended also to the members of the Monitoring
Advisory Group for their guidance.

The Global Partnership is committed to continuing to
provide data and evidence to support country-led efforts
and inform global policy dialogue on effective development
co-operation, including follow-up and review of the Addis
Ababa Action Agenda and the Sustainable Development
Goals (SDGs). We urge development stakeholders
everywhere to make the most of this report and the intense
exercise it summarises by using the evidence to guide policy
dialogue at all levels – country, regional and global – to
celebrate progress and successes, address hurdles, and
jointly devise a way forward.

We are confident that the analysis and information
contained herein will also make an important contribution
to discussions in Nairobi in November 2016 and beyond,
helping us to maximise the contribution of effective
development co-operation – collectively, inclusively
and effectively – to realising the development ambitions
we all share.

01

Overview

Key messages from the
Global Partnership's 2016
monitoring exercise

Pages 1-6

02

Focus on Results

Countries establish national
results frameworks

Partners use country-led results
frameworks

Pages 7-10

03

Country Ownership

Governments strengthen
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Partners use country-led results
frameworks

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civil society

Quality of public-private dialogue

Pages 21-24

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Transparency and accountability

Transparency of development
co-operation

Development co-operation is
on national budgets

Gender-responsive budgeting
in place

Quality of mutual accountability

Claudio RUIZ MASSIEU
Secretary of Foreign Affairs MEXICO

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Final Partnership monitoring round

Bringing development co-operation more effective?

Effectiveness of It does this by regularly assessing the implementation of agreed effectiveness principles and related at a country level; and by facilitating the sharing of experiences between governments, civil organisations and the private sector. This drives change in the way development

co-operation is provided by generating evidence to highlight where attention is needed, and by encouraging members to respond to the evidence by agreeing on individual and collective action to accelerate progress.

This monitoring report is an integral part of this process. It compiles data reported by the governments of the 81 low and middle-income countries and territories that participated in the Global Partnership's second monitoring round, generating evidence on the implementation of agreed principles for effective development co-operation:



The 2016 monitoring round looks, on the one hand, at how its put in place a conducive environment of development co-operation and from nongovernmental actors (i.e. private sector); and on the other, how development partners deliver their support. It indicators to track progress and create a detailed roadmap for making development effective, building a foundation for mutual trust amongst all development stakeholders.

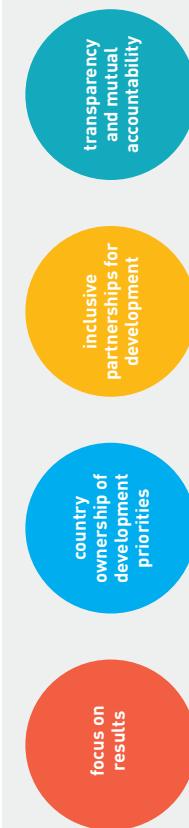
The 2016 monitoring round drew **record participation**, both in terms of numbers and of diversity: 81 low and middle-income countries; 125 development partners; 74 development organisations; and hundreds of civil society organisations, private sector representatives, trade unions, foundations, parliamentarians and local governments. The data and evidence they generated covers the vast majority (up to 89%) of development co-operation finance programmed for these 81 countries.

The development community is adopting a **decisive focus on results** for more impact at the country level: 99% of countries have development strategies at the national and sector levels; 74% of countries have set out their priorities, targets and indicators in a single strategic planning document. In addition, 85% of development partners' new programmes and projects are aligned to country-led results frameworks.

Evidence reveals a **promising evolution towards more inclusive partnerships amongst governments, civil society organisations (CSOs) and the private sector**. In 70% of countries, the government and the private sector for building a common public-private agenda for sustainable development. Almost 90% of governments consult CSOs on national development policy. Amongst themselves, CSOs have also meaningful co-ordination for dialogue with CSOs. In 63% of countries, the potential

Transparency is also growing, with **more publicly available information on development co-operation than ever before: 72% of development partners assessed for**

transparency achieved a "good" score in their reporting to at least one of the three international databases on development co-operation finance and 39% achieved "excellent" in reporting to one or more systems. In parallel, countries have taken strides to enhance the transparency of their budgeting procedures: they now record 66% of development co-operation finance in national budgets that are subject to parliamentary oversight. Furthermore, 47% of countries are tracking public allocations for gender equality and women's empowerment.



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champions to facilitate dialogue; in 81% of instruments and resources to translate dialogue into action.

To be effective, **countries need to manage flows in a complementary and strategic** development partners' improvements in predictability of development co-operation to only 4%, reaching 74% in 2016. A major cultural shift is needed to arrive at regular real-time information that meets country and managing development co-operation.

The transparency and inclusiveness of **mutual reviews also require improvement**. Moreover, these review processes continue largely formulated around traditional development assistance models and require **adaptation** to **evolving partnership approaches**.

Finally, the 2016 Global Partnership monitoring evidence has shown that institutionalised partners at the country level can build mutual trust and underpin transparency and accountability.

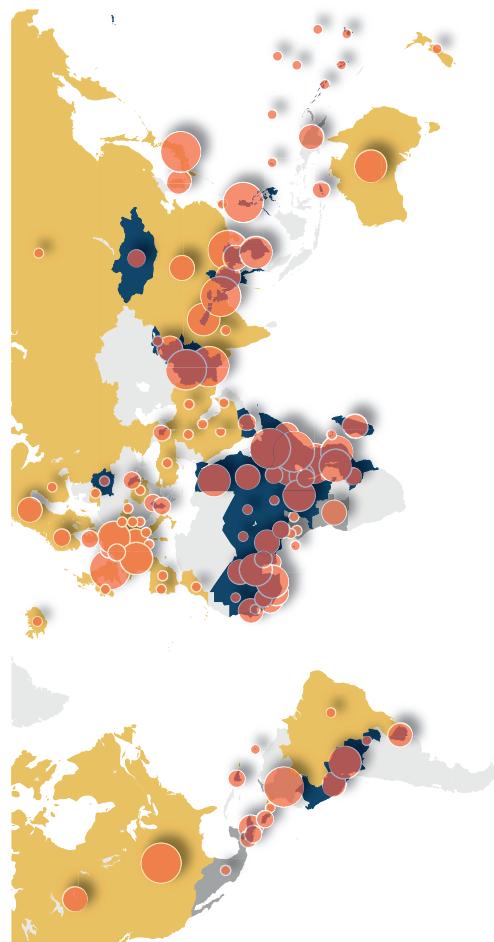
It also confirms that across principles a there are countries, development partners and stakeholders that **demonstrate the capacity** on agreed effectiveness principles. This is potential for identifying success factors and facilitating mutual learning to accelerate development communities' efforts to deliver Sustainable Development Goals by 2030.

Put the monitoring exercise

Monitoring round drew record participation, both in terms of numbers of profiles.

middle-income countries led national effectiveness of development on their co-operation with 125 stakeholders. The broad range of stakeholders process – in total 125 countries, 74 organisations and hundreds of civil society sector representatives, trade unions, parliamentarians and local governments –

reflects the increasing diversity of the development co-operation landscape. The data and evidence they generated covers the vast majority (up to 89%) of development co-operation funding programmed for these 81 countries. This diversity and coverage confirms the increasing commitment of the international community to the development effectiveness agenda.



Stakeholders participating in the 2016 monitoring round
Stakeholders participating in the 2016 monitoring round and
Development partners in the 2016 monitoring round

Assessed development co-operation (disbursements)



ship tracks development stakeholders' more effective development selected indicators (see next page). Objectives of the monitoring process hand, assessing how effectively place a conducive environment to of development co-operation and s from non-governmental actors i.e

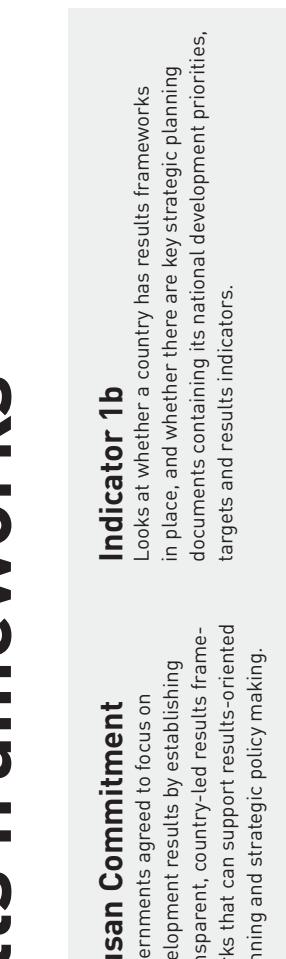
civil society and the private sector); and on the other, measuring how effectively development partners deliver their support. The Global Partnership monitoring drives change in the way development co-operation is provided by generating evidence to highlight where attention is needed and encouraging members to respond to the evidence by agreeing on individual and collective action to accelerate increases.

Shared principles and differentiated commitments for more effective development co-operation

	Country governments	Development partners	Civil society
Commitments			
01	Development partners use country-led results frameworks	●	●
02	Civil society organisations operate within an environment that maximises their engagement in and contribution to development	●	●
03	Public-private dialogue promotes private sector engagement and its contribution to development	●	●
04	Transparent information on development co-operation is publicly available	●	●
05A	Development co-operation is predictable [annual]	●	●
05B	Development co-operation is predictable [medium-term]	●	●
06	Development co-operation is included in budgets subject to parliamentary oversight	●	●
07	Mutual accountability is strengthened through inclusive reviews	●	●
08	Governments track public allocations for gender equality and women's empowerment	●	●
09A	Governments strengthen country systems	●	●
09B	Development partners use country systems	●	●
10	Aid is untied	●	●

Countries have made progress in developing results frameworks

What priority-setting mechanisms do countries have in place at the national and/or sector levels?

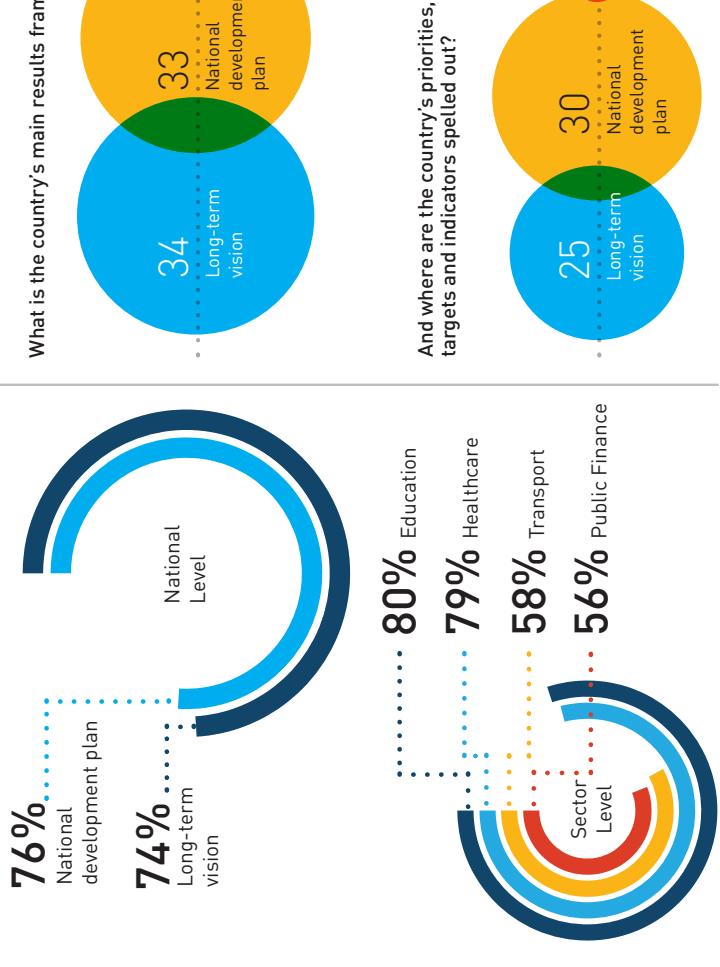


at a glance:

Most countries have made progress in establishing results frameworks by establishing transparent, country-led results frameworks that can support results-oriented planning and strategic policy making.

Most countries have multiple priority-setting mechanisms at the national and sector levels.
In three out of four countries, priorities, targets and indicators can be found in a single strategic planning document.

What types of results frameworks are countries using?



And where are the country's priorities, targets and indicators spelled out?

Greater use of results information in policy-making for achieving better development results. ↗

Moving from strategic planning to results-based management will require:

01

- An institutional enabling environment:
- **High-level leadership**
 - More effective implementation of legislation and policies
 - **Strengthened country institutions** and systems

02

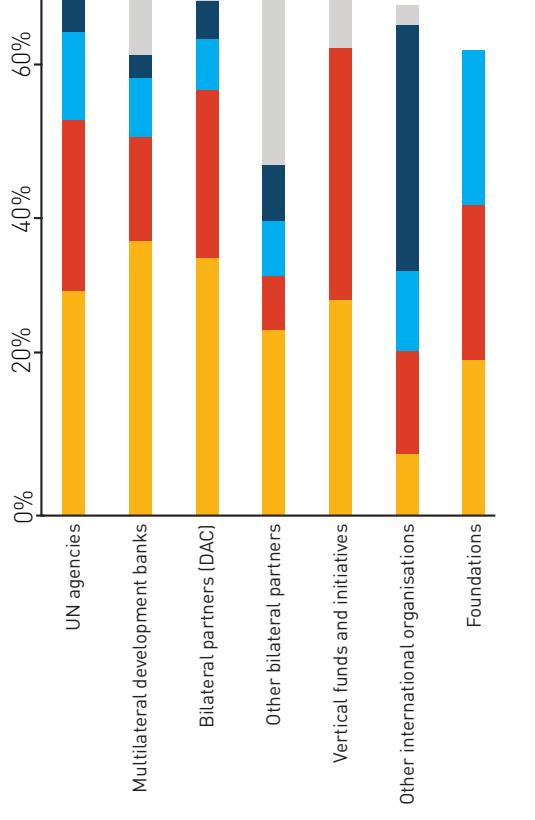
- Many regions face similar challenges in moving to results-based approaches:
- **Co-ordination and alignment** of strategic planning processes
 - The need for **institutional reform** management with results-oriented Cross-regional learning can help find solutions to these challenges.

02
Countries still have a way to go in translating their strategic plans and priorities into results-based budgeting and implementation; they also need to strengthen their monitoring and evaluation systems so they generate useful information on results.

74% of countries have a single strategic plan that includes priorities, targets and indicators

partner alignment with partner results frameworks needs matched by greater use

What results frameworks do development partners use

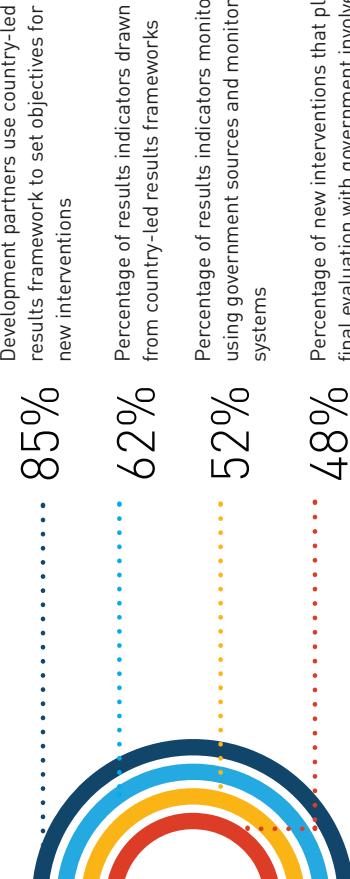


1.1 Sanction Commitment
Development partners committed to: using entry-led results frameworks to plan design new development co-operation programmes and projects; using countries' monitoring and evaluation systems to track progress on and achievement of results; minimising the use of other frameworks.

at a glance:



What extent do development partners use partners' own results frameworks?



- The next step is to increase the use of country results frameworks for implementation, monitoring and evaluation and evaluation of development intervention
- 01**
Country results indicators, local monitoring systems and national statistics need to be used more widely; government involvement in evaluations also needs to increase, which may entail expanding support to countries for strengthening national results frameworks and associated tracking systems.
- 02**
Countries are embedding the Sustainable Development Goals in their national frameworks; this opens up opportunities for development partners to strengthen alignment with national priorities on locally defined development intervention

“Partner support to strengthen countries’ results frameworks and domestic monitoring and evaluation capacity will be critical.”

approaches can help strengthen country systems

How strong are budgetary and public financial management systems?

What progress has been made in strengthening systems?

governments agreed to improve the quality of their national public financial management and procurement systems in order to enhance their effectiveness and move governance.

Indicator 9a
Measures the quality of country systems using the World Bank's Country Policy and Institutional Assessment (CPIA) scores, rating the quality of budgetary and financial management.

at a glance:

- Make their budgets more **comprehensive and credible**, and effectively link them to **policy priorities**
- Ensure good **predictability** and **oversight** in the management of public expenditure
- Subject their budgets to timely and accurate **accounting, fiscal reporting and public auditing**
- Strengthen **procurement** practices

02

Budgets are better designed than implemented; most countries need to:

Quality of **budgetary financial management** in most countries remained stable at **rate levels** 10.

- Lack of predictability of development co-operation
- Inclusion in budgets and effective delivery of development co-operation funding

Obstacles back the quality of systems

CPIA score = World Bank's Country Policy and Institutional Assessment score, rating the quality of budgetary and financial management.

From 2010 to 2015:



1 country has a **weak** CPIA score

52 countries have a **moderate** CPIA score

7 countries have a **strong** CPIA score

Country systems can be strengthened

01

Need to continue work on **joint diagnostics** to identify weaknesses in domestic institutions and co-ordinate support to strengthen them.

02

Move from "best practice" to "**best fit approaches**" to improving public financial management and procurement systems.

03

Find ways to build **political commitment** to support long-term institutional change and reforms in public financial management.

04

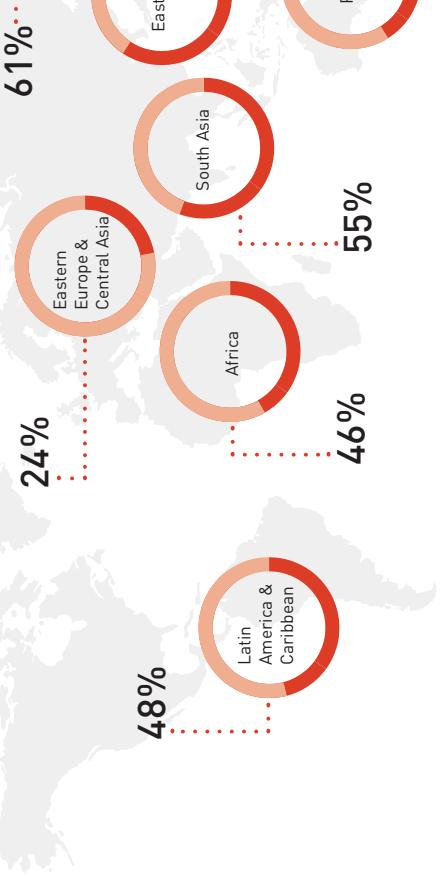
Conduct broad **public administration reforms** in parallel to strengthening of country systems to ensure effective transformation.

THE WAY FORWARD

Surprisingly, progress was concentrated on fragile states and island developing states. ↗

Partner use of country systems lightly increased

How does the use of country systems differ by region?



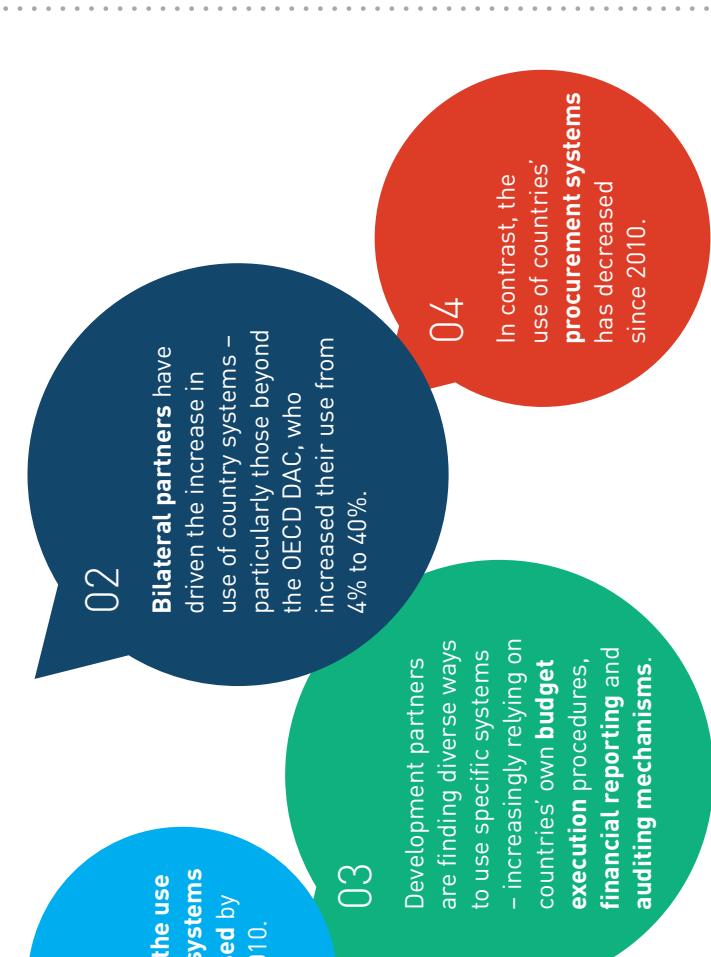
Asian Commitment

Development partners agreed to use country systems as the default approach to deliver development co-operation in a port of activities managed by the public sector.

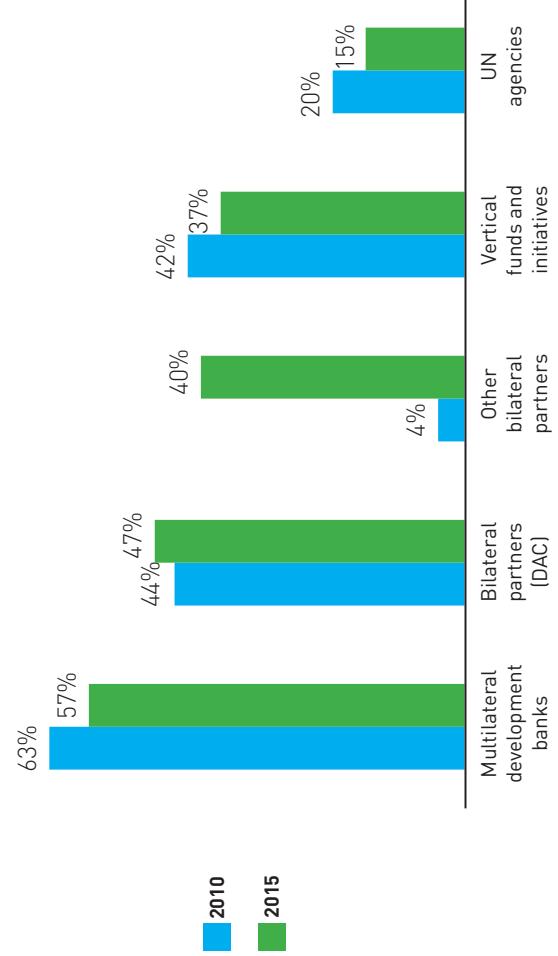
Indicator 9b

Measures the proportion of development co-operation disbursed for the public sector using the country's own public financial management and procurement systems.

at a glance:



Comparing partners' use of country systems



of development co-operation delivered throughout



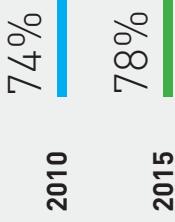
Risk needs to be managed, not avoided



Progress in untying as leveling off

Percentage of bilateral development co-operation provided by OECD-DAC members that is fully untied:

Indicator 10	
Measures the percentage of bilateral development co-operation provided by OECD-DAC members that is fully untied.	
Development co-operation is untied when external partners do not impose geographical constraints on the use of the funds. In Busan, development partners agreed to further untie development co-operation.	



at a glance:

03

The increasing involvement of the **private sector from development-partner countries** in delivering development co-operation needs to be carefully managed to avoid further tying of aid.



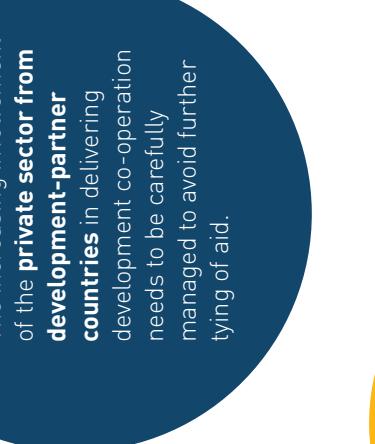
at a glance:

02

The share of **untied** development co-operation has marginally increased since 2010, reaching a peak in 2013.

01

02



■ Share of all untied bilateral ODA (all countries)
■ Share of untied bilateral ODA (only 81 participating countries).

03

04



On the other hand, six DAC members have not achieved the 2010 level of 74% untied development co-operation.

02

“The share of untied aid has marginally increased since global average hovers around the peak value reached in 2013.”

01

02

03

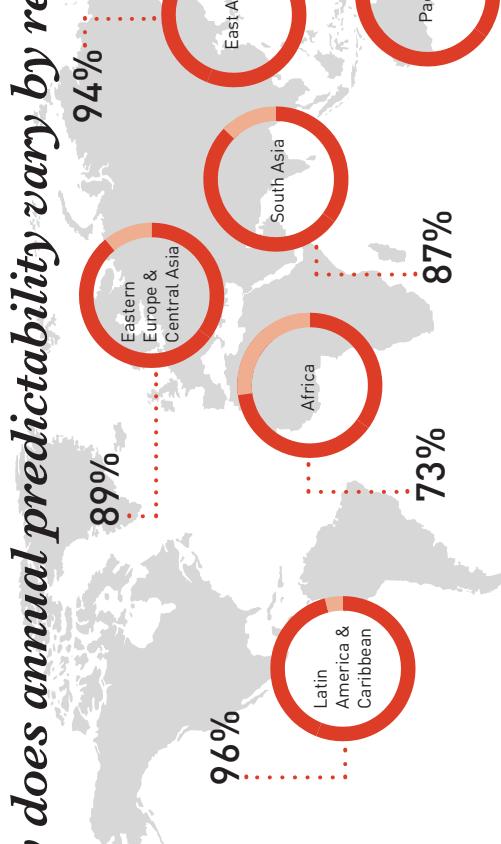
04

Peer pressure amongst the development partner community has helped some partners build support within development agencies to further untie their programmes.

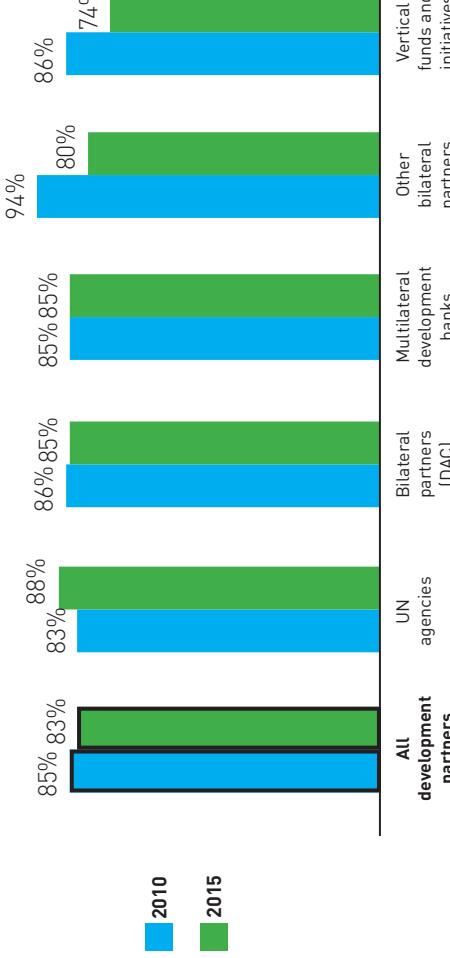
The quality of national procurement can influence the share of aid that, on the other hand, in fragile situations, untying aid can play a crucial role in these systems.

THE WAY FORWARD

Annual predictability of development co-operation not increased



How does annual predictability vary by development partner?

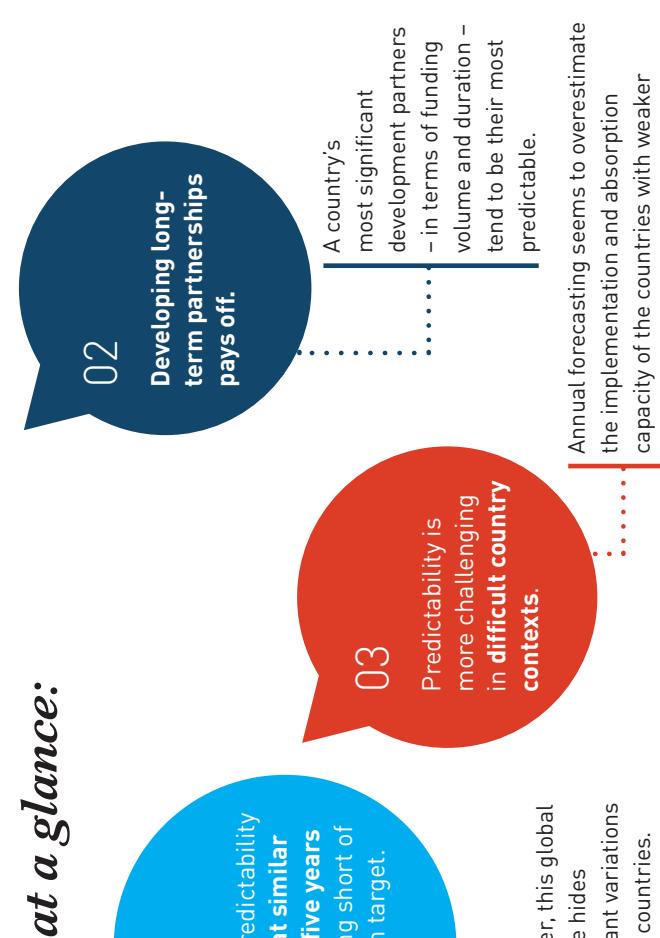


Effective partnerships to overcome barriers to annual predictability

01

- Investing in **partnerships with countries** is essential. The following initiatives help to increase annual predictability:
- Agency-wide, multi-year rolling plans and budgeting frameworks
 - Longer-term country partnerships, strategies and development co-operation instruments
 - Effective tracking and reporting

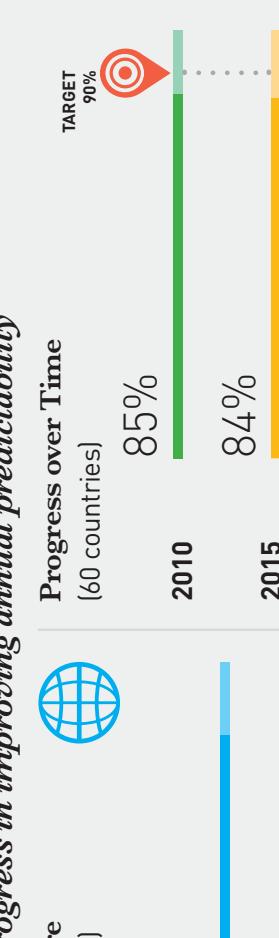
THE WAY FORWARD



02

- Country context matters for preparing forecasts. A realistic approach in preparing forecasts is particularly important and conflict afflicted states.

Progress in improving annual predictability



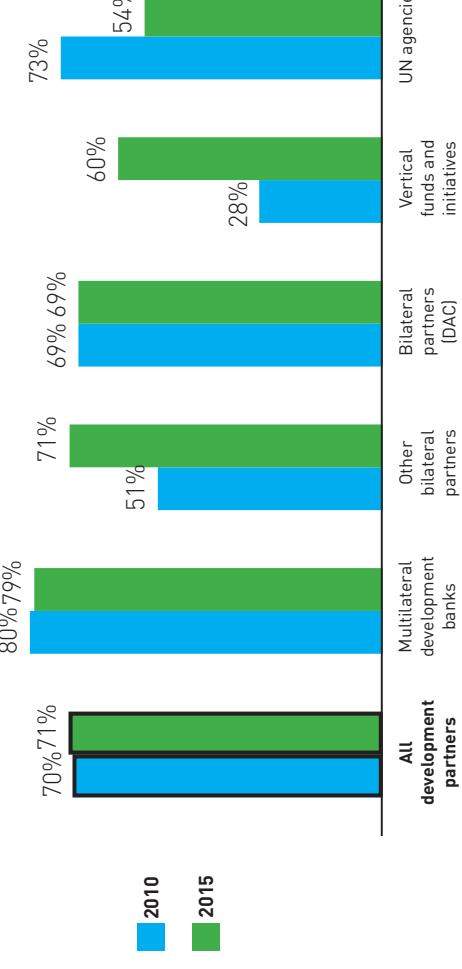
Medium-term predictability slightly improved

How much improvement is still needed of medium-term predictability?



at a glance:

Which partners have made the biggest gains in terms of medium-term predictability?



Medium-term predictability enhances country strategic planning and budgetary capacity

01

Lack of medium-term predictability hinders countries' capacity to manage development resources in a complementary and strategic manner; it also affects the credibility and comprehensiveness of their budgetary and public financial management processes.

03

Close to half of participating countries are preparing long-term frameworks – forward-looking will enhance these frameworks.

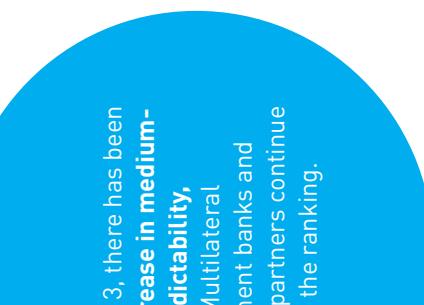
02

Providing timely and accurate forward-looking funding estimates strengthens domestic accountability, as it influences the likelihood of recording development cooperation on national budgets.



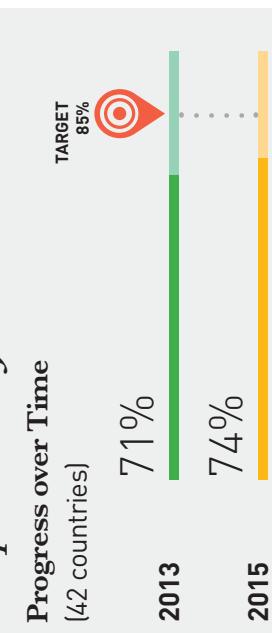
02

The relative importance of each development partner to the country determines the level of engagement with the government, affecting the partner's reliability in providing regular estimates, which are crucial for short- and medium-term planning and budgeting.



03

3, there has been a rise in medium-predictability. Multilateral development banks and partners continue the ranking.



Creating an enabling environment for civil society requires further effort



Do official development partners co-operate with civil society organisations?

81%

Agenda for dialogue with government includes CSO-enabling environment CSOs systematically consulted on development policy/programming

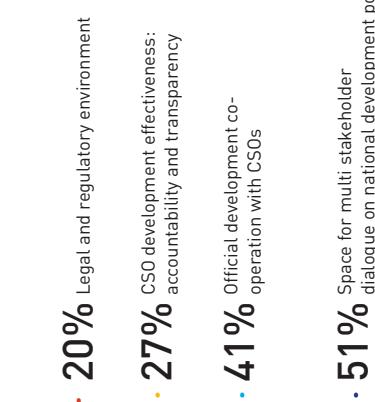
Indicator 2

Looks at: government support for multi-stakeholder dialogue around national development policies; CSO accountability and transparency; official development co-operation with CSOs; and the legal and regulatory environment where CSOs operate.

Iran Commitment

Governments committed to creating an enabling environment for civil society organisations (CSOs) so as to maximise their contribution to development. CSOs agreed to make their operations more effective.

Range of countries with all elements in place



	<i>Do civil society organisations adhere to development effectiveness principles?</i>
92%	CSOs lead processes for input on policy dialogue CSOs co-ordinate among themselves and with others

	<i>How enabling is the legal and regulatory environment?</i>
22%	Marginalises certain groups Facilitates access to resources for CSOs

	<i>How enabling is the legal and regulatory environment?</i>
73%	CSOs have transparency and accountability mechanisms CSOs report to government on finances and programming

	<i>Continued efforts are needed to build an enabling environment that will maximise the contribution of civil society to development.</i>
01	Government support for multi-stakeholder dialogue around national development policies; CSO accountability and transparency; official development co-operation with CSOs; and the legal and regulatory environment where CSOs operate.

02

	<i>Governments need to improve their legal, regulatory and operational policies and practices, including:</i>
03	<ul style="list-style-type: none"> • Improving co-ordination of development partners • Strengthening reporting on development efforts

03

	<i>Development partners can help dialogue mechanisms with CSOs</i>
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THE WAY FORWARD

There is great potential partner with the private sector

*What are the conditions and potential
for public-private dialogue?*

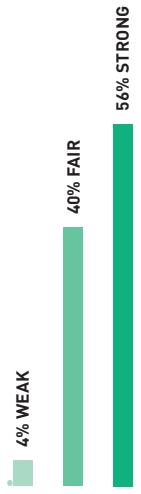


Human Commitment

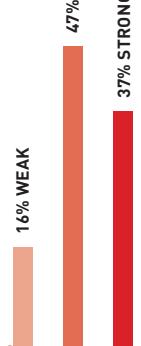
Governments committed to engaging with the private sector: to improve the legal, regulatory and administrative environment for private investment; and to ensuring a sound policy and regulatory environment for public-private partnerships.



Private sector willingness to engage



Existence of potential facilitators



at a glance:

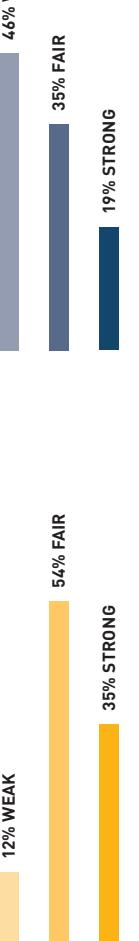
In countries, the private sector and the government are willing to engage with each other.

02

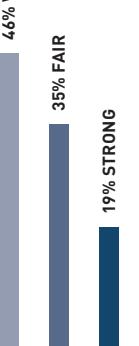
A lack of champions/facilitators and scarcity of instruments and resources to facilitate and support public-private dialogue diminishes the quality of the dialogue.



Government willingness to engage



Availability of instruments to facilitate



Indicator 3
Measures the quality of public-private dialogue by looking at the legal and regulatory environment for private sector activities, a country's readiness to conduct public-private dialogue and the effectiveness of selected dialogue platforms.

“Successful public-private dialogue addresses topics of benefit for both the private sector and the government, attracts high-level representation.”

Lessons from experience can help build successful public-private dialogue:

01	02	03	04	05	06
To be successful, public-private dialogue must address topics of mutual benefit.	Instruments and logistics are less of an issue when the private sector is willing to engage.	High-level political leadership helps.	The emergence of champions is facilitated when both sides express trust and willingness to engage.	Focusing on common interests and orienting the dialogue towards useful outputs and results helps sustain the relationship.	Participation of small and medium enterprises in the dialogue ensures an inclusive process.

HIGH FORWARD



score for the quality of public-private dialogue hides variation across countries



6.5

TARGET



Transparency is moving the right direction

What systems and standards do development partners use to provide online data on development co-operation in an open and accessible manner?

Busan Commitment

Development partners agreed to improve availability and public accessibility of information on development co-operation other development resources in a timely, comprehensive and forward-looking manner.

Indicator 4

Assesses the extent to which development partners are making information on development co-operation publicly accessible, and in line with the Busan transparency requirements.

at a glance:

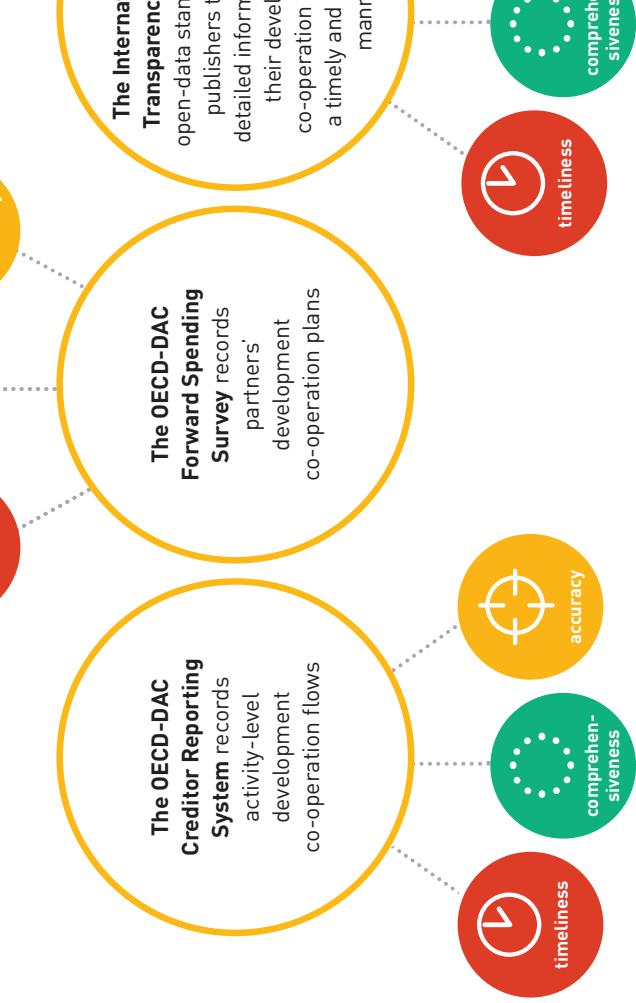


In general terms, the assessments show that although development partners are still not fully meeting the Busan Commitment, they are making significant progress in terms of transparency, and are moving in the right direction.

Lost notable progress in the timeliness and comprehensiveness of publicly available data, while the publication of forward-looking information continues to be a challenge. Also, observed trade-offs between data timeliness and accuracy.

Indicator 4
Assesses the extent to which development partners are making information on development co-operation publicly accessible, and in line with the Busan transparency requirements.

at a glance:



Improvements in transparency depend on robust policies, sound corporate processes and systems, and dedicated staff.

01

Analysis reveals that good reporting to a specific platform or standard does not automatically imply equally good reporting through other channels, evidencing the need to focus on specific institutional hurdles in terms of systems, policies or culture.

02

Investments in corporate procurement management infrastructure help to improve the supply of publicly available data, while the publication of forward-looking information continues to be a challenge. Also, observed trade-offs between data timeliness and accuracy.

Development co-operation is increasingly on budget

Asian Commitment
Governments and development partners committed to including development co-operation funds in national budgets subject to parliamentary oversight.

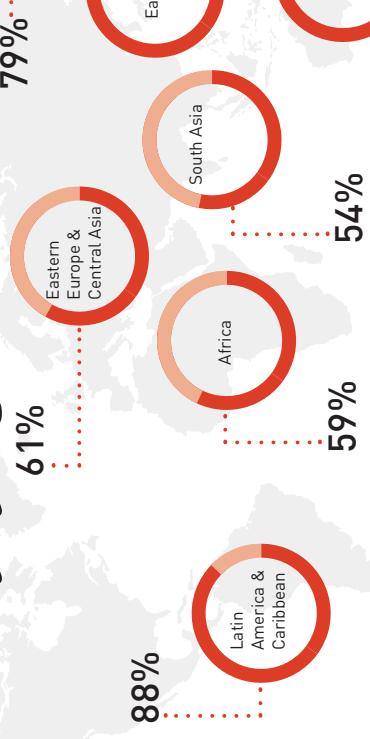
Indicator 6
Measures the share of development co-operation funding for the public sector recorded in annual budgets that are approved by the national legislatures of partner countries.

at a glance:

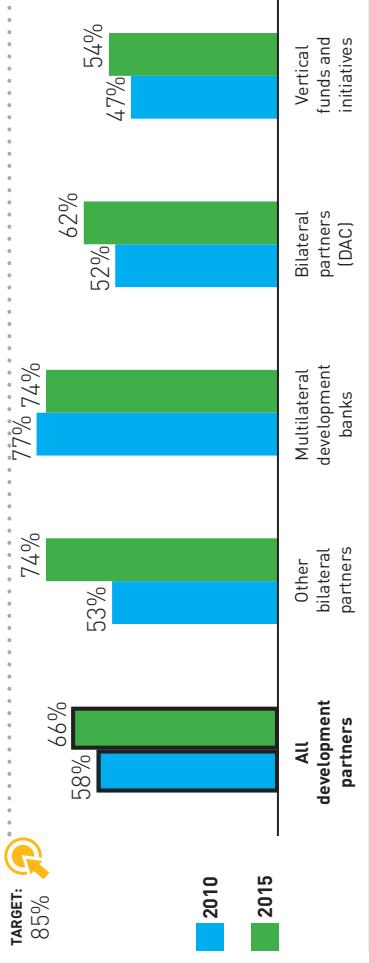
The share has been good since 2010: 60 countries and 29 development partners met the target of recording 85% of development finance in all budgets.

- Most countries in Latin America and the Pacific have met the target.
- Multilateral development banks and some bilateral partners outperformed other development partners.

How does the share of on-budget development co-operation vary by region?



How does the share of on-budget development co-operation vary by partner?



Further progress calls for improvements in budgeting systems and processes of countries and their partners alike.

01

Development partners may need to continue investing in corporate systems and processes to generate timely projections, in accordance with countries' budget planning cycles.

03

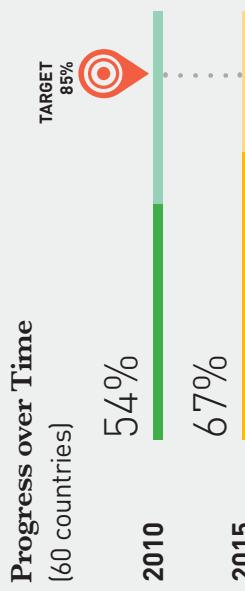
To facilitate the inclusion of development co-operation on budget, ensure adequate and effective use of funds, and increase mutual accountability, countries may need programmes, implemented through systems and integrated into national budget planning cycles. Creating budgetary incentives for line ministers to report development co-operation may contribute to central oversight of public expenditure.

02

Institutionalising the relationship country matters: larger, more formal programmes, implemented through systems and integrated into national budget planning cycles, enable parliamentary oversight.

THE WAY FORWARD

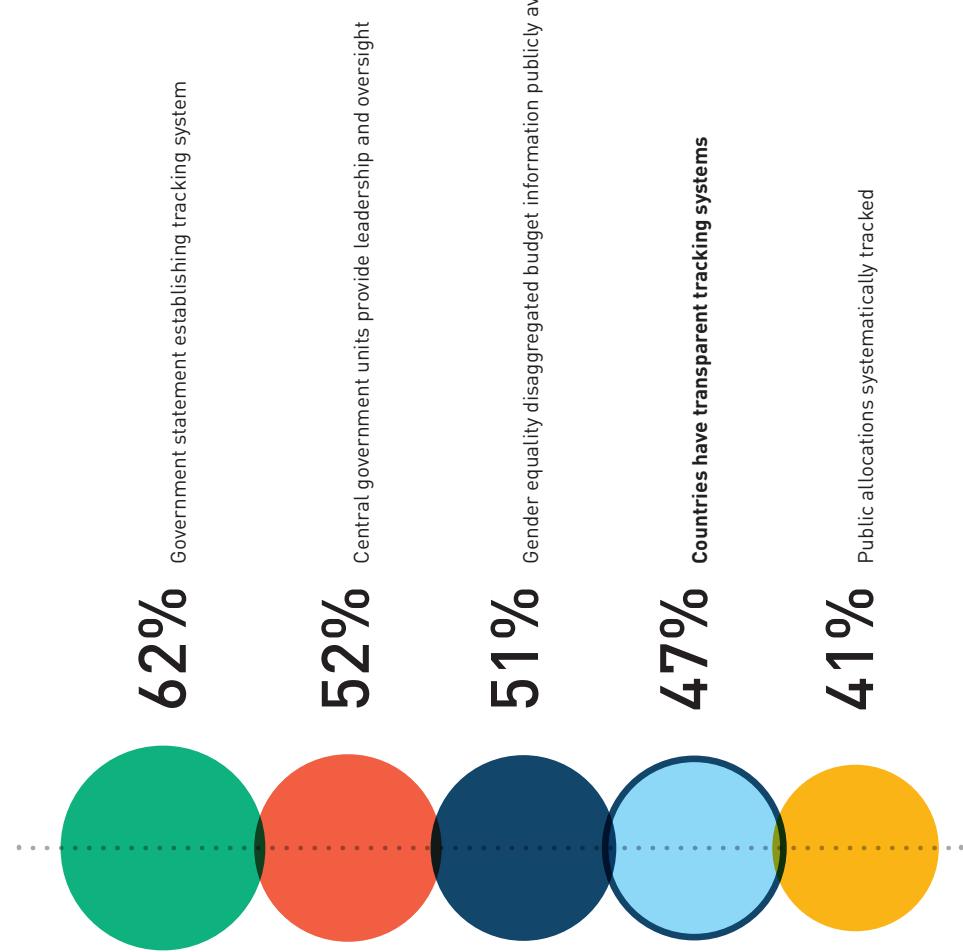
It's time to oversee an increasing share of development co-operation



Is tracking budget allocations under equality and women's empowerment improving

Do countries have the systems they need to track budget allocations for gender equality and women's empowerment?

Percentage for all 81 countries:



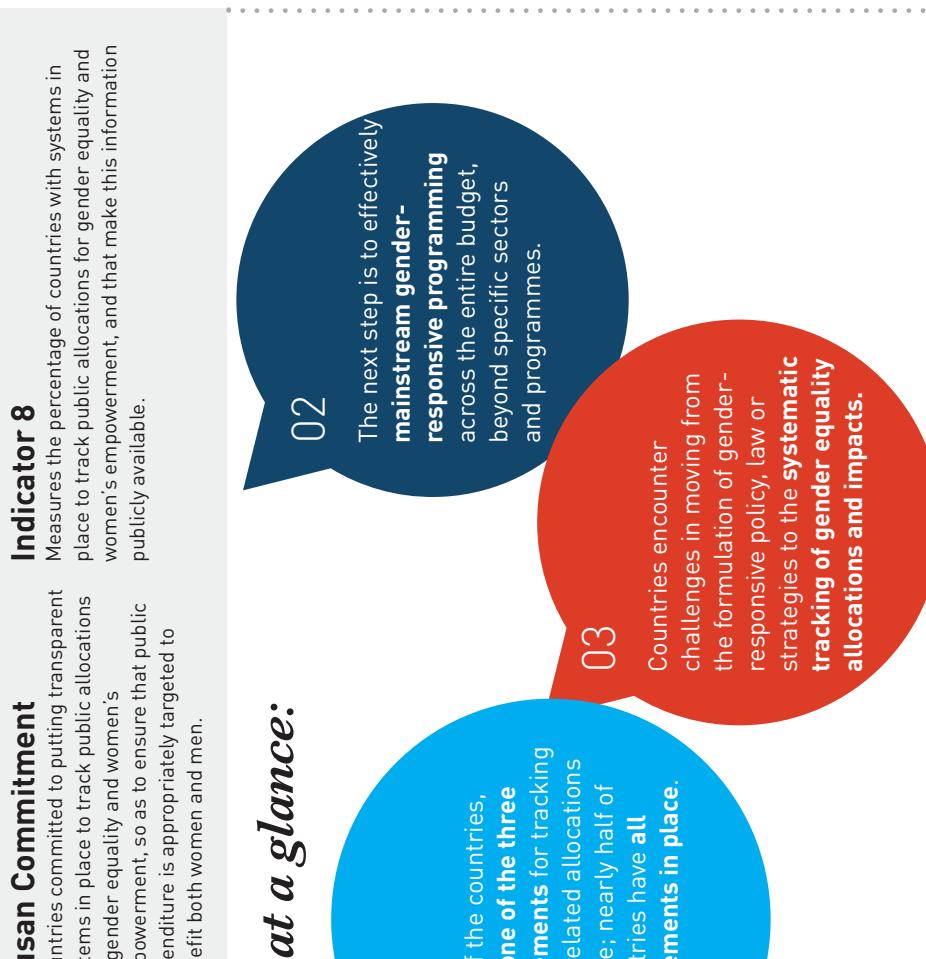
Transparent systems and the use of gender-disaggregated information are crucial for gender equality.

01

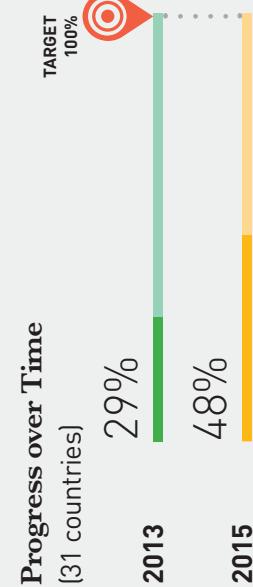
Transparency in gender tracking systems
is critical for effective policy formulation and
for accountability.

02

Using gender-disaggregated policy and budgeting decisions
for achieving gender equality and development.



Progress over Time of countries with systems in place to track and make public information for gender equality



Global assessment reviews to evolve with the changing development landscape

What progress have countries made in conducting inclusive mutual assessments and sharing inclusive mutual assessments



at a glance:

02

Indicators 7 & 8

Countries with mutual assessment reviews have an **increasing number of basic elements** in place for effective accountability, but often these are not enough for meaningful accountability.

03

Parliamentarians and other stakeholders **need to be sufficiently engaged** in reviewing progress against national targets; there is also room to make the results of these reviews **more transparent**.

Key findings

Human Commitment Inclusive entities agreed to put in place inclusive mutual assessment reviews to respond to the needs and priorities of domestic institutions and citizens.

Indicator 7 Measures whether a country has four out of five criteria in place: 1) an aid or partnership policy; 2) country-level targets; 3) regular joint assessment of progress against targets; 4) local governments and non-executive stakeholders included in the assessments; and 5) public availability of the results.

at a glance:

02

Indicators 7 & 8

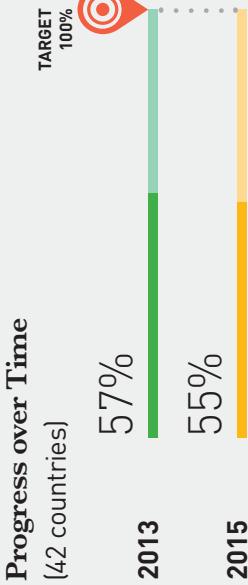
Countries with mutual assessment reviews have an **increasing number of basic elements** in place for effective accountability, but often these are not enough for meaningful accountability.

03

Parliamentarians and other stakeholders **need to be sufficiently engaged** in reviewing progress against national targets; there is also room to make the results of these reviews **more transparent**.

Progress over Time

[42 countries]



02

While established mutual accountability structures are formulated on traditional development assistance, partnerships for the SDGs increasingly encompass **whole-of-government approaches**, as well as a variety of **development partners**, including southern partners, businesses and philanthropies. These partners all need to be accountable to each other.

Most low- and middle-income countries are making mutual accountability more relevant in the light of the **development models and partners**. Emerging approaches in some countries can provide important

Rethinking mutual accountability structures evolving development models and partnerships

01

THE WAY FORWARD



The full Progress Report is published on the OECD iLibrary, it is also available on the UNDP website. Visit www.oecd-ilibrary.org or www.undp.org/library for more information.