In Brief

In light of the evolving COVID-19 situation and its wide-ranging implications, now more than ever, the international community needs to come together and confront complex development challenges through increased and more effective co-operation that maximises impact. Addressing how we partner and work together will be key for the ‘trajectory shift’ that is required to build back better and get on track to achieve the SDGs by 2030, as part of the proclaimed ‘decade of action’. In this context, the internationally agreed effectiveness principles (country ownership; focus on results; inclusive partnerships; and transparency and mutual accountability) are a critical basis for more equal and empowered partnerships that enable more sustainable development outcomes.

The Global Partnership for Effective Development Co-operation (the Global Partnership or GPEDC) is the primary multi-stakeholder vehicle spearheading efforts to maximize the effectiveness of all forms of co-operation for development for the shared benefits of people, planet, prosperity and peace. It brings together governments, bilateral and multilateral organizations, civil society, the private sector, foundations, and representatives from parliaments, trade unions, local governments and others, who are committed to strengthening the effectiveness of their partnerships for development. The Global Partnership will hold its third High-Level Meeting in 2022 (HLM3), at the midpoint of implementation efforts to achieve the 2030 Agenda. The HLM 3 and the Global Partnerships work in the run up to the Meeting aim at cultivating strong political momentum for effective development co-operation, as a critical enabler for the SDGs, and will provide an opportunity for partner country governments to shape the effective development co-operation narrative in a way that responds to realities, challenges and opportunities at country level.

Launched in May 2020, the Global Partnership’s 2020-2022 Work Programme aims to facilitate the fostering of effective partnerships that help accelerate the implementation of the 2030 Agenda and ensure that no one is left behind. To deliver this vision, the Global Partnership is renewing its focus on partner-country realities, opportunities and challenges, placing them front and centre. This document outlines why effective development cooperation matters particularly in the context of COVID-19 and beyond, and how the Global Partnership adds value to country-level efforts for building stronger partnerships for the 2030 Agenda, in terms of promoting mutual accountability, driving behavioural changes of all partners, and generating evidence for mutual learning and political momentum. It invites partner country governments to engage in the Global Partnership to promote equal, inclusive and empowered partnerships that is needed by the 2030 Agenda and to it’s the Partnership’s political offer in the run up to the HLM3.

To this effect, the Global Partnership provides engagement opportunities and support for partner country governments for mutual learning and strengthening of political momentum, including establishing a vibrant community of partner country governments for sharing of knowledge and good practice, supporting peer-to-peer and mutual learning among partner country governments and engaging with development stakeholders, bringing spotlights to country stories of progress, and supporting stronger voices of partner country governments in shaping the international commitments for effective development co-operation.

Partner country governments are encouraged to contact the Co-Chairs of the Global Partnership to express their interest in getting involved by writing to info@effectivecooperation.org.
I. Background

According to the 2020 Sustainable Development Goals Report, governments and other actors are off track to reach the SDGs and mobilise the necessary resources. The current COVID-19 global pandemic only adds to the challenges faced by all development actors and risks undoing hard-won development gains and undermining efforts to achieve national development priorities and the SDGs by 2030. The socio-economic impacts of COVID-19 are already being felt and will have lasting consequences, and the rapidly unfolding economic crisis further constrains fiscal space in many countries. In this context, the international community will have to redouble its resolve to work together, using the 2030 Agenda as the shared framework to build back better. The approaching midpoint of the implementation period for the 2030 Agenda will coincide with the next High-Level Meeting of the Global Partnership in 2022 (HLM 3) and further increase the urgency to engage in effective partnerships and co-operation that can accelerate SDG implementation in this unprecedented global context.

Improving how we partner and work together, by making a difference in quality and impact of partnerships, is essential to the ‘trajectory shift’ that is needed. There are roughly two years for the Global Partnership and its partners to make this case in a way that reinforces political commitment.

The Global Partnership’s new 2020-2022 Work Programme (launched in May 2020) aims to do just that and will facilitate the fostering of more effective development partnerships that help accelerate the implementation of the 2030 Agenda and ensure that no one is left behind. It is structured around three interrelated and mutually reinforcing strategic priorities:

1) Promoting development effectiveness to accelerate the implementation of the 2030 Agenda;
2) Building better partnerships; and
3) Leveraging monitoring for action.

Under the new Work Programme, the Global Partnership renews its focus on partner-country realities, opportunities and challenges, placing them front and centre. The need for such focus is even greater in the context of COVID-19, particularly for the role of effective partnerships that help respond to and mitigate the pandemic’s impact in all sectors and priority dimensions of sustainable development.

“Development impact is realized at country level [...]. This is where behavior change is needed, and where the Global Partnership must focus its efforts.” – Co-Chairs Statement at 2019 High-Level Meeting of the Global Partnership

II. Effective development co-operation for accelerating SDG implementation at country level

The scale of ambition for achieving the Sustainable Development Goals (SDGs) has moved decisively from a whole-of-government to a whole-of-society approach. Making the 2030 Agenda a reality requires not only mobilizing a diverse range of resources and engaging more stakeholders but also a stronger focus on the quality of co-operation and partnerships. In this vein, effective development co-operation ensures that all development stakeholders, both national and international, make contributions to development planning and implementation, based on their own unique and complementary roles, increasing the impact of all resources for sustainable development outcomes and making a difference in people’s lives. The internationally agreed principles of effective development co-operation (country ownership; focus on results; inclusive partnerships; and transparency and mutual accountability) guide these efforts for improving quality, effectiveness and impact of development co-operation. Fundamental to effective development co-operation is to ensure that: (1)
development planning, financing, implementation and monitoring are strengthened, data and evidence-driven, inclusive, and co-ordinated across the whole of government and society; (2) international development co-operation is aligned to national development priorities and strategies; and (3) there is a transparent mutual accountability mechanism which builds trust among government, development partners and other relevant stakeholders for development at country level. In this context, advancing efforts by development partners to address unfinished aid effectiveness commitments remains important.

Partner country governments are leading sustainable development efforts. They are putting in place new plans, policies and systems enabling coalitions of stakeholders to take more effective actions to implement the SDGs, moving increasingly from a ‘whole-of-government’ to a ‘whole-of-society’ approach. This emerging implementation architecture covers the full development management cycle – from planning to financing and implementation, all the way to monitoring, evaluation and accountability and aims at strengthening multi-stakeholder engagement. Efforts to establish and/or strengthen Integrated National Financing Frameworks (INFF), as called for in the Addis Ababa Action Agenda (AAAA) are one example for such a holistic approach.

The evolving development co-operation and partnership landscape is also increasingly shaped by various stakeholders, including the private sector, philanthropic organisations, triangular and south-south co-operation partners who continue to reflect on their own policies, co-operation modalities and practices with a view to scaling-up their contributions to sustainable development and improving their approaches to increase development impact. Furthermore, there is heightened attention to an effective multilateral system that can address the nature and scale of today’s global challenges, with some bilateral partners significantly increasing the share of their development co-operation that is channeled through multilateral institutions. The increasing diversity of partners and complexity of sustainable development challenges necessitate the space and capacity for parliaments, civil society organisations as well as local and regional governments to also play their critical roles in ensuring that development co-operation leaves no one behind.

COVID-19 is accentuating the need for stepping up all efforts for more effective development co-operation. It brings to light specific challenges related to effective delivery and management of development co-operation. In light of the multi-faceted impact of the pandemic, it is important that development co-operation is provided in line with country priorities and needs, considering both immediate, short term impacts while not losing sight of long-term objectives. Such reflections also provide an opportunity for mainstreaming the effective development co-operation principles in country-level (post-)COVID SDG coordination, monitoring and review mechanisms (including through Voluntary National Reviews) as they are the basis for improving how we work together in partnerships for an effective COVID-19 response and recovery that gets the international community back on track to achieve the SDGs by 2030.

III. How can the Global Partnership support country-level efforts for more effective development co-operation and partnerships?

The Global Partnership catalyses country-level change towards more effective development co-operation. It supports partner countries’ sustainable development efforts by (1) promoting mutual accountability for effective development co-operation; (2) facilitating and supporting conditions to drive behavioral change across government institutions and different development stakeholders; and (3) generating evidence for mutual learning and strengthening of political momentum for the effectiveness agenda (as illustrated in Figure 1 below). This will be achieved by 10 Action Areas (See Annex A for more details), under the three strategic priority areas mentioned in section I above. The Action Areas are led by Global Partnership stakeholders and outlined in the Global Partnership 2020-2022 Work Programme.
Figure 1: Global Partnership catalyses country-level effective co-operation & partnerships for SDGs

1) Promoting mutual accountability at country level
Mutual accountability is at the core of working together effectively. Transparent practices and evidence-based dialogue form the basis for enhanced accountability. Mutual accountability between government and development partner remains an important element for more effective development co-operation. Moreover, ensuring accountability towards the beneficiaries of co-operation and partnerships, as well as to the respective citizens, organisations, constituents and stakeholders, is an important enabler for realising the 2030 Agenda, given the increasing diversity of partners and complexity of sustainable development challenges.

The Global Partnership monitoring is a member-driven flagship instrument that tracks progress towards implementing the effectiveness principles, seeks to capture behavior change by focusing on how partners work together, and supports global accountability for implementing the effective development co-operation commitments. It is a multi-stakeholder, voluntary, and country-led process. In 2018, a record 86 governments led country level engagement in the Global Partnership’s 2018 monitoring exercise. They were joined by more than 100 development partners and hundreds of civil society organizations, private sector representatives, foundations, trade unions, parliamentarians and local governments.

In 2020-2022, the Global Partnership will support the use of monitoring results by governments, development partners, and national stakeholders to spark follow up action and behavior change by all partners.

Box 1: The Global Partnership’s support for promoting country-level mutual accountability

- The Global Partnership monitoring country profiles summarise the country-specific results of the Global Partnership monitoring exercises, providing a snapshot of a country or territory’s progress in achieving more effective development co-operation, alongside analysis and trends. The profiles are accessible here.

- Country-level ‘deep-dives’. The Global Partnership will support country-level ‘deep-dives’ that bring governments and development stakeholders together to understand and address the underlying causes of development effectiveness challenges. This includes exploring how changes in the country-level co-operation landscape are impacting the implementation of the effectiveness principles, and how the monitoring results are informing the strengthening of policies, institutions, and co-ordination mechanisms for more effective co-operation.
2) Driving and promoting behavioural change

To strengthen the effectiveness of development co-operation and partnerships at country level, it is essential to ‘localise’ the effective development co-operation principles. This means that governments and stakeholders review policies, procedures, co-ordination systems and mechanisms, and operational practices and explore how they can best enable effective delivery of their co-operation and partnerships for sustainable development and leaving no one behind.

In 2020-2022, the Global Partnership will explore how current practices of various partners are producing sustainable development results, and within this, how the effectiveness principles are used to improve sustainable impact. This is supported through the work of Action Areas, spearheaded by the Global Partnership stakeholders (See more details on each Action Area in Annex A).

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**Box 2: Global Partnership Action Areas driving and promoting behavioral change**

- **1.1 Demonstrating Impact of Effectiveness:** ‘Effectiveness to Impact Initiatives’ and research at country and sectoral level.
- **1.2 Strengthening effective support to statistical capacity and data.**
- **2.1 Private Sector Engagement:** Implementing the Kampala Principles for Effective Private Sector Engagement in Development Co-operation.
- **2.2 Triangular Cooperation (TrC):** Implementing the Voluntary Guidelines for Effective Triangular Co-operation.
- **2.3 South-South Co-operation (SSC):** Country-led adaptation of monitoring effectiveness.
- **2.4 Civil Society Organisations (CSOs):** strengthening civil society partnerships and enabling CSO participation in development processes.
- **2.5 Reinforcing foundations’ engagement:** strengthening engagement of philanthropic organisations in development co-operation.
- **2.6 Development effectiveness at sub-national level:** advancing policy setting, advocacy and sharing of best practices.
- **2.7 Effective multilateral support:** strengthening accountability and efforts toward an effective multilateral system.

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3) Generating evidence for mutual learning and building political momentum

Evidence-based decision-making is at the heart of what the Global Partnership does and what brings governments and partners together. Evidence is a crucial driver for change towards increased effectiveness and improvements in development practice. Global Partnership evidence, including on the demonstrated impact of effectiveness, will increase political momentum for the effectiveness agenda, both at the global and country levels. To this end, the country-led ‘deep-dives’ that supports mutual accountability at country level will be the key source of evidence for mutual learning and building political momentum, coupled with evidence generated from activities spearheaded by the Action Areas.

The Global Partnership monitoring that promotes mutual accountability also generates data and evidence on progress towards implementing the effectiveness principles. Since 2014, three rounds of the Global Partnership monitoring were undertaken. The Box 4 includes reports and data generated from these monitoring rounds. In next two years, a reform of the Global Partnership monitoring exercise will be undertaken to ensure that the monitoring exercise generates robust data and evidence to support accountability for Busan commitments, stimulate dialogue, drive behavior change and build political momentum more effective development co-operation.
IV. The Global Partnership’s evidence and knowledge to recalibrate effectiveness efforts at country level

Since 2011, through High-Level and Senior-Level Meetings, the Global Partnership has brought together governments, bilateral and multilateral organizations, civil society, the private sector, foundations, and representatives from parliaments, trade unions and local governments, among others, to renew the commitments of the international development co-operation community for the implementation of the principles of effective development co-operation and to address the sustainable development challenges and leaving no one behind. The outcome documents from these meetings provide the foundation for anchoring effectiveness at country level (See Figure 2).

Figure 2. Landmark Aid Effectiveness and Effective Development Co-operation Agreements
1. Paris Declaration on Aid Effectiveness
2. Accra Agenda for Action
3. Busan Partnership Document for Effective Development Co-operation
4. Mexico Communiqué
5. Nairobi Outcome Document
6. GPEDC Co-Chairs Statement
7. The Kampala Principles on Effective Private Sector Engagement in Development Co-operation
The Partnership aims to expand this ‘toolbox’ of evidence and guidance documents for effective development co-operation with additional products, generated through the multi-stakeholder Action Areas that will draw on knowledge, evidence and good practices by governments, development partners, the private sector and civil society at the country level. Additional products and knowledge generated through these and other efforts by the community of Global Partnership stakeholders will be added to the resource library in the Global Partnership’s Knowledge Sharing Platform, as they become available. This expanded ‘toolbox’ aims to support partner country governments and stakeholders in adapting policies and strengthening institutions and development practices for more effective co-operation and partnerships and accelerating progress towards achievement of the 2030 Agenda.

Box 4: Evidence and Knowledge on Effective Development Co-operation Generated by the Global Partnership (Examples)

- **The Monitoring Progress Reports: Making Development Co-operation More Effective:**
  - The 2019 Progress Report
  - The 2016 Progress Report
  - The 2014 Progress Report
- **Monitoring Dashboard** to explore data from the 2018, 2016 and 2014 GPEDC monitoring rounds, as well as comparable data from the Paris Aid Effectiveness process.
- **A tailored approach to monitoring effective development co-operation** in fragile contexts
- **A country-led pilot approach** to adapting monitoring for South-South Co-operation (Mexico Pilot)
- **The Global Partnership’s Compendium of Good Practices** for enhancing effectiveness
- **The Voluntary Guidelines for Effective Triangular Co-operation** developed by the Global Partnership Initiative for Effective Triangular Co-operation

V. Invitation to engage in Global Partnership activities

The next 2-3 years will be a decisive time for the international community to address the significant socio-economic impacts of COVID-19 and to get back on track to reaching the SDGs by 2030. To achieve this, working better and more effectively together will be key, with partner country governments and national stakeholders at the forefront. The Global Partnership will support partner countries in spearheading these efforts and in making further progress on more effective development co-operation that also helps to ‘build back better’ for reaching the joint vision of improved lives for all and a world transformed for the better.

For the Global Partnership to generate evidence, promote mutual accountability, and strengthen political momentum for more effective co-operation and partnerships, a strong partner country government voice and engagement is required in the implementation of its Work Programme. The Global Partnership offers the following engagement opportunities for partner country governments to get involved.
All in One Engagement for Partner Country Government

To get involved in the work of the Global Partnership, partner country governments are invited to contact the Co-Chairs of the Global Partnership to express their interest at info@effectivecooperation.org, with a subject line: Partner Country Expression of Interest. – For specific interest in the Global Partnership monitoring work, please contact monitoring@effectivecooperation.org.

Connecting across Partner Country Governments and with development stakeholders: Sharing Knowledge and Experience through Peer-to-Peer Learning

In 2020-2022, the Global Partnership will further strengthen its position as a learning partnership. The following opportunities for knowledge exchange and peer learning are primarily offered to partner country governments, but also provide opportunities to engage other development stakeholders:

- The Partner Country Government Community Group in the Knowledge Sharing Platform (KSP) facilitates partner country governments’ engagement around a set of effectiveness topics that are relevant specifically to them through a series of thematic e-discussions. Specific topics for engagement/discussions will be determined by the members of the group. All partner country government representatives are encouraged to join the group by registering and creating a profile in the KSP.

- In-person and virtual learning events/programmes supported and led by the Global Partnership stakeholders provide an opportunity for face-to-face and virtual sharing of experience and peer learning on effectiveness solutions and approaches tested/piloted by other countries and development stakeholders. While the key target audience for such learning events is partner country governments, they also aim to engage other development stakeholders at country level to facilitate open exchanges/learning. The Korean International Co-operation Agency (KOICA) Learning and Accelerating Programme (LAP) is one such initiative. In the context of COVID-19, it is likely that there will not be face-to-face learning opportunities until 2021.
A global GPEDC virtual webinar series will engage a broader effectiveness audience. This will include ‘spotlight webinars’ that provide an opportunity for partner country governments to share their experiences and connect with other stakeholders on specific effectiveness issues. These webinars, together with additional evidence, knowledge and information, generated at the partner country level, will also be the basis for Country Stories of Progress which are published on the Global Partnership website.

**Box 5: Key Features of the Partner Country Government Community Group**

The Partner Country Government Community Group in the virtual Knowledge Sharing Platform provides access to a global network of thought leaders and practitioners from partner country governments to exchange and learn from each other. The Partner Country Group Community Group:

- Identifies specific effectiveness topics that are of particular interest for in-depth mutual and peer-learning and links them to opportunities/resources produced and provided by the Global Partnership’s Action Areas.
- Promotes a multi-stakeholder approach that encourages partner country government representatives to take a leading role on co-designing and exchanging innovative solutions for specific effectiveness topics.
- Is a space to promote countries’ events and initiatives among a global community. Information on community events is accessible to all users and can be found [here](#).

More information on opportunities for partner country governments to engage through the Knowledge Sharing Platform can be found [here](#).

- **Mobilising partners and resources to implement context-specific effectiveness activities supported by the Global Partnership Action Areas**

The implementation of the Global Partnership 2020-2022 Work Programme is spearheaded by the 10 Action Areas which are led by Global Partnership stakeholders (see Annex A for detailed information). These Action Areas aim to undertake various partner country-focused activities in a coordinated manner. Partner country governments can engage and shape the work of the Action Areas by joining Action Area working groups.

Partner countries may also wish to undertake the specific country-level activities led and envisaged by Action Areas to drive behavioural change of various development actors and generate knowledge, good practices and evidence. These activities are to be implemented together with and in partner countries on a demand-driven basis, with a view to addressing specific challenges and in line with national priorities and ongoing efforts. The Global Partnership will mobilise partners and resources for partner country governments to implement the specific activities envisaged by the Action Areas. However, as resources to provide specific support to these activities are limited, the Global Partnership will look at applying a set of essential conditions for countries’ participation in the country-level activities. These conditions include: **Strong partner country interest and ownership** with involvement of relevant national government entities and **inclusive engagement of all relevant stakeholders**.

Beyond this, the Global Partnership will take into consideration **country balance across regions, representation of different country-contexts and different stages of progress on in-country effectiveness mechanism/efforts**, along with the specific criteria that may be established by each Action Area.

In due course, the Global Partnership Co-Chairs are exploring ways to establish a **small grants facility** to provide small amounts of catalytic seed funding to partner country-led initiatives to address effective co-operation issues and partnerships at country level. Recognizing fluctuations in SDG implementation architecture at the
country level, the small grants facility will prioritise initiatives that are led by partner country governments and build on on-going efforts to address effective co-operation and partnerships for SDG implementation.

- **Spotlight on country stories of progress and experience**
  The evidence, knowledge, and learning shared in the Partner Country Group Community, a webinar series and/or in-person learning events will be the basis for Country Stories of Progress to be published on the Global Partnership website. The OECD/UNDP Joint Support Team’s communication support will help produce and publish country stories of progress on the Global Partnership’s website. These stories of progress and experience will also form a basis for the Global Partnership’s advocacy and communication products, including GPEDC’s substantive inputs to the UN High-level Political Forum (HLPF).

- **Support multi-stakeholder dialogue and the whole of government effort for more effective development co-operation**
  Inclusive multi-stakeholder dialogue at country level is a critical step to ‘localise’ the effectiveness principles, facilitate behavioural change and promote mutual accountability for meeting effectiveness commitments and achieving the 2030 Agenda. The Global Partnership can help mobilise partners to engage in multi-stakeholder dialogue and strengthen the whole-of-government engagement in such dialogue. This takes place through Global Partnership’s support across strategic priorities of the 2020-2022 Work Programme.

- **Support stronger voices of partner country governments in shaping the international commitments for effective development co-operation and the future direction of the Global Partnership**
  In the lead up to HLM3 in 2022, underpinned by an openness to self-reflection and change, the Global Partnership will undertake a review of the Partnership to inform its political offer and strengthen its governance and institutional set-up.

  To this end, the Global Partnership Co-Chairs will explore a mechanism for partner country governments to shape the effective development co-operation narrative and the work of the Partnership in a way that meets the needs of partner countries.
Priority 1: Promoting development effectiveness to accelerate the implementation of the 2030 Agenda

- **1.1. Demonstrating impact of effectiveness:** This Action Area will support a set of ‘Effectiveness to Impact’ initiatives, bringing together government, development partners, other stakeholders at sectoral and sub-sectoral level to explore and strengthen the impact of the effectiveness principles on individual SDGs. This will be complemented by country-level research that explores the analytical basis for connections between effective practices and accelerated development impact.

- **1.2. Effective Support to statistical capacity and data:** This Action Area brings together data producers and users, including key government institutions (i.e. Ministry of Planning, National Statistical Office, local and regional governments, etc.) and stakeholders such as Parliamentarians, CSOs, the private sector, development partners, etc. to explore how governments and partners can work together to increase the quality and quantity of data for development and the use of data.

Priority 2: Building better partnerships

- **2.1. Private sector partnerships:** This Action Area identifies Kampala Principle champions (partnerships, initiatives and projects) and good practice examples, undertakes inclusive consultations and dialogue with local stakeholders and supports pilots to operationalize and develop implementation guidance for the Kampala Principles on Effective Private Sector Engagement in Development Co-operation.

- **2.2. Triangular Development Co-operation:** This Action Area pilots the implementation of the Voluntary Guidelines and provides targeted guidance to partner countries with a view to further reinforcing the successful application of the Voluntary Guidelines in TrC initiatives/projects.

- **2.3. South-South co-operation:** This Action Area supports South-South Co-operation partner countries to examine and pilot how the Global Partnership monitoring framework could be applied and adjusted in the context of South-South Co-operation (SSC), in order to maximise development impact.

- **2.4. Civil society partnerships:** This Action Area promotes and supports country-level initiatives to strengthen CSO participation in development processes. To do so, the Action Areas identifies bottlenecks to the CSO enabling environment as well as measures for each of the key stakeholders (partner country governments, development partners and CSOs) through collections of good practices and multi-stakeholder dialogues.

- **2.5. Reinforcing foundations’ engagement:** This Action Area works with development agencies, governments and philanthropic organisations to develop a guide on how to effectively engage with philanthropic organisations based on the effectiveness principles.

- **2.6. Development effectiveness at subnational level:** This Action Area advances the practice and understanding of effective development co-operation at subnational level and its contributions to achieving the SDGs. This will be done through inclusive and innovative multi-level policy dialogue, testing of models for development interventions and harmonisation at subnational level and exploring replicability of the models in different contexts.

- **2.7. Effective multilateral support:** This Action Area promotes effectiveness of multilateral partners through mapping of existing efforts for effective multilateral support, developing good practices of how the multilateral system facilitates trust building dialogue and de-risking, and exploring how the effectiveness principles define effective multilateral support.

Priority 3: Leveraging monitoring for action

- **3.1. Using monitoring results:** The Global Partnership will support ‘use of monitoring results’ by providing the use of results tools as well as facilitate reflection and dialogue led by country governments through country-level ‘deep-dives’ to understand and address the underlying causes of development effectiveness challenges.

- **Reforming the Global Partnership monitoring framework and process:** The monitoring reform will be undertaken through extensive consultations with partner country governments and stakeholders and country-level piloting/testing of a new methodology and approach.

*Detailed information can be found in the Action Area project documents via hyperlinks in the table.*