



# MORE EFFECTIVE DEVELOPMENT CO-OPERATION

Strengthening partnerships  
for the 2030 Agenda



**Global  
Partnership**

for Effective Development  
Co-operation

# *More effective partnering: Multiplying efforts to get SDG implementation back on track*

Statement by the Co-Chairs of the Global Partnership for Effective Development Co-operation  
(Bangladesh, Democratic Republic of Congo, Switzerland, CSO Partnership for Development Effectiveness)

## **1 Effective development partnerships are at the heart of the Agenda 2030**

**The 2030 Agenda for Sustainable Development is the global response to persistent and emerging development challenges.** Four years since its agreement, 2019 marks the first quadrennial milestone to review progress towards achieving its 17 Sustainable Development Goals (SDGs). The July 2019 High-Level Political Forum (HLPF) highlighted that while progress has been made in a number of areas, the global response has not been adequate. Renewed political leadership and urgent multi-stakeholder action are needed to dramatically accelerate progress. In this context, the 2019 SDG Summit aims to “turn the ten years leading up to the 2030 deadline for achieving the SDGs into a decisive decade of action and delivery”.

**A new paradigm shift is needed in development partnerships to meet the magnitude and complexity of development challenges.** The SDGs provide a compelling vision of what is to be achieved, and the Financing for Development (FFD) process an understanding of what this needs. Complementing these by addressing **how** we partner and work together, based on the internationally agreed

**effectiveness principles** – ownership by partner countries; a focus on results; inclusive partnership; and transparency and mutual accountability will be essential to the success of the 2030 Agenda. While the 2030 Agenda calls for a whole-of-society approach, efforts to engage diverse development actors are, at best, a work in progress. New partnerships are taking shape, but we are yet to fully realise the potential and value-added of diverse stakeholders.

**The commitment to more effective development partnerships – those that are inclusive, equal and empowered – is enshrined as a global goal in itself, as well as a means of implementation.** This is clearly set out in SDG17, which calls for strengthening the means of implementation and revitalizing the Global Partnership for Sustainable Development and the Addis Ababa Action Agenda (AAAA), which highlights the importance of improving the quality, impact and effectiveness of development co-operation. These global commitments inherently recognize the centrality of the effectiveness principles to the achievement of long-lasting development results.

## **2 The Global Partnership for Effective Development Co-operation**

**The Global Partnership for Effective Development Co-operation drives more effective development efforts, based on concrete evidence.** A unique multi-stakeholder platform, the Global Partnership aims to advance the effectiveness of development efforts by all actors in delivering results that are long-lasting and contribute to the achievement of the SDGs, including the commitment to leave no one behind. Its flagship instrument is its biennial monitoring exercise, which since 2013 has been tracking progress towards the effectiveness principles and is a recognized source of data and evidence for SDG follow-up and review. On 13-14 July 2019, the Global Partnership convened a Senior Level Meeting (SLM) at UN Headquarters, New York that brought together over 600 senior policy-makers. Drawing on fresh monitoring results of the Global Partnership, the SLM highlighted the state-of-play and contribution of development effectiveness towards sustainable development.

## **3 Key messages from the 2019 monitoring results**

**The commitment to improve the effectiveness of development co-operation must be met with increased action, by all partners.** A record 86 partner countries and territories, in collaboration with 100+ development partners, participated in the Global Partnership's 2018 Monitoring Round, generating evidence that is being used to maximize the impact of joint action towards implementation of the SDGs and to ensure that every dollar reaches its full potential towards ending all forms of poverty and inequality. The results of the exercise indicate that while partner countries show good

progress in many areas, development partners face persistent shortcomings in enhancing effectiveness, indicating a waning commitment for development co-operation effectiveness among this stakeholder group. Partner country governments are challenged to meaningfully engage diverse development actors in an inclusive development process and strengthen domestic accountability.

**While partner countries have strengthened development planning, plans must be better linked with implementation resources and matched with strong statistics and monitoring & evaluation systems.**

Successful implementation of national development plans requires resources, as well as systems and capacities to track progress. Partner country governments must take steps to ensure these elements are in place. Integrated national financing frameworks, as called for in the AAAA, may offer a useful structure around which to build more comprehensive development plans.

**To support partner countries in these efforts, development partners must strengthen alignment to countries' development plans and ensure availability of forward-looking information on planned co-operation.**

Alignment to national development priorities is central to country ownership and drives progress towards shared and locally-owned results. Development partners must do more to align their interventions to partner country development objectives, including the use and support of national statistics and monitoring & evaluation systems. As partner countries develop financing strategies, development partners must prioritize the provision of forward-looking information on co-operation resources. This can be aided by enhancing long-term partnerships for development.

**Development partners must do more to meet commitments to use partner countries' own public financial management (PFM) systems.** While partner countries are making progress in strengthening their PFM systems, including through strengthening gender-based budgeting, this has not resulted in the increased use of these systems by development partners. Their use is a vital component of country ownership, as well as in building capacity for country-led sustainable development. Open dialogue is needed to make clear how use of country PFM systems can be increased by the development partners.

**Partner country governments must do more to meaningfully engage diverse development actors in the development process, ensuring consultations go beyond a checkbox exercise.** Governments are responsible for creating an enabling environment that maximises contributions to development from all parts of society, including civil society

and the private sector. This means ensuring that dialogue with diverse development partners is systematic, relevant and inclusive. Particularly in the case of civil society, development partners' support can be vital.

**Mobilising and strategically engaging the private sector is key to deliver national and global development priorities, including the SDGs.** Monitoring results highlight that while there is willingness to engage in dialogue from both public and private stakeholders, capacity issues, as well as diverging views on the relevance and inclusiveness of public - private dialogue hamper collaboration. Developed by the Global Partnership and launched at the SLM, the "Kampala Principles for Effective Private Sector Engagement through Development Co-operation" aim to address these, and other, challenges, providing a framework for governments, development partners, businesses and civil society to make partnerships with the private sector more effective, with a focus on targeting those left furthest behind.

**Domestic accountability over development co-operation resources must be protected.** As new partnerships emerge and the sources of co-operation become increasingly diverse, it is vitally important to maintain domestic accountability through parliamentary oversight, so that resources are allocated to nationally defined priorities and managed in a way that maximises their contribution to development and that no one is left behind. To do so, partner countries must ensure co-operation resources are captured on budgets that are approved by parliaments. Development partners must facilitate this by providing forward looking information on their co-operation and by channelling the co-operation on budgets.

**In the changing development co-operation landscape, mutual accountability mechanisms merit increased attention.** Development co-operation modalities and coordination structures are rapidly changing. To ensure that over a decade's experience and lessons on effective partnering are able to benefit new coordination approaches and structures taking shape, it is essential to embed the effectiveness principles, including mutual accountability, in these new frameworks. It is equally important that these changes do not result in a loss of transparency and accountability of development efforts.

## 4

### **Strengthening effectiveness for accelerated SDG implementation**

**Getting back on track towards the 2030 Agenda and assuring that no one is left behind requires not only more resources but a stronger focus on the quality of our co-operation.** The effectiveness principles provide a framework to maximise the potential of each dollar spent and has been proven to work to bring all actors together to deliver better and more sustained impact. An important public good, the Global Partnership plays a pivotal role in bringing together the full range of development stakeholders on equal footing and will therefore remain a key building block of the global architecture for the 2030 Agenda. Global Partnership leadership is currently framing the next two-year programme of work, which will ensure that the Global Partnership is well positioned and equipped to continue to fulfil this role .

**The Global Partnership will continue to adapt its monitoring to provide cutting-edge data in the context of the 2030 Agenda.** The Global Partnership has developed a tailored approach to monitor effective development co-operation in fragile contexts. It is also supporting country-led efforts to adapt the monitoring exercise for South-South Co-operation, echoing the call of the Report of the second High-level United Nations Conference on South-South Co-operation (BAPA+40) to enhance the development effectiveness of this modality of co-operation.

**Through these continued efforts, the Global Partnership will contribute to the more inclusive multilateralism necessary to realise the "decade of delivery."**

# **Making development co-operation more effective**

HEADLINES OF PARTS I AND II OF THE GLOBAL  
PARTNERSHIP 2019 PROGRESS REPORT



# Introduction

**Effective partnerships are a cornerstone for achieving the 2030 Agenda for Sustainable Development.** Reaching the Sustainable Development Goals (SDGs) requires urgent action on effective partnerships, as called for in SDG 17. Realising the ambition of the 2030 Agenda requires a whole-of-society approach; one that builds on the collective actions of all stakeholders to deliver sustainable solutions for people and the planet while leaving no one behind.

**The Global Partnership for Effective Development Co-operation (Global Partnership) spurs action for more effective partnerships that can deliver long-lasting development results.** Established by the Busan Partnership agreement (2011), the Global Partnership advances the effectiveness of development efforts by all actors as re-affirmed at its 2nd High-Level Meeting in Nairobi (2016). Its biennial global monitoring exercise tracks progress against agreed commitments and actions for promoting effectiveness. The Global Partnership monitoring has two fundamental objectives. First, to assess how effectively governments have established a conducive environment to lead national development efforts, enabling the full participation of the whole of society. Second, to assess how development partners deliver their support in a way that is focused on country-owned development priorities and that draws on existing country systems and capacities to ensure sustainability of results.

**The Global Partnership monitoring exercise is country-led, voluntary and aims to strengthen multi-stakeholder dialogue at country, regional and global level.** It focuses on the quality of partnering that takes place to deliver development results and outcomes. The Global Partnership reports on progress through ten indicators that capture the essence of the four internationally agreed principles for effective development co-operation: country ownership; focus on results; inclusive partnerships; and transparency and mutual accountability. Data generated from Global Partnership monitoring, building on country-led data collection, also provide evidence for SDG follow-up and review.

**This brief presents headlines from Parts I and II of the Global Partnership 2019 Progress Report.** It highlights interlinkages between how partner countries (Part I) and development partners (Part II) are promoting effective, country-led partnerships and compiles the Global Partnership's evidence as it relates to informing UN-led SDG follow-up and review.

## The 2018 Monitoring Round



...and hundreds of civil society organisations, private sector representatives, foundations, trade unions, parliamentarians and local governments





## *Global Partnership monitoring collates country-level data to track progress on SDG follow-up and review*

Country-level data generated through Global Partnership monitoring contributes to SDG follow-up and review and is the source of data to measure progress on three SDG targets. Partner countries and bilateral development partner obtain results for the indicators of SDG Targets 17.16 and 17.15. Moreover, partner countries can receive results for SDG Target 5.c.

The Global Partnership measures progress on SDG Target 17.16 on enhancing multi-stakeholder partnerships for development in support of the achievement of the Sustainable Development Goals.

### **TARGET 17.16**



#### **SDG Indicator 17.16.1**

Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the Sustainable Development Goals.

**Global Partnership results** show that 45% of the 114 countries (partner countries and bilateral development partners) that undertook multi-stakeholder development effectiveness monitoring reported progress towards inclusive, transparent and accountable multi-stakeholder partnerships.

Global Partnership monitoring informs tracking of progress against SDG Target 17.15 on respecting a country's policy space and leadership to establish and implement policies for the Sustainable Development Goals.

### **TARGET 17.15**



#### **SDG Indicator 17.15.1**

Extent of use of country-owned results frameworks and planning tools by providers of development co-operation.

**Global Partnership results** show that the extent to which development partners rely on country-owned results frameworks and planning tools by aligning to partner country priorities and using results, statistics and monitoring systems dropped from 64% in the 2016 Monitoring Round to 62% in the 2018 round. Use of country-owned results frameworks and planning tools remains higher, on average, among multilateral (66%) than among bilateral (57%) development partners.

Global Partnership monitoring also provides data to measure progress on SDG Target 5.c on adopting and strengthening policies and legislation for the promotion of gender equality and women's empowerment.

### **TARGET 5.C**



#### **SDG Indicator 5.c.1**

Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment.

**Global Partnership results** show that 19% of partner countries have comprehensive tracking systems in place and make gender budget allocations available publicly. An additional 59% have taken steps to establish such systems and have some basic elements of these systems in place.

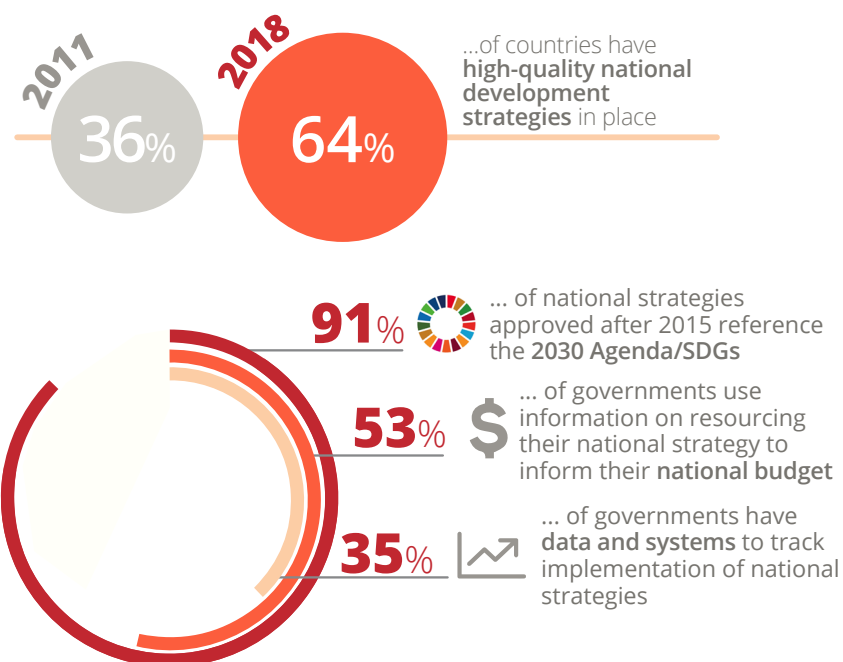
# Leading and supporting development planning efforts

## Partner country governments have made significant progress in strengthening national development planning...

Since 2011, the proportion of partner countries with a high-quality national development strategy has almost doubled. Moreover, partner countries, like their development partners, are embedding the SDGs into their planning, signalling increasing use of the SDGs as a shared framework for results. Nearly all national development strategies approved since 2015 reference the 2030 Agenda and the SDGs. Still, to reap the full benefits of strengthened development planning, strategies must be better linked to implementation resources and matched with robust monitoring and evaluation.



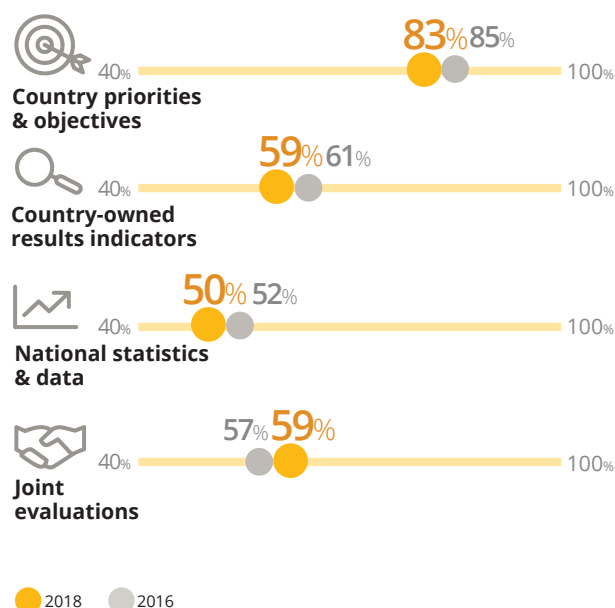
### Partner countries' progress in development planning



## ...yet development partners' alignment to partner country priorities and country-owned results frameworks is declining.



### Use of country-owned results frameworks and planning tools by development partners



Alignment of project objectives to partner country priorities, as well as reliance on country-defined results, statistics and monitoring systems, has decreased for most development partners since 2016. While multilateral development banks have increased their reliance of country-owned results frameworks, the decline is most pronounced for bilateral development partners. Availability of government data is a shared bottleneck. Only a third of partner country governments indicate that they have adequate data to report on their results frameworks, which also challenges development partners' reliance on it. Concerted efforts are needed from both partner countries and development partners to use and strengthen national statistics and monitoring systems.

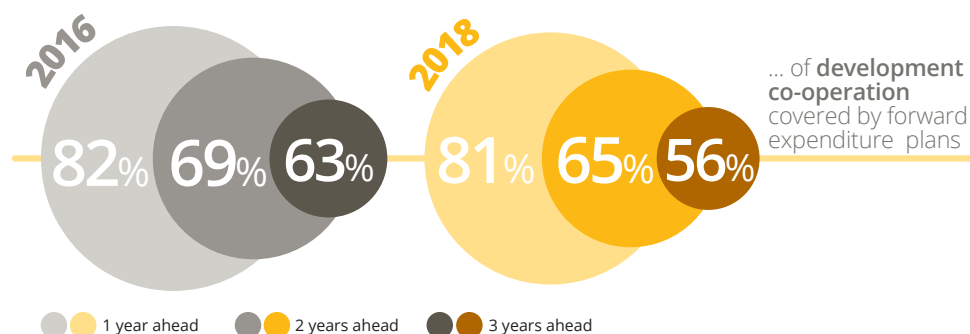


## Forward visibility of development co-operation at country level is weakening.

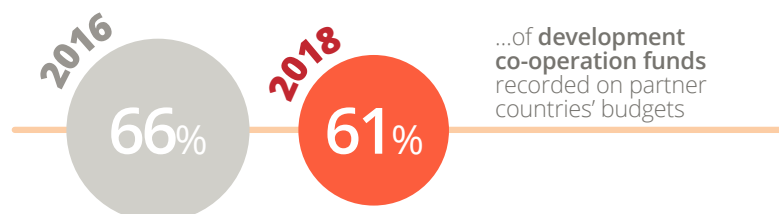
Partner countries report a limited availability of forward expenditure and implementation plans from their development partners. Medium-term predictability is decreasing, particularly for three years ahead. This decline is mirrored in the fall of the share of development co-operation finance recorded on partner countries' budgets subject to parliamentary scrutiny. Together, this trend puts at risk the ability of partner countries to effectively plan and budget for their development efforts, and limits accountability over national development efforts maintained through parliamentary oversight.



### Decreasing forward visibility of development co-operation



### Partner countries' parliaments are overseeing a decreasing share of development co-operation

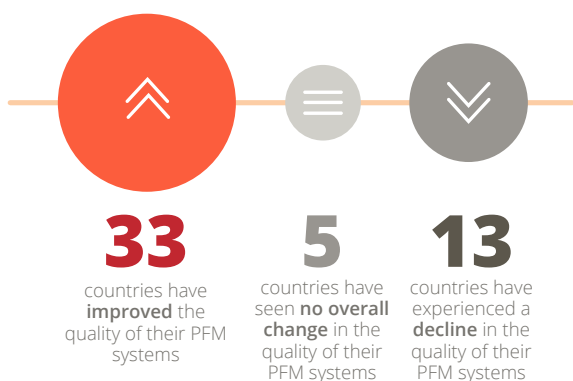


## Strengthened public financial management (PFM) systems have not been matched with significantly increased use by development partners.

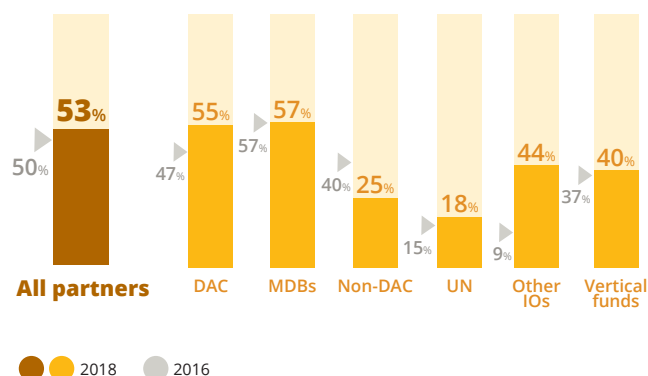
Partner countries are making steady progress in strengthening PFM systems, with the strongest gains relating to aspects of budget formulation. Continued effort is needed in the areas of auditing and procurement, as well as to ensure PFM systems respond to gender equality goals. Development partners made marginal progress in using country PFM systems, driven by an increase in the use of procurement systems. However, Global Partnership monitoring data show that the quality of PFM systems is not the determining factor for the extent of their use. Rather, the longer development partners engage in partner countries and the larger the share they channel to the public sector, the more they tend to use the public sector's financial management systems.



### Partner countries' progress in strengthening public financial management systems



### Comparing development partners' use of countries' public financial management systems





# Reinforcing a whole-of-society approach to development

## More systematic and meaningful consultations with development actors are needed both by partner country governments and development partners.

In designing national development strategies, partner country governments consult a broad range of national stakeholders, such as civil society, the private sector, parliamentarians, subnational governments and development partners. To a lesser extent, development partners also engage partner country stakeholders in the preparation of their country strategies and programmes. Results indicate that these engagement opportunities by both partner country governments and development partners could be more regular, predictable and involve a more diverse set of actors.

### Legal and regulatory framework for civil society organisations

Narrow ————— Extensive

### Effectiveness of development partners' work with civil society organisations

Narrow ————— Extensive

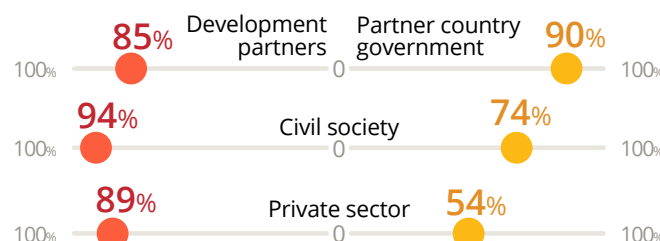
● Partner country governments ● Development partners ● Civil society

## Improving the quality of public-private dialogue (PPD) in partner countries requires increased capacity, strengthened relevance and the inclusion of a wide range of private sector actors.

There is consensus among partner country governments and private stakeholders (large firms, small and medium-sized enterprises, and trade unions) that mutual trust and willingness to engage in policy dialogue exist. However, all stakeholders report limited capacity to engage. Additionally, public and private stakeholders report diverging views on relevance and inclusiveness of PPD, weakening its quality. Despite challenges, however, results also show that when the foundations for high-quality dialogue are in place, PPD is geared towards results and leads to joint action.

### Partner country governments & Development partners

when designing national development and country strategies engage with...



## The enabling environment for civil society organisations is deteriorating.

Civil society organisations (CSOs) report that there has been a decline in the legal and regulatory frameworks that provide protection for CSOs. Furthermore, CSOs report limited freedom of expression and inadequate protection from harassment when working with at-risk populations. Furthermore, CSOs do not consider development partners' funding mechanisms to be predictable, transparent or accessible to a diversity of CSOs and report that funding received is primarily driven by the providers' own interests and priorities. Concerted action by partner countries and development partners can support CSOs as equal partners in their own right, bringing knowledge on local development needs and priorities.

### Quality of public-private dialogue (PPD)

**RELEVANCE**  
Government representative and private sector stakeholders perceive relevance of PPD initiatives differently.

Weak ————— Effective

**READINESS**  
All stakeholders perceive the capacity to engage in PPD as low.

Weak ————— Effective

**INCLUSIVENESS**  
Governments perceive PPD initiatives as significantly more inclusive than private sector stakeholders.

Weak ————— Effective

● Partner country governments ● Large firms ● SMEs ● Trade unions

# Transparency and mutual accountability in an evolving development landscape

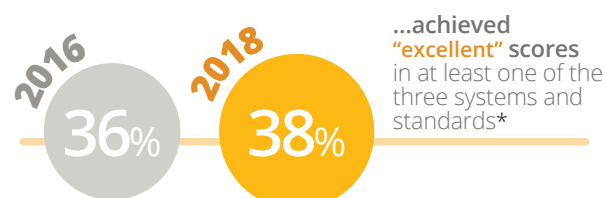
## There is mixed progress in making development co-operation more transparent.

More development partners report to global information systems and standards to make information on development co-operation publicly available. Information provided by development partners is also more comprehensive; however, progress on timely and forward-looking information on development co-operation is uneven. In addition, availability of information on development co-operation at a global level complements information provided and collected at country level. Nearly all partner countries have an information management system in place for development co-operation, and most (83%) development partners report to these systems. However, there is room for improvement regarding consistency and quality of reporting at country level.



### Transparency of development co-operation

Of the 94 development partners assessed...

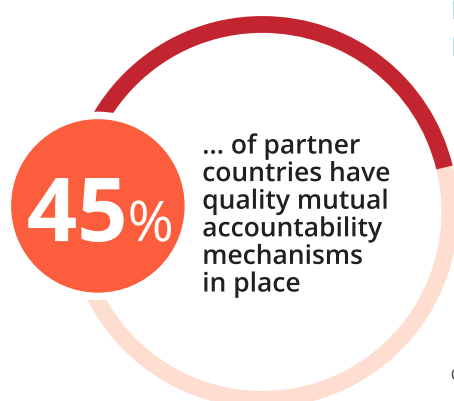


\* The three systems and standards are: the OECD-DAC Creditor Reporting System (CRS), the OECD-DAC Forward Spending Survey (FSS) and the International Aid Transparency Initiative (IATI).



### Mutual accountability mechanisms

## In response to the evolving development landscape and the ambition of the 2030 Agenda, mutual accountability mechanisms are becoming more inclusive.



Countries for which official development assistance remains important have quality mutual accountability mechanisms in place for development co-operation. Partner countries that are less dependent on development assistance are moving to other, more holistic accountability structures. Confirming the continued importance of mutual accountability at country level, the vast majority of development partners reported that mutual accountability assessments were effective in informing the ways of working in the country. Furthermore, an increasingly diverse set of development partners are engaged in mutual accountability mechanisms at country level. However, fewer partner countries are setting targets for effective development co-operation for these diverse partners.



## Shifts in development co-operation structures at country level have implications for the Global Partnership monitoring process.

Government institutions are changing the way they organise themselves to manage development co-operation, including reshaping co-ordination mechanisms and structures in response to the 2030 Agenda. These structural shifts take time, but have already impacted the way the 2018 Monitoring Round was undertaken at country level, meriting further attention from the Global Partnership community ahead of its next monitoring round. Guided by the findings of the 2019 Progress Report, the Global Partnership will carry on adapting its monitoring to reflect the opportunities and challenges of the 2030 Agenda and ensure continued relevance and cutting-edge data in a changing world.

**Disclaimer:** This document was prepared based on data collected from voluntary reporting to the 2018 Monitoring Round of the Global Partnership for Effective Development Co-operation. The information provided does not necessarily represent the views of the Organisation for Economic Co-operation and Development and the United Nations Development Programme. For ease of reference, the term 'country' is used to refer to developing countries and territories that reported to the 2018 Monitoring Round. Participation in this process and mention of any participant in this document is without prejudice to the status or international recognition of a given country or territory.



# **Global Partnership**

for Effective Development  
Co-operation