

How We Partner Together for Sustainable Development

GLOBAL PARTNERSHIP FOR EFFECTIVE
DEVELOPMENT CO-OPERATION

2020–2022
WORK PROGRAMME



**Global
Partnership**

for Effective Development
Co-operation

**MAY
2020**

Development Effectiveness: a critical enabler for the 2030 Agenda

Realizing the 2030 Agenda, and driving the 'Decade of Action', will require urgent additional efforts. The international community has decided what it wants to achieve in the Sustainable Development Goals (SDGs), and a framework for what this needs in the Financing for Development (FfD) process. Complementing these by **addressing how we partner and work together** – based on the internationally-agreed effectiveness principles – will be key to the 'trajectory shift' that is required:

- Ownership by partner countries
- A focus on results
- Inclusive partnerships
- Transparency & mutual accountability

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 organisations, private sector representatives, foundations, trade unions, parliamentarians and local governments. These countries believe that the effectiveness principles are a critical multiplier for their development efforts; a basis for more equal and empowered partnerships, for more sustainable development outcomes.



The Global Partnership for Effective Development Co-operation

The Global Partnership for Effective Development Co-operation is the primary multi-stakeholder vehicle for driving development effectiveness efforts. It brings together governments, civil society groups, the private sector, trade unions, parliamentarians, and others in a 25-member Steering Committee, led by four Co-Chairs. This structure reflects the spirit of inclusive partnerships, and a 'whole-of-society' approach, that the Partnership promotes, and that achieving the 2030 Agenda requires.

The Global Partnership's flagship monitoring exercise and report, undertaken in 2014, 2016, and 2018, provides a critical snapshot of

progress toward more effective development co-operation.

The Partnership emerged from the 2011 **Busan Partnership Agreement, endorsed by 161 countries and 56 international organizations**, including representatives of civil society and the private sector, and other actors with a stake in development efforts. It was formally constituted in July 2012. It is currently led by four Co-chairs, at Minister/Ambassador-level, from Bangladesh, the Democratic Republic of the Congo, Switzerland, and a CSO representative (currently, from the Reality of Aid Africa).

I. Introduction and context

Towards ministerial-level engagement at 'SDG halftime' and in a new global context

The 2030 Agenda provides a frame for the international community to align and consolidate its efforts for sustainable development. Yet, governments and other actors are currently **off track in reaching the SDGs** and in mobilising the necessary resources, as set out in the 2015 Addis Ababa Action Agenda.

The **COVID-19 global pandemic** risks undoing hard-won development gains and undermining the ability to achieve national development plans and the 2030 Agenda. The pandemic may sharply ex-acerbate and deepen preexisting inequalities and expose vulnerabilities in the context of social, political and economic development, as well as biodiversity, which can all, in turn, be expected to amplify the impacts of the pandemic. In addition, this pandemic is unfolding against a challenging backdrop of already strained global trade, falling commodity prices and constrained 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. By the time of the **next High-Level Meeting of the Global Partnership in 2022**, at the midpoint of 2030 Agenda implementation efforts, the international community will face an even greater sense of urgency, to get on track. There is an even greater need to ensure effectiveness of development partnerships to implement the SDGs in this unprecedented new global context. The questions are: What urgent collective actions are needed to turn the 'decade of action' into a reality, not giving in to a 'lost decade' in global development? What do we need to do to maximise the value of our development efforts? And how can we best utilise the Global Partnership as a platform for realising the inclusive, whole-of-society approach needed to deliver sustainable development?

With resources remaining constrained, the **quality and impact of partnerships** are essential elements that can make the difference. Improving how we partner and work together, based on the internationally agreed effectiveness principles, will be key to the 'trajectory shift' that is needed. There are roughly two years to make this case in a way that reinforces political commitment. Success will require building on our wins so far, and scaling up solutions that turn challenges into opportunities in different country contexts.

To realise this, the Global Partnership will take a **new focus on placing partner-country realities, opportunities and challenges, front and centre**. The need for this focus is greater now than ever in the context of the COVID-19 global pandemic, as its impact and the ability for response and mitigation varies across countries. Development trajectories will be affected by the choices countries make now; the support they receive; and how partners work together to prepare, respond, recover, and build resilience. In this context, the impact of effectiveness at country level and deliberate efforts to leave no one behind will merit increased attention. A consolidated approach to country engagement and a more 'modular' approach to cater to different country contexts and needs is vital. This will also require greater flexibility and an openness to change and adapt the Partnership's offers and language about effectiveness.

The new Work Programme is inspired by the results of the 2018 monitoring round, Co-Chairs' Statement of the 2019 Senior-Level Meeting, the deliberations of the Steering Committee in Seoul in December 2019, and inclusive discussions at a virtual workshop held in March 2020.

The rest of the Work Programme outlines (i) strategic priorities and foundational elements; (ii) action areas; and (iii) a "whole of GPEDC approach" to deliver on the proposed work.

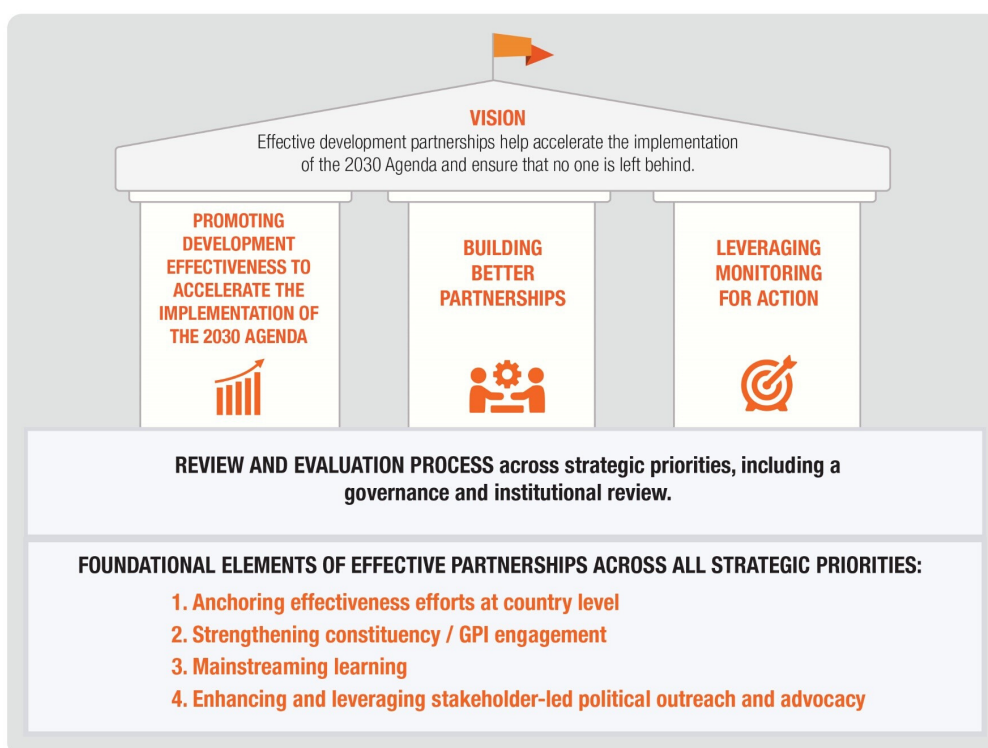
II. The 2020-2022 Global Partnership Work Programme

The Work Programme aims to facilitate building 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 strategic priorities. Based on the commitments made in the Nairobi High-Level Meeting in 2016, the three priorities are mutually reinforcing and provide the frame-work for coherence across activities. Progress in one area supports efforts in others and, together, they can generate a virtuous circle for more effective and impactful partnerships at country level. The implications of the COVID-19, particularly the role of effective partnerships that help respond to and mitigate the pandemic's impact in all sectors and priority dimensions of sustainable development, will be considered across the strategic priorities. Under each strategic priority, stakeholders are forging multi-stakeholder coalitions to advance implementation.

Three strategic priorities

- **Promoting development effectiveness to accelerate the implementation of the 2030 Agenda** – to address challenges around collecting, managing and using data as a driver of development, and to demonstrate the impact of effectiveness on the achievement of development results at sector and country levels.
- **Building better partnerships** – to improve and unlock the potential of a 'whole-of-society approach' to development efforts, building on ongoing work on effective private sector engagement, South-South and triangular co-operation, and creating space for diverse stakeholders to engage.
- **Leveraging monitoring for action** – to develop a new monitoring proposal for endorsement at HLM3 that strengthens multi-stakeholder engagement and generates political momentum and behaviour change. This work will capture effective partnering to deliver on the SDGs across different co-operation approaches and modalities, coupled with new evidence from piloting, as well as snapshots of progress on effectiveness issues based on action in response to monitoring results.

Figure 1. Building Blocks of the 2020-2022 Global Partnership Work Programme



Foundational Elements

The success of the Work Programme will hinge upon ‘foundational elements’ that guide and consolidate the work carried out under the strategic priorities. These will help demonstrate the impact of effectiveness on the achievement of the 2030 Agenda for Sustainable Development and build political momentum in the run up to the next High-Level Meeting of the Global Partnership. This will be especially relevant during a period when the implications of the COVID-19 pandemic will be particularly hard-felt.

Across all strategic priorities and the ‘action areas’ that will drive them (*more details follow in section 3*), Global Partnership activities must: (i) be firmly **anchored at the country level**; (ii) foster **constituency engagement** by building on existing efforts, including active Global Partnership Initiatives (GPIs) but also crowding in and engaging new players; (iii) enable an informed **exchange of knowledge and learning**; and (iv) invest in coherent **advocacy and outreach** by communicating efforts and expected outcomes in a strategic and unified way (*more details follow in section 4*). Moreover, the Work Programme will be underpinned by an openness to self-reflection and change and will accordingly include a **review and evaluation** of the Global Partnership to inform its political offer and propose any adjustment needed to its governance and institutional set-up.

A renewed country-level offer

The Nairobi Outcome Document (2016) reiterates the country-level focus of the Global Partnership. This focus remains steadfast, as articulated in the Co-Chairs’ Statement from the July 2019 Senior Level Meeting, “Development impact is realised at country level [...]. This is where behaviour change is needed, and where the Global Partnership must focus its efforts.” The Work Programme aims to make a difference for more effective co-operation and partnerships at country level through a renewed offer, ensuring a holistic and consolidated approach across action areas.

Making a difference at country level

The central aim of the Work Programme is to drive behaviour change towards more effective development co-operation, as an accelerator for achieving the 2030 Agenda. **Partner countries are leading sustainable development efforts.** Governments are putting in place new plans, policies and systems enabling coalitions of stakeholders to take **more effective action to implement the SDGs**, moving from whole-of-government to whole-of-society approaches. This emerging implementation architecture covers the full development co-operation cycle – from planning to financing and implementation, and on to monitoring, evaluation and accountability.

The Work Programme aims to build on these ongoing efforts with a threefold offer to partner countries. To this end the Global Partnership will:

1. **Generate evidence, knowledge and new solutions** on how stakeholders are strengthening implementation of the effectiveness principles and why this is essential for achievement of the 2030 Agenda. This will look beyond aid reflecting on new modalities and partner-ships increasingly prominent in the evolving development co-operation landscape.
2. **Facilitate implementation of context-specific effectiveness solutions** that aim to drive behaviour change for enhanced development impact. Support will be provided to country-led efforts that respond to specific country needs and that are based on generated evidence.

3. **Foster partner country engagement and learning** to share experiences on what has worked and what challenges remain, further driving dialogue and progress.

This offer to partner countries will be delivered across the Work Programme, and the issues it addresses: from effective support to data collection and data use to strengthening partnerships with key stakeholders groups, including the private sector, foundations, civil society and local governments, to exploring what effectiveness means in the context of South-South and triangular co-operation. Realising this offer will require a **systematic approach** to ensure activities are under-taken in a consistent and coordinated manner.

III. Strategic Priorities and Action Areas

Priority 1. Promoting development effectiveness to accelerate the implementation of the 2030 Agenda

When used appropriately, high-quality data can effectively support rigorous development planning and monitoring upstream, acting as a vital catalyst for strengthened development results across the 2030 Agenda. As such, the need for high-quality and comprehensive data and statistics under-pin all development efforts. As this recognition grows, so does the need for an increased focus on *effective* support to meet a range of data challenges. In the same vein, but downstream, there is a need to show that effectiveness leads to better and faster development results in diverse contexts. New evidence around the impact of effectiveness on the 2030 Agenda can help to make the case for ‘why’ the effectiveness principles are essential, creating a positive virtuous cycle in which increased buy-in to the effectiveness agenda leads to increased effectiveness efforts, which in turn lead to enhanced results.

Action Area 1.1: Demonstrating the impact of effectiveness

The Global Partnership’s work to strengthen effectiveness must include concerted efforts to demonstrate that implementing the effectiveness principles leads to better and faster development for people and society. To reach this objective, this action area will focus on: (i) implementing ‘*Effectiveness to Impact*’ initiatives at sector/thematic level, linked to specific SDGs in several partner countries, in coordination with ongoing sectorial initiatives; (ii) undertaking research and analytical studies to collect existing evidence on effectiveness and develop methodologies to analyse impact-evaluation data. The work in these areas will generate evidence and good practices on ‘effectiveness to impact’, and establish the analytical-based connection between effective practices and accelerated development impact.

(Full Action Area description available [here](#))

Action Area 1.2: Strengthening effective support to statistical capacity and data

When underpinned by high-quality and comprehensive data, development processes are strengthened, achievement of results is accelerated, and accountability is bolstered. Despite this recognition, the potential of data is yet to be fully realized. Challenges persist around collecting, managing and using data consistently. This action area will support efforts to address data-related challenges to help close the SDG data gap. It will generate evidence and guidance and build political momentum around the need for stronger country-level data systems and capacity, as well as the need for increased focus on effective delivery of support in this area. It will look at how stakeholders are working together to put in place country-level systems and how data is collected and shared in ways that promote ownership, reduce duplication and support use by diverse stakeholders. Working with partners, this will include in-country exploration and testing of new and better ways to address data challenges, promoting knowledge exchange.

(Full Action Area description available [here](#))

Priority 2. Building better partnerships

All segments of society have a role in working toward the 2030 Agenda. Not only must different actors work more seamlessly and inclusively together, but they also need to find new approaches to partnering in changing and evolving development contexts – keeping in mind the ultimate goal of partnerships to accelerate the implementation of shared development efforts. Engaging different actors in this collective endeavour requires strategies for unlocking their full potential and ingenuity, building on their respective strengths, and also promoting concrete ‘synergies’ across their contributions. As part of Strategic Priority 2 of the Work Programme, different development actors will assess, improve and scale up partnerships in seven action areas, each of which is itself a multi-stakeholder effort, including advocacy and engagement with relevant actors.

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

Development actors are increasingly investing in private sector partnerships. Despite progress, there are concerns regarding the development impact of such partnerships, especially where they involve international public resources. In addressing such concerns, the [Kampala Principles](#) on Effective Private Sector Engagement, launched at the 2019 SLM, provide a new blueprint for making private sector partnerships more effective. The Principles are attracting growing attention internationally, including among business leaders. The objective of this action area is to advocate for broader uptake and implementation of the Kampala Principles through innovative advocacy and outreach that expands their reach and influences behaviour change, in particular at the country level. It will produce case studies and pilots, illustrating the Kampala Principles in action, as well as practical guidance for their implementation at country level. Activities will be spearheaded by a multi-stakeholder working group and a Caucus of business leaders, leveraging their leadership to date around the inclusive design and approach to of the Kampala Principles.

(Full Action Area description available [here](#))

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

Triangular co-operation offers an adaptable and flexible approach to evolving development challenges, building on the strengths of different actors to find innovative, cost-effective and context-specific solutions. The second United Nations High-level Conference on South-South co-operation (BAPA+40) recognised the crucial role of triangular co-operation in the achievement of the Sustainable Development Goals (SDGs) and acknowledged the work of the Global Partnership Initiative (GPI) on Effective Triangular Co-operation to improve the effectiveness of this co-operation modality. Complementing the work of the GPI, this action area will focus on mainstreaming and building greater awareness of effective triangular co-operation, including promoting the implementation of the [Voluntary Guidelines for Effective Triangular Co-operation](#). These will be piloted in development programming and promoted through awareness building activities and workshops. In addition, the Action Area will compile and disseminate case studies to help development actors learn about effective funding mechanisms for triangular co-operation. The outcomes of this action area will also inform the development and dissemination of practical guidance on more effective triangular co-operation.

(Full Action Area description available [here](#))

Action Area 2.3: Supporting country-led development effectiveness of south-south co-operation

Paragraph 11 of the Report of the second High-level United Nations Conference on South-South Co-operation BAPA+40 calls for enhancing the development effectiveness of South-South co-operation (SSC), as a means to maximise its development impact. In this context, the action area will bring together relevant stakeholders to examine how the effectiveness principles can apply in the context of SSC and will support Southern providers as they undertake work to enhance the effectiveness of their co-operation efforts. The action area will support a number of pilots through which Southern providers will explore ways to monitor the effectiveness of their co-operation. It will also conduct research and analysis around how Southern providers are already implementing the effectiveness principles in their co-operation efforts. Drawing on this evidence, the action area will support dialogue on effective SSC, bringing together stakeholders to exchange and build momentum around how the effectiveness agenda converges with this modality of co-operation.

(Full Action Area description available [here](#))

Action Area 2.4: Civil society partnerships: enabling civil society participation and addressing shrinking civic space

Civil society organisations (CSOs), as development actors in their own right, are at the forefront of development efforts on the ground and vital partners in realising the SDGs. Yet, Global Partnership evidence confirms that the overall conditions affecting CSOs' contributions to development have deteriorated over the past years. The objective for this biennium is to redress this trend and to improve the environment for CSOs to engage in and contribute to development. This requires concerted action across CSOs, partner-country governments and development partners. Partners in this action area aim to identify bottle necks at country level and collect good practices for a more enabling environment for CSOs. Through multi-stakeholder dialogues, partners will discuss the steps required to change behaviour at global and country level in favour of more effective participation of civil society in development processes.

(Full Action Area description available [here](#))

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

Philanthropic organisations are playing an increasingly important role in the achievement of the SDGs, with prominent contributions to key sectors. However, effective engagement of the philanthropic sector in development co-operation is still hampered by a limited understanding of foundations' role and their potential as relevant allies for development partners, partner countries, and civil society. In addressing this gap, this action area will i) clarify and sharpen the specific role and contributions of philanthropic organisations for improving the effectiveness of development co-operation and ii) develop and disseminate a practical toolkit with guidance on how to effectively partner with philanthropic organisations in development co-operation, intended for development actors and foundations alike. Both will contribute to promoting and scaling up effective multi-stakeholder partnerships to unleash the full potential of the philanthropic sector in development co-operation.

(Full Action Area description available [here](#))

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

Regions, cities, municipalities, local and regional governments (LRGs) play an instrumental role in implementing the 2030 Agenda and the SDGs. However, they face critical challenges in doing so, such as having the necessary institutional capacity and frameworks, aligning development planning with the SDGs, and coordinating and guiding different actors working on the ground, among others. The Global Partnership offers a space for dialogue and knowledge sharing on how to overcome these challenges with state and non-state actors. This action Area aims to engage with LRGs and their associations by identifying good practices and pursuing case studies on issues of relevance to them, including on the challenges above. Working group members plan to mobilize different development actors and engage in regular discussions to share knowledge and increase global awareness on the role of LRGs and their associations in meeting the SDGs.

(Full Action Area description available [here](#))

Action Area 2.7: Effective multilateral support

The need for an effective multilateral system has never been more important to address the nature and scale of today's global challenges, from record numbers of displaced persons to era-defining pandemics. Enhancing the effectiveness of the multilateral system requires behaviour change by both development partners that fund multilateral organisations, but also by multilateral organisations themselves. Drawing on the unique convening power of the Global Partnership, this action area will make a substantive multi-stakeholder contribution to the global discourse on (i) an effective multilateral system, based on the effectiveness principles, and (ii) how bilateral partners can most effectively support the multilateral system, as we work towards the 2030 Agenda. This will include analytical work across different types of partners to promote mutual learning and exploring how partners' effective support to the multilateral system could be measured, building on other efforts at the global level.

(Full Action Area description available [here](#))

Priority 3. Leveraging monitoring for action

The Global Partnership monitoring exercise provides unique data and evidence to guide countries and their development partners in assessing progress and obstacles in improving the effectiveness of their co-operation, a critical aspect of accelerating progress towards 2030. Stakeholders recognise the monitoring as a valuable and core function of the Global Partnership. Over three rounds, 99 partner countries and territories have participated in Global Partnership monitoring, including 86 in the 2018 round, with results informing SDG review processes and reporting on the Financing for Development agenda.

At the same time, the original vision of the monitoring exercise – to support accountability for Busan commitments and to stimulate dialogue and drive behaviour change towards more effective development co-operation – has not been fully achieved. The way the exercise is implemented has not always facilitated institutionalisation at country level. What is measured is not relevant to all stakeholders, and does not fully reflect today's rapidly changing co-operation landscape. Monitoring evidence has not been adequately used for dialogue and action, in part due to challenges in elevating it to a political level in a way that drives change, including progress on original aid effectiveness commitments. The Steering Committee has recognised the need to continue re-thinking the exercise to ensure it meets its original aims and the evolving needs of stakeholders.

Against this backdrop, **2020-22 will be a “period of transition”** for the Global Partnership monitoring. During this period, a **reform of the monitoring exercise will lead to a new monitoring proposal, to be put forward for endorsement at the next High-Level Meeting (HLM3)**. Building on the agreement in Nairobi that the monitoring framework be updated to reflect the challenges of the 2030 Agenda, the scope of the reform will be inclusive of both what is measured (indicator framework) and how it is measured (process of the exercise). Undertaking a comprehensive reform means there will not be a global monitoring round ahead of HLM3. The new monitoring proposal will be complemented by evidence on the state of effectiveness generated through the piloting of elements of the new monitoring proposal, as well as from country-level and global initiatives to take action on results from the 2018 Monitoring Round, at both a political and technical level. Facilitating use of monitoring results will allow for a renewed focus on the ‘unfinished business’ of the effectiveness agenda, as efforts to respond to monitoring evidence in a particular country or context will offer an updated perspective on which aspects remain most relevant. These original commitments will also be explicitly considered in the review of the indicator framework.

The reform will take place over three phases. Synergies with other action areas will be forged both in substance (e.g. refining/creating indicators around specific partnership modalities) and in process (e.g. utilising consultations or other engagement activities of Action Areas to inform the re-form). Learning and insights from ongoing support to use of results, both through implementation of country-level initiatives (“deep dives”) and through efforts to generate political traction at global level, will feed into all phases:

- **Conceptual work (2020):** Defining the strategic ambition-level of the reform, and validating and prioritising the challenges it will seek to address. The scope of the reform (both frame-work and process) will be detailed through desk work and consultations. The Steering Committee will guide the strategic ambition-level at the outset, and later the broad conceptual framework.
- **Refinement and piloting (2021):** Detailed design of the new monitoring process and methodological review of framework, based on decisions around new indicators, indicators to drop, and other framework adaptations to respond to needs of constituencies. This phase also includes developing the testing and country piloting approach – recognising the need for a sound approach that will test elements of the new proposal while also generating political buy-in and demand - and the actual implementation of country pilots
- **Consolidation of evidence and preparation for HLM3 (2022):** Evidence emerging from the country pilots will be consolidated, with consultation and validation by stakeholders, and developed into the new monitoring proposal, packaged for endorsement at HLM3, and offered to constituents following endorsement. Evidence emerging from support to the use of 2018 monitoring results will also be consolidated to inform dialogue at HLM3.

The monitoring exercise is owned by the Global Partnership community; the process of reforming it must be undertaken in an inclusive way. Co-Chairs will ensure a transparent process through regular communication and a deliberate effort to engage and consult constituencies, with the Steering Committee providing strategic guidance and taking key decisions. Political support from different constituencies will also be crucial to facilitate endorsement of the new proposal at HLM3.

(Full Strategic Priority Area description available [here](#))

GPEDC Review and Evaluation

To successfully position effectiveness as a key enabler of the 2030 Agenda, Global Partnership stakeholders agree to **review the way the Global Partnership operates**, including its ability to build political support to accelerate the implementation of the 2030 Agenda.

Alongside the three substantive priorities, a **dedicated ‘GPEDC review and evaluation’ exercise** will underpin this Work Programme. A dedicated process under the guidance of the Steering Committee, the review will (i) inform the political offer of the Global Partnership and guide any adjustments needed to maximise its positive footprint for the remainder of the implementation effort towards 2030, and (ii) address the governance and institutional set-up and make recommendations on how it could be further adapted in response to the rapidly changing co-operation context.

Any necessary **adjustments to the Global Partnership’s mandate and governance structure** will be adopted at the next High-Level Meeting (HLM3). Proposals for innovative elements in adjusting the working approach or methods can already be tested in advance of HLM 3.

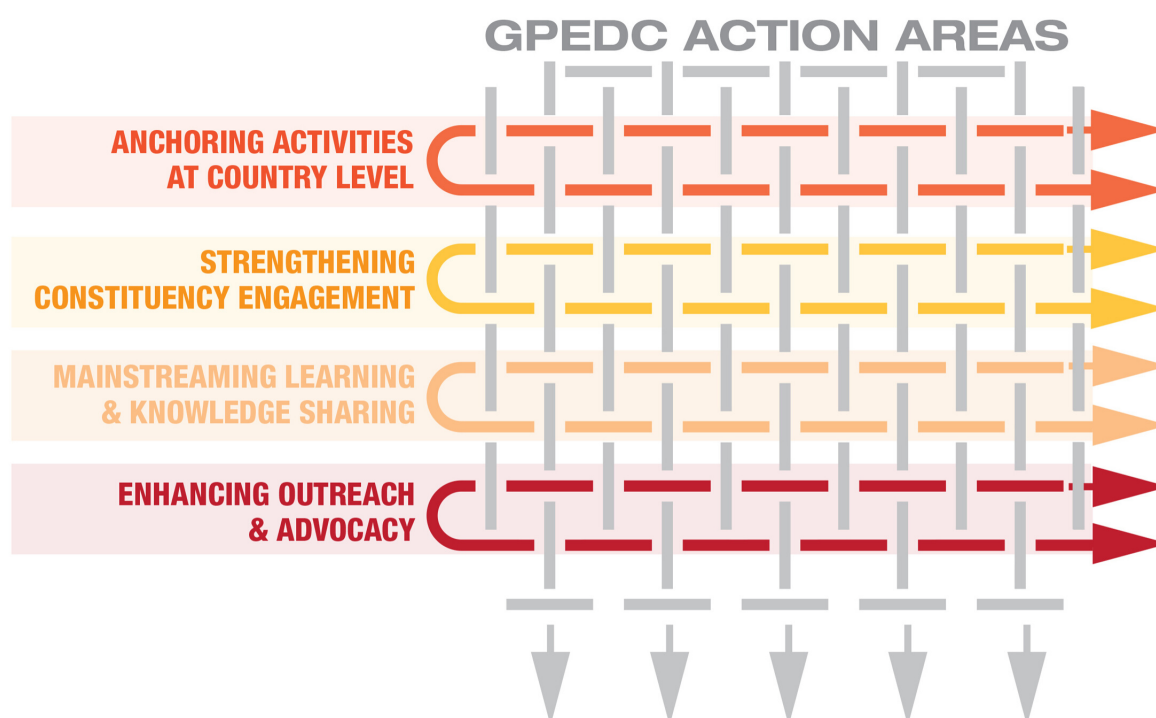
Main outputs envisaged from action areas are included in Annex of this document

IV. A "Whole-of-GPEDC" approach to deliver the Work Programme

Achieving this ambitious Work Programme will require flexibility and innovation, and an understanding of emerging contexts, including the global response to the COVID-19 crisis. The 2020-22 timeframe, with the global crisis and ensuing recovery period, provides the opportunity to bring the effectiveness principles to the attention of a broader audience. The unique, multi-stakeholder nature of the Global Partnership enables building on and leveraging a variety of efforts led by countries, partners, and initiatives at global, regional and country levels.

The Work Programme aims to deliver an impact greater than the sum of its parts. The four foundational elements, as noted above, and described in more detail below, will guide and consolidate the work of the strategic priorities, to drive coherence and impact across the Work Programme. The Steering Committee is responsible for ensuring the impactful and well-coordinated implementation of the Work Programme, with high quality outputs across its strategic priorities and action areas (Annex 1). The Steering Committee will regularly review progress across these four foundational elements, based on status updates from stakeholders leading respective action areas, and will champion political and stakeholder outreach to generate political momentum for the Global Partnership's work.

Figure 2. Whole - of - GPEDC Approach



1. Anchoring the Global Partnership activities at country level

The Global Partnership's activities must be systematically guided by realities, challenges and opportunities at country level, and implemented in a way builds on and integrates with existing efforts by diverse actors at country level. Such a demand-driven and inclusive approach aims for broad and representative partner-country participation in the Global Partnership's work, avoiding a scenario of "darlings and orphans" in country-specific activities. This systematic approach will require coordination and facilitation support in the following three areas:

- i. **Reinforcing engagement with partner country governments and stakeholders.** The Global Partnership Co-Chairs and Steering Committee will undertake regular consultation with national focal points through virtual webinars and in-person partner country dialogue. The Joint Support Team will support the organisation of consolidated partner-country consultations, including through close collaboration with UN Country Teams/UNDP Country Offices, and multilateral development agencies, banks and regional organisations.
- ii. **Coordinating country-level activities across the action areas.** In order to avoid fragmentation and duplication, and to ensure that Global Partnership activities reinforce existing country-level efforts, communication and outreach to partner countries will be carefully coordinated. The Joint Support Team will support systematic outreach to solicit interest in participating in country-level work, identify connections across action areas and maintain a country-level activity dashboard. A central trust fund may be considered to ensure systematised support to country-level activities and give equal opportunity to all partner countries to engage in the Global Partnership's work.
- iii. **Fostering partner-country knowledge-exchange and peer learning.** There is consistent demand from partner countries for more opportunities for knowledge exchange and peer learning. Such a demand is heightened as countries will need to manage the immediate response to the COVID-19 crisis with an eye to solidifying their own long-term development trajectory. The Global Partnership can organise consolidated learning and knowledge sharing events (in-person or virtual), as guided by Global Partnership leadership and the work taking place across action areas, with coordination and operational support from the Joint Support Team.

2. Strengthening constituency engagement and work with Global Partnership Initiatives (GPIs)

The strength of the Global Partnership as a multi-stakeholder platform depends on the depth and breadth of stakeholders' engagement in its work. Diverse groups have led the development of the action areas presented in this Work Programme and will lead their implementation. Through this effort, major emphasis will be placed on reaching out to, engaging and building relationships across diverse partners, countries, and networks, including through reinforcing engagement with different constituencies. This will require continuous relationship building, along with more systematic efforts to engage partner countries as outlined above.

The Global Partnership has incubated new substantive priorities through coalitions of willing actors in the form of Global Partnership Initiatives (GPIs). Experience shows that when backed by leadership and resources, such initiatives have been successful drivers of change, and some have grown their own governance structures and secretariats. This positive trend has, however, been countered by a lack of systematic sharing of evidence, lessons and knowledge back to the broader Global Partnership community. This Work Programme, with its member-led implementation across action areas, provides the opportunity to re-build links with active GPIs, as well as to further expand the effectiveness network to key stakeholders in areas of interest and demand.

3. Mainstreaming learning and knowledge sharing

Knowledge sharing and learning are essential to stimulate action and innovation for more effective partnerships. Consolidating knowledge and innovation on how diverse partners work together effectively to mitigate and avert the worst effects of the COVID-19 pandemic on sustainable development can help to make the case for effectiveness and further amplify the role the Global Partnership can play to help deliver towards the 2030 Agenda. To further strengthen the Global Partnership as a 'learning partnership', action areas will aim to both generate new knowledge and evidence, as well as actively share learning across topics and

stakeholders. The Global Partnership's Knowledge Sharing Platform, launched in July 2019, provides an important tool for demand-driven and stakeholder-led knowledge sharing.

To cultivate a stronger community of practice around effectiveness, and to consolidate learning across the Global Partnership's work, implementation support will be provided in three specific areas:

- i. **Re-organising the Knowledge Sharing Platform around strategic priorities and action areas.** This will include a dedicated space in the Platform for each action area, maintained by respective action area leads, and facilitation of relevant online consultations.
- ii. **Organising regular virtual webinars,** in collaboration with action area leads, relevant global initiatives, think-tanks, academia as well as regional platforms. These will be complemented by country-focused mutual learning webinars, as foreseen under country anchoring.
- iii. **Hosting learning events.** Several action areas foresee conducting training workshops or learning events. These efforts could be connected to in-person learning/training events, in conjunction with the partner country-focused annual in-personal events, as foreseen under country anchoring.

4. Enhancing and leveraging stakeholder-led political outreach and advocacy

In the lead up to the Global Partnership's next High-Level Meeting in 2022, this Work Programme aims to build momentum around development effectiveness and firmly situate the Global Partnership's work as part of realising the 2030 Agenda. This will require enhanced political outreach and advocacy, led by all Global Partnership stakeholders, to actively position effectiveness 'champions' in key intergovernmental, global and regional forums as well as to build relationship with relevant global and regional bodies. Such outreach will be accompanied by a clear and consistent communication approach, underscoring the added value of effectiveness to the 2030 Agenda and emerging from the work of the strategic priorities. A stronger media and online presence will reinforce outreach efforts, and help to further position the Partnership's work and products in relation to other partnerships and initiatives.

UN processes, including around the means of implementation (Financing for Development, and Development Co-operation Forum) and 2030 Agenda review processes (such as the High-Level Political Forum, HLPF) will continue to provide key occasions for building political momentum. The HLPF in particular, with its focus on voluntary data, mutual learning, and actions to accelerate our progress to 2030, is a natural venue for the Global Partnership's contributions – as seen by the attendance at, and engagement with, the Global Partnership's Senior-Level Meeting during the HLPF, July 2019. Outreach and advocacy efforts will continue to engage Permanent Missions of UN member states in New York, in order to be better connected with intergovernmental processes focused in NY. The formation of a 'peer group' of member states interested in effectiveness in January 2019, attests to the appetite for exchanges around effectiveness issues, and provides a good basis for continued political outreach and engagement efforts with all UN member states.

The above efforts will be complemented by outreach to think tanks and others leading work and sharing knowledge on relevant dimensions of development co-operation and its effectiveness. These partnerships will be reinforced by work to refine a clear 'profile' for the Global Partnership, which is able to both distinguish its work from others, while aligning with other relevant efforts.

ANNEX: Main outputs from and across action areas

AA 1.1 Demonstrating the impact of effectiveness	AA 1.3 Support to statistical capacity and data	AA 2.1 Private sector partnerships	AA 2.2 Triangular development co-operation	AA 2.3 South-South co-operation	AA 2.4 Civil society partnerships	AA 2.5 Reinforcing foundations' engagement	AA 2.6 Development effectiveness at subnational level	AA 2.7 Effective multilateral support	Priority 3 Leveraging monitoring for action
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OUTPUTS WITH GLOBAL REACH

NEW EVIDENCE AND KNOWLEDGE (Knowledge products, Policy Briefs, and Guidance Note, etc)	Compendium of successful examples and good practices; Studies on the impact of effectiveness	Guidelines on effective support to statistical systems and capacity	Good practice examples and case studies of Kampala Principles in use Practical guidance and toolkits for practitioners on how to use the Kampala Principles	Guidance for implementing the Voluntary Guidelines Good practice Compendium (effective TrC funding mechanism and use of TrC)	Synthesis report on SSC effectiveness pilots Policy briefs on the application of effectiveness in the context of SSC	Guidance for development partners to work more effectively with civil society; Compendium of good practices Policy note with recommendations	Toolkit for effective engagement with the philanthropic in development co-operation Policy paper identifying foundations' contributions to the effectiveness agenda	Research, good practices or mapping of ongoing initiatives Policy note with recommendations	Survey of partners' expectations of an effective multilateral system Policy briefs and case studies on effective multilateralism in different contexts	Toolkit for use of results; Evidence on results used to inform systemic reforms (at country level and by various stakeholders) New data based on testing/piloting framework and process New monitoring proposal (to also be informed from work across Action Areas)
GROWING COMMUNITY AND NEW PARTNERS	Global and local research institutions Sector ministries	Bringing together global and regional initiatives on data and statistics, as well as national statistical offices	BLC 2.0 and private sector champions	Creation of dedicated TrC webpage and survey on use of TrC	Increased engagement of southern providers		Increased engagement of foundations through WINGS and other global networks	Collaborative network	Connecting with existing review and assessment initiatives	Increased partner country engagement across various contexts, and engagement of various partners in developing new monitoring proposal
GLOBAL EVENTS AND OUTREACH STRATEGY	Global Conference in 2022	Side-event at World Data Forum 2020	Multi-stakeholder consultations and engagement and through BLC 2.0 and business networks	Participation in global events (disseminate AA work)	Possible presentation of research and pilot findings on the side-lines of relevant global meetings	Global dialogue Support advocacy alongside key global meetings	Communication products Participation in Global events	Participatory discussions	Event recognizing 'champions' of effective multilateralism	Global monitoring consultations/events

LEARNING AND KNOWLEDGE SHARING ACROSS ACTION AREAS AND GLOBAL PARTNERSHIP STAKEHOLDERS

Thematic pages (communities of practice) established in the Knowledge Sharing Platform (learning within AA)

A series of quarterly virtual webinars in collaboration with relevant global initiatives and regional platforms (including a country-led 'Country In Focus' webinars as part of country anchoring support)

Once a year in-person peer learning event, as part of a country anchoring support

A coordinated global and thematic online consultations

OUTPUTS AT THE COUNTRY-LEVEL

IN-COUNTRY DIALOGUE & CONSULTATIONS	National workshops in the pilot countries	Dialogues on national processes related to data strategies and statistical capacity	Selected in-country and regional / international dialogue events	Coaching workshops and pilots to help build local community of practice..	Support to in-country dialogue on results of pilot findings	Multi-stakeholder dialogues to discuss and promote an enabling environment for civil society	Country-level consultations	Participatory discussions	[TBD]	Country deep dives on use of results - Dialogues to identify and address key effectiveness bottlenecks, also informing new monitoring proposal
SUPPORT TO IN-COUNTRY OPERATIONS AND IN-COUNTRY STUDIES AND RESEARCH	Country studies on the impact of effectiveness in realising the SDGs 6 pilot initiatives in selected countries to accompany projects at the sectoral level	3-4 country pilots to explore and test new and better ways to meet data challenges	Country level pilots to operationalize Kampala Principles	Pilots to implement the voluntary guidelines Coaching workshops to support the implementation of the Voluntary Guidelines	Support to southern providers in developing and testing of individual pilot frameworks to monitoring SSC effectiveness	Identify bottlenecks at country level to enabling environment and agreeing on measures for resolution Collect existing good practices		Case studies or pilot projects	[TBD]	Country deep dives on use of results led by countries and stakeholders Country piloting of monitoring framework /process changes