



**ACTION DIALOGUES 2021
FOR EFFECTIVE DEVELOPMENT CO-OPERATION**

Promoting country-level partnerships and accountability

**GUIDANCE AND MATERIALS TO SUPPORT PARTNER
COUNTRIES LEAD AN ACTION DIALOGUE**

ABOUT THIS GUIDE

Achieving the Sustainable Development Goals (SDGs) in times of COVID-19 will require, now more than ever, scaling up *effective* co-operation and partnerships across public, private, national and international stakeholders. The COVID-19 crisis is impacting economic systems and financing for development, including some of the effectiveness challenges noted in [the Global Partnership's 2019 Progress Report on Making Development Co-operation More Effective](#). These effectiveness challenges pertain to, for example, development partners' declining alignment to partner country priorities and country-owned results frameworks; a deteriorating enabling environment for civil society organisations; the changing role of private sector actors in development; and mixed progress in making development co-operation more transparent. Mutual accountability mechanisms, while they remain strong in some countries, have not adequately adapted to reflect the whole-of-society efforts needed to deliver the SDGs.

How can these challenges be concretely addressed? The country-led Action Dialogues 2021 will seek to spark policy, system, and behavioural change toward better partnerships for development, drawing upon the evidence and data from the Global Partnership's monitoring of effective development co-operation (where available) and [the four effectiveness principles – country ownership, inclusive partnerships, focus on results, and transparency and mutual accountability](#). They will bring country level experiences and partnerships to center stage and help partner country governments and their partners leverage the full potential of development co-operation and partnerships to build back better and beyond, towards meeting the 2030 Agenda for Sustainable Development.

This document provides guidance, as well as tools and technical resources, to partner country governments to undertake an Action Dialogue in 2021, in collaboration with their partners (including development partners, civil society, the private sector, parliamentarians, trade unions, foundations and academia). It can help countries and their partners reflect on the most pressing issues and challenges related to the effectiveness of development co-operation as they develop a plan of action to improve the quality of partnerships and their results. Finally, it suggests how partner country governments and stakeholders can use the Global Partnership platform to share the outcomes of their Action Dialogues 2021 and shape the global discourse on effective development co-operation and partnerships in the run-up to and at the next High-Level Meeting of the Global Partnership in 2022.

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WHY ACTION DIALOGUES 2021?

The rapidly unfolding economic crisis and constrained fiscal space, due to the current COVID-19 pandemic, underscore the need for the most effective and efficient use of all available resources. They further call for crowding in more and new actors to counter the increase in poverty levels and growing economic and social inequalities. **Strong and effective partnerships must be at the heart of these efforts and are key to build back better and beyond towards meeting the 2030 Agenda for Sustainable Development.** In this context, the [four principles for effective development co-operation – country ownership, inclusive partnerships, focus on results, and transparency and mutual accountability](#), are of critical importance, as highlighted in a [statement by the Co-Chairs of the GPEDC](#).

Many countries and territories have undertaken the [Global Partnership Monitoring](#) in the past, which involves tracking progress against these four principles, agreeing on effectiveness commitments, and taking action for more effective development co-operation. Many of these countries have used the monitoring process and results to directly inform their development co-operation policies and architecture.

The Action Dialogues 2021 will draw upon the evidence, learning and data from the monitoring of effective development co-operation (where available) and build on the four effectiveness principles. Action Dialogues stimulate multi-stakeholder discussions and mobilise all partners to bolster on-going efforts and actions for effective and efficient use of resources towards the achievement of the 2030 Agenda. They also aim to provide a critical source of evidence on how governments and stakeholders work in partnership at country level and to keep up the momentum for more effective development co-operation during the period of transition while the monitoring exercise is being reformed¹ and with the next global round of monitoring to take place following the next High-Level Meeting (HLM) of the Global Partnership in 2022.

Action Dialogues will be undertaken in the course of 2021. Their outcomes will be compiled and reviewed at the end of 2021 and serve as key inputs to the Global Partnership's HLM in 2022.

WHAT IS AN ACTION DIALOGUE?

An Action Dialogue is a multi-stakeholder dialogue at the country level, which aims to:

- i) build a **shared understanding of the state of effective development co-operation, based on an assessment** of the challenges of the evolving development co-operation and partnership landscape (e.g. new partners, new/aggravated challenges in times of COVID-19, etc.)
- ii) **agree on concrete steps and generate political buy-in for joint actions to strengthen the effectiveness of co-operation and partnerships**, by drawing on commitments to the four effectiveness principles that guide how stakeholders can partner together better, as well as building on evidence from the Global Partnership monitoring (where available).

¹ A reform of the monitoring exercise is taking place during 2020-2022, resulting in a new monitoring proposal, for endorsement at HLM3. It will build on the commitment made in Nairobi to update the monitoring framework. Given the scope of the reform, there will not be a global monitoring round during this period. More information about the monitoring reform can be found [here](#).

Action Dialogues will be led by partner country governments as a means to engage with all relevant national stakeholders and partners to reflect upon the following key questions:

- Which effectiveness commitments remain the most relevant for you (and your constituency²) to advancing SDG implementation and building better partnerships?
- How can the effectiveness principles be better leveraged to drive development co-operation efforts and cultivate stronger and more inclusive multi-stakeholder partnerships in view of the new co-operation landscape and co-ordination mechanisms?
- What are the reasons for progress or lack thereof on agreed effectiveness commitments? (reflecting on [2018 monitoring results](#), where available)
- What are the biggest challenges that you (or your constituency) face in meeting the agreed effectiveness commitments that your constituency has committed to?
- What can your constituency do to spur progress toward agreed effectiveness commitments that remain unfulfilled? What role can other constituencies play in this regard?
- What opportunities exist to increase the effectiveness of co-operation and partnerships to deliver sustainable development impact?
- What actions are needed at global level to advance more effective development co-operation at country level?

An Action Dialogue can be a stand-alone workshop/dialogue or organised as part of ongoing efforts and embedded in existing/planned dialogue fora and mechanisms relating for example to national development planning, financing for development discussions, and development co-operation and partnership co-ordination.

An Action Dialogue 2021 can help partner country governments and their partners build a shared understanding of obstacles and priorities to increase efficient and effective utilisation of development co-operation and cultivate stronger partnerships in the current development context. It can strengthen existing co-ordination processes, especially when positioned as an integral part of development efforts, and promote collective efforts in the spirit of the *'whole-of-society approach'* required to achieve the SDGs, drawing on the results of the monitoring exercise (where available).

In the longer term, the outcomes of Action Dialogues are intended to **promote policy, system, and behavioural changes, as an integral part of the cycle to advance the effectiveness of development co-operation** (see Figure 1).



Figure 1: Cycle to advance the effectiveness of development co-operation

² For example, as a partner country government, a development partner, civil society organisation, private sector representative, foundation, trade union, parliamentarian, local government and so on.

STEP-BY-STEP GUIDE TO AN IMPACTFUL ACTION DIALOGUE 2021

Development co-operation contexts vary from country to country, as do the actions required by governments and their partners to improve the effectiveness and impact of development co-operation. **Each country will therefore determine the scope and focus of its Action Dialogue to tailor it to specific country needs.** A successful Action Dialogue 2021 does not require countries to have prior experience with the Global Partnership or to have participated in the Global Partnership’s past monitoring rounds (2018, 2016, 2014). Countries at all stages of effectiveness and engagement with the Global Partnership are encouraged to respond to the invitation to undertake an Action Dialogue 2021.

Some countries may choose to undertake an Action Dialogue 2021 to reflect on/take stock and **build a shared understanding** of the state of development co-operation and partnerships. Others may choose to focus their Dialogue squarely on developing a shared vision and priorities for what concrete **actions** are needed to improve the effectiveness and quality of co-operation and partnerships. Some countries may choose to use the Dialogue to facilitate **both reflection and action**. Yet others may also choose to facilitate **acceleration** of ongoing efforts for more effective development co-operation, based on previously agreed plans/roadmaps. In doing so, some countries might choose to focus on addressing specific persisting effectiveness challenges such as in relation to transparency and predictability, alignment of development co-operation partners with country priorities, or use of country systems, among others. Others may focus their Dialogue on deepening and strengthening the engagement of very specific stakeholder groups, such as civil society and the private sector. Together, the outcomes of the Action Dialogues 2021 are expected to **shape** the national, regional and global agenda on effective co-operation and partnerships and will also serve as a basis for mutual and peer learning at all levels, leveraging the Global Partnership’s extensive network of actors and stakeholders.

Key Steps to an Impactful Action Dialogue

An impactful Action Dialogue is one that (1) is led by partner country governments at high political level, securing engagement across all relevant institutions, (2) builds as much as possible on existing country development processes and efforts, (3) ensures meaningful engagement of all relevant stakeholders, (4) draws on evidence, (5) is results-oriented, and (6) promotes transparency and accountability.

With this in mind, Figure 2 outlines the suggested steps for undertaking a successful Action Dialogue. These steps and associated considerations are described in more detail in the subsequent sections of this document.

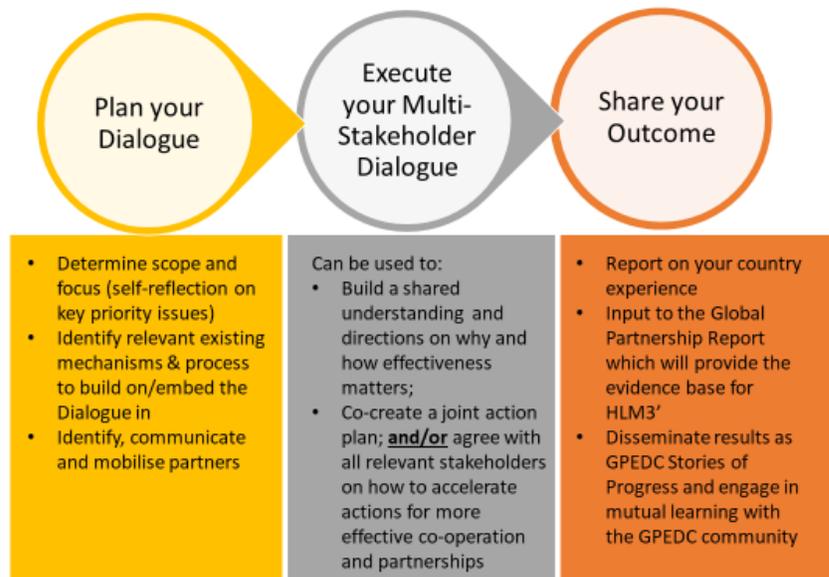


Figure 2: Key steps to an impactful Action Dialogue

1. Getting started: Planning your Action Dialogues 2021

Many partner country governments are putting in place new plans, policies and systems that enable coalitions of stakeholders 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 assessing accountability. It also aims at strengthening multi-stakeholder engagement in and contribution to country-led sustainable development efforts. Initiatives to establish and/or strengthen [Integrated National Financing Frameworks \(INFFs\)](#), as called for in the Addis Ababa Action Agenda (AAAA), are one example for such a holistic approach.

Where possible, an Action Dialogue should be embedded in ongoing county-level structures and mechanisms, including those emerging in the context of financing for development and/or SDG review. This approach helps to *institutionalize* this type of multi-stakeholder dialogue and collective reflection needed to address, in a continued way, co-operation and partnership challenges for accelerating SDG implementation.

This section outlines tools that can help countries determine the scope of their Action Dialogues and plan for a successful Dialogue.

Tools and guides available to plan your Action Dialogue

To determine the scope and focus and identify opportunities to embed the Action Dialogue in existing partnership/dialogue mechanisms, **partner country governments are encouraged to reflect on: what** they want to achieve through better partnering with development actors; **how** they want partners to support country priorities for sustainable development; as well as to consider **when** and **with whom** the Action Dialogue is best organised.

To assist with planning an Action Dialogue, two [checklists](#) are provided in Annex A. These checklists will help to: determine the scope and objective of the Dialogue; identify opportunities to embed the Action Dialogue in existing partnership/dialogue mechanisms, and plan for an impactful Action Dialogue that is inclusive and engages all stakeholders. Partner country governments are encouraged to discuss and decide on the scope and focus of the Action Dialogue in collaboration with development stakeholders to ensure that the Dialogue is inclusive from its inception.

For those countries that undertook the Global Partnership 2018 monitoring, the below **tools** can be used to identify the persisting challenges of making development co-operation and partnerships more effective.

- **[Country profile](#)**: This profile, available for countries which undertook the Global Partnership monitoring in 2016 or 2018 provides a snapshot of each country or territory's progress in implementing the effective development co-operation principles.
- **[A Self-Assessment Guide for Partner Country Governments on their performance toward effectiveness commitments](#)**: Recognizing the diversity across partner countries, this guide provides broader guiding questions, intended to help all partner countries which participated in the 2018 Monitoring Round to reflect on their results through the lens of their own country context and development co-operation landscape.
- **[Additional self-assessment guides](#)** for partner country governments to review the performance of other stakeholders, as well as the inclusive and multi-stakeholder nature of development co-operation, are available on:

- [Development partners](#)
- [Civil society](#)
- [Private sector](#)
- [Parliamentarians](#) (for a list of all available guides see Annex B)

Countries can choose to focus their Action Dialogue on very specific multi-stakeholder issues, such as working more effectively with civil society organisations and/or the private sector, or strengthening engagement with foundations, multi-lateral, south-south and triangular co-operation partners, or effectiveness issues at sub-national levels. To this end, countries are encouraged to connect with the various [Action Areas](#) under the Global Partnership's 2020-2022 Work Programme that are spearheaded by Global Partnership stakeholders and promote and apply the effectiveness principles in various modalities and instruments.

2. Organising an Action Dialogue 2021

As outlined previously, an Action Dialogue 2021 can be used by countries to **build a shared understanding** of key effectiveness issues, challenges and priorities; to co-design an **action** plan to promote changes in ways of working; *and/or* to **accelerate** the implementation of efforts for more effective development co-operation, based on previously agreed plans/roadmaps.

This section outlines guiding questions that can help countries and stakeholders to frame their Dialogue. For inspiration, it also provides a few examples of how countries have in the past undertaken such reflections or developed related action plans.

2.1. Build a shared understanding on the effectiveness issues and priorities

An Action Dialogue 2021 can be used to take stock with national stakeholders of the state of development co-operation and partnerships.

A. How is the scope and the agenda for development co-operation and its effectiveness evolving in the changing development landscape?

The 2030 Agenda for Sustainable Development and the SDGs have highlighted the need for a significant transformation in how governments and development actors work together. The COVID-19 crisis further underscores the significance of international co-operation to address the global pandemic, while bringing into even sharper focus the need to ensure the resilience of country systems and societies to build back better. To this end, it may be useful to take stock on the overall state of development co-operation and partnerships and (re-)engage diverse stakeholders to build a vision for development effectiveness.



Suggested guiding questions

- ⇒ How is the scope and the agenda for development co-operation and its effectiveness evolving in the changing co-operation landscape (e.g. new partners, new modalities, etc.)?
- ⇒ How has COVID-19 impacted development co-operation in your country and how is it delivered and implemented?
- ⇒ In what way are the principles of effective development co-operation guiding (or could guide) the government and its partners to work together for better results within the evolving country context?
 - Which effectiveness commitments remain the most relevant for the government?
 - Which effectiveness commitments are the most relevant for partners and national stakeholders in the current context?
- ⇒ What are the main challenges to working through multi-stakeholder partnerships/working towards shared results/ gearing collective development efforts towards national objectives?

Country Example:
UGANDA



The Government of Uganda took stock of Uganda's partnership in 2019 to update development partnerships framework in evolving country context and stakeholder needs. The review engaged various stakeholders to reflect on the effectiveness, ownership and inclusiveness of existing cooperation mechanisms and accountability instruments currently used. The reflection pointed to the need to build a new coalition to drive change in development partners and effectiveness. Findings are also considered in formulation of a new Development Cooperation Policy, which will guide on how Development Partners and Government can work together to foster development and inclusive growth.
Source: Uganda's Development Partnership Review (2019).

B. What are the issues most pertinent to improving the effectiveness of development co-operation and partnerships? And why do the challenges remain?

Beyond the overall headline issues relating to development co-operation and partnerships, it is useful for an Action Dialogue to reflect on results and existing data related to the implementation of the principles of effective development co-operation and delve into key challenges in meeting the effectiveness commitments, drawing on the results from the 2018 Global Partnership monitoring round where available. As the data and evidence from the Global Partnership monitoring inform three SDG Indicators (See Box A), an Action Dialogue can be used to reflect progress on implementing the effectiveness commitments in the context of reviewing progress towards these SDG Indicators.

Box A: How an Action Dialogue and results from the Global Partnership monitoring can inform Voluntary National Reviews (VNRs)

The Global Partnership monitoring serves as an official data source for the following SDG indicators. An Action Dialogue can be used to reflect the underlying issues being tracked by those SDG targets.



SDG 5.C (target): Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels



SDG 17.15 (target): Respect each country's policy space and leadership to establish and implement policies for poverty eradication and sustainable development



SDG 17.16 (target): Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries

Countries that participated in the 2018 Global Partnership monitoring round and have *already* reflected and/or taken action on their monitoring results, might see a need to **recalibrate these actions with national development stakeholders in light of the new COVID-19 reality**. Others may consider using Action Dialogues in structured and comprehensive ways to reflect upon key challenges and issues relating to the effectiveness of development co-operation for the first time. Action Dialogues can likewise serve countries that did not undertake the 2018 monitoring and can build instead on other sources of relevant evidence, as available.



Suggested guiding questions

These questions complement the specific technical questions included in [the self-assessment guides](#) (see Annex B) for better understanding the results of the 2018 monitoring.

- ⇒ **Where do you stand with regards to the implementation of the four effectiveness principles?**
 1. **Country Ownership:** How is development co-operation aligned to national priorities and making use of national systems? How is it changing in context of COVID-19?
 2. **Focus on Results:** How is development co-operation achieving measurable results in line with national, sectoral and/or sub-national development plans?
 3. **Inclusive partnerships:** How is the principle of inclusive partnerships enshrined in development co-operation and/or partnership strategies for sustainable development? How is it working to cultivate partnerships with diverse stakeholders?
 4. **Transparency and Mutual Accountability:** How strong are national accountability mechanisms for development co-operation? How are they working to ensure development co-operation and partnerships are delivered in a manner that is accountable to the people? How is the need for transparency and predictability addressed?

- ⇒ **In what way did or will the implementation of the four effectiveness principles strengthen the resilience of country systems and capacity, and deliver sustainable results?**

- ⇒ **What are key challenges related to how development co-operation and partnerships are working to meet the SDGs? What is the real impact of lack of progress (on specific commitments) on effective and efficient use of resources and development efforts to deliver sustainable results?**

- ⇒ **Do specific effectiveness commitments remain significantly off-track; if so, why?**
 - What are the key bottlenecks and binding constraints that prevent further progress? Why do those persist and what does it take to address them?
 - What specific changes in policies, behaviour or systems would make it possible to advance and fully meet the effectiveness commitments?

Country Example:
CAMBODIA



The Global Partnership monitoring framework and indicators have been contextualized in Cambodia's Development Cooperation and Partnership Strategy (DCPS). This allows the monitoring process as well as reflection and dialogue as part of annual development co-operation report and partnership dialogue at all levels. The result of the monitoring was also used to develop baselines and targets for implementing and monitoring the DCPS (2019-2023).

Source: Cambodia Rehabilitation and Development Board-Council for the Development for Cambodia (CRDB-DCD)

Country Example:
EL SALVADOR



The Government of El Salvador, led by the Ministry Foreign of Affairs, through the Vice Ministry of Development Cooperation, took steps to mainstream the principles of effective development co-operation in the design and implementation of development plans. A National Agenda for Development Co-operation Effectiveness (Agenda Nacional de Eficacia de la Cooperación para el Desarrollo) and a National Plan for the Effectiveness of Cooperation (Plan Nacional Para la Eficacia de la Cooperación) defined effectiveness commitments in the country, through consultation with diverse development actors. The Government also established a Global Dialogue Table as a space for dialogue with development stakeholders on strategic political issues related to development.

Source: *Global Partnership Compendium of Good Practices (2019)*

C. What can be done to strengthen inclusiveness and effectiveness of engagement with stakeholders such as civil society and the private sector and engagement of parliaments?

Some countries may wish to focus their Action Dialogue on deepening and strengthening the effective engagement of very specific stakeholder groups, most notably civil society and the private sector. To this end, there are several tools and activities developed and led by Global Partnership stakeholders that can be drawn on (the work of Global Partnership's Action Areas can be found [here](#)).

The following guides and materials are available to reflect on what changes can be explored to improve partnerships with [Civil Society Organisations \(CSOs\)](#) or strengthen [Public-Private Dialogue](#).



Guides and materials for strengthening inclusive partnerships

Enabling environment for Civil Society Organizations (CSOs)

- **[A self-assessment guide for CSO effectiveness](#)**: The Global Partnership monitoring framework includes an indicator that measures the extent to which governments and development partners contribute to an enabling environment for CSOs and the extent to which CSOs are implementing the development effectiveness principles in their own operations. The self-assessment guide helps country governments, development partners, and civil society organisations to reflect on these issues and engage in multi-stakeholder conversations on what changes to policy frameworks and co-ordination mechanisms could help to strengthen the enabling environment for CSOs and improve CSO effectiveness.

Public-private dialogue and effective private sector engagement in development co-operation

- **[A self-assessment guide for PPP dialogue effectiveness](#)**: The current version of the Global Partnership monitoring framework includes an indicator that helps partner country governments and their partners assess the quality of public-private dialogue (PPD), by looking at the enablers for such dialogue, the inclusiveness and relevance of these processes, and their effectiveness towards creating more joint action. This self-assessment guide provides guidance to public and private actors involved in private sector engagement on the interpretation of 2018 monitoring results on the effectiveness of PPD and highlights how a new normative framework for private sector partnerships can strengthen public-private partnerships at the country level.
- **[The Kampala Principles on Effective Private Sector Engagement in Development Co-operation](#)**: Development partners/governments increasingly engage the private sector in their development co-operation to leverage additional finance and expertise, create and strengthen partnerships, and help build inclusive markets and value chains across key sectors that are most relevant for leaving no one behind. The "[Kampala Principles on Effective Private Sector Engagement in Development Co-operation](#)" ([EN](#); [FR](#); [ES](#)), developed jointly by and for partner countries and their development partners, the business community and civil society, address key challenges and opportunities for better country ownership, fostering trust and mutual benefits, increased transparency and accountability and a stronger focus on risk sharing approaches that can help reach the ones furthest behind. To learn more please see [here](#).

Guides and materials to support strengthening engagement of parliaments

- **[A guide for enhancing the engagement and contribution of parliaments to effective development co-operation](#)**: This note outlines concrete ways parliaments can contribute to development co-operation and engage on effective development co-operation issues. It includes suggested actions that can be taken by parliamentarians to ensure resources and partnerships are used in the most effective way possible, to contribute to increased development impact.



Suggested guiding questions

- ⇒ What stakeholder groups are currently engaged in national development processes? Which constituencies need to be better represented?
- ⇒ How can national development processes be more inclusive and ensure meaningful participation from diverse stakeholders?
- ⇒ What policy and system changes are foreseen to foster multi-stakeholder partnerships for the 2030 Agenda?
- ⇒ To what extent are the rich diversity of development co-operation stakeholders adequately reflected in mutual accountability mechanisms? How could these stakeholders be better engaged to strengthen the 'whole-of-society' approach called for in the 2030 Agenda?
- ⇒ How have development co-operation stakeholders been mobilised to follow up on effectiveness issues and commitments (including where applicable the Global Partnership monitoring results)? What are the emerging lessons learnt?

Country Example:
MOLDOVA
**Enabling
Environment for
CSOs**



The Government of Moldova has taken a proactive approach to involving civil society in policy making, reforms, governance and service delivery. The new Strategy for Civil Society Development adopted by the Moldovan Parliament outlines a vision for the role of civil society and specific measures to build the capacity of this group. Measures include strengthening the framework for civil society participation in developing and monitoring public policy, such as creating a new structure to facilitate engagement with CSOs and undertaking national awareness campaign around the country's 2 percent law, which allows taxpayers to designate 2 percent of their income tax directly to CSOs to ensure adequate access for CSOs to resources.

Source: Global Partnership Compendium of Good Practice (2019)

Country Example:
KENYA
**Public-Private
Dialogue**



The Kenya Private Sector Alliance set up a COVID-19 Action Platform made up of leaders of key elements of the private sector. The private sector met a section of the Cabinet Secretaries led by the National Treasury and presented an Economic Management Framework for COVID-19 Response. This Action Platform is an example of how PPD can be facilitated, ensuring both high inclusiveness of private and public sector actors and forging joint action between the parties involved. Several agreed measures were later presented to the President during the 11th Presidential Roundtable where further directives were given for implementation across various arms of government. The President committed to working with the private sector to mitigate the impact of COVID-19 on businesses and the economy.

2.2: Co-create an action plan to promote change

An Action Dialogue can be used to co-create a joint action plan that addresses effectiveness issues and facilitates/promotes changes in systems and behaviour of government and development stakeholders for more effective co-operation and partnerships. For this, Action Dialogues may build on a self-assessment and/or a shared vision for effective development co-operation reached through aforementioned reflection processes.



Materials and knowledge from Global Partnership members for designing actions for effective development co-operation

- **A Global Compendium of Good Practices:** This compendium provides guidance to partner country governments and other stakeholders working at the country level on good practices for implementing effectiveness commitments and overcoming setbacks, drawing on experience-based evidence provided by the Global Partnership community.
- **Guidance and good practice on CSO Development Effectiveness and Enabling Environment, by the CSO Task Team:** This guidance note provides examples that illustrate good practices of different stakeholders on how the commitments to CSO development effectiveness and enabling environment are being implemented at global and country levels.

There are additional resources from Global Partnership members that may provide additional insights on factors and enabling conditions for improving inclusion, transparency, and accountability. They can be found [here](#).



Suggested guiding questions

What actions are needed and by whom to meet the effectiveness commitments?

- ⇒ What concrete results do the government and development stakeholders want to achieve by improving the quality and effectiveness of co-operation and partnerships?
- ⇒ What are the key priority areas where change in systems and practices are needed to improve the ways of working?
- ⇒ What are the changes that government and development stakeholders are willing to make and be accountable for, individually and jointly?
- ⇒ What concrete actions are needed to make such change happen?
- ⇒ What is a realistic timeline to achieve the agreed set of actions?
- ⇒ Is there a mechanism to follow through on implementation of agreed actions? How will concrete results and joint action be monitored? How will the findings and lessons learned be used in efforts to improve the quality of co-operation and partnerships?
- ⇒ How will an action plan be linked to the national SDG agenda and achievement of national priorities?

Country Example:
LAO PDR



The National Round Table Process under the government leadership brings together various stakeholders to ensure maximizing impact of development activities to achieve the 2030 Agenda within the national development plan. Through this mechanism, the government and stakeholders collectively developed the Vientiane Declaration on Partnership for Effective Development Cooperation in 2015 and its Country Action Plan (2016-2025), which aim to further strengthen partnerships with not only traditional development partners but also NGOs, civil societies, private sector, actors on south-south and triangular cooperation.

Country Example:
HONDURAS



The Honduran government organized the first national “Forum on Effective Development Cooperation”, presided by the Secretary of External Relations and International Cooperation, to discuss country-level action on the monitoring results and the way forward towards the subsequent monitoring round in 2017. The two-day forum brought together approximately 200 representatives from the government, development partners, academia, civil society and the private sector to work on a national effectiveness roadmap. By doing so, it also served to strengthen the multi-stakeholder approach to development co-operation by bringing onboard a wider range of actors especially from civil society and the private sector who are now part of an institutionalized multi-stakeholder follow-up mechanism - the “Roundtable on the Effectiveness of Sustainable Development Cooperation in Honduras”. A second effectiveness forum to take stock on progress and discuss the 2018 monitoring results as well as regional dimension was planned to take place in 2020 but was postponed due to COVID-19. For more information on Honduran effectiveness efforts, see [here](#).

2.3: Accelerate implementation of agreed actions

Some countries already have an established action plan/implementation framework for effective development co-operation commitments. In such cases an Action Dialogue 2021 can be used to take stock of actions undertaken jointly by government and partners and agree on the areas and additional actions that are needed to accelerate existing efforts.



Suggested guiding questions:

How is COVID-19 impacting implementation of the effectiveness commitments and actions?

- ⇒ Are there any changes in actions, responsibilities and/or effectiveness commitments that need to be reflected and/or adjusted in light of COVID-19? Are there any new actions that need to be added to the country-level action plan?

What results have been achieved by implementing the action plan for effective development co-operation?

- ⇒ What are areas of action and the effectiveness commitments that have seen the greatest progress? What made such progress possible? What can be learned and applied to other areas where progress is lacking?
- ⇒ Are there any areas of actions and the effectiveness commitments that have not progressed at the speed/level expected and why?

What are additional actions that need to be made collectively at global level to maximise the contribution of development co-operation and partnerships to building back better and achieving the 2030 Agenda?

- ⇒ What are key areas of actions or change in systems and behaviour that need to be made from partners at the global level?
- ⇒ How can such actions help countries make the best use of development co-operation and partnerships to achieve the SDGs?

Country Example:
RWANDA



The Government of Rwanda and Development Partners Retreat (DPR) brings together senior level officials from government institutions, development partners and national stakeholders to review and discuss effective utilization of external development resources. The DPR discusses strategic and thematic issues on effectiveness, external financing, private sector engagement among others. The annual report of Donor Performance Assessment Framework (which monitors the specific effectiveness commitments through a set of effectiveness indicators, including the indicators from the Global Partnership monitoring framework) and other studies/reports on partnerships and financing for development inform the DPR dialogue. Government, development partners and national stakeholders also agree on a plan of action annually to follow-up on specific commitments and activities agreed through the DPR. The implementation of actions is monitored regularly through quarterly Government-Development Partners Coordination (DPCG) meetings.

3. Shaping global behaviour change for more effective development co-operation

The next High-Level Meeting of the Global Partnership (HLM3) will take place in 2022, at the midpoint of 2030 Agenda implementation efforts. Country experience in addressing how governments and their partners work together to strengthen the effectiveness of partnerships and co-operation will serve as significant affirmation for the continuous importance of the principles of effective development co-operation in implementation of the 2030 Agenda and as key insights for shaping the global discourse on effective co-operation and partnerships at HLM3.

To this end, countries that undertake an Action Dialogue are asked to share the outcomes of their Dialogue with the Global Partnership in a short outcome report (see Annex c for a template). The messages and finding emanating for the Action Dialogues will serve as key inputs for mutual learning and advocacy (see section below) and for the Global Partnership's Flagship Report on Making Development Co-operation More Effective that will be launched at HLM3. As highlighted in the section below, the outcomes of the Action Dialogues will be leveraged across numerous platforms and channels to maximise peer learning and advocacy on effectiveness issues.

MAINSTREAMING LEARNING AND ADVOCACY

Learning from country and stakeholder experiences with their Action Dialogues helps to facilitate systems and behavioral changes. The Global Partnership encourages learning and knowledge exchange through:

1. Showcasing outcomes of Action Dialogues in Global Partnership meetings. Prominent outcomes from the Action Dialogues will be presented at the third High-Level Meeting (HLM-3) in 2022 and may also be featured in global and regional events and reports.
2. Sharing information about your Action Dialogue 2021 on the [Global Partnership website](#) as '[Stories of Progress](#)' and disseminating them widely through Global Partnership's newsletter and social media.
3. Invitations to speak about your Action Dialogue 2021 in a **global GPEDC virtual webinar series and/or a series of smaller and more technical "practitioner's corner" talks**. Both formats provide an opportunity to share successful results/outcomes and lessons learnt from the Action Dialogues 2021 with the broader development co-operation community and your peers respectively.
4. Engagement in the Partner Country Government group in the Global Partnership's [Knowledge Sharing Platform \(KSP\)](#). The Global Partnership's KSP aims to be a one-stop shop for evidence-based solutions, peer learning and networking to advance the effectiveness of all development efforts. The Partner Country Government group aims to build a community of partner country governments

and facilitate engagement around a set of effectiveness topics that are relevant specifically to them, coupled with the practitioner's corner mentioned above.

WHAT SUPPORT IS AVAILABLE ?

The Global Partnership offers the following set of tools, guides and resources to support countries undertaking an Action Dialogue:



Planning checklists (see Annex A of this document)

These checklists can be used to help determine the focus of an Action Dialogue as well as when and how the Dialogue will be organised and with whom.



Remote/virtual helpdesk contact [here](#)

The OECD-UNDP Joint Support Team (JST) will provide remote advice/technical support for the preparation of an Action Dialogue and for sharing outcomes, when needed and feasible. In addition, the JST can facilitate engagement of Global Partnership stakeholders working in relevant [Action Areas](#), as needed.



Mobilise partners for engagement at country level – Contact the Co-Chairs of the Global Partnership [here](#)

Some countries may undertake self-assessments, dialogues and action planning on their own, drawing on their existing mechanisms and partners' support at the country level. Others may require additional external support to undertake the dialogue. The Global Partnership Co-Chairs and Steering Committee will strive to mobilise partners and identify stakeholders and networks to engage in the dialogue.



Any questions? Please contact monitoring@effectivecooperation.org

ANNEX A: CHECKLISTS FOR PLANNING AN ACTION DIALOGUE AND REPORT TEMPLATE

A. Checklist to determine the scope and focus

This checklist can be used to determine **what** your Action Dialogue aims to achieve (focus and scope).

Determine the objective of an Action Dialogue: Why will you organise an Action Dialogue and what will it focus on?	
Reflect upon:	Consider an Action Dialogue to....
<ul style="list-style-type: none"> Has there been renewed attention on the quality, effectiveness and impact of development co-operation and partnerships in the context of COVID-19? 	<ul style="list-style-type: none"> ⇒ build on the renewed attention and develop a shared vision for effectiveness of co-operation and partnerships
<ul style="list-style-type: none"> Are there key concerns and challenges related to how development co-operation and partnerships are working to meet the SDGs? 	<ul style="list-style-type: none"> ⇒ bring the awareness of these challenges and build a shared understanding of challenges and what needs to be done by whom.
<ul style="list-style-type: none"> Did your country undertake the Global Partnership 2018 monitoring round? 	<ul style="list-style-type: none"> ⇒ discuss the areas of progress and lack thereof and reflect how the challenges are influencing effective and efficient use of resource and ability to catalyse more and better partnerships.
<ul style="list-style-type: none"> What are the most pressing issues pertaining to efficient use of development co-operation and partnerships for the government? 	<ul style="list-style-type: none"> ⇒ delve into factors behind why there are persistent challenges and what change is needed in policies, systems and procedures. For example: <ul style="list-style-type: none"> ○ Strengthening development planning/results frameworks, including SDG alignment; ○ Strengthening and use of PFM systems ○ Inclusiveness of development process; ○ Engagement of specific stakeholder groups; ○ Building country data systems; ○ Predictability and transparency of co-operation.
<ul style="list-style-type: none"> Are there specific types of partners your country aims to mobilise and strengthen engagement with? 	<ul style="list-style-type: none"> reflect on enabling conditions to strengthen engagement with specific partners, such as civil society and the private sector.
<ul style="list-style-type: none"> Does your mutual accountability or co-operation framework reflect a whole-of-society approach for the SDGs? 	<ul style="list-style-type: none"> ⇒ reflect in what way the effectiveness principles can be leveraged to address more broadly how government and partners work together in these accountability and co-operation/co-ordination mechanisms.

Determine the expected deliverables: How will the outcome inform strengthening of country-specific co-operation and partnership policy and co-ordination mechanisms?	
Reflect upon:	Consider an Action Dialogue to....
<ul style="list-style-type: none"> Is there a national development co-operation policy or a strategy that guides how development co-operation is used/undertaken? 	<ul style="list-style-type: none"> ⇒ reflect how existing policies or strategies might have to evolve in the context of the changing financing and partnership landscape and devise a set of recommendations (i.e. a joint action plan) that can inform the implementation of your national development co-operation policy.

<ul style="list-style-type: none"> Is there a mutual accountability framework in place that brings government and partners together to hold each other accountable for the implementation of the effectiveness principles and the achievement of desired results of development co-operation (i.e. Annual Performance Review of Development Partners, Annual Portfolio Review, etc.)? 	<p>⇒ inform how to accelerate the agreed actions and deliver inputs (renewed commitments and/or actions) for the review of such a mutual accountability framework.</p>
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B: Checklist to plan an impactful Action Dialogue

The below checklist can be used to identify **when** and **with whom** the Action Dialogue can be organised.

Key characteristics to an impactful Dialogue	Reflect upon:
Country ownership	
▶ Secure political/high-level buy-in	Could your Action Dialogue be presided over by a Minister in charge of development co-operation or partnerships? Which Ministry(ies) (and specific department) is/are responsible for managing development co-operation? How will your Action Dialogue engage key government institutions across relevant Ministries, departments and agencies?
▶ Integrate the Action Dialogue into on-going country SDG implementation and financing efforts	<p>Have there been changes to the co-operation architecture considering the evolution of the co-operation and partnership landscape in the context of the 2030 Agenda (including for SDG reporting)? Is there an established institutional structure that is responsible for addressing efficiency, effectiveness and/or quality of co-operation and partnerships for the SDGs in your country? Can your Action Dialogue be situated in a stakeholder dialogue envisaged in the context of discussions around the national development plan, financing for development, SDG review and accountability frameworks?</p> <p><i>Common examples include:</i></p> <ul style="list-style-type: none"> National SDG policy and implementation forum, national multi-stakeholder development review, and/or national development co-operation forum Voluntary National Reviews (VNRs) planned for 2021 and beyond (see box A in Section 2.2 on how the Global Partnership monitoring can inform the VNRs) Dialogue and/or oversight committee meetings foreseen as part of the work towards Integrated National Financing Frameworks (INFFs) Partnership (such as Government-Development Partner) meetings chaired by a ministry in charge of development co-operation National CSO forum or/and public-private dialogue platform/forum
Meaningful engagement of all stakeholders	
▶ Engage all relevant development stakeholders	In line with the 2030 Agenda's call for a 'whole-of-society' approach, which stakeholders are currently engaged in national development processes and, reflecting on the broad spectrum of diverse development actors and stakeholders in the country, which constituencies are yet to be engaged or would benefit from strengthened and/or more meaningful engagement? What are the existing multi-stakeholder platforms/stakeholder groups and associations that could be mobilized/incentivised to engage in the Action Dialogue? Are there gaps in engaging specific stakeholders/development actors?

	<p><i>Common channels to engage various stakeholder groups:</i></p> <ul style="list-style-type: none"> • Civil society could be engaged through a national CSO coordination platform • Private sector could be engaged through business associations, Corporate Social Responsibility foundations, the national chamber of commerce, fora of business leaders, established (public-private) dialogue spaces • Trade Unions could be engaged through a national trade union forum • Parliamentarians could be engaged through a parliamentary committee or body that oversees the national budget and/or development cooperation resources • Local governments could be engaged through national government coordination mechanisms and/or provincial assemblies at sub-national level • Foundations could be engaged directly through the most active organisations in the country where there is no coordinating body for foundations • Academia could be engaged through a national education board or directly with the top national university/ies <p>The Steering Committee of the Global Partnership is rich in its diversity of stakeholder groups. If you have any difficulties engaging any of these constituencies at country level, please reach out to the Joint Support Team to be put in contact with a Steering Committee member from that constituency that could assist.</p>
Evidence-based and results-focused	
<p>► Build on development co-operation data, and results</p>	<p>Did your country/territory undertake the 2018 monitoring of effective development co-operation and have there been initial reflections on the monitoring results? Can you identify (other) relevant data and results pertaining to development co-operation and partnerships for SDGs that can inform your Action Dialogue?</p>
Transparency and Accountability	
<p>► Provide the relevant stakeholders and the public with timely information</p>	<p>How do you plan to inform stakeholders about your Action Dialogue and share with them the outcomes and ways in which the dialogue informs specific actions to be taken forward by government and relevant stakeholders?</p>
<p>► Connect with an appropriate parliamentary committee</p>	<p>Is there a relevant parliamentary committee that you could link the outcomes and actions emerging from your Dialogue to, with a view to strengthening accountability of development co-operation vis a vis the domestic constituency?</p>
<p>► Explore use of social media to seek more inclusive citizen-centered participation</p>	<p>Are there issues relating to development co-operation and partnerships that warrant views from communities and citizens at large? How can such citizen-centered perspectives best inform your Action Dialogue?</p>
Building trust	
<p>► Secure good dialogue facilitation</p>	<p>How do you plan to generate open/frank and forward-looking dialogue that strengthens/build mutual trust? How could you bring on board and engage (a) partner(s) that can play an important convening role for the Dialogue?</p>
Innovation	
<p>► Explore a variety of online/digital tools/means for undertaking the Dialogue</p>	<p>In times of COVID-19, it may not be feasible to hold in-person gatherings/dialogue. What could be a suitable combination of virtual meetings and online tools that achieve meaningful engagement of all relevant stakeholders?</p>

<p>► Encourage innovative and out-of-box thinking/ideas</p>	<p>Is there any initiatives or platforms that can bring in new coalitions of actors and fresh ideas? How can they be enabled to generate new insights and promote innovation on incentives for changes in policy, systems and approaches to more effective development co-operation?</p>
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C: Template to report on the outcome of your Action Dialogue (approximately 1-2 pages)

<p>Report template for sharing the outcome of an Action Dialogue</p>	<p>Suggested word count</p>
<p>A short forward message by a Minister or other high-ranking Government official, highlighting key emerging issues relating to effective development co-operation and partnerships for the 2030 Agenda and how the Government is addressing these issues.</p>	<p>350 words</p>
<p>Synthesis of key issues including:</p> <ul style="list-style-type: none"> • Context on effective development co-operation in the country, how development cooperation might be evolving, and the impact of COVID-19 • Progress made towards implementation of the internationally agreed/nationally adopted effective development co-operation principles and key challenges in their implementation • Reflections on the use and usefulness of GPEDC monitoring results (for countries that have participated in past monitoring rounds) • Opportunities and success factors for advancing and leveraging effective development co-operation principles • Highlights on how government and development actors have responded/taken action to address the key effectiveness challenges • Key priority action areas for improving how government and development actors work together more effectively • Brief outline of suggested areas where the Global Partnership can support country-level dialogue/action and what is required in terms of <i>global</i> action. 	<p>500 words</p>
<p>Approach and process used for an Action Dialogue including:</p> <ul style="list-style-type: none"> • Focus of the dialogue, as derived from above description of key issues • Approach and structure used by the Government to organise reflections/dialogue and mechanisms used to engage various stakeholders in the dialogue • Stakeholders that were engaged and that provided support to the Action Dialogue • Information on how relevant data, analysis, and the results of the 2018 monitoring (where applicable) were used 	<p>150 words</p>
<p>Key effectiveness challenges/issues. This section outlines key effectiveness challenges/issues that emerged from or were addressed by the Action Dialogue and any potential insight on the main reasons for progress or a lack of progress in delivering against the internationally agreed principles and commitments for effective development co-operation.</p>	<p>500 words</p>
<p>Opportunities. This section outlines opportunities for advancing and embedding effective development co-operation efforts in existing and/or emerging efforts for building back better and accelerating progress for SDG implementation. This includes highlights of key changes in policy, institutional and accountability mechanisms that have been (or will be) spearheaded by the Government and other stakeholders, and how the principles of effective development co-operation are/will be guiding government and partners working together.</p>	<p>500 words</p>

Key action/next steps. This section highlights key actions that have been agreed through the Action Dialogue, and outlines key steps that are planned to improve effectiveness of co-operation and partnerships.	350 words
Lessons learned and good practice. This section outlines what lessons the country has learned from the Action Dialogue (and would like to share with other countries) and how it will apply them in its continuous effort for improving the effectiveness of development co-operation and partnerships.	350 words

ANNEX B: TOOLS & GUIDANCE

Below is a list of links to all the tools and guidance mentioned in this guide.

- ⇒ [Global Partnership’s 2019 Progress Report on Making Development Co-operation More Effective](#)
- ⇒ [Four effectiveness principles – country ownership, inclusive partnerships, focus on results, and transparency and mutual accountability](#)
- ⇒ [GPEDC’s Co-Chairs’ statement on COVID-19 Pandemic and New Work Programme](#)
- ⇒ [Action Areas under the Global Partnership’s 2020-2022 Work Programme](#)
- ⇒ [Co-Chairs of the Global Partnership](#)

- ⇒ [About the Global Partnership Monitoring](#)
- ⇒ [Global Partnership’s past monitoring rounds \(2018, 2016, 2014\)](#)
- ⇒ [Partner countries which participated in the 2018 Monitoring Round](#)
- ⇒ [Country profile – a snapshot of each country which undertook the Global Partnership monitoring in 2016 or 2018](#)

- ⇒ [Integrated National Financing Frameworks \(INFFs\)](#)

- ⇒ [Self-Assessment Guides on performance toward effectiveness commitments](#)
 - [Development partners](#)
 - [Civil society](#)
 - [Private sector](#)
 - [Parliamentarians](#)

- ⇒ [Guidance and good practice on CSO Development Effectiveness and Enabling Environment, by the CSO Task Team](#)

- ⇒ [Kampala Principles on Effective Private Sector Engagement in Development Co-operation \(EN; FR; ES\)](#)
- ⇒ [The work of the Global Partnership on Private Sector Engagement \(PSE\)](#)

- ⇒ [Additional Tools & Materials for effectiveness of development co-operation](#)
- ⇒ [Global Compendium of Good Practices](#)
- ⇒ [Stories of Progress for more effective development cooperation at country level](#)
 - Country example - [Honduras](#)

- ⇒ [Global Partnership website and Knowledge Sharing Platform](#)

Contact of OECD-UNDP Joint Support Team (JST): monitoring@effectivecooperation.org