



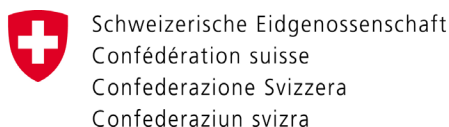
# **ANNUAL STATUS REPORT 2020**

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**Global Project on Managing Effective  
Development Cooperation**

## UNDP Global Project Contributing Partners

In 2020, contributions to the Global Project from Canada, European Commission, and Switzerland were utilized in line with the Global Project Document and the Global Partnership for Effective Development Cooperation 2020-2022 Work Programme.



**Swiss Agency for Development  
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# Table of Content

<b>EXECUTIVE SUMMARY .....</b>	<b>6</b>
<b>KEY HIGHLIGHTS.....</b>	<b>8</b>
<b>GLOBAL LEVEL .....</b>	<b>11</b>
<b>COUNTRY LEVEL .....</b>	<b>24</b>
<b>CHALLENGES AND WAY FORWARD .....</b>	<b>29</b>
Financial Project Execution in 2020 .....	32
Annex I. List of Donors in 2020 .....	33

## Acronyms

<b>AAAA</b>	Addis Ababa Agenda for Action
<b>AAs</b>	GPEDC Action Areas
<b>AIMS</b>	Aid Information Management System
<b>AMP</b>	Aid Management Platform
<b>BPPS</b>	Bureau for Policy and Programme Support (UNDP)
<b>CSO</b>	Civil Society Organization
<b>DFA</b>	Development Finance Assessment
<b>FfD</b>	Financing for Development
<b>GPEDC</b>	Global Partnership for Effective Development Cooperation
<b>HLM3</b>	Second High-Level Meeting of the GPEDC in 2022
<b>HLPF</b>	High Level Political Forum
<b>JST</b>	UNDP-OECD Joint Support Team
<b>KSP</b>	Knowledge Sharing Platform
<b>NGO</b>	Non-governmental Organization
<b>NOD</b>	Nairobi Outcome Document
<b>NSDP</b>	National Strategic Development Plan
<b>ODA</b>	Official Development Assistance
<b>PDP</b>	Provincial Development Plan
<b>PSE</b>	Private Sector Engagement
<b>PPP</b>	Public Private Dialogue
<b>SDGs</b>	Sustainable Development Goals
<b>SCM</b>	Steering Committee Meeting
<b>SSC</b>	South-South Cooperation
<b>TrC</b>	Triangular Cooperation
<b>UNGA</b>	United Nations General Assembly

## Acknowledgments

This 2020 Annual Status Report aims to provide an overview of UNDP's global and country-level work in improving the effectiveness of development cooperation, drawing on the expertise and experience of its Regional Bureau and Country Offices and in collaboration with development partners. The report will showcase UNDP's work, achievements and results in 2020 through the Global Project on Managing Development Cooperation Effectively interlinked with the GPEDC Work Programme.

The report is prepared by the Effective Development Cooperation Team from UNDP's Bureau for Policy and Programme Support (BPPS), led by Ms. Yuko Suzuki Naab.

We gratefully acknowledge substantive contributions from: Prosun Chowdhury (UNDP Bangladesh), Hassan Mirbahar (UNDP Fiji), Ana Gabriela De Leon Garcia (UNDP Guatemala), Joonwoo Park (UNDP DRC), Pau Blanquer (UNDP Somalia), Dereck Rusagara (UNDP Sudan), Jeanne Bougonou (UNDP Togo).

Special thanks to Emily Davis (UNDP Regional Bangkok Hub) and Orria Goni (UNDP Regional Finance Hub in Pretoria) for their support to the annual review of UNDP's country and regional level work on effective development cooperation.

## EXECUTIVE SUMMARY

### A decade of action and the global partnership for effective development cooperation

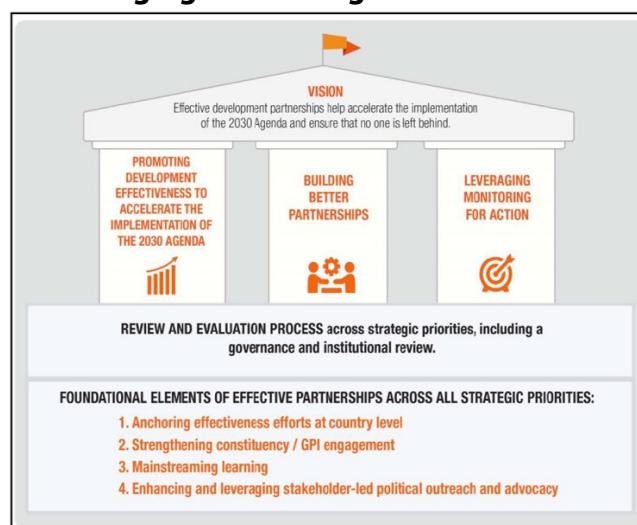
The year 2020 marked the beginning of a ‘[Decade of Action](#)’ towards the achievement of the Sustainable Development Goals (SDGs) by 2030. Yet, the global effort to drive human development is facing profound headwinds, ranging from growing inequality, poverty, and climate change, to a global pandemic, an unfolding economic crisis and constrained fiscal space.

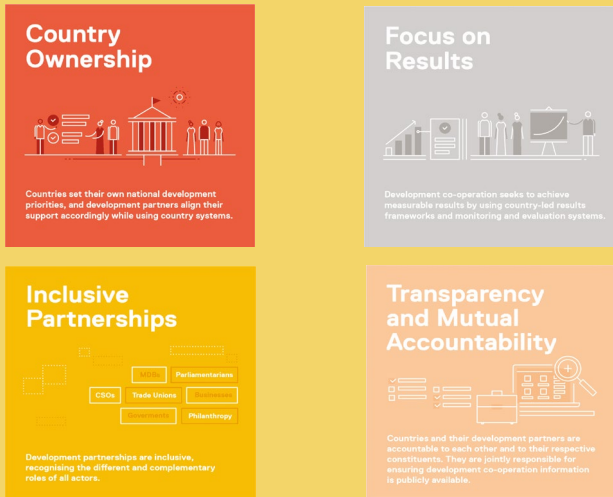
Achieving the SDGs in an era of COVID-19 requires, collective action – multilateral and multi-stakeholder. This imperative on collective action is what makes **how** we partner and work together – based on shared principles and led by evidence – so important to achieve the 2030 Agenda. The [principles of effective development cooperation](#) – **country ownership, inclusive partnerships, a focus on results, and transparency and mutual accountability**– provide a shared basis for working better together through improving the effectiveness of development cooperation and partnerships.

Agreed in Busan in 2011 (and reconfirmed in Nairobi in 2016) by more than 161 countries and 56 organizations, the [four principles of effective development cooperation](#) provide a framework for more equal and empowered partnerships and more sustainable development outcomes. The commitment to effective partnerships – those that are inclusive, equal and empowered – is a global objective in its own right, as well as a mean of implementation to achieve the SDGs. The same is set out in SDG17 and the Addis Ababa Action Agenda (AAAA), which highlights the importance of improving the quality, impact, and effectiveness of development cooperation. These global commitments recognize the centrality of the effectiveness principles to the achievement of long-lasting development results.

The [Global Partnership for Effective Development Cooperation](#) (thereafter *Global Partnership or GPEDC*) is an important multi-stakeholder vehicle for driving development effectiveness efforts. In 2020, the Global Partnership launched the [new Work Programme \(2020-2022\)](#). Launched in the midst of the COVID-19 pandemic, the Programme aims to build strong coalitions of country governments and partners and to promote the application of, generate evidence from, and demonstrate the impact of the principles of effective development cooperation at the country level across diverse partnerships in efforts to build back better and toward 2030. The member-led implementation of the Work Programme is guided by the following **three strategic priorities**:

- **Promoting development effectiveness to accelerate the implementation of the 2030 Agenda**
- **Building better partnerships**
- **Leveraging monitoring for action**





## LEADERSHIP

Formally constituted in 2012, the Global Partnership is led by four Co-chairs (Switzerland, DRC, Bangladesh, and Reality of Aid Africa as 4<sup>th</sup> non-executive Co-chair) representing the main stakeholders involved in development cooperation, including governments and non-State actors. Its work is driven by a 25-member Steering Committee, reflecting the spirit of inclusive partnerships, and a 'whole-of-society' approach, that achieving the 2030 Agenda requires.

The four 'foundational elements' guide the implementation of the work programme to consolidate member-led actions and to deliver an impact greater than the sum of its parts (see Figure 1). In 2020, the Global Partnership has also embarked on two major reviews: (1) the Global Partnership monitoring framework, and (2) the GPEDC review. Both aim at strengthening the instruments and working arrangements of the Partnership.

### UNDP'S support through the Global Project on Managing Development Cooperation Effectively

UNDP together with the Organisation for Economic Co-operation and Development (OECD) supports the Global Partnership as the UNDP/OECD Joint Support Team. As the knowledge frontier organization for sustainable development in the UN Development System and as the integrator for collective action to realize the SDGs, functions supported by UNDP build on UNDP's substantive and operational footprint, network and multi-disciplinary support across development planning, data, SDG finance, partnerships, and governance across regions and in various country contexts. UNDP's support to the Global Partnership draws on UN and UNDP's existing mandate to build, develop, and strengthen national capacities for mobilizing and effective utilization of

international development cooperation, financing, innovation, and knowledge-sharing.

UNDP's support to the Global Partnership is provided and managed through the Global Project on Managing Development Cooperation Effectively (hereafter the *Global Project*) with main objectives centered around supporting:

1. Policy and institutional reforms and capacity strengthening for advancing the effectiveness of cooperation at country level through evidence, data and knowledge products, and tools;
2. Global evidence-based policy dialogue and multi-stakeholder partnerships for more effective cooperation

These are in line with the [UNDP Strategic Plan 2018-2021](#), which recognizes support to national governments and partners to work towards common results relating to development cooperation allocation and use of financing instruments and partnership modalities. It underscores the importance of better collaboration across public, private, international, and national sectors to deliver impact at scale and utilize limited resources efficiently. In 2020, the Global Project contributed substantively and operationally Global Partnership's accomplishments in support of the Global Partnership Co-chairs and Steering Committee and in working together with the OECD.

## KEY HIGHLIGHTS

The following are the **key highlights** on results and achievements of 2020:

**GPEDC MONITORING REFORM.** The Steering Committee in its 19th Meeting endorsed the strategic ambition and direction for reforming the Global Partnership monitoring. The first conceptual phase of the comprehensive monitoring reform process was launched to define the strategic ambition-level of the reform, and support in validating and prioritizing the challenges it will seek to address. Consequently, during September – November 2020, a series of virtual small-group monitoring consultations with different groups of stakeholders on elements of the reform have been initiated and hosted by Co-chairs. Findings from these exchanges provided a basis for the Co-chairs' monitoring proposal on contours of the process of designing a future Global Partnership monitoring exercise.

**ACTION DIALOGUES 2021.** In 2020, the Co-chairs launched multi-stakeholder '[Action Dialogues 2021](#)' to discuss and design collective actions to strengthen partnerships and build back better together in different country contexts. In the spirit of a 'whole-of-government' and 'whole-of-society' approach, these dialogues will bring together relevant parts of partner country governments, development partners, and other stakeholders to improve the effectiveness of international development cooperation at the country level. The dialogues will draw on Global Partnership monitoring evidence and complement ongoing work across the Global Partnership Action Areas.

**USE OF RESULTS.** UNDP with OECD developed a [set of evidence-based tools and guides](#) to support Global Partnership stakeholders and those countries that

undertook the Global Partnership 2018 monitoring to better understand the monitoring results most relevant to them and use this evidence to identify persisting challenges of making development cooperation and partnerships more effective and derive actions to improve effectiveness policy and practice.

- The results of the monitoring rounds continued to inform global reports, such as Inter-Agency Task Force (IATF) Report on Financing for Sustainable Development 2020 (chapter on international development cooperation). This reference provided an opportunity to learn from partner countries and different stakeholders' efforts to address diverse issues on effectiveness and ways to improve the quality, impact, and effectiveness of development cooperation.
- To further promote the work of Global Partnership monitoring, a website page called [Tools & Dialogue for Action](#) was developed under the 'Our Evidence' website tab. The comprehensive page provided an overview of tools and action dialogue opportunities for key stakeholders, helping them explore how they might strengthen their actions towards more effective development cooperation. and act and action dialogue

**CULTIVATING COUNTRY EXPERIENCES THROUGH 2020 VOLUNTARY NATIONAL REVIEWS.** UNDP undertook a scanning of 2020 Voluntary National Reviews (VNRs) to see how effective cooperation and partnerships are considered in SDG implementation and review at the country level. The synthesis of the findings is presented in the [Global Partnership VNR analysis blog](#).



**SCALING UP PARTNER COUNTRY ENGAGEMENT.** In 2020, UNDP supported the Global Partnership with a conceptualization of [a threefold offer to partner countries](#) that provides opportunities to reinforce engagement with partner country governments and stakeholders to spearhead effectiveness efforts, generate evidence, knowledge, and new solutions on strengthening implementation of the effectiveness principles at the country level. UNDP supported the establishment of the **Partner Country Government group** on the [Knowledge Sharing Platform](#) to promote evidence-based solutions, peer learning, and networking among partner country governments to advance the effectiveness of all development efforts and facilitate partner country engagement around a set of prioritized effectiveness topics. Just as importantly, UNDP helped the Co-chairs put in place coordination mechanisms to help their oversight role in partner country engagement and the implementation of the Action Areas on the ground to ensure that Global Partnership activities reinforce existing country-level efforts.

**KNOWLEDGE SHARING PLATFORM INTEGRATION.** The Global Partnership has completed the integration of its original website ([effectivecooperation.org](http://effectivecooperation.org)) with the [Partnership's Knowledge Sharing Platform](#) (KSP), previously launched in July 2019. The integrated website serves as one digital presence - an interactive platform with public and community views where visitors are able to easily access information on the Global Partnership's latest updates, resources, publications, blogs, and events as well as create and/or join groups and discussions. Built on Drupal (a more flexible website design software), as opposed to WordPress, the site is easy to use and navigate for users, bringing 158 country/territory visitors and approx. 400,000 page views in 2020, and easy to update for the UNDP site manager, helping avoid hefty operational costs. Moreover, the

Knowledge Sharing Platform was re-organized around Global Partnership's strategic priorities, allowing for a dedicated space in the Platform for each Action Area to facilitate relevant online knowledge sharing and peer learning among group members. At present, there are 1,400+ users, 600+ resources, 680+ topics discussed, 110+ events shared, and 10+ groups active on the platform.

**GPEDC GLOBAL WEBINAR.** The Global Partnership launched the first [webinar on "Effectiveness in Action: Current Perspective on Partnerships, Challenges & Solutions at Country Level"](#) focusing on partner country perspectives in the evolving development cooperation landscape. The webinar brought together over 200 participants from around the world and diverse backgrounds to discuss specific examples of how countries and stakeholders are staying true to [the principles of effective development cooperation](#) in times of COVID-19 and share concrete 'effectiveness' challenges and lessons learned that have become more profound in the pandemic's response and recovery.

**STORIES OF PROGRESS AND BLOG SERIES.** UNDP continued to produce new ["Stories of Progress"](#) which features countries' progress in achieving more effective development cooperation by building key policies, processes, and plans at the country level. The key 2020 stories are: 1) [Effective Institutional Arrangements: Uganda's Vision for Sustainable Development](#); 2) [How to Combat Aid Ineffectiveness in a Fragile State? Haiti's Promising Journey](#). In the course of the year, UNDP also continued to support the Global Partnership [Blog Series](#), which offers a space for deepened discourse around development cooperation. In 2020 featured stories covered relevant topics reflecting on Public-Private Dialogue, South-South Cooperation, effectiveness in the face of COVID-19, and its impact in various developing countries.

**GLOBAL PARTNERSHIP OUTREACH AND VISIBILITY.** The Global Project supported the production of the two strategic briefs of the Global Partnership:

- [2020 High-Level Political Forum \(HLPF\) brief](#) "Effective development cooperation in the face of COVID-19",
- Global Partnership's UNGA message at the occasion of the [75th session of the United Nations General Assembly](#) (UNGA 75).

**STEERING COMMITTEE DECISION-MAKING AND GLOBAL PARTNERSHIP GOVERNANCE.**

UNDP together with OECD supported the GPEDC leadership in designing the 2020-2022 Global Partnership Work Programme, including strategic outreach support to engage GPEDC constituencies in the work of the Global Partnership and the Steering Committee meetings. Also, the UNDP-OECD Joint Support Team provided substantive secretariat and advisory support to the Co-chairs and the Steering Committee for the Global Partnership [Virtual Workshop](#) and two Steering Committee Meetings:

- The [19th Global Partnership Steering Committee](#) (11-12 May), which adopted and launched the [2020-2022 Global Partnership Work Programme](#) to be implemented ahead of the next High-Level Meeting (HLM3) in 2022.

- The [20th Steering Committee Meeting](#), which reviewed important milestones for the implementation of the 2020-2022 Work Programme, including the impact of the COVID-19 pandemic on its activities.

**HIGHLIGHTS FROM COUNTRY LEVEL WORK.**

Within its 2020-2022 Work Programme, the Global Partnership takes 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. UNDP's experience and expertise in supporting national capacities and systems for development cooperation management and coordination can provide a good entry point for the Global Partnership to anchor and support effectiveness actions at the country level. In 2020, 22 UNDP Country Office projects that provided specific capacity strengthening support to national counterparts in the areas of effective development cooperation, such as development cooperation policy and institutional arrangements, development cooperation information management system, projects and programmes implementation capacities, and development partner/aid coordination and dialogue mechanism.

**EXAMPLES OF COUNTRY LEVEL WORK**

- In **Guatemala**, UNDP supports the government in establishing and cultivating strategic multi-stakeholder partnerships
- In **Sudan**, UNDP supported the government with revamping the Sudan Aid Information Database (SAID) and institutional capacity support for effective development cooperation.
- In **Bangladesh**, UNDP supported the government with strengthening country ownership by improving policy-making processes through institutional capacity and knowledge-management mechanisms.
- In **Somalia**, UNDP supported the government in launching AIMS to track and monitor the development assistance from bilateral and multilateral donors.
- In **Fiji**, UNDP supported to the Government with strengthening institutional arrangements to identify and manage aid flows, specific pragmatic strategies and recommendations to implement AIMS

**UNDP learning and knowledge sharing support** through the Global Project and the Global Partnership for Effective Development Cooperation helped to accelerate partner country efforts for effectiveness results and behavior change

## GLOBAL LEVEL

### UNDP support to Effective Development Cooperation at the Global Level

UNDP through the Global Project on Managing Development Cooperation Effectively promotes advancing effective development cooperation at the global and country level. In particular, the Global Project is the primary instrument of UNDP to support the Global Partnership for Effective Development Cooperation as part of the

OECD/UNDP Joint Support Team. The Project supports evidence-based policy dialogue that aims to demonstrate the impact of effective development cooperation and multi-stakeholder partnerships amplifying their importance for effectiveness principles in the context of the 2030 Agenda.

This specific support is provided around the following **two strategic components** and corresponding outputs:

#### **Strategic Component 1: Support to policy and institutional reforms and capacity strengthening for advancing the effectiveness of cooperation at country level**

- **Output I.** The Global Partnership monitoring framework is refined, strengthened and implemented to support global accountability and mutual learning on effective development cooperation.
- **Output II.** An increased number of countries strengthen, or are taking action to strengthen, policy and institutional arrangements that support integrated approaches to planning; more efficient management of diverse development cooperation flows; enhanced coordination and stronger multi-stakeholder partnerships.

#### **Strategic Component 2: Global evidence-based policy dialogue and partnerships**

- **Output III.** A strengthened mutual learning and knowledge exchange platform, facilitating the sharing of country-level evidence and learning from different modalities of development cooperation.
- **Output IV.** High-level and inclusive engagement and visibility of the Global Partnership strengthened through advisory, secretariat and communication support services to the Steering Committee and the Co-Chairs of the Global Partnership.
- **Output V.** Support to High-Level Meeting and/or Senior-Level Meeting of the Global Partnership for Effective Development Cooperation (not covered in 2020 report).

Global Partnership Work Programme in a way that delivers results, evidence, and knowledge products that respond to the opportunities and challenges faced at the country level. The project also supports the Global Partnership's [Knowledge Sharing Platform](#), which provides an online space for decision-makers and practitioners from partner country government and stakeholders to share perspectives, knowledge, and information.

Lastly, the project supports the governance and working arrangements of the Global Partnership, to ensure its unique multi-stakeholder characteristics for more equitable and inclusive partnerships, as well as greater buy-in. The below section highlights key activities of UNDP accomplished in 2020 to support the Global Partnership through the *Global Project on Managing Development Cooperation Effectively*.

## Support to policy and institutional reforms and capacity strengthening for advancing the effectiveness of cooperation on the ground

The Global Partnership monitoring framework is refined, strengthened and implemented to support global accountability and mutual learning on effective development cooperation

### GPEDC MONITORING REFORM

The Senior-Level Meeting of the Global Partnership in 2019 underscored the need to adjust and strengthen the Global Partnership monitoring framework and process in the context of a rapidly changing cooperation landscape, including evolving modalities and coordination structures for development cooperation. In this vein, the Global Partnership embarked on a comprehensive monitoring reform, consisting of reviewing what is measured (indicator framework) and how it is measured (the process of the exercise). The monitoring reform will lead to **a new monitoring proposal**, to be put forward for endorsement at the next High-Level Meeting in 2022 (HLM3).

The Steering Committee in its 19th Meeting endorsed the strategic ambition and direction for reforming the Global Partnership monitoring with the broader objectives of strengthening multi-stakeholder engagement, further driving behavior change, and generating increased political momentum.<sup>1</sup> Given that 2020-2022 will be a 'period of transition' for the Global Partnership monitoring with no global monitoring round ahead of the HLM 3, the Steering Committee also endorsed the importance of continuously harvesting and promoting effective partnerships and dialogue at the country level, by launching the Action Dialogues 2021.

UNDP, working together with OECD, delivered the following achievements:

**Parameters and approaches to the Global Partnership monitoring reform (ambitious and inclusive) endorsed by the Steering Committee.** UNDP together with OECD supported the development of a conceptual framework for the monitoring reform in support of the Co-Chairs' leadership. The [proposal by the Co-Chairs](#) outlined the three-phased process of monitoring reform:

- **Phase I.** Conceptual approach for framework review: defining the strategic ambition-level of the reform;
- **Phase II.** Refinement and piloting: Co-Chair's proposal for framework, process refinements, testing, and country piloting approach;
- **Phase III.** Consolidation of evidence, new monitoring proposal, and preparation for HLM3 in 2022.

The monitoring reform three-phased approach underscored the importance of inclusive multi-stakeholder engagement and constituency buy-in as well as analytical work that underpins the review of the monitoring framework and the process. Over three distinct phases working towards the next GPEDC HLM, the Co-chairs will lead the overall process with guidance from the Steering Committee and technical support from the UNDP-OECD JST.

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<sup>1</sup> Details on the strategic aims can be found in the [monitoring background document for the 19th Steering Committee meeting](#).

The Steering Committee endorsed the proposed strategic level of ambition and implementation process for the monitoring reform, which will produce a new monitoring proposal for endorsement at the HLM3.

**Inclusive stakeholders' consultation on strengthening the monitoring process identified key priority areas to improve the monitoring process for driving behavior change and incentivizing multi-stakeholder participation.** A series of virtual monitoring consultations took place during September-November, under the strong leadership of the Co-chairs. [The nine virtual consultation meetings](#) brought together 23 countries and 28 stakeholders, to discuss how the monitoring process needs to be reformed for future monitoring exercises. Outcomes from these exchanges provided a basis for the Co-chairs' monitoring proposal on contours of the process of a future Global Partnership monitoring exercise (see here for the Co-chairs' proposal and a summary of the consultation). UNDP together with OECD supported the design and implementation of stakeholder consultation processes.

**The Steering Committee endorsed a stakeholder-led approach to reforming the monitoring framework.** The approach will review what is measured through the Global Partnership monitoring exercise and will also be informed by context-specific considerations that are vital to improving the relevance of the monitoring exercise and the evidence it produces (such as contextual issues pertaining to fragile settings, and between different modalities of development cooperation). In order to deliver the ambitious reform of the monitoring framework (what we measure), Steering Committee members have been conferred to lead stakeholder-led consultations to identify the degree to which they are now represented in the monitoring exercise and what actions in their behaviour they consider most impactful for implementing their respective effectiveness

priorities and commitments to the effectiveness principles, including what they think other constituencies should be measured against and held accountable for to ensure stakeholder actions continue to be guided by a strengthened accountability mechanism. UNDP together with OECD supported the Co-chairs designing the stakeholder-led approach.

The work on the monitoring reform in 2020 laid the foundation for a more intensive reform process to begin in 2021, which will set a refined indicator framework and a renewed monitoring process, through consultation, technical and analytical work and testing. The final proposal for a new monitoring offer will be put forward for the next High-Level Meeting in 2022 (HLM3).

## USE OF MONITORING RESULTS

UNDP with OECD developed a set of evidence-based tools and guides to support Global Partnership stakeholders and those countries that undertook the Global Partnership 2018 monitoring to better understand the monitoring results most relevant to them and use this evidence to identify actions to improve effectiveness policy and practice. The following guides were prepared by the UNDP-OECD JST:

- The [Partner Country Guide](#) supports those [partner countries, which participated in the 2018 Monitoring Round](#) to interpret and reflect on their monitoring results, through the lens of their own country context and development cooperation landscape.
- The [Development Partner Guide](#) recognizes diversity across development partners, their histories and practices, and supports reflection on the factors which may influence their monitoring results.
- The [Civil Society Enabling Environment Guide \(Indicator 2\)](#) provides guidance and

questions to interpret the monitoring results on Civil Society Organisations (CSOs) effectiveness and enabling environment and to identify the policies and practices that may be driving these results. It is useful for CSOs, partner country governments and development partners who wish to self-reflect on their performance or to discuss collectively in a multi-stakeholder setting.

- The guide on the [Quality of Public-Private Dialogue \(PPD\) \(Indicator 3\)](#) provides

guidance and self-reflection questions for stakeholders to interpret and take action on monitoring results. The guide provides several examples of how private sector engagement and public-private dialogue (PPD) has been part of efficient responses to the COVID-19 crisis at the country level and introduces the Global Partnership’s Kampala Principles on Effective Private Sector Engagement in Development Cooperation.



Multi-stakeholder partnerships for development (SDG 17.16)



Respecting countries’ policy space and leadership (SDG 17.15)



Gender equality and women’s empowerment (SDG 5.c)

### CUSTODIAN FOR SDG17

In partnership with the OECD, UNDP is the custodian agency for [SDG 17](#) and supports the country-led monitoring framework of the Global Partnership - a tool to spark dialogue between stakeholders and foster accountability between development partners at global, regional, and country levels. The monitoring framework tracks progress against the implementation of effective development cooperation principles (country ownership, focus on results, inclusive partnerships, and transparency and mutual accountability) and informs three SDG global indicators (SDG 5.c.1, SDG 17.15.1 and SDG 17.16.1).

### THE LAUNCH OF ACTION DIALOGUES

During the ‘period of transition’ with no global monitoring round and at the time of HLM3, the Global Partnership needs to demonstrate that efforts to translate effectiveness principles into action are delivering faster and better development results at the country level. In October 2020, the Co-chairs of the Global Partnership launched country-led multi-stakeholder [‘Action Dialogues 2021’](#). The Action Dialogues will be led by partner country governments to bring stakeholders together to build a shared understanding and directions on why and how effectiveness matters.

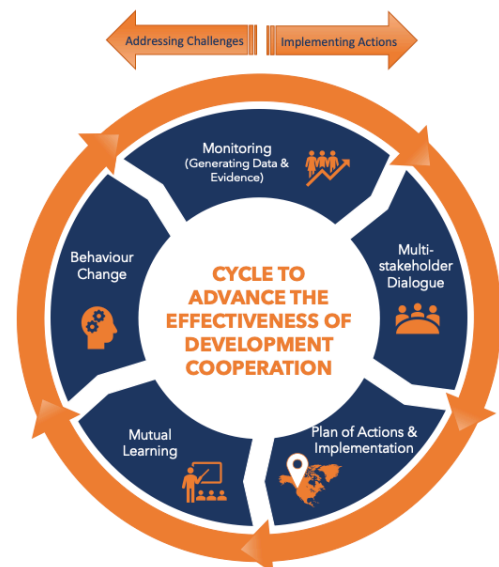
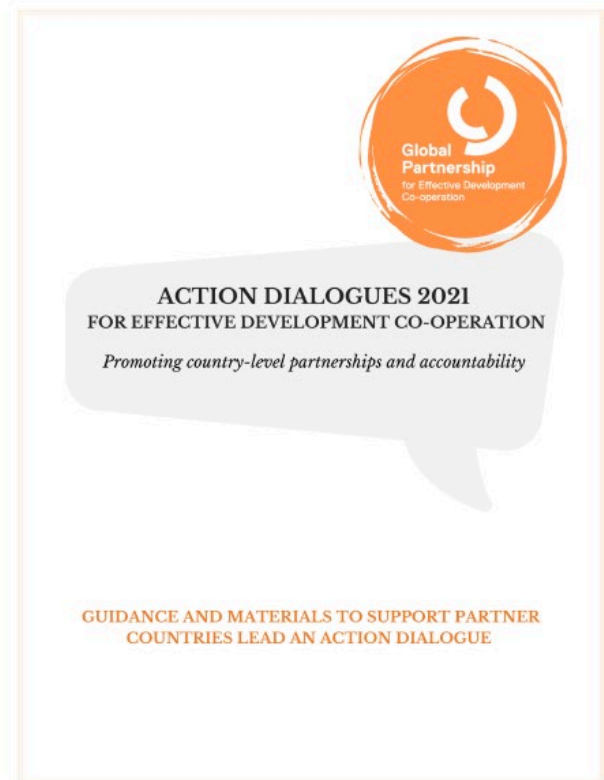


Figure 2. Cycle to advance the effectiveness of development cooperation

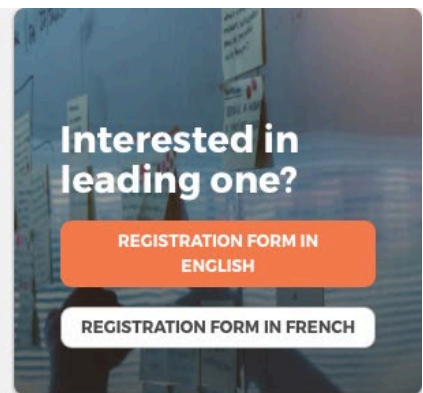
The Action Dialogues aim at galvanising collection and scaled-up actions for more effective development cooperation and partnerships at the country level. They also aim at building momentum toward the HLM3, by harvesting country lessons, insights, and challenges that would benefit from further deliberation and attention at the global level.

Throughout 2020, UNDP supported the conceptualization of the Action Dialogues 2021 and developed a [Partner Country Reference Guide](#), aimed at supporting partner countries to consider and plan Action Dialogues. In addition, to support stakeholder engagement and support to country-led Action Dialogues, UNDP developed a [reference guide for all stakeholders to engage in Action Dialogues](#). These materials are available in English, French, and Spanish.

UNDP continues to support Co-chairs-led partner country outreach and provide technical assistance and coordination, where needed, in working closely with the UN development system and UNDP at the



country level. All UN Resident Coordinators and UNDP Resident Representatives have been informed of the Action Dialogues 2021 - one of the major undertaking of the Global Partnership.



## **II. An increased number of countries strengthen, or are taking action to strengthen, policy and institutional arrangements that support integrated approaches to planning; more efficient management of diverse development cooperation flows; and enhanced coordination and stronger multi-stakeholder partnerships.**

### **ANCHORING EFFECTIVENESS AT THE COUNTRY LEVEL**

To deliver its offer to partner countries under the 2020-2022 Work Programme, a 'whole of GPEDC' approach to Work Programme implementation is central, with actions guided by the realities, challenges, and opportunities at the country level and implemented in a way that builds on and supports existing efforts. As one of the foundational elements of the Work Programme, anchoring effectiveness at the country level aims to consider a systematic and holistic approach to delivering the Global Partnership activities at the country level.

**UNDP supported the development of Partner Country Offer**, which aimed at reinforcing the Partnership's engagement with partner country governments and stakeholders to spearhead effectiveness efforts, generate evidence, knowledge, and new solutions for more effective development cooperation at the country level. The conceptualization of the partner country offer, built on lessons learned from the past as well as virtual consultations and stakeholder discussions, which was undertaken in the development of the new 2020-2022 Work Programme.

#### **GPEDC Partner Country Community Group.**

As part of the effort to deepen partner country engagement in the evolving development cooperation and partnership landscape, the Global Partnership established a dedicated Partner Country Community Group on the [KSP](#). The group provides a virtual space for partner country governments to kickstart knowledge-sharing amongst practitioners working on similar areas of work, further strengthening the voice on effectiveness issues within and beyond the GPEDC. It serves as a mutual

learning space for peers to generate, discuss, and exchange good practices for addressing specific effectiveness challenges that can be applied in countries' contexts and are of particular interest to them.

#### **UNDP support to Action Dialogues 2021.**

The aforementioned Action Dialogues 2021 are to be led by partner country governments. UNDP supported the conceptualisation of the Action Dialogues 2021, to be flexible and responsive to countries' specific partnership context and existing efforts.

### **SUPPORT TO GLOBAL PARTNERSHIP ACTION AREAS**

The offer to partner countries is delivered across the Work Programme and with support of [nine Action Areas](#) addressing issues 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 cooperation as well as effective multilateral support. The implementation across the Action Areas is led by SC members and the Global Partnership stakeholders.

#### **A light coordination support across Action**

**Areas.** The overarching support provide by UNDP working with OECD to Action Areas' activities center around:

- Co-chairs led systematic AAs' country outreach and partner country engagement;
- identifying gaps and synergies between all AAs;
- mainstreaming learning and knowledge sharing, including through the Knowledge Sharing Platform (KSP); and,

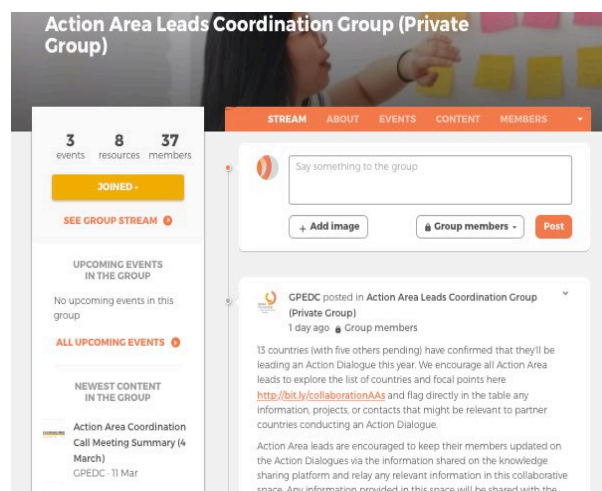


- consolidating/synthesizing of knowledge, evidence, and experience into impactful communication products for strengthened political and stakeholder outreach.

More specifically, UNDP with OECD helped the Co-chairs put coordination mechanisms in place to help their oversight role in the implementation of the Action Areas and to ensure that Global Partnership activities reinforce existing country-level efforts. These include regular Action Area Coordination meetings, establishment of the Action Area Lead Coordination Group in KSP, [Checklist for Action Areas Leads and Members](#), and a [country-level activity dashboard](#).

**Substantive technical support to several Action Areas:** UNDP provided substantive and technical support to all

**Action Area on Demonstrating the impact of effectiveness.** The basic theory of change behind strengthened effectiveness is if development cooperation supports and pursues partner countries' development priorities and if those priorities are delivered through national institutions and systems, then the implementation of the effectiveness principles lead to better and faster development impact. The Action Working Group initiated an outreach process through their networks at the country level to seek interest from partner countries to join and implement the Effectiveness to Impact initiatives. UNDP supported this area of work by providing light coordination support to the Action Area Working Group, led by EC, including light guidance and graphic design support to key materials to launch the initiatives.



Action Areas, drawing on UNDP's policy network and relevant initiatives. The list below highlights several Action Areas with the most prominent UNDP support:

**Action Area on Private Sector Engagement.** The objective of this action area is to advocate for broader uptake and support the implementation of the [Kampala Principles on Effective Private Sector Engagement in Development Co-operation](#) (KP) that were launched ahead of the GPEDC's Senior Level Meeting in 2019. UNDP together with OECD supported this Action Area, led by Germany. This included substantive advice on the engagement of the country level and broader secretariat and coordination support to the Action Area Working Group, and its [Business Leaders Caucus](#) - a senior-level advisory group for the KPs. UNDP also provided advocacy and outreach support with partners in the UN system, likeminded groups, and networks as well as extensive analysis and background research for KPs' case studies, mapping of key actors, networks, and countries. This also resulted in the active engagement of the UNDP [Business Call to Action](#) (BCTA) with its 276 member companies. Currently, two of these companies are engaged in the development of case studies that will illustrate the Kampala Principles in action.

**Action Area on Supporting country-led development effectiveness of South-South cooperation.** This Action Area, led by APC Colombia, supports a number of pilots through which Southern Partners are exploring ways to monitor and assess the effectiveness of their cooperation (in response to the call for greater effectiveness of SSC in the BAPA+40 outcome document). The Action Area will also conduct research and analysis around how academia and different Southern Partners are assessing and understanding the effectiveness of South-South Cooperation. UNDP, drawing on its policy and programme support at the country level, supported Colombia in the conceptualization of the pilots as well as the selection and mobilization of piloting countries. Furthermore, the UNDP side of the JST has mobilized the UNDP Seoul Policy Center for support with the research and analytical work that accompanies these pilots.

**Action Area on Effective multilateral support.** This action area will make a substantive multi-stakeholder contribution to the global discourse on an effective multilateral system, based on the effectiveness principles, and how bilateral partners can most effectively support the multilateral system. UNDP supported the role of the UNSDG representative as Action Area lead, through advocacy, technical, secretariat and coordination support. In addition to cultivating and driving the group's work planning (bringing into the Global Partnership two new partners in the form of Sweden and the Dag Hammarskjöld Foundation, and developing a new thematic connection with UNDP's Seoul Policy Centre for Knowledge Exchange through SDG Partnerships), the Action Area produced an initial output in November, a 'perspectives paper' on how partners are addressing effectiveness challenges during COVID-19, with inputs from UNDP, Sweden, the CPDE, and Nepal.

### **CULTIVATING COUNTRY EXPERIENCES AND BEST PRACTICES ON EFFECTIVENESS FROM 2020 VOLUNTARY NATIONAL REVIEWS**

UNDP undertook a scanning of 2020 Voluntary National Reviews (VNRs) to see how effective cooperation and partnerships are considered in SDG implementation and review at the country level. The outcome of the scanning is available in [the Global Partnership VNR analysis blog](#). Looking at the effectiveness principles specifically, a number of countries such as [Argentina](#), [Brunei Darussalam](#), [Costa Rica](#), [Democratic Republic of Congo](#), [Honduras](#), [Kyrgyzstan](#), [Malawi](#), [Morocco](#), [North Macedonia](#), [Papua New Guinea](#), [Uganda](#) reported on their efforts to strengthen **international development cooperation**. Others such as [India](#), [Liberia](#), [Malawi](#), and [Solomon Islands](#) reported on strengthening the transparency and accountability measures through Public Finance Management Systems

(PFMs). Furthermore, recognizing the significant role of the **private sector in financing for the SDGs**, 39 governments stressed on the importance of incentivizing private investment through public-private dialogue and partnerships (PPP). Seven countries also made emphasis on **South-South (SSC) and Triangular Cooperation (TrC)** to generate results of social, economic, and environmental impact.

### **IPU-UNDP GUIDELINES FOR ENHANCING THE ENGAGEMENT AND CONTRIBUTION OF PARLIAMENTS TO EFFECTIVE DEVELOPMENT COOPERATION.**

UNDP, together with IPU, developed and finalized in 2020 specific [guidelines for parliamentary stakeholders](#) on their role in effective development cooperation. Despite the recognition of the significant role of parliaments, parliamentary oversight of

development cooperation remains weak. Against this background, these guidelines attempt to address the challenges and seeks to provide parliaments and parliamentarians and those who work with them with a common understanding and offer ideas on what they can do to promote more effective and accountable use of aid in particular and of

resources for development in general. The guidelines also present concrete suggestions on how parliamentarians can contribute to development cooperation and engage with effective development cooperation and global forums, specifically GPEDC. The UNDP is now involved in helping promote these guidelines, including at the country level.

## Global evidence-based policy dialogue and partnerships

III. A strengthened mutual learning and knowledge exchange platform, facilitating the sharing of country-level evidence and learning from different modalities of development cooperation.

### KNOWLEDGE - SHARING PLATFORM INTEGRATION

The Global Partnership underscores knowledge sharing and learning as essential to stimulate action and innovation for more effective partnerships. UNDP implemented the consolidation and strengthening of Global Partnership's digital presence by integrating the Global Partnership's website ([effectivecooperation.org](http://effectivecooperation.org)) with the Global Partnership's [Knowledge Sharing Platform](#) (KSP).

The **integrated website/KSP** serves as an interactive platform with a public and, more private, community view where audiences can easily access and/or share information on the latest updates, resources, publications, blogs, and events as well as join and/or start key discussions and groups with other members. UNDP is now responsible for managing only one platform, leading to substantial cost savings. At present, the **integrated KSP** provides a one-stop digital portal for peer learning and networking opportunities with 1,400+ users, 600+ resources, 680+ topics discussed, 110+ events shared, and 10+ groups active on the platform.



1,400+  
Global Users  
Connected



600+  
Resources  
Available



680+  
Topics  
Discussed



120+  
Events  
Shared



10+  
Types of Partners  
Engaged



10+  
Groups  
Activated

UNDP provides overall operational support to the integrated website and Platform functionality to increase the visibility and practicality of this online recourse to the community. UNDP also supports strengthening membership and use of the KSP by providing technical upkeep, offering training sessions, and producing practical user engagement tools and manuals on [YouTube](#) on how to sign up, add resources, add events, initiate groups, and start discussions, among other features.

### GLOBAL PARTNERSHIP ONLINE PRESENCE

The new integrated Global Partnership website provides a more accessible, interactive and user-friendly online space for national stakeholders, policymakers, and practitioners to instantly access key events, resources, videos, interviews, as well as country-level data and evidence. Readers from over 158 countries and territories visited the Global Partnership website in 2020, earning 399,366 page views. [The GPEDC newsletter](#), with 7,300+ subscribers, remains a key form of direct communication between the Global Partnership and its stakeholders, with GPEDC successfully sending 8 newsletters with key messages, announcements, and user engagement opportunities. Social media platforms also continuously built-up stakeholder engagement, with GPEDC's Twitter followership growing to 9,529 followers or a 10% growth in 2020, and 220,000+ impressions.

### GPEDC GLOBAL WEBINAR SERIES

To further strengthen the Global Partnership as a "learning partnership", the Global Partnership launched a global webinar series. The series of webinars enable mutual learning and sharing of insights across multi-stakeholder practitioners and policy makers at the global, regional, and country levels and to

cultivate a stronger community of practice on effective development cooperation.

UNDP supported the first [webinar on "Effectiveness in Action: Current Perspective on Partnerships, Challenges & Solutions at Country Level"](#) (22 October 2020), which focused on partner country perspectives in the evolving development cooperation landscape. The webinar brought together over 200 participants, featuring 11 speakers, from around the world and diverse backgrounds to discuss specific examples of how countries and stakeholders are staying true to [the principles of effective development cooperation](#) in times of COVID-19.

### STORIES OF PROGRESS

UNDP continued to produce new ["Stories of Progress"](#) which features countries' progress in achieving more effective development cooperation by building key policies, processes, and plans at the country level. New stories of progress and blogs published in 2020 include:



[How to Combat Aid Ineffectiveness in a Fragile State? Haiti's Promising Journey](#)



[Effective Institutional Arrangements: Uganda's Vision for Sustainable Development](#)

## BLOG SERIES

The contributions to Blog Series were received from a wide array of stakeholders such as:



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✓ **Decentralized co-operation: a transformative approach**

Javier Sánchez Cano - ORU/FOGAR

[Decentralized co-operation: a transformative approach to achieving the SDGs](#)

**Javier Sánchez Cano**  
ORU FOGAR



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✓ **Reflecting on Public-Private Dialogue: During a Pandemic and Beyond**

Kim Bettcher · 6 Jan 2021

[Reflecting on Public-Private Dialogue: During a Pandemic and Beyond](#)

**Kim Bettcher**  
Center for International Private Enterprise



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✓ **Synergies to increase impact: South-South Cooperation and the**

Luis Roa · 24 Nov 2020

[Synergies to increase impact: South-South Cooperation and the Effectiveness Agenda](#)

**Luis Roa**  
Colombian Agency of International Cooperation



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✓ **Diversifying CSO engagement in SDG processes and**

Vanessa de Oliveira · 9 Jul 2020

[Diversifying CSO engagement in SDG processes and consultations](#)

**Vanessa de Oliveira**  
Task Team on CSO Development Effectiveness and Enabling Environment



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✓ **Reflections on development that respects human rights**

Justin Kilcullen and 1 other · 8 M

[Reflections on development that respects human rights](#)

**Justin Kilcullen**  
CSO Partnership for Development Effectiveness (CPDE)



BLOG EN

✓ **Global Solidarity & Effective Cooperation in the Face of COVID-19**

Charlotte Petri Gornitzka and 1 other

[Global Solidarity & Effective Cooperation in the Face of COVID-19](#)

**Charlotte Petri Gornitzka, Robert Piper, and Ulrika Modéer**  
UNSDG

## GLOBAL PARTNERSHIP OUTREACH AND VISIBILITY

UNDP supported the production of the following high-level strategic briefs to support Global Partnership's outreach efforts to relevant international meetings.

The [2020 High-Level Political Forum \(HLPF\) brief](#) "Effective development cooperation in the face of COVID-19". This brief emphasized the importance of international cooperation, partnerships, and effectiveness principles in the efforts to respond and recover from COVID-19 and deliver long-lasting results to achieve the Sustainable Development Goals.



### Global Partnership at UNGA: Shaping our future together through Effectiveness: principle-based, evidence-led development.

The brief intended to link the work of the Global Partnership to UN75 and the current global challenges, drawing attention to key findings from the 2018 Global Partnership monitoring round; highlighting the use of data and the four effectiveness principles to rebuild partnerships on a more equitable basis and for more sustainable results; and to reiterate the importance of how we partner and work together to achieve the 2030 Agenda.

## GLOBAL AND NATIONAL FORA

UNDP supported the Global Partnership's visibility in presentations at global and national fora:

[The Kampala Principles on Effective Private Sector Engagement in Development Cooperation](#) were presented at the [UNDP Business Call to Action \(BCtA\) 10th Annual Forum](#), themed "Reimagining Resilience through Inclusive Business Innovation", that took place online on 24 September 2020 on the sidelines of the virtual 75th Session of the UN General Assembly. The Forum provided an opportunity to introduce the Kampala Principles to BCtA's global network of member companies and other stakeholders and promote the Kampala Principles as a means to forge effective partnerships for sustainable development, recognizing their value in building meaningful multi-actor partnerships by adapting them to local contexts.



In December 2020, the Kampala Principles were also presented by UNDP at the [13th National CSR Forum: "ResponsabilizaRSE"](#) hosted by the Center for the Action of Corporate Social Responsibility in Guatemala (CENTRARSE), together with UNDP and the Global Compact. This occasion provided an opportunity to introduce the Kampala Principles to the CENTRARSE network and relevant stakeholders at the country level.



IV. High-level and inclusive engagement and visibility of the Global Partnership for Effective Development Cooperation strengthened through advisory, secretariat and communication support services to the Steering Committee and the Co-Chairs of the GPEDC.

**ADVISORY AND SECRETARIAT SUPPORT TO GLOBAL PARTNERSHIP GOVERNANCE**

UNDP with OECD supported a virtual Global Partnership work programming workshop and two virtual Steering Committee Meetings, to deliver strategic decisions inclusively and transparently to guide the overall direction of the Global Partnership.

The Global Partnership held its first this year **Virtual Workshop** from 17-20 March 2020. The workshop brought together over 90 participants from all regions and stakeholder groups to inform and help shape a common ambition and set of action areas for the Global Partnership 2020-2022 Work Programme. Discussions addressed, in particular, the bottlenecks and gaps and harnessing emerging opportunities around three pillars, outlined in the Co-chairs' Proposal: (1) delivering better impact and data; (2) assessing, improving and scaling up new and better partnership approaches; and (3) leveraging the Global Partnership monitoring for action. With this in mind, participants worked together on the nine proposed Action Areas.

The **19th Global Partnership Steering Committee** took place virtually on 11-12 May 2020, bringing together 55 participants representing 23 committee members. At the meeting, the Steering Committee adopted and launched the **2020-2022 Global Partnership Work Programme** to be implemented ahead of the next High-Level Meeting (HLM3) in 2022. The Steering

Committee also endorsed the Co-chairs' proposal for the reform of the Global Partnership monitoring exercise. Members reiterated the value of monitoring effectiveness commitments as the flagship of the Global Partnership that builds political momentum around effectiveness, contributes to an improved understanding of the effectiveness agenda and ensures its relevance and usefulness to countries and stakeholders. Conclusively, the Co-chairs released their statement on effectiveness in the context of COVID-19 (available [here](#)) where the central theme was the role of effective partnerships amid the pandemic. In the statement, the Co-chairs underscored that effective development cooperation remains a critical enabler as the international community 'builds back better together'.

The **20th Steering Committee Meeting** of the Global Partnership took place virtually on 9 - 10 December 2020. Taking stock on various milestones related to the implementation of the 2020-2022 Work Programme, including the impact of the COVID-19 pandemic, the meeting launched key strategic initiative and process in the lead up to HLM 3, including the Action Dialogue 2021 and the Global Partnership Review. The Steering Committee also reiterated the importance of accelerating progress of implementation across Action Areas, setting 2021 as 'a year of delivery' and reiterated the added value of the Partnership's multi-stakeholder platform in creating policy space for all actors to engage and contribute to the Work Programme and its Action Areas activities.

## COUNTRY LEVEL

Within its 2020-2022 Work Programme, the Global Partnership takes 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 choice 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 the country level and deliberate efforts to leave no one behind will merit increased attention.

UNDP's track record in supporting country-led efforts to strengthen effective development cooperation relies on its integrator role to "connect the dots" between complex sustainable development issues and the promotion of "whole-of- government" and "whole of society" approaches in development cooperation. Central to these approaches are

the internationally-agreed development effectiveness principles as well as strengthened and inclusive multi-stakeholder development coordination mechanisms at the country level. UNDP's in-country support focuses on strengthening country-level policy, systems, and institutional arrangements for cooperation with development partners, which are critical for partner countries' ability to mobilize and manage development resources in transparent and accountable ways, share valuable knowledge, strengthen capacities, and incentivize multi-stakeholder partnerships. UNDP supports countries by helping them to establish partnership modalities and strengthening multi-stakeholder collaboration platforms to deliver impact at scale and achieve national development priorities for sustainable development.

The below county examples highlight UNDP's support to promote effective development cooperation enablers, both through the Global Project and beyond.



The government of the **Democratic Republic of Congo (DRC)** has set out the country's development priorities in the recently adopted National Strategic Development Plan 2019-2023 (NSDP). The Plan guides the implementation of development activities, projects, and programs for the DRC over the next years. As a result of the adoption of the NSPD, the national government jointly with UNDP provided technical support to 7 (out of 26) sub-national provinces of the DRC to develop their Provincial Development Plans (PDP) and Priority Action Plans by integrating the results of provincial fragility assessments (New Deal for engagement in fragile states), in a manner that fits within the PNSD framework and is aligned with the SDGs. Specific UNDP support included the review, formulation, and integration of the vision, strategic orientations, and priorities of the provincial government in the PDP through various tools provided including promotion of south-south/fragile-to-fragile peer learning and establishment of a monitoring system for the implementation of NSDP. The development of PDPs, as a result, helped to facilitate coordinated government action in the provinces, set broad guidelines, identify and oversee development priorities and promote the alignment of partner interventions with provincial priorities.





In **BANGLADESH**, UNDP collaborated with the government's Economic Relations Division (ERD) of the Ministry of Finance on a project on "[Knowledge for Development Management \(K4DM\)](#)", which falls under UNDP's "Governance" portfolio. The project aimed to promote and facilitate knowledge-based decision-making for implementation and monitoring of development projects, formulation of policy, as well as effective delivery of public services through capacity enhancement of government officials. K4DM provided a series of skill development trainings and workshops to ERD government officials and other ministries to enhance their capacities in knowledge-based public policy formulation (more than 650 officials participated). This included the creation of an online repository [ERDPEDIA](#) of relevant documents that officials can access (more than 16,000 documents). Against the backdrop of increasing pressure on ODA budgets, the project also explored more innovative ways of resource mobilization and effective utilization of existing financing flows, including by forging new strategic partnerships. UNDP supported this by seeking out new partnerships with the global south, under the umbrella of South-South and Triangular Cooperation, as well as with the private sector to tap into private sector resources, knowledge and innovation power. Additionally, and together with the government, UNDP convened dialogues and established consultative platforms to engage think-thanks, NGOs, and CSOs to explore solutions to development challenges linked to resource mobilization and innovative cooperation modalities. Overall, with UNDP support, this project helped ERD to strengthen country ownership by qualitatively improving policy-making processes through enhanced institutional capacity and knowledge-management mechanisms, as well as to explore innovative ways for resource mobilization and effective utilization of existing funding through strategic partnerships. Moreover, ERD through K4DM project has initiated to launch National Human Development Report (NHDR) to celebrate the Golden Jubilee of the independence of Bangladesh.



In **TOGO**, UNDP provided advisory support to the government to adopt a new national development cooperation policy (PNCD) for 2020-2025. The policy aims to improve efficiency, diversification, and coordination for better mobilization of official development assistance. Moreover, the PNCD will adapt to the decentralization processes by allowing the government to work with the various local actors such as town halls, civil society organizations, and the private sector. The development of this policy is the result of participatory and inclusive work to better meet the current challenges and align with the national and international development cooperation environment. The policy was widely consulted across public and private experts, civil society, and international partners including UNDP, which besides overall advisory support to the policy, also provided specific inputs for policy improvements for a further validation process.



In **SUDAN**, building strong institutions in the context of fragility and conflict prevention that are capable of effectively managing development cooperation through strengthened fiscal discipline and well-coordinated partnerships is a priority for the Government of Sudan (GoS). To support this objective, in 2020 UNDP launched a three-year project on “Strengthening country systems and capacities of the GoS for effective aid management, coordination, and partnership to deliver on transitional priorities in Sudan”. Under this project, UNDP interventions are specifically focused on revamping and customizing the Sudan Aid Information Database (SAID), as well as providing institutional capacity support on effective development cooperation to the Ministry of Finance and Economic Planning (MoFEP). In addition, with UNDP support, the government is seeking to update its aid management and coordination policies, including the Sudan Aid Management Strategy from 2015. The updated policies will help to establish nationally led coordination mechanisms (jointly led by MoFEP and the Prime Minister’s Office) for systematic dialogue between the GoS and its Development Partners. All these efforts are aimed at re-establishing MoFEP as the interface between the GoS and Development Partners as well as the leading GoS institution on matters relating to effective development cooperation. Additionally, complimentary engagement of the UNDP Global Policy Network technical assistance in the project aims to enhance other core government functions. The overall support provided under the project is anticipated to have positive effects on the longer-term ability of the GoS to effectively manage all aspects of development cooperation, by improving national development processes, strengthening institutional frameworks that will eventually lead to a sustained economic and social renewal following several decades of decline. Moreover, managing development cooperation effectively by relying on strengthened country systems will be crucial for the immediate- and long-term enhancement of country ownership, transparency and mutual accountability to drive development efforts.



In **TOGO**, with financial support from the European Union, UNDP provided technical support to the Ministry of Development Planning and Cooperation on the establishment of an Aid Management Platform (AMP) in 2011. The platform contributed to improved aid management and transparency in the country. It also increased communication on development cooperation at the national level with technical and financial partners, various government sectoral departments, and other stakeholders involved in development cooperation/aid in Togo. Implementation of the AMP had three defined stages. However, due to the high project cost, the last stage was not carried out, leading to technical software failure and its failure to operate since 2014. In 2020, UNDP supported the government of Togo to re-establish the AMP by providing technical support for a needs assessment, drafting technical specifications and requirements for the re-development and installation of the platform. These specifications will be reviewed in line with the implementation of the INFF and the need of the Government to have a platform that compiles all external financial flow.



In **FIJI**, specific recommendations from DFA (2016) highlighted the need for developing more advanced Public Finance Management (PFM) tools to align official development assistance, budget, and expenditure information with the specific sector and program needs related to the execution of the National Development Plan 2016-2020 and the National Development Strategy 2016-2035. In this context, the Aid Information Management System (AIMS) was proposed as a critical element for managing both humanitarian and development aid from traditional development actors including in-kind contribution from other development partners such as Civil Society Organizations (CSOs), non-governmental organizations (NGOs), the private sector, and South-South Cooperation (SSC) providers in Fiji. To assist Fiji in this regard, UNDP supported the government in developing an aid data analysis pilot to narrow down specific options, bottlenecks, or preliminary issues before developing and deploying the AIMS at scale and to ensure coherent coordination and data flow across the government and ministries. Additionally, with support from UNDP, dedicated coordination discussions with governmental agencies and development partners took place to discuss the viability of the pilot. As a result of UNDP's support to the Government of Fiji to strengthen institutional arrangements to identify and manage aid flows, specific pragmatic strategies and recommendations will be compiled and provided to the Cabinet for approval, leading to further AIMS implementation.



In April 2020, **SOMALIA** launched an [Aid Information Management System](#) (AIMS) to track and monitor the development assistance the country receives both from bilateral and multilateral donors. Managed by the Ministry of Planning, Investment and Economic Development (MOPIED), the AIMS tracks information on development cooperation flows in the country to strengthen national ownership and capacity for aid management as well as improve the coherence of the international community's support in the country. The system was designed and developed under the UNDP project "Support to Aid Management and Coordination in Somalia" to support the Federal Government with the implementation of the New Partnership for Somalia and the National Development Plan. Specifically, UNDP provided capacity-building training to the MOPIED team on AIMS management, including additional data entry training to development partners and training on extraction and use of information from the AIMS to national institutions and stakeholders. The AIMS in Somalia will thus enable better managed, more capable, and more accountable Somali aid coordination and management that supports national priorities, promotes aid efficiency, transparency, and accountability. While it builds on the strengths of the previous aid management system, it aims to be less cumbersome and more cost-effective, has a greater strategic focus and strengthens coordination between development, security, and justice actors. The new AIMS, which is the result of a wide process of consultations, was endorsed by the Somali Development and Reconstruction Facility Steering Committee on 24 June 2020.



In **GUATEMALA**, UNDP supports the Government in establishing and cultivating strategic multi-stakeholder partnerships as a vehicle to achieving its development priorities. In doing so, UNDP places strategic alliances at the center of its work, forging effective partnerships between the Government, development partners, the private sector, CSOs, academia and the media. As part of this approach, UNDP supports strengthening the effective engagement of the private sector in development cooperation and multi-stakeholder partnerships, through the promotion and advocacy for a principle-based approach. In 2020, UNDP partnered with the Center for Action on Corporate Social Responsibility in Guatemala (CENTRARSE), the UN Global Compact and the GPEDC to present and discuss for the first time the [Kampala Principles on Effective Private Sector Engagement through Development Co-operation at the XIII National Forum of CSR “ResponsabilizaRSE”](#). The event exposed the Kampala Principles to more than 1,500 forum participants and provided an opportunity to present 72 examples of CSR good practices where the Kampala Principles would find their relevance. In the forum aftermath, more work is planned to make the principles more widely known within the private sector audience through training programmes and regional forums in 2021.

# CHALLENGES AND WAY FORWARD

## A “NEW” COVID-19 PANDEMIC SETTING

In 2020, the COVID-19 pandemic and its collateral effects led to severe global shock and a state of emergency in many countries. The unique crisis has been having some devastating impacts on development gains, undermining continuing progress towards the 2030 Agenda and the SDGs. The socioeconomic impacts of the pandemic are profound and multi-faceted, which has a significant implication of future financing for sustainable development and development cooperation, requiring multisectoral and a whole-of-society response.

The current situation presented a major challenge to the work of the Global Partnership in 2020 and the implementation of its 2020-2022 Work Programme. Without the ability to travel and with restricted physical interaction, a rapid shift towards virtual/online settings and “new means” of stakeholder engagement were needed and available resources and capacities had to be used and re-adjusted effectively to live up to the challenges. While JST staff, like the rest of the world, unexpectedly found themselves working remotely from home environments and under stressful conditions, the main goal was to ensure that the Global Partnership work remains uninterrupted. Taking into account pandemic circumstances that highlighted the need for increased virtual means of engagement and outreach with the wider development community, the Global Partnership and JST continued to provide robust communication and knowledge-sharing facility through various platforms including interactive Zoom webinars and meetings, our official website, newsletter and social media activities as well as through

various groups and resources on the Knowledge Sharing Platform.

## THE ‘YEAR OF DELIVERY’ FOR THE GLOBAL PARTNERSHIP WORK PROGRAMME

Despite the COVID-19 challenges for global implementation, the Global Partnership moves with confidence into 2021 as the ‘year of delivery’. In the lead-up to the Global Partnership’s next High-Level Meeting in 2022, the Work Programme will continue building momentum around development effectiveness and firmly situate the Global Partnership’s work as part of realizing the 2030 Agenda. Thus, the success of the third High-Level Meeting in 2022 will be measured by the Global Partnership’s ability to demonstrate how an increasingly diverse group of actors at the country level are making better use of all development resources and strengthening trust and collaboration to deliver the SDGs.

It will be essential that all relevant actors, beyond governments, recognize themselves in, and relate to, the international effectiveness agenda. Inclusive approaches to dialogue and evidence from the country level, including through the 2021 Action Dialogues and the reform of the new monitoring approach, as well as new knowledge and evidence generated from member-led Action Areas work, will be needed to strengthen diverse stakeholders’ engagement towards the HLM3.

The Global Partnership will further support with 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 a relationship with relevant global and regional

bodies. Such outreach will be accompanied by a clear and consistent communication approach 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 vis-a-vis other partnerships and initiatives.

In 2021, the Global Partnership Co-chairs and Steering Committee will continue to lead the implementation and monitoring of the 2020-2022 Work Programme in a 'whole of GPEDC' manner and mobilize and facilitate the engagement of their constituencies in the Work Programme. Therefore, the Programme delivery will thus depend upon consolidating the work carried out by the Partnership's members to drive coherence and impact across the Work Programme, in line with the core functions of the Global Partnership outlined in the [Nairobi Outcome Document](#). In addition, the GPEDC review in 2021 aims to enhance the implementation of the GPEDC mandate and improve its governance and working arrangement to further cement the Partnership as a multi-stakeholder vehicle for driving the effectiveness of cooperation and partnerships. This all will require both the institutional support provided by the UNDP-OECD Joint Support Team as well as the inclusive member-driven implementation of activities.

### **GPEDC MONITORING REFORM**

In 2021, the GPEDC monitoring reform will advance based on critical foundations laid during the 2020 conceptual phase.

In 2021 the Co-chairs will conduct a series of "deeper explorative" consultations with various constituencies to discuss issues and proposals for improving the monitoring process. As a result, based on the proposals emerging from the consultation process, a consolidated detailed proposal for improving

the monitoring process will be developed by the Co-chairs and submitted for consideration at the 21st Steering Committee meeting in June 2021.

Following the 20th Steering Committee meeting (December 2020), during the first half of 2021, the Co-chairs will organize constituency-based consultations in coordination with, and through active engagement of, Steering Committee members to reflect on improving the GPEDC Monitoring Indicator Framework. The outcomes of this process will be reviewed by the Co-chairs, bringing the consolidated proposal back to the Steering Committee for consideration in its 21st meeting.

It should also be noted that as the monitoring framework needs to evolve along with the environment, it is expected that further changes may be needed after HLM3, as some constituencies may need time beyond HLM3 to finalize new monitoring approaches.

### **ACTION DIALOGUES AND COUNTRY ACTION PLANS**

At the HLM3, taking place in 2022 at the midpoint of the SDG implementation efforts, the Global Partnership needs to demonstrate that efforts to translate effectiveness principles into action are delivering faster and better development results at the country level. In this context, the Co-chairs have launched multi-stakeholder '[Action Dialogues 2021](#)' to encourage countries to discuss and design collective actions to strengthen partnerships and build back better together. In the spirit of a 'whole-of-government' and 'whole-of-society' approach, these dialogues will bring together relevant parts of partner country governments, development partners, and other stakeholders at the country level. Commencing its implementation in 2021, the Action Dialogues will be conducted in ways that maximize strategic links to existing dialogue and coordination processes at the

country level and will draw on Global Partnership monitoring evidence and complement ongoing work across the action areas.

### **FORWARD LOOKING COUNTRY-LEVEL ANCHORING FOR ACTION AREAS**

With the next Global Partnership High-Level Meeting expected to take place during the second half of 2022, the implementation across the nine Action Areas, under the leadership of Co-chairs and Steering Committee members, is expected to be accelerated in 2021. Action Area leads will continue to work with diverse actors in implementing their action areas' respective work plans throughout the year. UNDP will further complement Action Areas' country-level anchoring efforts by identifying and establishing synergies between [Action Dialogues 2021](#) and Action Areas' work. UNDP, as part of the Global Partnership Joint Support Team, will continue to support Action Areas, including through the Knowledge Sharing Platform (KSP). This will include (i) consolidating/synthesizing all AA-relevant knowledge, evidence and experience, (ii) helping develop impactful communication products and posts, and (iii) sharing those on the KSP's public resource library and through relevant AA groups for strengthened AA/stakeholder visibility.

### **DEEPENING STAKEHOLDER ENGAGEMENT & LEARNING**

Moreover, in 2021 UNDP will support the Global Partnership's Action Areas with a number of Action Area webinars (as part of [Global Webinar Series](#)) focused on mutual learning and sharing of insights across multi-stakeholder practitioners and policymakers to cultivate a stronger community of practice on effective development cooperation. This

includes small-scale, thematic, expert-level conversations as well as large, high-level, multi-stakeholder webinars on topics ranging for parliamentary engagement, private sector case studies, effectiveness in fragile states, aid transparency during COVID-19 and many more.

In 2021, UNDP also plans to roll out GPEDC's monthly communication campaigns that are based on Action Area work and/or particular stakeholder groups. This includes strategically utilizing GPEDC's social media accounts and newsletters to dedicate certain weeks/months for targeted social media messaging for parliamentarians (March), CSOs (April), private sector partners (May) as well as on AA-related topics for instance, Action Dialogue FAQs/guides/announcements (February).

### **GPEDC REVIEW**

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. The Global Partnership review process will take place between April-September of 2021. In a dedicated process under the guidance of the Co-chairs the review will (i) inform the political offer of the Global Partnership and guide any adjustments needed to maximize 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 cooperation context. Any necessary adjustments to the Global Partnership's mandate and governance structure will be adopted at the High-Level Meeting.

# FINANCIAL PROJECT EXECUTION IN 2020

## (Provisional)

Please find below a provisional financial report of available resources and expenditures under the *Global Project for Managing Development Cooperation Effectively* in 2020. Please note that figures in this report are provisional and that UNDP certified donor reports will be produced in mid-2021 for contributing partners.

The expenditure totals reflect the actual expenses disbursed in 2020. The total 'Resources Available for 2020' is the total amount of resources for 2020 from the contributions received in 2020 excluding the amount intended for the 2021 workplan such as the contributions from the European Commission received in December 2020 and from Switzerland received in October 2020.

The total resources available for 2020 is for a workplan that included the recruitment of three new staff positions for which full payroll funds needed to be secured at the beginning of the process. The recruitment process initiated in early February 2020 experienced some unforeseen challenges due to the pandemic which resulted in significant delays in the recruitment process. The KM and Communications Analyst position was filled only at the end of August 2020, the Policy Specialist position was filled in December 2020 and finally the Programme Specialist recruitment was finalized only in mid-December 2020 for which the selected candidate joined the team in March 2021. This cumulative delay in recruitment meant that the corresponding costs for the reporting period of 2020 is greatly reduced and will be rolled over to 2021.

Output	Budget (USD)	Resources Available for 2020	Actual Expenditures (USD) (provisional)
<b>Output 1:</b> Monitoring of Effective Development Cooperation	227,000.00		129,485.78
<b>Output 2:</b> Global policy dialogue, country implementation initiatives, improved knowledge sharing, and learning for more effective development cooperation solutions	108,667.00		87,978.63
<b>Output 3:</b> Visibility of the Global Partnership strengthened through events and communication initiatives	238,000.00		164,290.92
<b>Output 4:</b> Secretariat and advisory services to the Steering Committee and co-chairs, <i>including travel facilitation for Steering Committee meetings</i>	301,489.48		243,789.33
<b>Total</b>	<b>875,156.48</b>	<b>1,581,785</b>	<b>625,544.66</b>



## Annex I.

# LIST OF DONORS IN 2020

Please see below a breakdown of donor contributions under the *Global Project for Managing Development Cooperation Effectively* in 2020. Please note that figures in this report are provisional and that certified donor reports will be produced in mid-2021 for contributing partners.

The table below indicates the total amount of contributions received in 2020 for the 2020 – 2022 Work Programme. This total amount is not an indication of the resources to be utilized for the 2020 work plan.

**Opening Cash Balance/Rollover from 2019 (USD)** **1,171,160**

**Contributions received in 2020 (USD)** **1,128,661**

CANADA 259,067

EUROPEAN COMMISSION 263,381<sup>1</sup>

SWITZERLAND 606,213<sup>2</sup>

**Total Resources Available (USD) for 2020-2022 Work Programme** **2,299,821**

<sup>1</sup> This amount includes a new contribution received in December 2020 for implementation in 2021 - 2022.

<sup>2</sup> This amount includes the new contribution received in 2020 for the UNDP/JST institutional support and the final tranche payment received for the 2019 SLM contribution.



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