

ROADMAP FOR THE '2022 EFFECTIVENESS SUMMIT' (Working Title)

Background document for:

- Session 1: “Putting Effectiveness into Practice: The Political Strategy for the 2022 GPEDC HLM”
- Session 4: “The Road to the 2022 GPEDC HLM”

22nd Steering Committee Meeting, 15-16 December 2021

This document presents the Global Partnership Co-Chairs' strategic approach to develop the political narrative for the 2022 GPEDC High-Level Meeting (HLM), along with a corresponding Roadmap. Building on the discussion at the 21st GPEDC Steering Committee Meeting, it supports Steering Committee members' discussions to consolidate the political ambitions and objectives of the HLM (Part I) as well as agree on critical practical considerations and responsibilities of Steering Committee members to make the HLM a success (Part II).

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INTRODUCTION

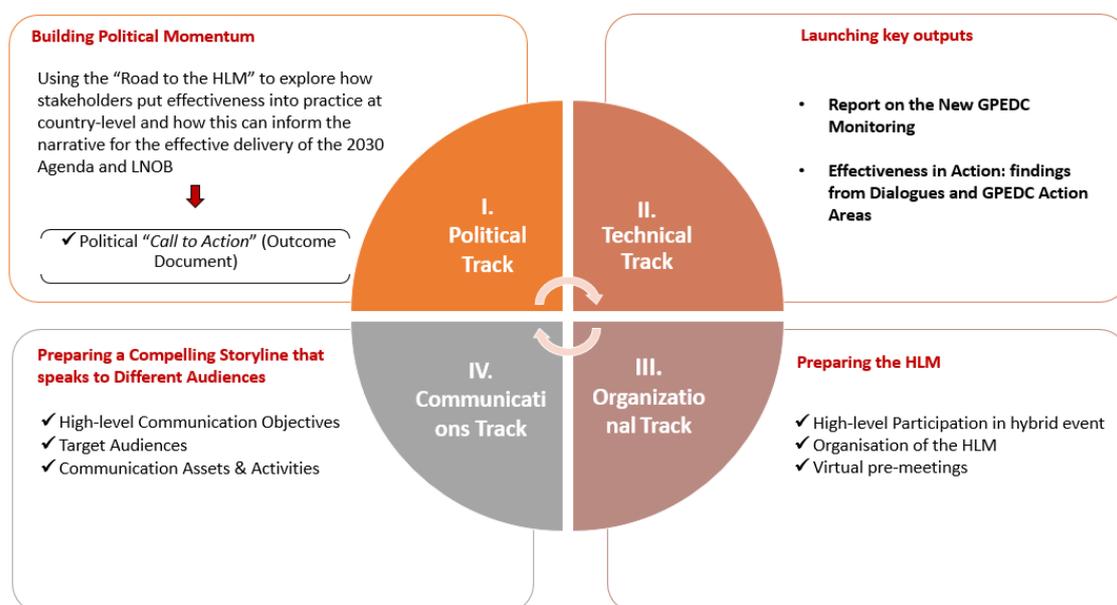
The 2022 GPEDC High-Level Meeting will gather crucial development actors at the highest level to drive urgent action to make development work better and fairer for those at risk and increase resilience and accelerate progress towards the 2030 Agenda in an era of pandemics, economic shocks and climate disasters. The HLM aims to facilitate important political decisions to move from high-level commitments to action on more effective development co-operation at the country level.

This vision, agreed at the last Steering Committee meeting, will frame the 2022 GPEDC HLM's contribution to the 2030 Agenda, shape the political dialogue and galvanize action to address urgent global challenges, ranging from persistent poverty and rising inequality to the impact of climate change aggravated by the COVID pandemic and shrinking democratic space. Showcasing how applying the four effectiveness principles at the country level to address such challenges in different contexts and settings is expected to demonstrate that the shared principles are more important than ever.

Delivering on this vision requires a narrative that attracts political attention ahead of the High-Level Meeting. This narrative will have to be action-oriented, informed by stakeholders' experiences and lessons, and built on evidence from the country level. It should support all key players to improve the impact of their development co-operation partnerships and accelerate progress towards the SDGs and leaving no one behind. It will also have to be informed by practical solutions addressing the complex effectiveness challenges that stakeholders face when delivering together at the country level.

As agreed in the 21st Steering Committee meeting, preparations for the 2022 GPEDC HLM will be based on four tracks:

GPEDC HLM 2022



Part I of this document serves as background for Session I. It presents a political strategy for the HLM and identifies considerations related to the narrative and outcome document for the Committee's guidance. **Part II** serves as background for Session IV. It sets out how Steering Committee members can actively engage and contribute to the implementation of the "Road to the 2022 GPEDC HLM" and related organizational and outreach activities (programme, communications, advocacy).

PART I: A POLITICAL STRATEGY FOR THE 2022 GPEDC HLM

Strong, ministerial-level attendance will be critical to gather the necessary political support for a renewed and compelling narrative on effective development co-operation. This requires clear communication on the added-value of effective development co-operation and the GPEDC to the 2030 Agenda and the SDGs. For this purpose, at the 21st Steering Committee meeting, members supported developing a concise, action-oriented political outcome document that avoids lengthy drafting and validation processes.

1. A compelling political narrative

A modernised narrative on effective development co-operation requires **appealing political messages, clear incentives and entry points for why stakeholders would want to engage with the GPEDC.** These messages will be shaped in an inclusive manner, driven by Steering Committee members with their constituencies in the run-up to the HLM. They provide impetus for moving from commitments to action along two fronts:

- **Reconfirming the centrality of the effectiveness principles and applying them to all efforts to implement the 2030 Agenda, leave no one behind (LNOB) and build resilience.** Addressing lack of progress on the SDGs, rising inequality and the climate emergency, amidst constraining fiscal space in many countries, requires principle-led and evidence-based development efforts to strengthen country resilience to build back better in a stronger, greener and inclusive way, with a greater focus on those furthest behind. Placing effectiveness at the centre of all development efforts requires responding to the practical challenges and inherent tensions of development co-operation to ensure constructive engagement between national and international stakeholders. Translating the effectiveness principles across different operating environments, across actors and delivery channels, can provide pragmatic guidance to deliver better for people and planet.
- **Putting effectiveness into practice at the country level.** The implementation of the SDGs happens at the country level and the GPEDC can support this effort by supporting regular dialogue, concrete action, sharing of best practices and concrete experiences, and systematic tracking of progress on effectiveness. The monitoring exercise is a clear avenue for this, and interim outcomes of the reform that is underway point to a renewed approach that will put more emphasis on encouraging partner countries to institutionalise the monitoring exercise in their existing processes and systems, as well as to utilise results for dialogue, action, and ultimately behaviour change. Development co-operation actors should express a real commitment to invest more in country capacity in the spirit of the ‘whole-of-society approach’ and use the new monitoring framework to mainstream the development effectiveness principles in appropriate processes and systems at the country level. These changes at country level need to be matched by corresponding efforts to improve policies and practices at global level.

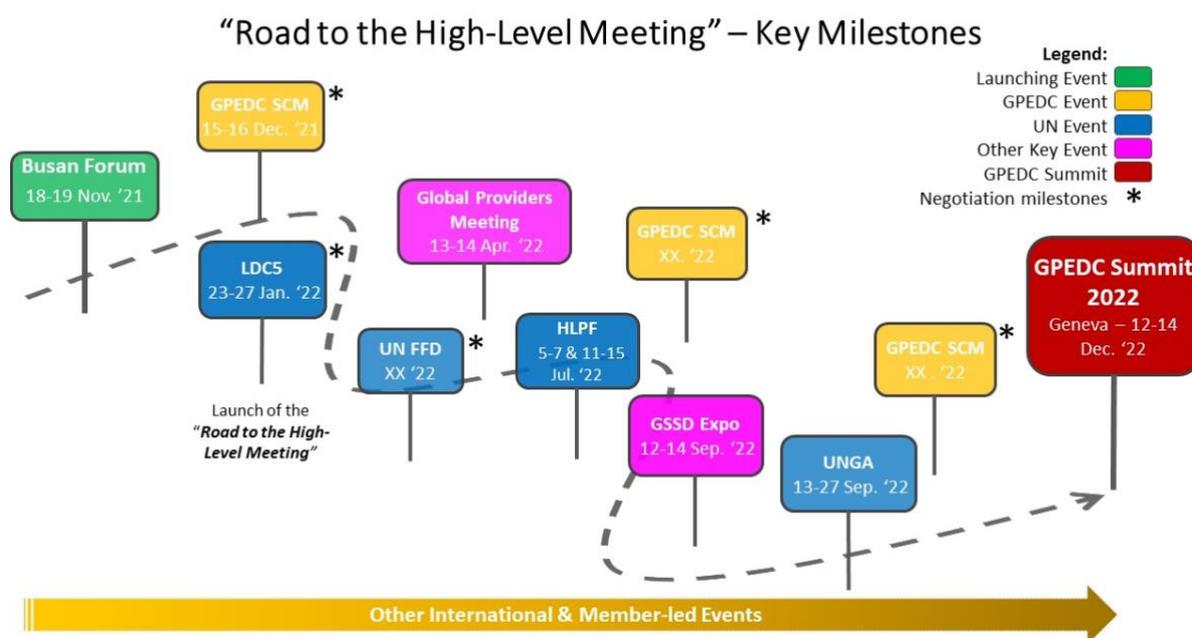
2. Building political momentum & consensus around an outcome document

The political narrative that underpins the vision will be delivered in the form of a clear and ambitious **call to action.** Firmly owned and driven by Co-Chairs, the political outcome of the HLM will be jointly owned at the highest political level and agreed by all key partners. The concise, action-focused outcome document will convey the political vision and ambition to directly contribute to the acceleration of

progress against the 2030 Agenda at all levels. This call to action will be articulated around a set of political decisions that launch:

- i) The new **solutions-oriented policy narrative** on development effectiveness
- ii) The reformed **monitoring approach** and call for all countries and partners to sign up for the next monitoring round in 2023
- iii) GPEDC’s **renewed way of working** to achieve stronger impact.

To build political momentum for the ‘call to action’, Co-chairs and Steering Committee members will need to engage in dedicated outreach to constituencies early and following a clear process. Half-way through the SDG period, accelerated efforts on the quality of development co-operation need to be made to meet the SDG targets. Making the effectiveness principles a central pillar of this effort to realise the ‘Decade of Action’ will require targeted and dedicated efforts by all Steering Committee members. They can help ensure political engagement and consistent messaging on GPEDC’s political vision and ambitions for the HLM in key milestone events throughout 2022. The figure below (“Road to the High-Level Meeting”) summarizes the proposed key milestone events to target GPEDC’s political engagement and messaging in the run-up to the Summit. The table in part II provides more details on milestones for the preparation of the political call to action.



The “Road to the High-Level Meeting”, a living planning tool for the Steering Committee, presents the main vehicle to build political momentum among constituencies and to consult on elements of the outcome document. The Co-Chairs have already started consultations with Steering Committee members to align political expectations, shape compelling messages and define joint ambitions for the High-Level Meeting. These ongoing consultations help to agree on scope and content of a zero draft of the outcome document. They also provide an avenue to (re-)engage actors that have disengaged from the GPEDC in the past. This, in turn, requires Co-Chairs and Steering Committee members to agree on which actors to target and what political incentives would spark their interest in the HLM.

Several key developments can inform this approach, including:

- Development effectiveness is a key priority for **DAC members**. They are spearheading a modernised interpretation of the effectiveness principles for the DAC's own policies, practices and systems in line with their changing operating environment and requirements.
- The substantive work with **Southern Providers** in the current Work Programme will lay a basis to engage with the growing number of providers of South-South Co-operation and dual countries. This can be a basis to mobilize and motivate **middle-income countries** to engage, including identifying a representative future Co-Chair for "dual countries" and exploring how to address their specific interests in the future work programme.
- New convergence around specific effectiveness topics may provide openings for exploring new strategic engagement with **BRICS** strategically, including the **BRICS-led New Development Bank**.
- Convergence with **World Bank** priorities, based on their recently updated diagnostics of the "Aid Architecture in a Changing Landscape" which calls for further research on the impact of increasing aid proliferation and fragmentation on aid effectiveness and efficiency.
- Regarding **climate finance**, there is increased recognition of the importance of effectiveness in many national administrations, especially post-COP26. This provides a specific opening for engagement of a different group of actors.

The Road to the High-Level Meeting will also be accompanied by **communication campaigns** that explain the value added of greater development effectiveness for different players in different contexts while putting the Global Partnership centre-stage and synonymous with talk of partnerships, SDG17, COVID response and meeting the 2030 Agenda.

Dedicated events for consultations on the outcome document of the High-Level Meeting are expected to take place throughout 2022. Steering Committee meetings are expected to play a key role in this process, including by providing suggestions for opportunities for consultations within respective constituencies/regions; organising regional preparatory workshops; or using their respective consultation processes to discuss the outcome document. While ensuring the need to consult within their individual constituencies, all stakeholders are also encouraged to reach out to other stakeholders as part of their consultations. To complement the member-led process for consultations on the outcome document, GPEDC's branded side events in the margin of milestone events will also contribute to the preparation of the outcome document. In addition, Co-Chairs will organize a series of thematic online consultations and webinars to discuss selected parts of the outcome document. The dedicated website will be launched in the context of the communications campaign; it is expected that the draft outcome document may be available online in the second half of 2022 to ensure broader inputs.

3. Agreeing on what success looks like

Achieving the above ambitious political outcomes of the HLM needs all Steering Committee Members to communicate, coordinate and rally their political efforts around clear priorities. The below list of success criteria serves the purpose of agreeing on common high-level expectations for the HLM. Achieving success depends on the Co-Chairs as well as members of the Steering Committee:

- **Ministerial-and high-level participation and engagement from across all GPEDC constituencies** in line with overall expectations for stakeholder engagement.

- **The launch of a compelling new vision for effectiveness towards 2030**, captured in a political ‘call to action’ for stakeholders to rally around, and related succinct communication efforts. It must give a clear answer to the question: what’s in it for me?
- **Broad buy-in to the ongoing importance of development effectiveness at country level to deliver the SDGs**. This requires participants to share how lessons from the effectiveness principles are being applied in new and evolving ways of working together, through strong partner country engagement at and in the lead up to the HLM and the sharing of experiences from the Action Areas, Action Dialogues and deliverables from the GPEDC work programme.
- **The launch of critical new policy initiatives** to realize a new political vision, along with clear political ownership to ensure their operationalisation soon after the HLM.
- Open discussions held in the run-up to the HLM to **identify four new GPEDC Co-Chairs** and ideally engage them pro-actively in the HLM preparations several months prior to the HLM.
- Consultations held in the run-up to the HLM to identify **new Steering Committee members for the vacant seats and possible rotation of existing seats**.
- **A hybrid event format** that provides for an **engaging, inclusive and productive GPEDC HLM**, that will be regarded as a success and reference point for similar high-level meetings.

4. Technical outputs

The High-Level Meeting will showcase relevant technical outputs expected through the GPEDC 2020-22 programme of work. The technical outputs and related evidence will illustrate and underpin the new political narrative on the effectiveness of development co-operation. They shall also inform any new policy initiatives as well as new sectoral or thematic work with an effectiveness angle that would be discussed at the HLM.

The GPEDC will launch reports that would capture key findings from the Action Dialogues, the new monitoring framework and process and other GPEDC Action Areas. The monitoring report will give a succinct overview of the reform of the GPEDC monitoring with a forward-looking focus on the launch of the new monitoring framework and process. It could include insights and evidence from countries which piloted elements of the new exercise. In addition, (a) report(s) on ‘Effectiveness in Action’, will give an overarching global commentary on the themes, findings and follow-up actions emanating from the Action Dialogues. The aim will be to convey the state of effectiveness, persistent challenges and emerging trends in the partner countries that led an Action Dialogue and from activities in the diverse Action Areas of the current work programme.

All Action Areas are encouraged to also showcase the result of their work at the High-Level Meeting. The specific format will depend on the nature of the technical outputs of the respective Action Areas (toolkits, guidance, research, webinars, etc.). Action Area leads will be invited to consider appropriate opportunities within the Road to the GPEDC HLM planning for launching their deliverables. All outputs from the Action Areas will also be made available through the Knowledge Platform and on the GPEDC website.

Questions for discussion

How will you be able to support the political track to prepare the GPEDC High-Level Meeting?

On the narrative:

- How can your constituency contribute to a modernised narrative to help put effectiveness to practice at the country level?
- What can the Action Areas and related processes contribute to this narrative?

On the political process:

- Do you agree with the proposed political ambition, including the political deliverables? Are elements missing?
- Which flagship events of the Road to the Effectiveness HLM will you spearhead to shape the political contributions of your constituency and how?
- How can you contribute to achieve the set of proposed success criteria?

On the Outcome Document:

- What critical – ‘burning’ – issues do you expect the political outcome document to address?
- What new policy initiatives should the High-Level Meeting launch?
- What dynamics should be considered for the process of the outcome document?

On the Technical Outputs:

- Do you agree with the proposed reports?
- What do you wish to highlight in the report on the Action Dialogues and Action Areas?
- What do you wish to showcase from the Action Areas in the High-Level Meeting?

PART II: PREPARING FOR THE HIGH-LEVEL MEETING

1. Developing and implementing the “Road to the High-Level Meeting” in practice

Annex 1 provides a more exhaustive draft “Road to the High-Level Meeting”, complementing flagship events with specific consultation opportunities that each Steering Committee member can spearhead, at constituency, regional or global level, as well as any other events that can be led by other partners. Members are invited to consider how to raise awareness and build political consensus in the run up to the GPEDC High-Level Meeting in the events in which they participate. **Steering Committee members are invited to signal which events they are willing to support** and, if relevant, include other events in the online [version of this calendar](#). Opportunities to explore include exchanges through regional bodies,¹ thematic discussions² and with academia.³

The events outlined provide occasions for all constituencies to make political and substantive contributions to a modernised narrative on effective development co-operation. The events also allow stakeholder groups to identify frictions, disagreements, or provocative topics that have political weight that could inform the outcome document, feed into the development of the HLM agenda, signalling further political dialogue is needed.

2. Preliminary logistical considerations for a successful Hybrid event and virtual platform

The right mix of participants...

The objective is to ensure high-level participation – partially in person – of a critical number of Ministers and other high-level representatives, prioritising those development actors that will play a significant role in realising the GPEDC’s ambitious new vision for 2030. Also, meaningful reengagement with important development actors that have disengaged in the past, the BRICS and the IFIs in particular, will have to be explored. Special emphasis should also be placed on key multipliers and networks.

...in an appropriate format that supports a politically attractive HLM Programme?

An appropriate format that enables a meaningful experience for those joining virtually, almost at par with those attending in-person, is a key success factor of the HLM. With the long-term impact of the COVID-19 pandemic in all regions likely to still be unclear by the end of 2022, the format of the HLM should allow for interactive exchanges and decision making so to not lose high-level participation at the last minute. It must be set up to ensure ‘ministerial character’ but also be nimble, with limited carbon footprint and enough interactive opportunities and concrete initiatives and outcomes to avoid being a ‘talk show only’.

The combination of the political and substantive outputs the GPEDC aims to deliver should guide the development of a HLM programme that attracts both political decision-makers as well as

¹ e.g. AUDA-NEPAD, the Dubai International Humanitarian and Development Conference DIHAD or the EU-League of Arab States HLM, the Ibero-American HLM etc.

² e.g. on LNOB the European Development Days, Conference co-organised by UNRISD, UNICEF and others on ‘New Eco-Social World: Leaving no one behind’.

³ e.g. through Southern Think Tanks including from NeST and CAITEC to reach Southern Partners, as well as others.

practitioners across all constituencies. The HLM agenda should allow for solid political debates that build on success stories and ‘failures’. Agreeing on a preliminary skeleton structure for the HLM Programme now is critical to inform the organizational decisions around the right hybrid format. This requires clarifying the “fit” of specific political and technical outputs with the HLM programme.

In view of these considerations, the HLM could be conceptualised as follows:

- **A series of high-level virtual GPEDC pre-meetings** several days before the HLM and the two and a half days HLM in Geneva.
 - High-level virtual pre meetings/events could include, for instance, a CSO event, a Kampala Principles Forum, a parliamentary day, or thematic topics, organised by respective Steering Committee members and respective constituencies.
 - **High-Level Meeting days (12-14 December)**, organised around a series of plenary roundtables and technical break-out events. Plenary roundtables should balance high-level substantive political discussions on critical effectiveness issues (e.g. critical findings from the ADs) with more process-oriented sessions that e.g. launch the political outcome document or the GPEDC monitoring exercise. Technical breakout events can present and discuss the key guidance produced by the GPEDC’s Action Areas (e.g. the Kampala Principles’ toolkit).
- The event will use a **virtual engagement platform** (e.g. [WHOVA](#), [SCOCS](#), [Socio](#)) for registration, streaming, chatting, polling and networking opportunities that will boost interactivity.
- **There must be a good balance among physically present stakeholders in terms of:**
 - **Constituency and regional representation** must be observed to avoid the impression that any constituency or stakeholder group is dominating. Many of the Ministers could join thematic discussions throughout the week online, with a large share of the audience being able to join online only.
 - **Defining jointly-agreed criteria for inviting actors whose contribution in-person is key.** It could be limited to a broad group of ‘Friends of the GPEDC’ and key advocates of development effectiveness, including: outgoing and incoming Co-chairs, all constituencies represented in the Steering Committee at highest level, all members that lead and are represented in Action Areas and Action Dialogues, and key other actors whose contribution to the agenda is vital. In order to boost the country-level focus this should include a critical number of actors operating at the local level with hands-on experience of effectiveness challenges.

3. Preparing and disseminating a compelling storyline that speaks to different audiences

The high-level communication objectives are three-fold:

1. To **advocate** for the principles of effective development co-operation as basis for working with partners to enable the 2030 Agenda.
2. To **ensure** the Global Partnership is centre-stage and synonymous with talk of partnerships, SDG17 and as a catalyst in COVID response and for building back better.

3. To **engage** diverse development co-operation stakeholders, partners and networks in disseminating Global Partnership’s evidence and work at the country level, ensuring they stay connected in the “Road to HLM” and throughout the HLM3.

Based on agreement at SCM21, key elements for a communications strategy around the HLM are outlined below, including:

- **Strategic communication partnerships:** The JST will work with external expert partners such as **the UN SDG Action Campaign** to develop unique branding, easy-to-understand key messages, innovative videos and interviews, and to disseminate them in timely social media campaigns during key, strategic global fora (as highlighted in Annex 1), engaging and involving diverse development co-operation stakeholders throughout the year. For the HLM, the SDG Action Campaign will also help the JST to create a unique virtual engagement platform for an easy user journey for those joining virtually.
- **Target Audiences:** The effectiveness narrative will be unpacked by various constituency groups including internal networks such as those within the Steering Committee but also external/disengaged stakeholder groups (e.g. BRICS, climate finance actors). A series of exchanges between Co-Chairs and Steering Committee members will be held to tailor the narrative based on insights gathered.
- **Communication Assets & Activities:** Working with internal and external partners, a diverse range of products and activities will be developed and disseminated to enhance communications and outreach efforts in the lead-up to, during and after HLM3. The following products will be branded and designed for the GPEDC HLM:
 - **A leaflet** on the who, what, why now and how of the High-Level Meeting to entice political participation at the highest levels
 - Easy-to-understand **social media content including videos and testimonials** launched at key events in the lead up to HLM3
 - An **online, vertical-style, visual interactive story** (example [here](#)) summarizing the key deliverables of the Global Partnership Work Programme and building new political momentum and narrative toward HLM3
 - **Country pages on the Knowledge Platform** to collect and curate relevant case studies, evidence, blogs and stories
 - Furthermore, the **Global Partnership website and newsletter series** will be actively managed as a hub for the latest information on HLM3.

A successful communications effort will mean:

- **Existing partners and networks** are increasingly engaged in promoting key messages at critical events in the ‘Road to the HLM’
- **New partners and networks** are now involved with the GPEDC and sharing of key messages in the lead up to the HLM, eventually also attending and engaging in the HLM
- More **social media followers** and engagement, and ‘GPEDC HLM’ news in **national and international media**

4. Resourcing the preparation and organisation of the HLM

Switzerland as the host of the HLM will lead the overall organisation in close collaboration with other Co-Chairs. On-site logistic requirement, such as the costs associated with hiring a venue, catering, interpretation services, on-site registration/accreditation process will be covered by Switzerland.

The overall coordination of the programme will be led by the Co-Chairs with support from the JST. However, **the organisation of various sessions of the HLM and preparatory virtual events will be member-led**. This means that the relevant publications/background materials, preparation (e.g. a concept note, run of show, identification of speakers and moderator, etc.) for each session will be led, resourced, and implemented by Action Area leads, Steering Committee members or others.

There are additional resources required over and beyond the costs covered by Switzerland and the minimum support provided by the JST through its core institutional support. **Annex 2** outlines key resource requirements for the HLM. For more detailed information, see the JST updated funding note.

Questions for discussion:

How can you concretely support the Road to the GPEDC HLM?

- Do you have feedback on the proposed “Road to the GPEDC High-Level Meeting”?
- Which events are you willing to lead on and attract your political leadership to?
- How can you help ensure events’ political discussions feature GPEDC’s burning issues?
- With that in mind, how do you foresee your role in these events (planning, participation, side meetings etc.)?

Do you have reflections on the preliminary logistical considerations and its communications material?

- What examples of other hybrid events provide good examples to emulate for the HLM? What virtual reality features do you deem essential for the HLM?
- Do you agree with the contours of the programme including pre-meetings? Do you have other suggestions?
- Do you have specific suggestions on the communications, advocacy and outreach plans?
- What concrete aspects of the Summit preparations are you willing to lead on? E.g. Summit Programme, mobilising high-level participation, Communications campaign, guest posts in the run-up to the Summit, etc.

Annex 1: Road to the High-Level Meeting

Road to the High-Level Meeting (Provisional list with options for Steering Committee member consideration)					
	Date	Milestone Events	International Events	Member-led Events	Tentative timeline outcome document
2021	Nov	18-19 Nov, Busan Forum			
	Dec	15-16 Dec, GPEDC Steering Committee Meeting (SCM)			Initial discussion on scope of outcome document and outline
2022	Jan	23-27 Jan, 5th United Nations Conference on the Least Developed Countries (LDC5) - Launch of the "Road to HLM"	20-23 Jan, World Economic Forum (WEF)	18-19 Jan, DAC Senior Level Meeting (SLM)	
	Feb		22 Feb, Dubai Expo Meeting with Arab Donors	XX, Annual Wings Forum 2022	
	Mar			XX, High Level Forum of Directors General for Development Cooperation	Outline of the outcome document
	Apr	XX, UN Financing for Development Forum (FFD)	22-24 Apr, World Bank Group/IMF Spring Meeting XX, EU-Africa Business Forum	25 Apr, DAC Friends of Foresight	
	May		10-12 May, EBRD 2022 Annual Meeting 24-25 May, Global Meeting of Development Co-operation Providers (with a DAC/SIDS Meeting back-to-back TBC) XX, GPEDC Steering Committee Meeting (SCM)	24 May, 142 nd Inter-Parliamentary Union (IPU) Assembly	Zero draft
	Jun		XX, High-level Committee on South-South Cooperation 26-30 June, World Urban Forum XX, European Development Days	XX, CPDE All Secretariats' Meeting 2022	SC discussion on a zero draft

Jul	5-7 & 11-15 Jun, UN High-level Political Forum on Sustainable Development (HLPF)	XX, Ibero-American HLM 2022	XX, OECD DAC Tidewater Meeting 2022 hosted by Switzerland	
Aug				
Sep	12-14 Sep, Global South-South Development Expo (GSSD) (including regional preparatory fora) 13-27 Sep, United Nations General Assembly 2022	12 Sep, International South-South Cooperation Day XX, 47th IsDB Annual Meeting 2022 XX, Business Call to Action (BCTA) Annual Forum 2022 XX, 14 th BRICS HLM 2022		Revised draft
Oct		3-7 Oct, 15 th United Nations Conference on Trade and Development (UNCTAD15) 14-16 Oct, World Bank Group/IMF Annual Meetings XX, World Cities Day-related High-Level Events XX, World Congress of United Cities and Local Governments Daejeon, Republic of Korea		
Nov	XX, GPEDC Steering Committee Meeting (SCM)	7-18 Nov, UN Climate Change Conference COP28 XX, Effectiveness to Impact International Research Conference		Discussion on the revised Draft and agree on steps for final draft and endorsement at HLM
Dec	12-14 Dec, GPEDC HLM 2022 (HLM3)			
<p>Note: *No dates have been confirmed for events marked with XX (Events are placed in month in which they are most likely to take place)</p> <p>**Additional events for consideration: G20 events Indonesia is planning for 2022; Events organized by Chinese Think Tanks; Delhi Process event led by the RIS in India, Expo 2020 Dubai - Effectiveness of Arab donors in the Swiss pavilion,</p>				

Annex 2: Resource requirements for Preparing the HLM

Activities/Items	TOTAL (USD)	Pledges
Road to the HLM - Stakeholder engagement		
High-Level GPEDC side events and partner country events at the margin of key milestone events	65,053	
3 regional/sub-regional preparatory meetings	170,100	
Political outreach led by Co-Chairs representing partner country governments and NEC	29,160	
<i>Sub-total – Road to the HLM</i>	264,313	
Substantive Preparation		
HLM programme/agenda coordination support	52,800	24,878
<i>Sub-total - Substantive Preparation</i>	52,800	24,878
Communication		
Communication strategy, digital/online communication products	94,877	94,877
Social media campaign	25,094	25,094
Short-term junior consultant support (registration, communications and organization)	20,000	
On-site and printed promo material (banners, guiding stands, HLM3 agenda)	10,000	
Photography and videography	10,000	
<i>Sub-total - Communication</i>	159,971	119,971
Logistics/Operational Support		
- Hybrid Meeting Support		
Virtual engagement platform	84,509	84,509
On-site technical support for hybrid meetings	218,579	
Short-term consultants for registration and logistic coordination	12,000	
- Travel Facilitation Support		
	488,500	
<i>Sub-total – logistic/operational support</i>	803,588	84,509
TOTAL	1,280,671	229,358
Funding Gap	1,051,313	