BACKGROUND DOCUMENT
26TH STEERING COMMITTEE MEETING

Session 2:
Behaviour Change and Uptake of Development Effectiveness
This document serves to inform Steering Committee members’ exchange on how to generate greater political buy-in of all key partners to drive positive change on effectiveness at country level and global learning and accountability. It aims to ensure all members use available instruments and relationships for political outreach, complementing efforts related to the monitoring roll-out and the use of results in action dialogues. The document has two parts:

1. An outline of progress in support of members’ efforts to strengthen strategic partnerships to deliver the new work programme in different contexts (regionally, by constituency etc.).
2. A summary of opportunities for policy action through diplomacy, dialogue and advocacy, using the monitoring and the evidence it generates and linking it to country-level action.

Each Co-chair and Steering Committee member is responsible for mobilizing their constituencies and peers, relevant bodies and partners in support of driving all core activities of the work programme. In line with the roles and responsibilities of new TORs agreed in Geneva, members are expected to support partner country governments in leading the monitoring, inclusive dialogues and follow-up action at country level and engage organisations with extensive country-level reach. This requires advocacy and outreach to raise awareness and energize constituencies at country level while taking action to ensure that stakeholders live up to commitments made in Geneva, including at the global level and based on monitoring findings. Members are expected to continue consulting their constituencies actively on decisions of the Steering Committee and share related information and convey constituency feedback as they represent their constituencies in the Committee.

Steering Committee members are both champions and influencers. In order to live up to these roles, members have to lead by example, applying the effectiveness principles in modernized ways across their own policies and operations, strategically and prominently raise effectiveness challenges and good practice, drive the monitoring and dialogue at country level, strategically use their networks to influence and raise awareness of effectiveness and advice on what impactful advocacy plans look like to harness the monitoring results and resource the GPEDC’s work in the long-run. With this, they have a prominent and special role within their own constituencies and in interaction with others.

**Part 1: Strategic Partnerships: Strengthening a constituency-based delivery model**

Steering Committee members use the constituency-based delivery model to coordinate and generate buy-in to the activities of the GPEDC. As indicated in annex 1 of the TORs of Co-Chairs and Steering Committee members, these members represent specific constituencies and are tasked to reach out to them and generate inputs they bring to the Steering Committee for debate. The ‘strategic partnerships’ identified in the 2023/24 Action Plan of the GPEDC Work Programme are an opportunity to animate these different constituencies, in line with the TORs, and in order to revitalize constituency engagement, including through partner country or regional caucuses that build on existing processes, coordination mechanisms within constituencies, or other regional coordination. The GPEDC work programme also offers the opportunity to forge engagement with communities through thematic initiatives, though these are member-led and require resourcing.

Strategic partnerships are important for members to activate constituencies and generate behaviour change and uptake of development effectiveness. The table below is a snapshot of the activities foreseen to strengthen partnerships in areas that are particularly important for the 2023-24 period. Many of these partnerships are geared towards supporting partner country governments around the monitoring and action dialogues.
Table 1: Deepening existing or establishing new Strategic Partnerships (Excerpt 2023-24 Action Plan)

<table>
<thead>
<tr>
<th>Activity/Output</th>
<th>Timing</th>
<th>Lead and Support</th>
<th>Joint Support Team¹</th>
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<tbody>
<tr>
<td>UN development system country level support to monitoring</td>
<td>Continuous 2023-2024</td>
<td>SC members (incl. at country level)</td>
<td>UNDP</td>
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<td>Africa Caucus to identify priorities, discuss engagement and leadership questions, through regular inter-regional and regional meetings and with AU Executive Council and Heads of State (incl. ahead of Steering Committee Meetings)</td>
<td>Continuous, set up in Q1 2023</td>
<td>AUDA-NEPAD and DR Congo</td>
<td>OECD and UNDP</td>
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<tr>
<td>DAC Effectiveness Community at HQ and country level to engage in GPEDC work programme.</td>
<td>Continuous</td>
<td>Sweden, DAC Effectiveness champions</td>
<td>OECD</td>
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<tr>
<td>MDB Working Group on development effectiveness to inform dialogue and action</td>
<td>By Q3 2023</td>
<td>Sweden and IADB</td>
<td>OECD</td>
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<tr>
<td>Dual country engagement (e.g., through ASEAN, G20, UNOSSC, Delhi Process, UNDESA etc.)</td>
<td>Continuous 2023-2024</td>
<td>Indonesia</td>
<td>OECD and UNDP</td>
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<tr>
<td>Global private sector networks (e.g., Global Compact, ICC): to anchor use of Kampala Principles and ensure strong voice in SC</td>
<td>By Q3 2023</td>
<td>Co-chairs, Private Sector SC member, BLCs</td>
<td>OECD and UNDP</td>
</tr>
<tr>
<td>Academia, Researchers and Think Tanks</td>
<td>Continuous 2024</td>
<td>Co-Chairs, SC members</td>
<td>OECD and UNDP</td>
</tr>
<tr>
<td>Asia-Pacific Caucus</td>
<td>2024</td>
<td>Indonesia, Nepal, Philippines, PIFS</td>
<td>OECD and UNDP</td>
</tr>
<tr>
<td>Latin American and Caribbean Caucus</td>
<td>2024</td>
<td>Colombia, El Salvador</td>
<td>OECD and UNDP</td>
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**Strategic partnerships: what is their state-of-play?**

**United Nations development system:** In light of the UN development system reform, from September 2023 the UN Development Coordination Office (UNDCO) has a seat on the GPEDC Steering Committee in place of UNDP, representing the UN Sustainable Development Group. Increasingly since 2018, UNDP has engaged with the United Nations Development Coordination Office (DCO) to ensure Resident Coordinators as well as UN country teams are adequately engaged and equipped to support GPEDC activities. This shift will further catalyse the UNSDG and the full support of all UN entities at country level under the leadership of the UN Resident Coordinators to support GPEDC activities. This includes the ongoing rollout of the 4th GPEDC monitoring exercise.

**Regional Caucuses:** Their ambition is to use existing or emerging opportunities to enable stakeholders at regional level – mainly governments, but potentially also other actors – to exchange on their needs, priorities and proposed actions to improve behaviour to partner and use development co-operation in regional contexts.

- **Africa Caucus:** Based on its mandate to contribute to the accelerated realization of Agenda 2063 and as Africa’s technical interface with its development stakeholders and partners, AUDA-NEPAD is uniquely placed to facilitate dialogue and engagement in Africa around development effectiveness. Using an informal development effectiveness working group, AUDA-NEPAD is coordinating representation of Africa among Co-chairs and in the Steering Committee. The agency submitted a proposal to mobilise resources for regional priority setting, roll-out of the monitoring and political momentum, including the idea of a ‘Africa Development Days’. Discussions on the replacement of the DRC as Co-chair, and filling of the vacant African Steering Committee seat are in progress (as they have to go to the highest political level for decision). Activating the regional caucus is a priority and members should discuss how to support AUDA-NEPAD and African Steering Committee members in this role.

- **Asia and LAC Caucuses:** These are foreseen for 2024 and members from the region are invited to propose approach and milestones (e.g., how to organize discussions back-to-back with other events in the region, whether virtual meetings are an opportunity etc.). It is essential for regional members to jointly discuss priorities and opportunities to ensure low-cost and aligned activities without duplication.

¹ For clarity and simplicity, to the extent feasible only one of OECD or UNDP is listed, per the lead organisation in the JST Division of Labour. However, it should be understood that the non-listed organisation will, as relevant and feasible, contribute and provide inputs to activities and outputs.
DAC Effectiveness: Under the leadership of Sweden, a DAC Effectiveness Sounding Board brings together effectiveness focal points across HQs and country offices to drive progress on implementing the work programme and deliver on the commitments the DAC made at the Summit in Geneva. This includes exploring how to apply the Busan principles in a changing context, highlighting bottlenecks and trade-offs, and offering pathways and best practices as inspiration, in the form of user-friendly guidance. It facilitates sharing of information, collaboration and joint work among DAC members to put effectiveness into practice at country level. In September 2023 the JST provided a technical workshop on how DAC members should engage in the GPEDC monitoring and support the exercise in their partner countries. Going forward, dedicated efforts will be needed to i) continue mobilising heads of cooperation in partner countries to participate in the data collection and subsequent country dialogues; ii) sustain the current political momentum across the DAC throughout the entire monitoring round; and iii) ensure the findings of the monitoring and country-level dialogues inform policy making by the DAC. The inclusion of specific language in the November 2023 DAC High-Level Meeting that commits DAC members to use the evidence from the GPEDC monitoring to review and improve how they partner at country level, is a critical step in this regard.

Multilateral Development Banks: MDBs have a critical role to play in promoting development effectiveness at country level. IDB took over the Steering Committee seat from the World Bank Group at the 2019 SLM. Since then, an informal MDB Development Effectiveness Group, which also had a range of regional banks and IFAD as members, did not meet or exchange. Some members were quite active, e.g., ADB in the context of the Busan Forum. The engagement of regional banks and IFIs in the monitoring at country level is a key priority that requires urgent attention. IDB and Sweden will prioritise this as part of monitoring roll-out and other priorities for multilaterals, including on private sector engagement. Southern development banks could also be mobilized with the help of Indonesia.

Dual Countries: Indonesia has provided new impetus to engaging Southern partners and dual countries on development effectiveness. It reached out to various large dual countries (China, India etc.) in the context of G20, and can be expected to continue to do so (Brazil, South Africa for 2024/25). It also worked with Colombia and the Philippines as regional representatives of dual countries and can discuss opportunities for working with dual countries on development effectiveness with them, including in preparation of the Indonesia-hosted Multi-Stakeholder Partnerships Summit in 2024. Many dual countries, as providers, do not have country offices in partner countries, and their engagement in donor coordination with DAC members at country level is therefore more complicated.

Non-Executive SC members: The 4th Co-chair coordinates among six, diverse non-executive Steering Committee members – civil society, trade unions, parliaments, foundations, private sector and local governments. This is in line with TORs, focused on information sharing and identification of opportunities. The six members are engaging with different intensity and rationales, with some more active around high-level meetings to influence policy making around their priority positions. The coordination effort for the 4th Co-chair is considerable, and requires adequate resources.

Private Sector: Private sector engagement is done on two levels: through the Steering Committee members, with the Global Compact and CIPE sharing a seat; and through the PSE Thematic Initiative and a Group of Friends of the Kampala Principles. The Steering Committee members are not expected to consult ‘the private sector’ given its vastness, but to coordinate through their own network to ensure engagement in the Kampala Principles Assessment as part of the GPEDC monitoring, and raise awareness of effective private sector engagement in countries. Global and regional policy dialogue is also a priority (see Busan Forum session, for instance). The Group of Friends is an informal multi-stakeholder group to

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2 Engagement could be explored with: BRICS New Development Bank (NDB); Asian Infrastructure Investment Bank (AIIB); China Exim Bank, Caribbean Development Bank CDB, CAF Development of Latin America; Development Bank of Southern Africa (DBSA) etc. Note that some of these also have DAC members as shareholders.
promote the Kampala Principles and help deliver the work plan of the TI PSE that focuses on behaviour change at country level.

**Academia:** Specific engagement of experts and think tanks is taking shape in the context of events (Busan Forum etc.) and analytical work (including in thematic initiatives). It can build on a strong but loose network of researchers, including those engaged in the previous action area 1.1. led by the European Commission. More systematic engagement of academia in future is a priority but requires a decision on who is leading this effort.

**In conclusion, the constituency-based delivery model has some gaps that require collective attention.** Some Steering Committee members face challenges in executing their functions. On the one hand, Co-chairs have had more bilateral exchanges with individual members to better understand how to help them build capacity or clarify expectations, representational roles etc. compared to the past. The non-executive Co-chair also continues to coordinate among its constituency. Yet, some gaps remain in terms of membership (e.g., an African seat is empty since its creation at HLM2). The limited number of (10) responses to the priority survey for the progress tracker attest to uneven member engagement.

**The success of different strategic partnerships depends on dedication of a critical mass of key players, on different levels.** Each strategic partnership, as described above, hinges on a functioning constituency-based delivery model for the constituency it supports. As vehicles for political outreach, strategic partnerships can also be used to improve stakeholder engagement, and a constituency-based delivery model. A clear objective and set of policy messages are critical for their success (for this, see next section).

**Regional support to partner countries remains important.** Coordination and engagement among partner country governments can greatly benefit from the support of regional organisations. Regional action on effectiveness can also be pursued through regional caucuses or dialogue driven by partner country governments and regional organisations, and members are invited to identify specific opportunities for this for 2024 as the monitoring is further being rolled out.

### Part 2: Opportunities for political action

2023 was a strong year for the Partnership’s work promoting development effectiveness, and how it links to sustainable development ambitions. Steering Committee members and other partners joined Co-chairs in leading advocacy around our work, on the ‘stage’, in print, and in digital media, reaching the Partnership’s 8,000+ strong audience of decision-makers, practitioners, and fellow advocates. These efforts provide an excellent base for building on in 2024, to continue to reach new partners.

**Events of 2023 included:**

- The Partnership’s side event to the 2023 Financing for Development Forum in April, on *A New Way of Monitoring Development Co-operation: Towards Multi-Stakeholder Dialogue*, led by Ministers from Indonesia and the Republic of Korea.
- The GPEDC side event in the margins of the High-Level Political Forum (HLPF) in July, led by Ministers from Indonesia and the DRC, on *Prompting Action: How Multi-Stakeholder Partnerships Lead to Change at Country Level*, re-enforced by interventions in HLPF plenary sessions from Indonesia, on how they are connecting the monitoring exercise to work on an Integrated National Financing Framework.
- Positioning effectiveness in events around the opening of the UN’s General Assembly in September, including in the launch events of 2023 Philanthropy Tracker (September, spearheaded by Switzerland), and the annual Financing of the UN Development System Report.
(October, with a contribution by the Ministerial Co-chairs of the Partnership, and a presentation by Sweden).

- Engagement in the G20 Development Working Group meetings.

Publications in 2023 included:

- The Partnership’s Co-chairs made a written contribution to the proceedings of the HLPF.
- The Joint Support Team provided inputs to the Financing for Sustainable Development Report 2023 (FfSD report), which, in turn referenced the effectiveness principles.
- And Co-chairs also furnished a Ministerial contribution to the Financing of the UN Development System Report, launched in October across five cities.

Digital and social media communications in 2023 included:

- 18 guest blogs, from partners from the CSO Partnership to Development, to AidData, to the Open Global Rights Group, to the Lily School of Philanthropy, to name just a few.
- Four ‘stories of progress’ from the country level, as members gear back up for the monitoring exercise.
- 11 newsletters, maintaining an open channel with the Partnership’s public audience.
- The development of six sets of thematic messages, and corresponding social media cards for promoting relevant events.
- Work securing a Google Ad Searches ‘development grant’ for promoting the Busan Forum, and related materials.
- An active presence on social media platforms, focused on X/Twitter, and LinkedIn.
- The work noted above built on a basic approach to communications work agreed by the Partnership’s ‘comms reference group’, which sought expert inputs into how the Partnerships communicates with a broader audience, and included colleagues from a wide range of partners, including Government officials, CSO advocates, the Centre for Global Development, and the Dag Hammarskjold Foundation.

Looking ahead at 2024
Efforts in 2023 provide a clear and ambitious template for what can be achieved over the course of 2024. An added strength for upcoming efforts will be that from Q2 of 2024 the Partnership will have new evidence from the monitoring exercise to draw upon, and new messaging based on that evidence.

Promoting this messaging will require on-going diplomacy, dialogue, and active advocacy by all Steering Committee members, utilizing existing materials (thematic messages as noted above, as well as previous partner-specific material developed over 2022) and new materials developed in coordination with partners providing their own leadership in critical forums. Strategic opportunities, at each of the global, regional, and national levels, include:

Global level:

- Working with critical partners engaged in existing processes (from UN forums to G20 events and beyond) to leverage the work already going into side events and stand-alone presences, by connecting with organizers, and ensuring effectiveness issues are brought into plenary sessions and reaching still-wider audiences. This is happening to an extent (through key partners and members) but a more concerted effort could also advocate structurally, making the case for the effectiveness principles in the programmes of events, in much the same way that the effectiveness and quality of international development cooperation have become standing items in the FfSD report. Lessons from past (side) events and upcoming priorities (Summit of the Future, LLDC, SIDS, FFD 2024 and 2025 conferences) should inform this.
• Promoting monitoring results in global reporting forums, including in SDG Voluntary National Reviews, and related processes.
• Development partners and non-executive stakeholders remain critical for global advocacy and outreach priorities of the Steering Committee. They are expected to use their own offices to raise awareness and promote evidence-based dialogue on development effectiveness in line with agreed communication and outreach priorities.
• DAC effectiveness work will continue to focus on engaging in and using the monitoring for dialogue and political outreach with partners.

Regional level:
• The 2021 GPEDC Review recommended to use some regional platforms and coordination mechanisms more and better. This requires clarity on what they can contribute and how they can serve as ‘glue’ between global and country level.
• Actors at the regional level can use strategic partnerships (see above) – conceived as part of existing processes –, to link effectiveness with regional priorities and foster peer learning, notably around the emerging GPEDC monitoring evidence (e.g., AUDA-NEPAD, PIFS and other regional bodies or regional development banks etc.).
• Opportunities include the Multi-stakeholder Partnership Summit in Indonesia (either as regional or global priority), the ‘Africa Development Days’ proposed by AUDA-NEPAD in their resourcing proposal, as well as the OECD Development Assistance Committee (OECD-DAC)’s various events and outreach and engagement activities. Other opportunities should be explored by region (e.g., with IDB, Colombia, El Salvador in LAC region etc.). Proposals by members will help shape the calendar and decisions on whether to position one or several of these meetings as or in lieu of GPEDC Senior Level Meeting(s).

Country-Level:
• All members play a role in supporting the monitoring and follow-up at country level, including by raising awareness among their constituencies at country level, honouring the leadership of the exercise by the partner country governments.
• Development partners and non-executive stakeholders can be mobilized through Steering Committee members to support the monitoring roll-out, follow-up actions and thematic initiatives in countries.
• Capacity and support for this is critical, including through trainings and regional efforts.

Questions for Discussion and Action
• What challenges, beyond resourcing, do you experience in engaging stakeholders in ‘strategic partnerships’, understood as efforts that are nimble and build on existing efforts at all levels?
• How can these challenges related to ‘strategic partnerships’ be addressed to drive political outreach and engagement and empower partner country governments and stakeholders?
• What are the most important national and international forums for promoting monitoring results?
• Where do members see opportunities to embed and align development effectiveness advocacy in the ECOSOC calendar, G20 calendar, and elsewhere? And how can this be done in a way that drives ownership of the effectiveness principles, as a structural part of those processes?