

ARRANGEMENTS FOR JOINT OECD-UNDP SUPPORT TO THE GLOBAL PARTNERSHIP FOR EFFECTIVE DEVELOPMENT CO-OPERATION

Overview of support activities and remaining resource requirements for 2013-14

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This note explains how UNDP and the OECD work together to support the functioning of the Global Partnership for Effective Development Co-operation. It builds on consultations with the range of stakeholders involved in the Partnership over the course of 2012.

At this stage, a funding gap of USD 1.7 million remains in respect of the UNDP-executed activities in 2013, which emphasise country-focused support. Closing this gap is essential if the joint team is to play its role in facilitating meaningful developing country engagement in the Global Partnership.

Governments and organisations interested in contributing to this work are invited to contact UNDP:

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I. BACKGROUND: THE GLOBAL PARTNERSHIP FOR EFFECTIVE DEVELOPMENT CO-OPERATION

The Fourth High-Level Forum on Aid Effectiveness (Busan, Korea, 2011) marked a significant step forward in international efforts to improve the effectiveness of development co-operation. Its outcome document, endorsed by a wide range of governments, organisations and non-state actors, commits stakeholders to establishing a Global Partnership for Effective Development Co-operation to provide a space for political dialogue around the implementation of commitments, supporting international accountability. The Busan Partnership document (BPd) recognises the importance of sustaining political momentum to ensure that commitments are implemented, and reflects a broad consensus among the international community that follow-up efforts should be “country-focused” and “globally light”.

The BPd invites the Organisation for Economic Co-operation and Development (OECD) and the United Nations Development Programme (UNDP) to “support the effective functioning of the Global Partnership, building on their collaboration to date and their respective mandates and areas of comparative advantage.”

The OECD and UNDP have an established track record of close collaboration in some of the thematic areas addressed by the Global Partnership. Examples of such collaboration to date include partnership in the design and implementation of the global surveys on monitoring the Paris Declaration on Aid Effectiveness and the Principles for Good International Engagement in Fragile States and Situations; collaboration in the context of the UN Development Cooperation Forum’s work on mutual accountability; joint efforts in the facilitation of knowledge exchange and dissemination of policy guidance in specific thematic areas (e.g. climate finance and environmental impact assessment), and operational support to the functioning of the Working Party on Aid Effectiveness (WP-EFF).

II. THE GLOBAL PARTNERSHIP’S SUPPORT NEEDS

The OECD and UNDP will continue to refine their strategy and package of support for the Global Partnership as the work led by its Steering Committee evolves. The Global Partnership will meet in full at the ministerial level every 18-24 months, with the Steering Committee meeting more frequently to play a strategic agenda-setting role. The Committee met for the first time on 5 and 6 December 2012 (London). The agreed functions set out in Table 1 offer a starting point for the identification of support needs in more detail.

Ministerial-level meetings	<ul style="list-style-type: none">• Review progress in implementation of Busan commitments, ensuring continued political accountability.• Address key issues arising from country-level evidence, using problem-solving / thematic / context-driven approaches.• Share experiences on different modalities of development co-operation with a view to providing guidance for more effective development co-operation based on lessons learned.• Explore emerging opportunities for effective development co-operation.• Endorse Steering Committee membership.
Steering Committee	<ul style="list-style-type: none">• Steer the work of the ministerial-level meeting, including strategic priorities and agenda.• Act as ambassadors of the Global Partnership to other international / regional processes.• Guide the work of the Secretariat, including support for accountability and reporting to the ministerial level.• Undertake other tasks as may be directed during the ministerial-level meetings.

Source: based on the mandate of the Global Partnership endorsed at the WP-EFF in June 2012 [DCD/DAC/EFF(2012)7/REV1].

The OECD and UNDP will be called on to deliver light global support functions. On the basis of discussions and feedback to date, the two organisations could be expected to deliver the following outputs over the first two years of the Partnership's existence (2013-2014):

1. **Develop, refine and implement a global methodology for monitoring the implementation of BPD commitments.** Both organisations are collaborating to refine the indicators and channels through which global monitoring will be undertaken, based on the agreement reached at the WP-EFF (June 2012). "Helpdesk" support will be provided to stakeholders to assist in the implementation of the agreed methodologies and processes for monitoring across participating countries and organisations.
2. **Produce and disseminate relevant analytic work – including regular global reports based on monitoring of the BPD – to inform political dialogue and facilitate knowledge sharing.** Ministerial-level meetings of the global partnership will be informed in part by evidence of progress and challenges in implementing Busan commitments. While members would be expected to make substantive contributions to the preparation of such dialogue, it is also expected that the OECD and UNDP play their roles in generating relevant analytic work to inform the work of the Global Partnership. This includes regular reports on progress in the implementation of the BPD, based on evidence gathered through the internationally-agreed monitoring process. In many thematic areas, members of the Global Partnership possess analytical expertise. The OECD and UNDP would play a role in bringing together and synthesising existing evidence on relevant issues, undertaking new analytic work where there is demand for this, and facilitating the exchange of knowledge on relevant issues.
3. **Provide advisory support on the implementation of partnership and accountability frameworks in developing countries,** facilitating the exchange of knowledge and good practice across countries. The BPD places an emphasis on strengthening mutual accountability at the country level. While responsibility for implementing these frameworks lies primarily with developing country governments and their partners, there is a need for support that would help country stakeholders to access good practices and exchange knowledge and experiences in this area. This demand is consistent with the Busan commitment to "support initiatives at the national and regional levels led by developing countries that strengthen capacities to monitor progress and evaluate the impact of efforts to improve development effectiveness".
4. **Organise ministerial-level meetings of the Global Partnership.** Both organisations will be called on to play a lead role in organising ministerial-level meetings of the Global Partnership every 18-24 months. In addition to generating content and analysis (as outlined above) to inform the meetings, the two organisations are expected to lead a range of substantive, strategic and logistical activities (in close collaboration with the host country or organisation).
5. **Deliver secretariat and advisory services to the Steering Committee and co-chairs, supporting their day-to-day functioning.** The Steering Committee brings with it support needs that are both advisory and administrative in their nature. The OECD and UNDP have been tasked to provide secretariat services to the Committee (substantive preparation for meetings, record-keeping, operational support) and to provide strategic advice to the co-chairs and committee members. This is also likely to involve a degree of operational support to some developing country members (facilitating outreach and engagement; funding travel costs).

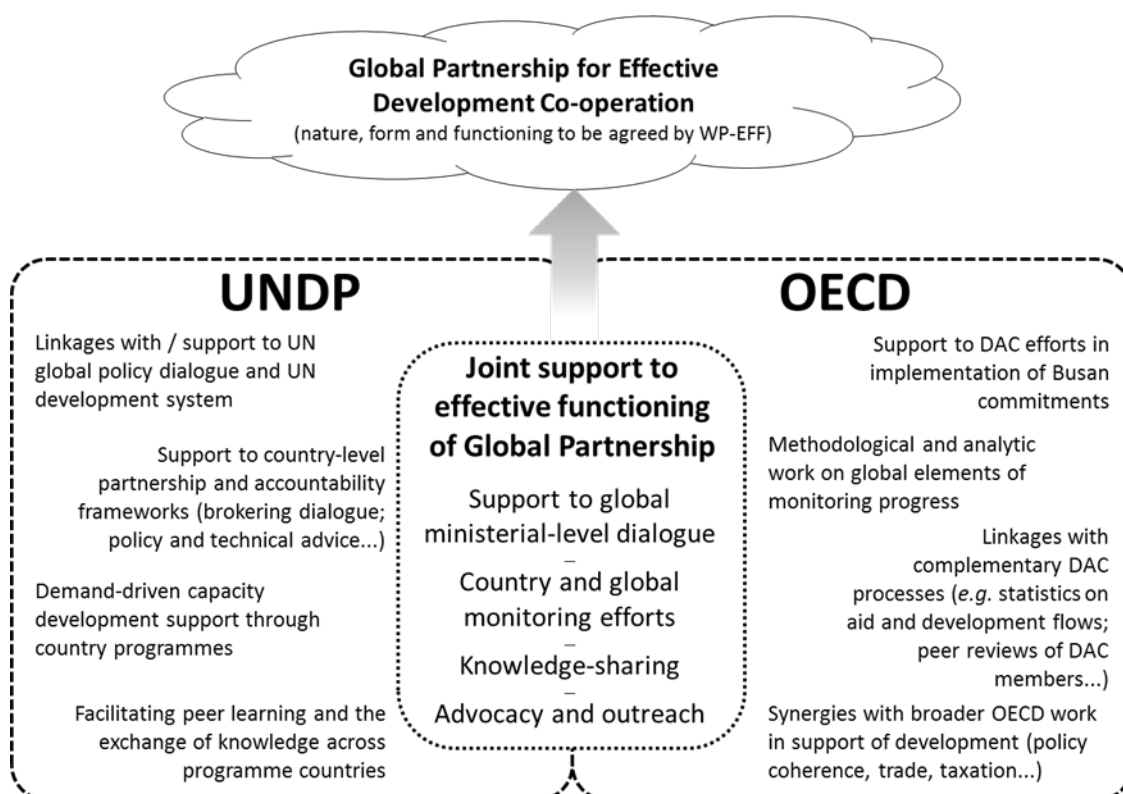
III. JOINT STRATEGY AND DIVISION OF LABOUR

The OECD and UNDP have an established track record in collaborating to support a range of global initiatives. The two organisations have developed a joint programme of support to the Global Partnership, which acts as a basis for collaboration between the two organisations as they meet the needs outlined above (and any other needs that may be identified over time). In addition to implementing such a programme, the plurality of the organisations’ roles and mandates means that each organisation will engage with the Global Partnership on behalf of its respective members and constituencies (for example, UNDP will engage UNDG members as appropriate).

The OECD and UNDP will work within their existing institutional structures – with staff from both organisations co-ordinating closely with each other – to implement activities foreseen under the joint programme. Consultations suggest that there is broad support for this approach, which avoids setting up a secretariat as a distinct organisational entity (see section IV below for a more detailed overview of management and implementation arrangements).

The activities undertaken by each organisation build on their existing work and comparative advantage (Figure 1), with UNDP placing a particular emphasis on supporting country and regional-level efforts and leveraging its existing capacities and expertise in this area, as well as its ability to strengthen linkages with UN policy dialogue and the UN development system. Drawing on its experience and analytic capabilities, the OECD will lead work on the development and implementation of a global framework for monitoring the implementation of Busan commitments, and will also support Development Assistance Committee (DAC) member countries in implementing their commitments.

Figure 1 – Key areas of OECD-UNDP collaboration in support of the Global Partnership



An overview of typical activities and the division of responsibility for implementing these across the two organisations is presented in Table 2 overleaf. At this stage, areas of activity have been identified under each output in a way that allows a degree of flexibility. This is consistent with consultations to date, which have emphasised the need for flexibility to adapt to evolving demands over time.

Table 2: Overview of support activities and division of labour between OECD and UNDP

Output of joint OECD-UNDP support	Areas of activity	Lead organisation
1. Global methodology for monitoring the implementation of BPd commitments is developed, refined and implemented.	• Advisory support to country-level monitoring efforts and country-level analysis and reporting.	UNDP
	• Develop and support global-level methodology; regular aggregation, analysis and publication of results.	OECD
	• Liaison with relevant UN monitoring initiatives.	UNDP
	• Virtual “helpdesk”, responding to queries from stakeholders and providing a troubleshooting function.	OECD/UNDP
2. Relevant analytic work is produced and disseminated to inform political dialogue and facilitate knowledge-sharing.	• Dissemination and communication activities relating to global evidence.	OECD/UNDP (depending on target audience)
	• Ad-hoc analytic work undertaken on key themes of interest the Global Partnership (usually drawing on existing evidence and providing a light “horizon scanning” function to feed political dialogue with relevant substantive material), <i>e.g.</i> : <ul style="list-style-type: none"> ○ National-level mutual accountability; country experiences; aid management practices. ○ Donor policies and practices; international aid architecture and allocation issues etc. 	UNDP OECD
3. Advisory support on the implementation of partnership and accountability frameworks in developing countries.	• Provide demand-driven policy advice and technical assistance to developing countries focused on co-operation policies and partnership and accountability frameworks.	UNDP (primarily resourced through country programmes)
	• Support regional knowledge-sharing and backstop country initiatives through advisors located in regional centres.	UNDP
	• Participation in analytic and advisory work on an ad-hoc basis by HQ-based staff (e.g. where work is of a pilot nature, of special interest to the Global Partnership, or can inform international efforts...)	OECD/UNDP (depending on substantive area of demand and expertise)
4. Ministerial-level meetings of the Global Partnership organised.	• Substantive preparations for ministerial-level meetings	OECD/UNDP
	• Support to operational and management activities	OECD/UNDP
	• Communications and outreach activities (including maintaining an online presence for the Global Partnership)	OECD/UNDP
	• Facilitation of travel for developing country participants	To be confirmed
5. Secretariat and advisory services to the Steering Committee and co-chairs.	• Substantive and operational preparations for Steering Committee meetings (agenda-setting, preparation of materials, presentations, summaries, follow-up on agreed actions, management of meeting logistics...)	OECD/UNDP
	• Advisory support to Co-Chairs	OECD/UNDP
	• Communications and outreach activities	OECD/UNDP
	• Facilitation of travel for developing country participants	UNDP

IV. MANAGEMENT ARRANGEMENTS

One programme executed by two organisations

The approach outlined above emphasises collaboration and division of labour across existing structures within the OECD and UNDP. This model limits administrative costs and offers the potential for greater flexibility in the leveraging of expertise from across both organisations to support the Global Partnership. A joint OECD/UNDP team is already functioning, but existing funding gaps must be closed for it to deliver on the package of support outlined above, particularly with regard to support for country-level implementation and evidence.

OECD-led activities are being implemented by a team within its Paris-based Development Co-operation Directorate. In line with the globally “light” approach to the support function, resources provided to the OECD through its Programme of Work and Budget represent a significant reduction from pre-2013 levels, with the expectation that additional resources – particularly for work focusing on the country and regional levels - are channeled to UNDP.

UNDP has established a cross-cutting team to support the Global Partnership, anchored across several of its bureaux (Bureau for External Relations and Advocacy, Bureau for Development Policy and Bureau for Crisis Prevention and Recovery) and regional centres, the latter playing a key role in linking efforts with country-level support in which UNDP and other stakeholders are engaged. These light global and regional support functions complement and strengthen country-level support activities which may be funded through UNDP country programmes and other mechanisms.¹

Reporting and oversight arrangements

The OECD and UNDP will together report to the Steering Committee of the Global Partnership on the implementation of their respective components of the joint programme, with the Steering Committee guiding the work of the two organisations in support of the Global Partnership.

Responsibility for financial reporting, oversight, and the day-to-day management of staff engaged in support activities lies with each organisation and in turn its respective governance structure. Regular dialogue among the two organisations at the senior level will complement ongoing collaboration and regular meetings among staff directly engaged in support activities within both organisations.

V. RESOURCE REQUIREMENTS

Overview of costs

The estimated cost to both organisations for supporting the Global Partnership is USD 7,757,826 for the two year period January 2013 to December 2014. This is equivalent to approximately USD 3.9 million per year. Over the course of the two-year period 2013-14, the cost of OECD-executed activities is estimated at USD 3.7 million, while the cost of the activities executed by UNDP is estimated at USD 4.0 million.

An estimate of the cost of achieving each output identified in the main concept note is provided in Table 3 below.

Resources for OECD-executed activities are channelled through the DAC’s Programme of Work and Budget, while UNDP-executed activities should be financed through contribution agreements (voluntary contributions) with interested partners.

¹ For reference, UNDP currently delivers support totaling approximately USD 18,000,000 per year to country-level initiatives that aim to improve the effectiveness of development co-operation through its country programmes.

Table 3: Estimated costs – Joint support team activities 2013-2014 by output (all figures in USD ^{a)})

Output (based on Table 2 above)	2013			2014		
	OECD	UNDP	Total	OECD	UNDP	Total
1. Global methodology for monitoring the implementation of BPd commitments is developed, refined and implemented.	752,048	516,810	1,268,858	653,858	516,810	1,170,668
2. Relevant analytic work is produced and disseminated to inform political dialogue and facilitate knowledge-sharing.	329,351	314,580	643,931	318,328	314,580	632,908
3. Advisory support on the implementation of partnership and accountability frameworks in developing countries. ^b	92,520	426,930	519,450	96,278	426,930	523,208
4. Ministerial-level meetings of the Global Partnership organised. ^c	434,332	280,875	715,207	83,985	280,875	364,860
5. Secretariat and advisory services to the Steering Committee and co-chairs.	329,352	476,364	805,716	636,656	476,364	1,113,020
<i>Grand Total</i>	<i>1,937,604</i>	<i>2,015,559</i>	<i>3,953,163</i>	<i>1,789,104</i>	<i>2,015,559</i>	<i>3,804,663</i>

Notes:

- Estimated costs for OECD-executed activities are the same as those featuring in the DAC's proposed Programme of Work and Budget 2013-14, shown here in USD for ease of reference. Exchange rate: 1 EUR = 1.242 USD.
- Most resources in this area are provided through UNDP country programmes and as such these are *not* included in the costing presented here, which is limited to the global and regional support functions that complement and strengthen country-level support activities.
- Note that this estimate does *not* include the costs associated with the venue, major logistics and participant travel for a ministerial meeting, which would depend in part on hosting arrangements and would likely require the mobilisation of additional resources outside this framework.

Remaining funding requirements and priority actions

OECD/DAC members have confirmed support for the OECD-executed activities costed above through the OECD's budgeting process. In doing so, they noted the need for both sides of the joint team to be fully financed to enable full implementation and leverage fully the synergies presented by this collaboration.

UNDP now faces a major funding shortfall, and is seeking voluntary contributions to ensure full financing of the country-focused activities within the joint programme. UNDP has received pledges totalling approximately USD 300,000 in respect of the activities above for 2013 with a funding gap of 85% of the 2013 budget remaining (and no funding as yet identified for 2014).

The success of the Global Partnership depends on strong engagement on the part of developing countries, both in the implementation of commitments at country level, and through active participation in the global dialogue. Funding needs to be secured early 2013 to enable UNDP to:

- **Deliver support for country-level monitoring** and evidence-gathering on Busan commitments;
- **Put in place a “helpdesk” function to advise countries** in the implementation of Busan-relevant accountability frameworks;
- **Enable political dialogue among developing countries** (both within and across regions) so that they exercise leadership in the work of the Global Partnership, and exchange experiences and best practices (*e.g.* through workshops and regional consultations led by developing country members);
- **Support the attendance of developing country representatives at Steering Committee meetings;**
- **Put in place a web site and online collaboration space** for the Global Partnership, increasing its visibility and facilitating information sharing.
- **Support preparations for a ministerial-level meeting of the Global Partnership in 2013.**

Stakeholders interested in providing voluntary contributions are invited to contact UNDP (see cover page).