

Enhanced Effectiveness at Country Level

Summary of Pilot Focus Areas

Nine country pilots are being undertaken under Strategic Output 1 of the 2017-2018 Work Programme of the Global Partnership for Effective Development Co-operation (GPEDC). The objective of these pilots is to support increased effectiveness at country level and to demonstrate the positive impact of effective development co-operation and the achievement of national, regional and global development goals. The focus and design of the pilots varies from country to country, depending on country context. They will draw on the GPEDC's ability to connect country-level evidence with global policy dialogue and commitments, promoting responsive behaviour change on the part of all development stakeholders. The overall aim of the pilot approach is to understand the types of activities taking place, to document best practices and collect and analyse evidence, developing stories around effectiveness efforts.

The pilots are being supported by the European Commission (supporting pilots in Cambodia, El Salvador, Kenya and Malawi) and the Government of Germany (supporting pilots in Bangladesh, Georgia, Mexico, Rwanda and Uganda). For additional information on EC-supported pilots, please contact Ms. Veronica White (veronica.white@vjwinternational.com). For additional information on German-supported pilots, please contact Ms. Tanja Kasten (tanja.kasten@giz.de).

Bangladesh

Bangladesh's Vision 2021 outlines the country's long-term social and economic goals. Its long-term vision is further articulated through the Perspective Plan, covering the period from 2010 to 2021 and charting a roadmap for poverty reduction and accelerated growth. These long-term planning documents are accompanied by medium-term development plans. The Seventh Five-Year Plan, covering the period from 2016 to 2020, provides specific targets, along with roles and responsibilities, for achievement of development goals.

As part of the Government's effort to implement its development plan, it established a Development Effectiveness Wing (DEW) with the Economic Relations Division (ERD) within the Ministry of Finance. The goal of this team is to strengthen formal dialogue between the Government and its development partners. A number of mechanisms are in place to support coordination and dialogue, including the Joint Cooperation Strategy (JCS), which covered the 2010 to 2015 period. The JCS highlights the Local Consultative Group (LCG) mechanism as a means to facilitate regular dialogue between the Government and development partners on the country's development challenges, national plans and strategies and new development initiatives. The Government is currently finalising a National Policy on Development

Cooperation (NPDC), that will guide more effective, transparent and accountable co-operation going forward.

Despite these measures taken to strengthen effectiveness, challenges remain. These include limited country ownership and a lack of inclusiveness within the LCG. The pilot will address these challenges by bringing together relevant stakeholders in a two-part workshop series. The first workshop will use GPEDC monitoring results to explore key challenges in country ownership and the second will examine how to meaningfully include southern partners, civil society and the private sector in the LCG. The expected outcome of both workshops is a set of recommendations to be taken forward by the Government.

Cambodia

The Cambodian medium-term development policy is outlined in the National Strategic Development Plan (NSDP), 2014-2018. Implementation of the NSDP is supported by the Development Cooperation and Partnerships Strategy (DCPS), 2014-2018, which highlights principles and identifies goals for the effective management and monitoring of development co-operation in the country. It covers a wide range of partners, including bilateral and multi-lateral partners, South-South Co-operation providers, civil society organisations and the private sector.

In line with the vision of the NSDP and the DCPS, European development partners active in Cambodia – the European Union, Czech Republic, Finland, France, Germany, Ireland, Italy, Sweden and the United Kingdom – established the European Development Cooperation Strategy for Cambodia, 2014-2018. The goal of the Strategy is to ensure development co-operation is delivered effectively, in line with country priorities and in a coherent manner.

As the lifecycle of the current European Development Cooperation Strategy for Cambodia comes to a closure, the GPEDC pilot will analyse whether the Strategy was successful in increasing the effectiveness of European co-operation in the country and enhancing development results. It will look at whether the Strategy: (i) contributed to increased coherency and complementarity of participating partner support; (ii) promoted the use of country-level data, captured in various aid management platforms, to inform development activities; (iii) fostered inclusive dialogue between the Royal Government of Cambodia and development stakeholders, including civil society and the private sector; (iv) enhanced capacity of various stakeholders to engage in dialogue; and (v) improved overall coordination among development partners. The intended result is an analytical piece that highlights good practices in enhancing effectiveness at the country level.

El Salvador

Following the 2009 adoption of the Paris Declaration, the Government of El Salvador has taken a number of strategic actions to mainstream the principles of effective development co-operation in the implementation of development plans. This included the drafting of the Agenda Nacional de Eficacia de la Cooperación para el Desarrollo (National Agenda for Development Cooperation Effectiveness), which outlined five priority actions, including the development of the Plan Nacional Para la Eficacia de la

Cooperación (National Plan for the Effectiveness of Cooperation), covering the period from 2012 to 2015. This Plan included a series of commitments for effectiveness, as well as a joint assessment framework.

To further take forward the commitments of the above-mentioned plan, the Government has taken measures to strengthen coordination with its development partners. Since 2010, the Tripartite Commission has provided a space dialogue between the Government and civil society on sectoral and programmatic development issues. In April 2015, it established the Global Dialogue Table, which provides a space for dialogue on strategic political issues related to development.

To continue advancing in implementation of effectiveness commitments, as a key driver of development outcomes, the Government of El Salvador has identified a number of priority actions. A major piece of work in this area will be establishing a second National Agenda for Development Cooperation Effectiveness, including a second National Plan for the Effectiveness of Cooperation, that will renew and update national effectiveness commitments. As part of this, the Government is planning to undertake an evaluation of the National Agenda for Development Cooperation Effectiveness. In line with the timeline set out by the Government, the following activities will be supported by the pilot: (i) an evaluation of the current National Agenda for Development Cooperation Effectiveness; (ii) an analysis of current effectiveness commitments to identify key challenges that will inform the design of the next National Agenda; and (iii) bringing together stakeholders to discuss the way forward on the National Agenda.

Georgia

With regards to development planning and implementation, the Government of Georgia introduced the Government Annual Work Plan as its key policy planning and coordination tool. This tool sets measurable development targets across sectors. It is this document that serves as the basis for Government-led multi-stakeholder dialogue.

This multi-stakeholder dialogue is part of the Government of Georgia's extensive aid coordination work. In June 2015, the Government adopted the decree entitled "Rule for External Aid Coordination in Georgia." The objective of this is to define the rules surrounding, and mechanisms to be used by various Government institutions, to increase national ownership and effectively manage development co-operation. The adoption of the Rule follows a number of complementary activities to strengthen donor coordination structures in the country.

With the adoption of the SDGs and the increasing complexity of the development co-operation landscape, there is now an opportunity to review the country's donor coordination architecture to ensure it still responds to the needs of the country and to reduce duplication between multiple existing systems and mechanisms. This review will in turn lead to a legislative reform plan to optimise development coordination. Specifically, the pilot will support the following activities: (1) mapping of existing coordination systems and mechanisms; (2) analysis of coordination challenges and identifying solutions; and (3) dialogue on coordination arrangements.

Kenya

As in many countries, the development co-operation landscape in Kenya has changed substantially in past decades. The Government of Kenya has recognised the continued importance of the principles of effective development co-operation in this era of new partnerships and financing modalities, enshrining them in the Kenya External Resources Policy (KERP), 2014-2018, officially launched at the Second High-Level Meeting of the GPEDC, as well as the Third Medium-Term Plan (MTP3), 2018-2022 and the Kenya Development Co-operation Strategic Plan (KDCSP), 2018-2022. Implementation of these vision documents is supported by several systems that allow for more structured dialogue between the Government and development partners, as well as with county governments, civil society, the private sector and foundations.

However, despite Government efforts to put in place measures to maximise development co-operation effectiveness, a number of challenges remain in this area. One such challenge is limited absorption of development co-operation. Approximately 50 percent of Kenya's budget was to be financed through development co-operation in the 2016-2017 fiscal year, but due to limited data on development co-operation, hindering predictability and the ability to effectively allocate resources, only 62 percent of these resources were used. To address this, the pilot will support efforts to improve the country's electronic Project Monitoring Information Management System (e-ProMIS), as well as development partners' capacity to report to this system.

Another challenge is the lack of coordination and harmonisation – both between the national Government and development partners, as well as between the national Government and sub-national governments. To address this, the pilot will support work to strengthen existing Sector Working Groups (SWGs), including through the defining of a single set of sectors for the country. The pilot will also support efforts to improve the country's multi-stakeholder dialogue platform, ensuring that the full variety of partners, including county governments, are included.

Malawi

Malawi's long-term development strategy, Malawi Vision 2020, sets forth a multi-sectoral approach to development. To take forward this vision, the Government has adopted a series of medium-term strategies. The third Malawi Growth and Development Strategy (MGSDIII), which will be the final medium-term development strategy under the Malawi Vision 2020, was adopted in January 2017 and will cover the period from 2017 to 2020.

Understanding the importance of the principle of effective development co-operation for achievement of development goals, the Government adopted a Development Co-operation Strategy (DCS), 2014-2018. The DCS articulates a shared agenda between the Government and its partners to ensure development co-operation is aligned to national priorities and all development resources are used for maximum impact. The DCS puts a strong emphasis on inclusive dialogue on development co-operation.

To further support the DCS, a number of Sector Working Groups (SWGs) have been established to facilitate institutionalised dialogue and mutual accountability. Development progress is further discussed at the

annual High-Level Forum and biannual Development Co-operation Group meetings. Another mechanism to support effective development in Malawi is the Government's Aid Management Platform (AMP), a public portal that provides timely public access on development co-operation financing. All development partners are required to report resource inputs to the AMP.

To further take forward this agenda at the country level, there are challenges that require attention. These include aid fragmentation, limited use of country systems, unavailability of data on development co-operation, limited capacity to use data that is available, and limited support to SWGs. Many of these challenges stem from the limited understanding, and therefore buy-in, to the effectiveness agenda.

The pilot will build on activities already being undertaken through the Development Effectiveness Accountability Programme (DEAP), which is supported by the EU and UNDP, including: (i) reviewing the DCS to inform the development of a successor and strengthening related dialogue structures; (ii) building the capacity of civil society and the private sector to engage in development co-operation; and (iii) strengthening the availability of development co-operation data, including through the undertaking of a Development Finance Assessment (DFA), and promoting increased use of this data to inform decision making.

Mexico

Mexico is an upper middle-income country (UMIC) that plays a dual role in development co-operation, as both a recipient and a provider. While progress has been made in Mexico in establishing a strong institutional architecture to manage both incoming and outgoing development co-operation, there is room to further improve the country's information management systems and to build capacity to use development co-operation data to guide dialogue and decision making.

Specifically, as a provider, work is required to ensure that the substantial development co-operation provided by federal ministries, as well as from state and municipal governments, is reported in a timely and comprehensive manner. The inclusion of such information is important for providing an overall picture of the co-operation supplied by all actors in Mexico and also for understanding the various co-operation capacities within the country. As a recipient, capturing the totality of incoming co-operation, including the thematic and geographical focus of this co-operation, will allow the Government of Mexico to better coordinate the allocation of financing for development resources to its national priorities.

In line with the above, the pilot will support two areas of work: (i) a review of the existing GPEDC monitoring framework and developing and piloting a proposal to adjust or expand the current indicator set to respond to the needs of UMIC, dual-role countries; and (ii) organisation of a series of workshops with in-country stakeholders, including representatives of various levels of government, to collect information for the monitoring exercise to showcase the value added and strategic importance of reporting on development co-operation.

At the country level, increased awareness around reporting on both co-operation provided and received will lead to greater availability of information that will in turn strengthen the management of development co-operation. Further, the experience of the 2018 monitoring exercise will inform the

establishment of a proposal for measuring the effectiveness of South-South Co-operation (SSC), which will in turn aim to bring about a system of measurement able to produce more relevant data and evidence for MICs and dual-role countries.

Rwanda

Under the auspices of its Vision 2050, the Government of Rwanda established a seven-year National Strategy for Transformation (NST) that outlines development priorities and implementation strategies. Achieving the vision set forth in these documents will require substantial investment. Understanding this, the Government is now exploring how to use blended finance – that is using development co-operation resources to leverage increased private sector investment for development priorities, either through co-financing or risk mitigation – to advance its agenda.

While dialogue around blended finance is increasing, the financing modality has still only been used modestly. The pilot will support the Government's ongoing efforts to increase the use of blended finance. Specifically, it will support an analysis of the blended finance landscape in Rwanda and will explore how blended finance has been used in other countries in order to provide recommendations on the use of the modality in the country.

Results of this first phase of work will be the primary source of evidence for two additional deliverables: (i) preparing a list of de-risking instruments that could be used in Rwanda; and (ii) developing criteria for the evaluation of blended finance opportunities. Throughout the pilot and the activities that will follow, inclusive dialogue with relevant stakeholders from the Government, development partners, civil society and the private sector.

Uganda

Uganda's Vision 2040 articulates the long-term development plan for the country. This is supported by medium-term National Development Plans covering five-year periods. The current National Development Plan (NDP II) covers the 2015-2016 to 2019-2020 period and stipulates the Government's strategic direction, development priorities and implementation strategies.

Understanding that effective development co-operation, including strengthened partnerships, remain important in supporting Uganda's long-term development progress. Uganda's Partnership Policy, approved in 2013, sets out principles for the management of the relationship between the Government and development partners, within the context of the national development plans. To support the policy, the Government and development partners have agreed on a framework for joint dialogue, which includes instruments of the Partnership Policy, including a high-level National Partnership Forum (NPF), a technical NPF and engagement through Sector Working Groups (SWGs). Recently, the Government has shared its intention to develop a development co-operation policy in full alignment with Agenda 2030.

The Local Development Partners Group (LDPG), established in 2006, is a forum of "traditional" development partners, established to promote effectiveness and harmonisation of development co-operation in Uganda. In 2016, the LDPG took steps to increase ownership of and align external support to

sector priorities by strengthening the joint SWGs. The LDPG also worked to strengthen the links between thematic and Sector Development Partner Groups (SDPGs), with a view to ensure a well-informed national partnership dialogue.

Despite these institutional arrangements, partnerships for development co-operation in Uganda still face challenges. In light of this, the pilot will support two activities: (i) undertaking an independent review of the current development co-operation architecture, with the view of developing recommendations to strengthen relevant policies and institutional arrangements; and (ii) holding a multi-stakeholder dialogue to discuss the findings and possible next steps.

Next Steps

Implementation of the country pilots will continue through February 2019. The evidence generated through this piloting exercise, along with evidence from a variety of other sources, will inform the creation of a Global Compendium of Good Practices related to country-level implementation of the effectiveness principles.