



## **Global Partnership for Effective Development Cooperation**

### **Planning Workshop: Strengthening cooperation to deliver results**

21-22 January 2015, Brussels, Belgium

**WORKSHOP OUTCOME DOCUMENT**

The Global Partnership for Effective Development Cooperation (GPEDC) Planning Workshop, organised in close co-ordination with the Global Partnership Co-Chairs, was co-hosted by the European Commission, the NEPAD Agency Africa Platform for Development Effectiveness and the Asia-Pacific Regional Development Effectiveness Facility. It brought together over 150 participants from the GPEDC wider constituency, including GPEDC Steering Committee representatives, leaders and key actors in the Global Partnership Initiatives activities and regional platforms, with a very diverse background: partner countries' representatives, civil society, private sector, bilateral and multilateral donors and institutions, regional organisations, foundations, regional and local authorities, academics and others.

The workshop contributed to strengthening the linkages among different Global Partnership Initiatives, with participants displaying strong ambition to ensure that Busan principles and their valuable experiences are reflected in the post-2015 agenda and its future operationalisation. The workshop also demonstrated the Global Partnership in action, with extensive multi-stakeholder efforts across Busan principles and themes to ensure more effective co-operation and results at the country level.

The workshop focused on the development of a workplan for the GPEDC for the 2015-2016, displaying the multitude of activities and actions undertaken under the GPEDC umbrella. These were captured in a Draft Framework of activities (annex I) which was put together by the workshop organisers on the basis of input from the Global Partnership Initiatives and synthesis notes from the GPEDC Joint Support Team. The Draft Framework of activities was used as a basis for the discussions at the workshop, where participants reflected collectively over the key objectives and expected results within each of the priority themes of the GPEDC. They furthermore produced a series of recommendations for the operationalisation of the draft Framework of activities.

The key recommendations that arose from the Planning Workshop are available below. They reflect the discussions in the various Working Groups held during the event and focus on the GPEDC priority themes (as per the decision of the GPEDC Steering Committee in its 7<sup>th</sup> meeting held on 19-20 January 2015 in The Hague). Moreover, a series of actionable recommendations were formulated during the Workshop, regarding the operationalization of the Draft Framework of Activities, and more specifically relating to linkages with the post 2015 agenda, stakeholder engagement and improving communication, outreach activities, integrating the Partnership Initiatives fully in the GPEDC architecture; as well as monitoring, in the light of post-2015 requirements.

The Workshop built on the successful outcomes of the 2014 Busan Global Partnership Workshop, the Africa Regional Meeting: Implementation of the Africa Action Plan on Development Effectiveness, the Development Effectiveness Agenda: Approaches from the South Workshop, as well as other events, including civil society undertakings highlighted by CSO Partnership for Development Effectiveness (CPDE). The Planning Workshop is part of a process which should allow for further regular exchanges and synergies among Global Partnership Initiatives. A follow-up workshop could be held in 2016, in order to discuss progress made on the various activities, expected results and recommendations listed below.

## **GPEDC PRIORITY AREAS AND CORRESPONDING WORK STREAMS**

### **Domestic Resource Mobilisation (DRM)**

The GPEDC Steering Committee decided that DRM shall remain a priority for GPEDC action. The Planning Workshop participants recommended that Strengthen aid and development effectiveness in support of DRM, as well as strengthening capacity for DRM at country level should be the overall objective for the DRM undertakings of the GPEDC. It is expected that the key result of these efforts in 2016 be the availability of a strong evidence-base on best practices to support for DRM, which could be presented at next GPEDC High Level Meeting. In order to ensure the delivery of this ambitious result, the provision of regular updates on DRM activities to the GPEDC Steering Committee shall be ensured, using evidence from a diverse range of GPEDC stakeholders.

With numerous activities undertaken by the GPEDC wide constituency, the following recommendations were put forward at the Planning Workshop in order to take this agenda forward.

1. The specific niche/value-added of the GPEDC in DRM efforts should concern:

- Evidence and awareness raising at highest political level;
- Increasing accountability of stakeholders to honour DRM commitments;
- Adding plurality of voice to the ongoing global discussions on DRM and feeding into relevant SDGs;
- Applying GPEDC's core principles to DRM efforts.

2. In order to further improve the focus on results of DRM activities, the following elements are needed:

- Strengthened evidence base and more regular exchanges of information on DRM to facilitate peer-learning;
- Provision of fora allowing to share specific country examples.

3. In order to further strengthen the country heavy approach in DRM efforts:

- Focus on country-level data and evidence where available;
- Draw on regional platforms to gather evidence on national efforts to improve DRM.

4. Securing sufficient funding for the activities to be implemented is necessary, therefore it is proposed to:

- Make use of existing fora and platforms;
- Consolidate GPEDC initiatives for a more efficient use of resources.

5. In order to ensure better linkages between the DRM activities and other relevant actions run within different streams:

- The GPEDC should facilitate and encourage regular communication between Global Partnership Initiative leads;
- The DRM activity leads should also seek synergies with actors involved in the South-South Cooperation workstream of the GPEDC.

6. Proposed reporting mechanisms that can be envisaged in order to allow progress follow-up at the global level and namely to the Steering Committee include:

- Streamlining DRM initiatives into a coherent and manageable roadmap and identifying a core group of leads for implementation;
- Regular updates from core group leads to Steering Committee on progress made

Other recommendations that arose from the Workshop concern the need to:

- further consider DRM beyond taxation matters;
- continue exploring possible synergies with the Global Partnership's monitoring process as it reviews in the future, including linkages to SDG monitoring;
- review the GPEDC draft Framework of activities in order for it to only reflect active initiatives on DRM.

## Cooperation with the Private Sector

Further to the confirmation by the GPEDC Steering Committee regarding the maintenance of the Cooperation with the Private Sector as a priority for GPEDC action, the Planning Workshop participants considered that engaging business as partner in development should be the overall objective for the GPEDC undertakings under this specific workstream. It is expected that the key result of these efforts in 2016 be that partnering with private sector makes development more effective. The main element identified as the key to monitor progress in achieving this overall result was the Private Sector Indicator of the Global Monitoring Framework (measuring engagement of private sector in development policy and strategy processes; and public-private dialogue country profile as proxy public-private cooperation in development).

With numerous activities undertaken by the GPEDC wide constituency, the following recommendations were put forward at the Planning Workshop in order to take this agenda forward.

1. The specific niche/value-added of the GPEDC in Cooperation with the Private Sector efforts could be clearly emphasised through the following elements:

- The GPEDC should contribute to the means of implementation of the post-2015 development agenda. In that sense, the GPEDC offers a joint space for multi-stakeholder engagement and discussion;
- The GPEDC can be a platform to allow various stakeholders to interact, develop partnerships and expand the joint space;
- The GPEDC should provide evidence on existing successful initiatives and partnerships on the ground by the private sector and which can be further replicated and or expanded.

2. In order to further improve the focus on results of Cooperation with Private Sectors GPEDC activities, the following elements are needed:

- Support in the provision of evidence, showcasing success stories on business's contribution to development and making the case to governments;
- Demonstration of a new paradigm for development and a new way of engagement and partnerships.

3. In order to further strengthen the country heavy approach in these efforts:

- Focus is needed on outputs that deliver value and on current work streams, rather than incorporating more/new work streams. Particular attention needed to country-hubs and measuring impact, as well as to the voice of the private sector in international processes.
- Multi-stakeholder dialogue (including social, economic, environmental, labour, etc. issues) at the country level can bring people together; this joint dialogue is not just about single agendas or issues but concerns the improvement of the overall wellbeing of society. Business does better when the society does better and vice versa.
- Concrete initiatives around social dialogue should be a way of promoting multi-stakeholder dialogue at country level.

4. In order to ensure better linkages between the different actions and activities run within different streams:

- More governments should join the country hubs;
- Initiatives are needed to use the measurement tools;
- Further efforts to engage with the private sector locally, understanding their needs and encouraging them to bring their voices to feed into global processes.
- Links with other Partnership Initiatives would be welcome, namely on taxation, climate financing, effective institutions, etc.

Other recommendations that arose from the workshop regarding the cooperation with the private sector concern the following elements:

- GPEDC action has to be relevant and attractive for the private sector. Processes and general debates are less interesting for the private sector, as the latter focuses on specific topics and issues, as well as concrete action.
- Development cooperation should be further made known to private companies from new donor countries, including its positive consequences for improving private sector environment.
- Further efforts are needed in order to ensure enabling and conducive policy environments at all levels for private sector engagement.
- Need to focus on the private sector as an active actor and a key partner in development, rather than on the role of the private sector in development. Without the private sector the development challenges facing us – and expressed in the draft SDGs – cannot be met. The need for partnerships with the private sector is more obvious than ever.
- Multi-stakeholder dialogue and partnerships are crucial in this work stream. Enhancing the social dimension and more particularly the role of social dialogue should not be overlooked.
- The impact of the cooperation with the private sector, as well as its monitoring should be carried out in line with the principles of ownership, transparency and accountability.

## South-South Cooperation & Knowledge Sharing (SSC & KS)

South-South Cooperation remains a priority for GPEDC action. The Planning Workshop participants recommended that the GPEDC work in this area should focus on further facilitating exchanges. To that effect, a specific space in the GPEDC website should allow for the organisation of information on SSC experiences; moreover, the GPEDC should support learning exchanges aimed at developing capacity for cooperation management and development cooperation, such as, for example, data collection. In order to ensure that the progress is made in this area, biannual reports on the flow of information are needed.

Recommendations:

1. SSC &KS can benefit of the specific value-added of the GPEDC in:

- Multi-stakeholder partnerships, and
- Inter-regional exchange of experiences

2. In order to further improve the focus on results of SSC activities:

- Through the website of the GPEDC, link platforms to take advantage of the existing information, data, reports and knowledge (i.e. cases by the UNDP South South Unit, APDev, South-South Opportunity, Ibero-American reports/cases, Asia Pacific platforms, WB knowledge hubs, CSO-SSC network, etc).
- Consolidate existing material, rather than creating new cases and new data collection processes.

3. In order to further strengthen the country heavy approach in SSC efforts:

- Revive a working group to continue the discussion from the Planning Workshop. A work plan on SSC requires more input and consultation from key stakeholders.
- A list of contacts of SSC partners/country focal points, members of the GPEDC, should be established.

4. In order to ensure better linkages between the SSC activities and other relevant actions run within different streams:

- The platform/website proposed can be a repository of already existing initiatives/good practices /contacts and events foreseen to avoid duplication and overlapping.

5. Proposed reporting mechanisms that can be envisaged in order to allow progress follow-up at the global level and namely to the Steering Committee include:

- Streamlining DRM initiatives into a coherent and manageable roadmap and identifying a core group of leads for implementation;
- Regular updates from core group leads to Steering Committee on progress made

## Middle Income Countries (MICs)

The GPEDC Steering Committee decided that MICs shall remain a priority for GPEDC action. The Planning Workshop participants recommended that the overall objective for GPEDC undertakings in this area should be the better articulation of the interaction with and relationship to MICs, with an alternative view being developed. In this vein, the key results of these efforts in 2016 will be in terms of levels of development assistance to MICs being maintained and innovative MICs products being developed (financial, technical and political).

In light of the activities undertaken by the GPEDC wide constituency, the following recommendations were put forward at the Planning Workshop in order to take this agenda forward.

1. The specific niche and value-added of the GPEDC in actions and activities regarding MICs can be further emphasised through:

- The continuation of efforts to foster an alternative view to the engagement with MICs and mainstreaming of this agenda;
- The provision of the basis for country level-led dialogue with development partners;
- The provision of a political partnership based platform that addresses the complexity of MICs issues.

2. In order to further improve the focus on results of MICs related activities, the following elements are needed:

- Focus on indicators that measure inequality both regionally, within countries and in rural/urban settings;
- Recognition that results needed in environment, gender, and decentralisation are common to LICs and MICs.

3. In order to further strengthen the country heavy approach in MICs, it is important to recognise:

- MICs as responsible providers of development cooperation;
- The need to develop better policies for national and local development;
- The need to encourage and develop local leadership.

4. Securing sufficient financial support in relation to MICs was underlined as being crucial:

- MIC classification has limited development assistance to civil society and countries, with an impact on the public, private and CSO voices in MICs, which are not heard enough;
- Bilateral technical assistance and capacity building still needed;
- Support for trade, investment and private sector is further needed.

5. In order to ensure better linkages between the MICs related activities and other relevant actions run within different GPEDC streams:

- The GPEDC should facilitate exchange between leads in MICs related activities and those involved in South-South cooperation, as well as cooperation with the private sector;
- Further exchanges are needed in what concerns coherence of aid policies and non-aid policies (e.g. trade);
- As the post 2015 agenda will highlight poverty and inequality issues, recognition is needed in terms of MICs' central role in addressing these issues.

6. Proposed reporting mechanisms that can be envisaged in order to allow progress follow-up at the global level and namely to the Steering Committee include:

- Regular reporting that is country level driven, with case studies of dialogue between partners.
- Results should be show-cased in 2016, in order to emphasize progress made.

The Planning Workshop participants further recommended the following elements in relation to the MICs:

- The GPEDC should further support and promote dialogue at country level on:
  - options for South-South cooperation;
  - better policies;
  - reducing inequalities.

## Low Income Countries (LICs), Fragility and Conflict

As the GPEDC Steering Committee confirmed that Low Income Countries, Fragility and Conflict will remain a priority for the GPEDC work, the Planning Workshop participants underlined that the key overall objective for GPEDC undertakings in this work stream should move from rhetoric to making the agenda work at country level, mainly through knowledge-sharing and inclusive dialogue.

Specific recommendations:

1. In light of the specific niche and value-added of the GPEDC in the area of low-income, fragile and conflict affected countries, the GPEDC should further:

- Identify synergies between different activities;
- Highlight the role of CSOs in Northern countries to hold donor government into account;
- Agree on targets;
- Work more on risk sharing and risk management;
- Reach commitment from the donor community to support citizen engagement;
- Share lessons about bridging the gap between central administrations and the ground;
- Deliver on the unfinished business and more specifically follow up in delivering the Busan principles in low income and fragile countries.

2. In order to further improve the focus on results of in the set of activities regarding LICs, fragility and conflict, the following elements are needed:

- Identification of concrete targets;
- Fragility Assessments (including results in national plans) and Compacts;
- Acting on the findings of the monitoring surveys;
- Sharing results and outcomes of different initiatives;
- Make lessons learnt more accessible (e.g. organise them around key questions).

3. Further strengthening the country heavy approach in activities under this work stream is crucial, therefore, the GPEDC should:

- Help facilitate the technical assistance that countries need, build capacity to deliver now whilst promoting sustainability;
- Provide the necessary space to share lessons and knowledge at country and regional level, which should feed in relevant processes at the global level;
- Stimulate political dialogue needed at provider as well as recipient level;
- Stimulate regional dialogues.

4. In order to ensure better linkages between GPEDC undertaking in the area of LICs, fragility and conflict and other relevant activities run within different GPEDC streams, the following action is needed:

- The Fragility Partnership Initiatives Block leaders should map existing activities and identify gaps;
- They should invite representatives from different initiatives to fragility related meetings and create space in meetings for presentations from others, allowing for substantive exchanges to take place.

Moreover, the following roles for the GPEDC were identified:

- The GPEDC should allow for collaboration among activity leaders and key actors around essential GPEDC topics: Monitoring, Use of Country Systems, Transparency, Accountability etc.
- The GPEDC should facilitate establishing contacts among different partnerships and initiatives relevant for Low income, fragile and conflict affected countries (including the Effective Institutions Platform, the g7+, the Civil Society Platform for Peacebuilding and Statebuilding, the International Dialogue on Peacebuilding and Statebuilding, etc).

5. Proposed reporting mechanisms that can be envisaged in order to allow progress follow-up at the global level and namely to the Steering Committee include:

- Low income, fragile and conflict affected countries related initiative should identify and bring forward substantive topics to the Steering Committee.

Other recommendations that arose from the workshop regarding the GPEDC action on Low Income Countries, Fragility and Conflict:

- The GPEDC should serve as a hub for collaboration, as there is a strong need to country-level dialogue on a multitude of issues, including private sector's role in peacebuilding. The identification of obstacles for private sector development in fragile environments should be taken further by the GPEDC initiatives under this work stream, as well as the cooperation with the private sector one.

## Regional and country-led efforts on development, effectiveness and quality

Enhancing achievement of GPEDC principles and strengthening dialogue and the supportive role of regional structures are key objectives for the GPEDC work stream focused on regional and country-led efforts on development, effectiveness and quality.

The following recommendations were put forward in order to take this agenda forward:

1. The specific niche/value-added of the GPEDC in this area should be further emphasised through:

- Making linkages with the post 2015 agenda;
- Further underlining the potential of the GPEDC umbrella in catalysing dialogue at the country level.
- In this vein, regional platforms can be a forum for learning and exchange of experiences.

2. In order to further improve the focus on results:

- Regional exchange of knowledge among and between regions should be enhanced.

3. In order to ensure better linkages between the different actions and activities run within different streams, the following elements were considered essential:

- Mapping initiatives at country level and enhancing dialogue;
- Regional platforms should have a supportive role in making linkages, and in consensus building as well as political mobilisation.

4. In order to allow progress follow-up at the global level:

- The GPEDC should provide spaces for periodic dialogue among activities leaders and GPEDC constituencies, allowing taking stock of progress made (such as the Planning Workshop, the Busan Global Partnership Workshop and other such fora at the global and regional level).

## Results

Focus on results- a key aid and development effectiveness principle- remains at the core of the GPEDC work. With very many activities and actions undertaken in the GPEDC framework in order to take the results agenda forward, the overall objective established for 2016 concerns sharing best practices on linking programming to development results and getting partners to sign up to the Common Results Framework (CRF) implementation. Mutual accountability to results was also highlighted in this context. It is expected that in 2016: country results are translated to SDGs; donors step up efforts to fulfil their Busan commitments and to align with partner country results frameworks; the CRF formulation process is consultative; country experiences are heard at global level; and reflection on linking programming to the CRF is undertaken.

### Recommendations

1. Given the specific value-added of the GPEDC in taking the results agenda forward, the following action is needed:

- Analysis on the use of CRF, including by donors;
- Provide a space for and stimulate country sharing of experiences;
- Enhancing the use of CRF;
- Integrating the programme experiences into global discussions on post 2015 monitoring;
- Using a country led approach in all relevant action;
- Fully integrating the work of the Results Partnership Initiative (Building Block) in the GPEDC objectives and workplan.

2. In order to further improve the focus on results:

- Contents of the Global Partnership Initiative's pilot programme on Results & Mutual Accountability is focussed on results, with practical recommendations on how to improve the use of partner country results frameworks and practical recommendations on how to integrate accountability for results at the country level into the post-2015 development agenda and how to create effective country-region-global linkages.
- Challenges identified concern the formulation of agreed upon CRF, CRF implementation and monitoring progress of delivering results.

3. Further strengthening the country heavy/country-focused approach in activities under this work stream is crucial, therefore:

- The Global Partnership Initiative's Pilot Programme is based on country issues and questions, to be brought up to regional and subsequently global level; Partner countries are expected to decide where the focus should be, from this angle, on the future SDGs, sub-goals and related indicators.

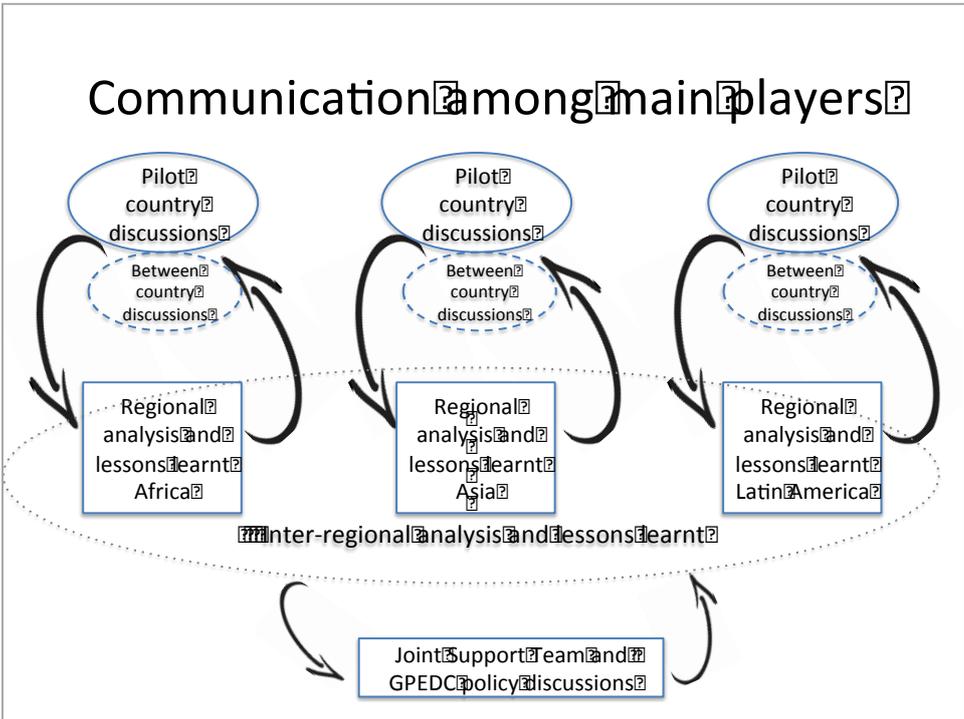
4. Better linkages with other actions and activities run within different GPEDC streams were considered useful, namely:

- Linking with other initiatives on ownership, transparency and the Effective Institutions Platform;
- Linking with Steering Committee activities concerning indicator 1;
- Linking with CSO Partnership - for Development Effectiveness (CPDE) undertakings ;
- Linking with outreach work on CSO development effectiveness and accountability, namely run by the CSO task force;
- Linking with the regular national development processes .

5. In order to allow progress follow-up at the global level, it was considered useful to:

- Make a list of challenges and how these were resolved, based on country experiences;
- Organise the exchange of these good practices.

In terms of communication among stakeholders in this particular area, the following interaction scheme was proposed:



## Transparency

Transparency- a key aid and development effectiveness principle- further remains at the core of the GPEDC work, as part of the 'unfinished business'. Many activities and actions have been undertaken under the GPEDC umbrella, with the need however to further assess whether the existing voluntary structures still provide the framework for separate action to be taken forward. The overall objective for transparency related undertakings will be to ensure that Busan endorsers meet the commitment to transparency, while other stakeholders take similar action on a voluntary basis. It is therefore expected that in 2016 significant progress will be made by all GPEDC members in providing timely, forward-looking, comprehensive data, as well as evidence of greater use at country level. The relationship between the Global Partnership Initiatives and GPEDC leadership needs to be further substantiated, including in this area, however avoiding any vertical affiliation.

1. The GPEDC has a very specific value-added in taking the transparency agenda forward:

- The GPEDC provided the forum to make this political commitment, can measure it, and can hold members accountable. It can also provide a forum for GPEDC stakeholders to learn from the experience of others, and for promoting case studies on data use.

2. In order to further improve the focus on results, it is recommended to:

- Make linkages between transparency and results clusters, and promote a new, transformative commitment on the use of data at country level, which could be emphasised at the next GPEDC High level meeting.

3. In order to ensure the implementation of the transparency related undertakings, the following elements were considered necessary:

- A knowledge sharing workshop to support GPEDC members to learn from others' experience of becoming more transparent;
- Funding to pull together case studies on data use;
- Capacity building to overcome constraints to data use;
- Revision of the transparency indicators and more robust methodologies in GPEDC monitoring framework.

4. Better linkages with other actions and activities run within different GPEDC streams were considered useful, namely in terms of:

- Clustering themes together (e.g. transparency);
- Ensuring linkages between clusters (e.g. use of country systems and results).

5. In order to allow progress follow-up at the global level, it was considered useful to:

- Individual transparency related initiatives could be invited to provide regular updates for GPEDC SC meetings and post updates on the community space.

## Use of Country Systems (UCS)

Country ownership and notably UCS remain at the core of the GPEDC work. Many activities and actions are undertaken under the GPEDC umbrella, with the proposed overall objective to increase the use of country systems in managing development finance within the broader objective of service delivery. Redefined scope of existing target and lessons learned from country dialogues are among the key expected results by 2016, with UNFCCC and FFD integrating country systems in their own results framework.

### Recommendations

1. From the angle of the specific GPEDC added-value:

- UCS is part of the core business- unfinished business agenda- of the GPEDC, however further advocacy action is needed in order to increase UCS in practice.
- Target already exists, but not gaining traction. Repositioning the debate away from ODA to broader FFD discussion could be more useful.
- Need to further enhance knowledge development and knowledge sharing;
- Promoting a normative shift on country systems dialogue should be envisaged.

2. In order to further improve the focus on results, it is recommended to:

- Assess the relevance of the existing target and partners' position in relation to it;
- Host a forum for open debate on UCS to address gap between rhetoric and reality. The OECD-DAC could organise a first meeting in Chatham House rules. An outcome document could afterwards be prepared for the 2016 GPEDC HLM;
- Develop updated UCS and untied aid communication material;
- Develop clearer reporting criteria for the monitoring framework (and more specifically on untied aid);
- Identifying new best practices in the area;
- Further develop joint implementation practices allowing for UCS;
- Organise a series of country dialogues on the matter before the 2016 GPEDC HLM.

3. Better linkages with other actions and activities run within different GPEDC streams were considered useful, namely with undertakings on:

- Results
- Fragility
- Domestic Resource Mobilisation
- Climate finance
- Gender Equality
- Monitoring and capacity development
- Role of Private Sector in technical assistance
- Multi-stakeholder engagement

## Country ownership: institutions/capacity building

Country ownership and its institutions and capacity building component remain at the core of the GPEDC work. With numerous activities and actions undertaken under the GPEDC umbrella, the overall objectives and expected results by 2016 include:

- incorporating a regional dynamic by 2016,
- developing a clearer picture of the roles of the different actors (notably the Effective Institutions Platform- EIP),
- deepening the notion of Capacity Development in the context of Public Sector Reform (and the creation of Learning Alliances following a peer to peer approach),
- establishing a focus not only on reforms but tailored programmes to the needs of reformers.

### Recommendations

1. The specific niche/value-added of the GPEDC in this set of actions/activities concerns:

- The development of good methodologies through peer to peer learning;
- A broad approach to governance issues and systems thinking approach, as well as the inclusion of relevant stakeholders in the debates;
- The GPEDC offers as a platform to connect multiple stakeholders to share information and improve coherence.

2. Further strengthening the country heavy approach in activities under this work stream is crucial. Furthermore:

- The regional approach needs to be further strengthened: the need to explore how to better support the regional dynamics should be part of the work under this stream.

3. Better linkages with other actions and activities run within different GPEDC streams were considered useful, namely:

- Taking into account different country contexts, including fragility;
- Using the diversity of stakeholders and communities to exchange knowledge and improve coherence.

## Reducing Donor Fragmentation

Reducing donor fragmentation will remain a key stream of action under the GPEDC umbrella. Many activities and actions are undertaken in this context, with the proposed overall objective to ensure the dissemination of best practices in managing diversity for further implementation and replicability, along other aspects reflected in the Busan Outcome. It is expected that robust input into in this sense will be provided in the 2016 GPEDC HLM, namely through a stocktaking report.

### Recommendations

1. The specific niche/value-added of the GPEDC in this set of actions/activities should be further emphasised through:

- Championing managing diversity and reducing fragmentation in the post 2015 scenario in relation to FFD;
- Providing country evidence of financial flows from different actors, including non-traditional donors, private sectors and civil society organisations.

2. In order to further strengthen the country heavy approach in activities under this work stream is crucial, the following action is needed:

- Assessing current initiatives' applicability to specific countries;
- Building on regional best practices;
- Developing regional level activities;
- Disseminating best practices and peer learning building on country experience.

3. Better linkages with other actions and activities run within different GPEDC streams were considered useful, namely with undertakings on:

- New Deal / Fragile states,
- Effective Institutions Platform.

4. Proposed reporting mechanisms that can be envisaged in order to allow progress follow-up at the global level and namely to the Steering Committee include:

- Website related action as per existing plans;
- Better communication with other relevant Global Partnership Initiatives;
- Regular inputs into the GPEDC Steering Committee work;
- Concrete input into the FFD debate to highlight the implications from financial flow fragmentation.

## Inclusive Development Partnerships

Inclusive development partnerships are at the core of the GPEDC undertakings. With numerous activities and action being undertaken under the GPEDC umbrella, the following key objectives and results were underlined:

- Continue the focus on putting in practice the principle of inclusive partnerships, as it brings the entire effectiveness agenda of the GPEDC together.
- The overall objective for GPEDC action in this area is that inclusive partnerships should lead to effectiveness, particularly on the ground.
- The Planning Workshop emphasized that an enabling environment is more than coordination, and concerns the right to initiative.
- Enabling an inclusive environment is a precondition for inclusive partnerships, as it allows for the thriving of stakeholders themselves.

### Recommendations

1. The specific niche/value-added of the GPEDC in this set of actions/activities should be further emphasised through:

- Co-production of knowledge;
- Bringing partners together around specific themes;
- Strengthening value added of each for all;
- Further increase legitimacy through Inclusiveness;
- Recognition for and changing power dynamics .

2. In order to further improve the focus on results, the following action is needed:

- Mutual support within Global Partnership Initiatives;
- Further action to increase transparency ;
- Accountability and effectiveness of action.

The Planning Workshop participants reminded that the United Nations Secretary General's Report refers to inclusive partnerships, which are recognised as a means of implementation. The GPEDC should take this agenda further.

## **TRANSVERSAL ELEMENTS FOR THE OPERATIONALISATION OF THE ACTIVITIES WITHIN THE PRIORITY THEMES**

### **Linkages with the Post-2015 Development Agenda and other processes**

Specific action needed in order to address the needed linkages with the post-2015 agenda:

- A stronger focus on Aid Effectiveness principles is needed in order to feed in to Financing for Development Conference Outcomes, in addressing the risk of increasing donor/financial flows fragmentation. The GPEDC managing diversity agenda could contribute to this debate.
- The GPEDC should collect specific examples of partnerships that go beyond aid effectiveness and focus on demonstrating development impact and use them in the advocacy efforts regarding the post-2015 agenda.
- The GPEDC should take the knowledge sharing agenda further, by formulating concrete recommendations based on the evidence gathered.
- The GPEDC should be more visible in its offer to assist with facilitating the implementation of the UN SDGs.
- The lessons learned from aid effectiveness principles application should be used to support better use of climate finance, as the Climate Fund is being set up. Moreover, the GPEDC could focus on capacity building at the national level to develop and submit projects for Climate finance funding.
- The GPEDC should step up its advocacy efforts to support SDG16 on strengthening institutions.
- The GPEDC can ensure a more balanced measuring of economic/environmental/social indicators for the SDGs.

In order to operationalise the recommendations above:

- The GPEDC should hold on to the original consensual Busan agreement;
- The GPEDC should communicate its agenda going beyond ODA, covering other sources of financial flows;
- Visibility of the GPEDC should be raised both internationally as well as domestically, including better explaining its added value and key objectives.

With a level of shared frustration regarding perceived lack of GPEDC influence on the post-2015 negotiation process, the need to intensify advocacy efforts in a more pragmatic way was clearly emphasized, with the following action recommended:

- Advocacy needs to be stronger and more targeted to have real impact.
- The GPEDC should develop clearer and more coherent key messages to feed into the SDGs and FfD related processes. Such key messages should be developed based on concrete case studies and analysis. To that effect, key messages and lessons learned from national actors should be collected throughout the GPEDC membership and sent to the Joint Support Team for communication within the wider partnership. The Joint Support Team should compile examples of successful partnerships, monitoring results, to underpin the development of global messages, supported by the analysis of these examples.
- The EIP work assessing indicators to support SDG16 on stronger institutions should also be used by the GPEDC in its advocacy efforts.
- The GPEDC leadership should explore ways to feed into the briefings of the post-2015 negotiators and ensure the GPEDC messages are being picked up and reflected in the various outcomes.
- The GPEDC visibility in both national and global processes should be increased, including through using the official GPEDC logo.
- The GPEDC should mobilise The GPEDC should better use the entry doors with the Ministers sitting in its Steering Committee to ensure they voice the GPEDC key messages sufficiently to post-2015 negotiators. Moreover, regional blocks like the African Union and the European Union should also be mobilised to voice GPEDC concerns and key messages.
- Create informal working groups within national administrations bringing together all actors working on the SDG process and ensure they are aware of the GPEDC and its key messages
- Ensure consultation with national constituencies and citizens to feed key concerns on GPEDC related issues to the NY based ambassadors.

Other challenges ahead:

- The monitoring and accountability principles risk not to be sufficiently reflected in the outcome of the post-2015 negotiations. The GPEDC should voice this concern and contribute with its existing global monitoring framework to the debate and stand ready to ensure proper implementation after the agreement of the UNSDGs.
- The GPEDC should reflect on means to link monitoring efforts and results (national and thematic, such as the IATI efforts) with the global monitoring mechanism.
- A division of labour within the GPEDC is needed, especially in terms of work to be undertaken after the agreement of the SDGs (especially regarding the monitoring framework). In that sense, there is a need for a clearer allocation of responsibilities among the Steering Committee, the Joint Support Team, national stakeholders, etc.

## Stakeholder engagement and improving communication

Specific action needed in order to further engage GPEDC stakeholders and to improve both internal and external communication:

- Setting-up clear linkages and feedback mechanisms across stakeholders -Steering committee, Global Partnership Initiatives and membership at large;
- Establishing focal points for each of the Global Partnership Initiatives, including national and regional initiatives. These focal points should be responsible for reporting to the Steering Committee and wider GPEDC membership, thus allowing to keep track of progress made;
- Allowing members to provide input into the Steering Committee agenda. Steering Committee members should organise consultations in this regard at the constituency level (conference calls could be held in this regard);
- Ensuring a broader understanding of the value added of the GPEDC at the country level, making sure that all actors and leaders involved in the GPEDC activities play the GPEDC ambassador role. To that effect, the GPEDC Co-chairs and Joint Support Team should develop a set of key messages to be used in both post 2015 negotiations, but also to promote the GPEDC more generally.

Recommendations for the operationalisation of the action identified above:

- Strengthening the Joint Support Team in terms of communication by having a specific officer in charge of communication;
- Need to maximise the use of exiting communication tools, including tweeter, event promotions, blogs, updates of GPI, newsletter, etc.
- Frequency of the newsletter needs to be revisited. Members should be encouraged to become more proactive and provide updates to the GPEDC newsletter.
- The Joint Support Team should undertake regular updates of mailing list of GPI focal points;
- The GPEDC newsletter should always be translated into French and Spanish and, if possible, into Arabic and Russian as well.

Other recommendations:

- The GPEDC should host regional workshops in order to allow for updates and feedback to and from the members of the Steering Committee and the wider GPEDC membership, including GPI leaders;
- The GPEDC should have a constituency specific space allowing to exchange views on pertinent issues.

## Outreach activities, including to new partners

As the GPEDC is considered to be an inclusive multi-stakeholder forum, its openness is key. Further reaching to the Southern development players and providers is a must, also taking into account that most of them have been active for decades. It is therefore crucial to:

- Develop and build on the common ground rather than emphasize the differences, although there is clearly a need to recognise and understand existing difference and diversity of views.
- Associate them to the GPEDC work irrespective of the level of endorsement of the Busan principles and allow for flexibility in engagement in the GPEDC work;
- Need to assess the comparative advantage of a number of existing GPEDC players, who have the potential to bridge gaps and bring further partners in.

Action needed in order to reach out to Southern providers should include:

- Advocacy through bilateral and multilateral dialogue and confidence building action. Identification of those actors who are best placed to lead such dialogue needed;
- Providing spaces for multilateral dialogue and knowledge sharing (including seminars and workshops);
- Considering involving Southern providers in some of the GPEDC work streams depending on interest and common field. Identify thematic channels, at the technical level in that regard.

In order to operationalise the action underlined above, a gradual approach was recommended by the Planning Workshop participants, with the following elements:

- Bilateral meetings with Southern providers should discuss the GPEDC as well. Reporting in Steering Committee meetings on progress made should be ensured;
- The South-South Cooperation Working Group that could be set up (see earlier recommendations) should play a role in this sense as well;
- Foster involvement of Southern providers in specific activities of the Global Partnership Initiatives, of Steering Committee members, etc;
- Envisage joint approaches at country level, while ensuring that partner countries lead;
- Organise round tables on the topic as side-events to major post-2015 agenda events;
- Co-chairs and Steering Committee members should continue efforts to engage with Southern providers, including in relation to their attendance of Steering Committee meetings as observers;
- Undertake an in-depth analysis of those voluntary initiatives where Southern providers are involved, extract the information on current action and develop lessons to be learnt;
- Organise a session on provision of technical assistance and in-kind assistance where Southern providers can share best practice in future GPEDC workshops. Ensure spaces for exchange of very concrete best practices involving Southern providers;
- Identify new platforms where different players, including Southern providers, are active and associate them to different work streams as appropriate;
- Collect from GPEDC members existing research on engagement with Southern providers;
- Stimulate the set-up of new initiatives in the framework of the GPEDC with involvement of Southern providers.

## Multi-stakeholder partnerships

Multi-stakeholder partnerships are a key feature of the GPEDC. Ingredients for success of such partnerships include the need for:

### 1. Common vision and goals

- A common vision and shared goals should not be assumed, but be developed as for anyon-going project;
- Mutual respect is key to the building of trust and commonality, leading to mutual benefits;
- Bridge-builders /intermediaries have a key role in fostering common language and vision, mediating between different interests and building on the strengths of each party to come up with new solutions;
- Use of existing standards (e.g. ILO standards) as a foundation for finding commonalities.

### 2. Leadership and champions

- Key to having a long-term driving partner;
- Leaders must be credible, legitimate, transformational;
- Value of champions who are able to bring the voice into spaces that can't be accessed otherwise should not be undermined;
- Maintaining the link between champions and their constituencies is crucial;
- Partnerships need to go beyond individuals and become institutionalised to ensure legitimacy and longevity of the multi-stakeholder partnership.

### 3. Power, inclusivity and diversity

- For multi-stakeholder partnerships to be built, it is essential to bring in the right partners in the right place at right time, knowing that diverse actors bring different strengths, experience and knowledge;
- Recognition of power inequalities and commitment to working through these, including through equitable and inclusive governance structures is key;
- Equity should be strived for– although the need to assume lack of equity is important as well;
- Impartial arbitrators (individuals or a secretariat) can help managing power dynamics;
- Co-design of partnerships should be done horizontally rather than top-down.

### 4. Relationship building and management

- Facilitating broad dialogue between actors and ongoing communication is key ;
- Relationship building requires resources.

5. Effectiveness of multi-stakeholder partnership implies:

- Political action backed by evidence;
- Accountability and transparency ;
- Skills and competencies required to work in partnership;
- Institutionalising a culture of on-going review and learning;
- Starting small and then scaling-up;
- Focus on results
- Relationship-management as a key to bring all actors on board; relationship-building needs to be a pre-cursor to build trust and recognition;
- Recognising that building partnerships take time;
- Awareness of changing contexts and having the flexibility to be responsive to these;
- Managing risk, including financial and reputational risk.

Recommendations for the GPEDC way forward in terms of multi-stakeholder partnerships:

- GPEDC could better position itself as a knowledge-sharing hub to spur action on the implementation of the SDGs through multi-stakeholder partnerships. Brokering and sharing lessons learned at the country level (“country-heavy, global light”) is key.
- The Busan principles are the back-bone for the work of the GPEDC.
- High-quality partnerships are not a theme of the GPEDC but are at the core of all the action. New initiatives should seek to underpin and strengthen these principles and build on and link with existing initiatives, thus harmonising with rather than fragmenting existing partnerships.
- Existing initiatives include: the Partnering Alliance which is developing good practice reference standards; the International Institute of Social Studies that undertakes research on multi-stakeholder partnerships; the work of the Task Team on CSO Development Effectiveness and the Enabling Environment; as well as the Global Partnership Initiatives.
- A proposal for a new consortium was shared. The consortium would be facilitated by the Netherlands GPEDC Task force and Partnerships Resource Centre (a coalition of business schools) with the goal of gaining insights and lessons learned on building excellent partnerships, in support of the notion of the GPEDC as a space for the ‘how’ of development cooperation.
- This could be an excellent way to engage on more neutral grounds with new partners, bring others to the table, and develop a common language on mutual learning for development cooperation.

## **Integrating Global Partnership Initiatives- (Building Blocks and Voluntary Initiatives) fully in the GPEDC architecture**

The GPEDC Steering Committee decided in its 7<sup>th</sup> meeting in January 2015 that Building Blocks (BBs) and Voluntary Initiatives (VIs) would be referred to as Global Partnership Initiatives (GPIs) and that efforts would be stepped up in order to ensure their full integration in the GPEDC architecture.

GPIs related opportunities:

- Workshops and seminars, including the annual Busan Global Partnership Workshop in Korea, represent very good opportunities for GPIs to share information and reflect on peer learnings.
- GPIs are particularly important in light of their bottom-up and country focused features.
- The multi-stakeholder and voluntary “coalitions of the willing” approach of GPIs is unique and important and should further be preserved.
- A wide range of actors have the opportunity to be involved in GPIs.
- The recognition of BBs and VIs is much appreciated, however a more systematic and structured engagement of BBs and VIs with the GPEDC could provide a model for a true “Partnership of partnerships” (in line with SDG17).

GPIs related challenges:

- Outdated list of GPIs and corresponding contact details. This results into lack of information and limited inclusiveness, which impede collaboration and lead to missed opportunities for greater impact of development collaboration.
- GPIs are very different. Not all GPIs are as inclusive as they could be and their access to the GPEDC Steering Committee differs. The latter results into a certain level of disconnection between the undertakings of the GPEDC Steering Committee and the work on the ground.

Recommendations in order to address the identified challenges and further exploit the potential of existing and future opportunities:

- Update list of GPIs and corresponding contact details.
- Use communication as a two-way street, including proactive engagement of GPIs leaders with the Joint Support Team. Communicate GPIs' key events, messages and results on a regular basis.
- The Joint Support Team should promote the online communication space and GPIs should make effective use of it.

Further recommendations in relation to GPIs' integration in the GPEDC architecture:

- Promote GPEDC branding with GPIs, but need to also protect successful branding of some Building Blocks and initiatives with identity beyond the GPEDC.
- Strong appetite to streamline and cluster regionally, thematically and principally the various initiatives.
- Ensure that GPIs are aligned to the Busan principles and that there can be a degree of differentiation on how GPIs operate according to their stakeholders, locality, and objectives.
- Keen interest in sharing and disseminating information, with bi-annual reporting being feasible, however remaining voluntary and easy to do.
- Clarity as to how GPIs can take information and recommendations to GPEDC Steering Committee is required. Dedicated space for GPIs on the GPEDC Steering Committee agendas would be needed.
- Regular regional, thematic and principle-based meetings for GPIs would allow for further interaction and peer learning and exchange.
- Alongside global monitoring indicators, opportunities for GPIs to provide anecdotal views on Busan implementation would be welcome. The Steering Committee could discuss whether the Advisory Group on monitoring could assess lessons from the ground in that regard.
- Increasing need for evaluations and validation of the effectiveness of different multi-stakeholder partnerships.
- The voluntary nature of GPIs should be maintained. Any obstacles to inclusiveness should however be addressed as appropriate.
- Clear criteria for new GPIs should be made available to interested parties, building on the elements of the synthesis note on BBs and VIs produced by the Joint Support Team.

## Monitoring, including steps for the critical assessment of the existing framework in the light of post-2015 requirements

One of the most valuable processes within the GPEDC is the global country-led monitoring exercise, with the following key objectives:

- Refining the GPEDC monitoring framework;
- Contributing to the development of the post-2015 SDGs process and mainly the SDG17.

The GPEDC plays unique roles to enhance effectiveness of development co-operation. In this sense, key roles identified within the GPEDC in the monitoring exercise are played by countries and regions involved in the exercise; the Steering Committee and Joint Support Team; the Advisory Group on monitoring to be set up in the first quarter of 2015 and the Global Partnership Initiatives.

Relevant processes and milestones for the monitoring exercise include:

*From the GPEDC angle:*

- The set-up of the Advisory Group on monitoring- March 2015;
- The second Global Monitoring Report- 2015-2016;
- The endorsement of the refined monitoring framework at second GPEDC High Level Meeting in 2016.

*From the post-2015 agenda angle:*

- The Financing for Development Conference in July 2015;
- The adoption of the new Sustainable Development Goals in September 2015;
- The implementation of the SDGs afterwards.

Recommendations:

- For groups with technical expertise and experience, interact with the Joint Support Team and Advisory Group as appropriate to provide inputs and feedback, depending on processes to be set up;
- The Joint Support Team and Advisory Group should reach out, as appropriate, to groups with technical expertise and experience, as needed;
- GPEDC members should provide feedback to governments, if needed, during the intergovernmental review of SDGs;
- GPEDC members should work closely with the Steering Committee, in order to ensure that constituencies' positions are reflected in the decision making.
- Test and provide feedback in the second monitoring exercise.
- Position the GPEDC as an effective partner and platform to monitor SDGs;
- Need to ensure that aspects and views of countries and regions are reflected in the revision of the monitoring exercise;
- While keeping the unique focus of the GPEDC, there is a need to streamline the GPEDC work with the future SDGs;
- Further focus on SDGs systemic issues indicators could be envisaged.