Global Partnership for Effective Development Co-operation

Draft 2017 and 2018 Programme of Work

Draft for Consultation with Steering Committee Members

The renewed mandate of the Global Partnership stipulates a biennial, costed programme of work to guide the work by the Co-Chairs, Steering Committee and Joint Support Team. The present draft is tabled for discussion and agreement by the Steering Committee at its 13th meeting in Washington, D.C. on 23-24 April 2017.

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I. The Global Partnership

The Global Partnership for Effective Development Co-operation was created in 2011 at the Fourth High-Level Forum on Aid Effectiveness in Busan, Korea. The Busan Partnership Agreement, which established the Global Partnership, was endorsed by 161 countries and 56 international organisations, and representatives of civil society, private sector, parliamentarians and local and regional entities.

Global Partnership stakeholders work in synergy to strengthen the effectiveness of development co-operation by putting into practice four principles: (i) ownership of development priorities by developing countries; (ii) focus on results; (iii) inclusive partnerships; and (iv) transparency and mutual accountability.

In Nairobi, Kenya in December 2016, at its Second High-Level Meeting (HLM2), the Global Partnership adopted a renewed mandate to build on the lessons learned and adjust to the evolving development co-operation landscape. In delivering its mandate, the Global Partnership will perform five core functions:

1. Supporting effectiveness at the country level
2. Generating evidence for accountability and SDG follow-up
3. Sharing knowledge and lessons
4. Facilitating specialised dialogue
5. Building political momentum for effective development co-operation

The Partnership will remain country-focused and promote mutual accountability, provide data and evidence on progress in meeting commitments on more effective development co-operation, and inform inclusive dialogue on effective development co-operation at all levels to unleash the potential of all development actors to achieve the SDGs by 2030.

The Global Partnership is led by three Co-Chairs and a Steering Committee. Global Partnership Co-Chairs are mandated to represent the Global Partnership externally and guide the Partnership's work. The Steering Committee is the main decision making body of the Global Partnership, representing all relevant actors with a stake in development wishing to engage in the work of the Global Partnership – governments, multilateral and bilateral institutions, civil society, academia, parliaments, local governments, regional platforms and organisations, trade unions, the business sector, and philanthropy. Independent evaluations of the work of the Global Partnership may also be conducted at determined times.

The Global Partnership is supported by a Joint Support Team (JST) sourced by the Organisation for Economic Co-operation and Development (OECD) and United Nations Development Programme (UNDP). Both organisations will continue to draw on their existing structures, respective mandates and areas of comparative advantage to work together in an efficient and complementary manner.

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II. Major achievements

Improved shared understanding of progress and bottlenecks and informed decision-making with evidence

The Partnership's monitoring reveals that development actors have made progress on results, inclusive partnerships, and transparency, but more needs to be done to unlock existing bottlenecks. The 2016 monitoring round drew record participation and diversity, 81 low and middle-income countries, 125 development partners, and hundreds of civil society organisations, private sector representatives, trade unions, foundations, parliamentarians and local governments engaged. The data and evidence generated covers up to 89% of these countries' programmed development co-operation finance.

In 2016, the Global Partnership monitoring framework has been recognised as a unique source of information for the follow-up and review of the 2030 and Addis Ababa Action Agendas. Data and evidence generated from the country-led process of the Partnership's monitoring now provides evidence to SDG targets on respecting countries' policy space and leadership (SDG 17.15), multi-stakeholder partnerships for development (SDG 17.16), and gender equality and women's empowerment (SDG 5c).

Translating effective development co-operation commitments into practice

Collective action through the Global Partnership has driven stakeholders to improve the way development co-operation is delivered. The Global Partnership has supported countries in adapting effectiveness principles in their country context through eight regional mutual learning events. These enabled government and non-state actors to discuss monitoring findings, share experiences and lessons, and develop common action plans. 81 monitoring profiles based on the country-led monitoring findings have provided detailed inputs to country-level implementation efforts. Global Partnership Initiatives have also generated valuable evidence and energised policy dialogue at all levels, translating global agreements into action.

Generated international political momentum and support for effective development co-operation

The Second High-Level Meeting in 2016 (HLM2), which convened over 4,600 participants from 157 countries, reinforced commitments to effective development co-operation. The Outcome Document strategically positioned the Global Partnership within the follow-up and review of the 2030 Agenda and articulates, for the first time, differentiated commitments that recognize the specific roles and contributions development stakeholders can make. HLM2 successfully concluded the renewal of the Global Partnership mandate and secured continued political leadership with successor Co-Chairs from Bangladesh, Germany and Uganda.

In 2015 and 2016, the Partnership hosted a vast array of meetings and consultations to energise policy debate on effective development co-operation among and within different communities, culminating in the Nairobi conference. Hosted by the Republic of Korea, the annual forums and learning and acceleration programmes enabled practitioners and policy makers to address bottlenecks and barriers at country level. All three co-chairs from the Netherlands, Mexico and Malawi hosted one Steering Committee meeting and others took place in New York, Seoul and Nairobi, sharpening the Partnership's vision in preparation for HLM2.

Significantly enhanced visibility of the Global Partnership and strengthened engagement among stakeholders

Concerted communications efforts have increased engagement by policy makers and practitioners in all regions. In 2016, usage and followers increased by 30% on effectivecooperation.org, 50% on Twitter and 900% on Facebook. Newsletter subscriptions surged to almost 7,000 subscribers. Public e-discussions and blogs engaged policymakers, practitioners and leaders including then USAID Administrator Rajiv Shah, then UK Secretary of State for International Development, Justine Greening, then Indonesian State Minister for National Development Planning Armida Alisjahbana and then Nigerian Finance Minister Ngozi Okonjo-Iweala.

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III. Programme of work for 2017 and 2018: A new direction

The biennial programme of work defines targets and responsibilities for the implementation of the work of the Global Partnership in any two-year period. To achieve the ambition of the Partnership as outlined in the Nairobi Outcome Document, the Global Partnership needs to generate momentum in 2017 and 2018 to significantly enhance efforts by all stakeholders to achieve impact at country level; increase high-level political engagement and action across the Partnership; attract greater interest and participation from emerging economies and emerging development partners from the South, the private sector, foundations, Parliamentarians and local government; and secure sufficient funding from across the Global Partnership.

Based on evidence to date and issues emerging from the current development co-operation landscape, the programme of work is focused on six inter-related and mutually reinforcing strategic outputs for 2017-2018:

Enhanced support to effective development co-operation at country level: Supporting countries in mainstreaming effectiveness principles into development co-operation practices and strategically managing diverse development co-operation resources; as well as ensuring that country-level evidence on progress and challenges informs multi-stakeholder dialogue at national, regional and global levels to drive political decisions and promote behaviour change.

Unlocking bottlenecks to effectiveness and updated monitoring for 2030: Positioning the Global Partnership as a recognised source of data, evidence and analysis by generating reliable and timely country-level data and unblocking the bottlenecks that hider progress on the implementation of agreed effectiveness principles; as well as refining the monitoring framework to reflect the challenges of the 2030 Agenda, including the distinctive contribution of the increasingly diverse actors in development co-operation.

Sharing knowledge to scale-up innovative development solutions: Bringing together the learning, knowledge and technology available across constituencies to help scale development solutions at a faster pace, building on the progress demonstrated by various countries, development partners and non-state actors across the effectiveness principles; as well as strengthening the Partnership's mutual learning loop to become a "go-to" partnership for knowledge exchange, making fuller use of knowledge generated to promote mutual accountability and learning.

Engagement platform and principles for effective public-private partnerships leveraged through development co-operation: Leveraging development co-operation to attract inclusive business investments that generate shared benefit for business strategies and development goals; as well as facilitating specialised dialogue to help development partners adapt their practices and instruments for partnership with the business sector and to ensure the transparency and accountability of these arrangements to effectively contribute to economic development and poverty reduction.

Learning from different modalities of development co-operation: Enhancing exchanges between constituencies engaged in North-South, South-South and Triangular co-operation, recognising their unique characteristics and respective merits, to draw smartly together the diversity of options available across stakeholders to scale up the impact of development co-operation to the level needed to attain the SDGs; as well as facilitating specialised dialogue to learn from different modalities of development co-operation with specific attention to southern partners and partnership options.

Strengthened high-level political engagement, advocacy, public communication and strategic use of data and evidence: Producing the behaviour change needed to make development co-operation more effective depends on political leadership that is informed by sound evidence and policy recommendations. The Global Partnership will generate political momentum through a combination of advocating for development effectiveness principles at the political level, strategic engagement in global processes, including in the follow-up and review of the 2030 Agenda for Sustainable Development, and strategic public communication of the Global Partnership's messages and insights.

Co-Chairs' responsibilities focus on outreach to ensure momentum at the highest political levels. Steering Committee members are expected to champion specific work streams in close consultation and collaboration with

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their constituencies. The JST is responsible for technical, secretariat and advisory activities necessary for the Co-Chairs and Steering Committee to deliver the programme of work. The financial support necessary for the OECD and UNDP to jointly support the implementation of this work programme is indicated for each output.

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Activities, lead responsibilities and timing

Strategic Output 1: Enhanced support to effective development co-operation at country level

The Global Partnership aims to drive global progress and support countries in strategically managing diverse development co-operation resources, steering effective practices to deliver on national development targets. The Global Partnership will therefore continue to provide strategic support for countries to establish and/or strengthen existing mechanisms and country level multi-stakeholder partnership platforms to advance the full realisation of the effectiveness principles and commitments at national level and promote regional exchanges of lessons learned. National mechanisms and platforms will be leveraged to engage all actors in ensuring that relevant country-level data and evidence on effective development co-operation is generated and discussed and informing national follow-up and review of the 2030 Agenda and the SDGs and the High-Level Political Forum and the Financing for Development Forum.

In 2017 and 2018, the Global Partnership will provide catalytic support to countries piloting establishment of systematic mechanisms and country-level multi-stakeholder partnership platforms for making the best use of the various forms of co-operation; establish a compendium of good practices related to the policies and institutional arrangements, and help mobilise GPIs to strengthen their focus on greater country level focus.

Function: Supporting effectiveness at the country level												
Strategic Output 1: *Enhanced support to effective development co-operation at country level*												
Activity	**Responsible**			**Timing 2017-18**								
	CCs	SC	JST	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1. Country-led dialogue for advancing effectiveness principles at national level												
1.1.1 Advocate for GP stakeholders to convene country-level multistakeholder dialogues to agree on country-led visions on effective development co-operation and voluntary report on progress and evidence from their respective constituency groups	**X**	**X**									
1.1.3. Regional and inter-regional dialogues for mutual learning and facilitation of peering mechanisms		**X**									
1.1.4 Synthesis of voluntary reports and evidence			**X**								
1.2. Countries establishing or strengthening coherent strategies to manage the diversity of development co-operation and ensuring accountability for the SDGs												
1.2.1 Outreach to encourage countries to undertake systematic reviews of the status of development cooperation and its financing at the country level	**X**	**X**									
1.2.2 Demand-driven scoping and piloting of holistic strategies to manage development co-operation in 4-6 countries per year			**X**								
1.2.3 Promote adopting a holistic strategy and institutional framework for maximizing the impact of all types of cooperation and greater synergies at country level		**X**									
1.2.4 Synthesis of lessons learned drawing from the pilot experience			**X**								
1.3. Countries launching and/or strengthening national multi-stakeholder dialogue platforms												

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1.3.1 Scoping of existing national multi-stakeholder dialogue platforms, drawing on evidence and data from 2016 monitoring/DCF MA survey and other relevant information, for strengthened national mutual accountability											
1.3.1. Promote multi-stakeholder dialogue platforms		X									
1.3.3. Synthesis of evidence			X								
1.3.4 Launch the compendium of national multi-stakeholder platforms	X										
1.4 Compendium of Good Practices for advancing effectiveness principles at national level											
1.4.1 Compilation of good practice examples based on the review of findings from work on strategic coherent approaches for managing co-operation and multi-stakeholder dialogue platforms			X								
1.4.2 Launch of Global compendium of good practices	X										

Strategic Output 2: Unlocking bottlenecks to effectiveness and updated monitoring for 2030

The Global Partnership's monitoring framework is a recognised vehicle for mutual accountability on the effectiveness of development co-operation. It tracks development stakeholders' progress towards more effective development co-operation, namely how effectively developing countries' governments put in place a conducive environment and system to maximise the impact of development co-operation; and how effectively international development partners deliver their support including on the unfinished business. The data and evidence reported by countries is used as a source of evidence by the UN Statistical Commission to monitor progress on SDGs 5 and 17.

In 2017-18 the Global Partnership will aim at enhancing the relevance of its monitoring evidence by: spearheading policy dialogue to unlock bottlenecks on effectiveness commitments; launching a refined monitoring framework to reflect the diversity of actors and forms of development co-operation; and producing the 2018 Monitoring Report, including the country monitoring profiles. The data and evidence generated will feed into the UN-led follow-up and review of the SDGs at the High-Level Political Forum on Sustainable Development.

Function: Generating evidence on the effectiveness of development co-operation (Accountability & SDG follow-up)											
Strategic Output 2: *Unlocking bottlenecks to effectiveness and updated monitoring for 2030*											
Activity	**Responsible**			**Timing 2017-18**							
	CCs	SC	JST	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.1. Evidence on effectiveness of development co-operation for regional/stakeholder dialogues and SDG follow-up											
2.1.1. Regional/stakeholder dialogues on effectiveness: take stock of bottlenecks and propose action plan		X									

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2.1.2. Global Action Plan to unlock bottlenecks (Second SC meeting 2017)[1]	X	X										
2.1.3 Targeted outreach and support to countries for inclusion of evidence on effectiveness in national SDG reports, including voluntary reviews[2]	X		X									
2.1.4. Evidence for UN-led reports including SDG report (SDG 5 and 17)to HLPF, FfD Forum and DCF (collaboration with UNDESA)			X									
2.1.5 Facilitate inclusion of country-generated monitoring data into HLPF ministerial segment and national voluntary reviews.	X	X										
2.2. Refined monitoring framework for the 2030 Agenda												
2.2.1. Roadmap for refining monitoring framework	X	X	X									
2.2.2. Technical/stakeholder consultation to update indicator methodologies (online consultation, expert groups)			X									
2.2.3. 3-4 Regional workshops to guide refinement of the monitoring framework			X									
2.2.4. Stakeholder consultations for the refined monitoring framework		X										
2.2.5. Develop a proposal for a refined monitoring framework	X	X	X									
2.3. 3rd Monitoring Report on effectiveness of development co-operation												
2.3.1. Official launch & outreach for participation in third monitoring round	X	X										
2.3.2. Guidance & reporting tools for the third monitoring round (including guidance to ground the GP monitoring exercise into existing national SDGs accountability and monitoring mechanisms)			X									
2.3.3.Organize 3-4 regional workshops to support country-led data collection			X									
2.3.4. Respond to demands for support in relation to the third round of monitoring through helpdesk & demand-driven targeted support[3]			X									
2.3.5. Release third Monitoring Report, data and country profiles [early 2019]			X									

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Strategic Output 3: Sharing knowledge to scale-up innovative development solutions

The Global Partnership will intensify efforts to bring together the lessons learned from different practical approaches and experiences to strengthening the effectiveness of development co-operation available across constituencies. In 2017-2018, the Global Partnership will become a *go-to* platform for knowledge exchange and learning at all levels by drawing smartly together the diversity of concrete options available across stakeholders identified and generated from other strategic deliverables (i.e. country-level evidence, monitoring process, specialised dialogues among North-South and South-South co-

[1] A thematic Steering Committee Meeting will look at actions required to unlock identified bottlenecks to effectiveness based on recommendations from regional/stakeholder consultations.
[2] Countries selected to report their Voluntary National Reviews to the HLPF.
3 Demand-driven support draws on existing UNDP regional and country-level capacity strengthening/technical assistance.

operation and on public-private partnerships). In order to strengthen its online community of networks/practitioners, including Global Partnership Initiatives, regional and country platforms, the Global Partnership will establish a virtual knowledge sharing platform.

By providing a space for networks, working groups and initiatives, it can systematically collaborate on specific issues through online discussions and across work streams, share knowledge, and highlight milestones and events. This online community of networks will be nurtured through substantive online dialogue/discussions, informed from practical knowledge and lessons generated and shared through the knowledge sharing platform, complementing specialized dialogue and country-led efforts for advancing effective development co-operation principles.

Function: **Sharing knowledge and lessons**												
Strategic Output 3: ***Sharing knowledge to scale up innovative development solutions***												
Activity	**Responsible**			**Timing 2017-18**								
	CCs	SC	JST	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
3.1 Establish a community of practice on effective development co-operation to connect Global Partnership stakeholders to each other and with other stakeholders/partnerships in the development co-operation space.												
3.1.1. Mapping of GPIs and other initiatives to promote effective development co-operation			**X**									
3.1.2. Outreach and mobilise constituencies to connect with relevant actors and partnerships to share knowledge and lessons around development co-operation		**X**										
3.1.3. Establish a community of practice for sharing knowledge			**X**									
3.2. Create an online knowledge exchange platform												
3.2.1. Undertake needs assessment for knowledge exchange and online community of practitioners			**X**									
3.2.2. Map and collect existing knowledge, policy products, and innovations on effective development co-operation (contents generated from other outputs)			**X**									
3.2.1. Create online knowledge platform based on Global Partnership stakeholders' technical needs and requirements and setting up a curator function of knowledge products from GP stakeholders, partnerships and groups			**X**									
3.2.2. Launch the Global Partnership knowledge platform	**X**											
3.2.3. Promote knowledge sharing through the Global Partnership knowledge platform		**X**										
3.3. Strengthened knowledge content to position the Global Partnership platform as the go-to-platform on effective development co-operation												
3.3.2 Lead 1-2 online substantive discussion as lead facilitators		**X**										
3.3.3 Technical support and synthesis of online discussions			**X**									
3.3.4 Maintain knowledge catalogue			**X**									
3.3.5. Promote Global Partnership as go-to platform on effective development co-operation	**X**											
3.3.6 Maintain regular communication between Global Partnership stakeholders, leadership, GPIs, regional/country platforms, and JST			**X**									

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Strategic Output 4: Engagement platform and principles for effective public-private partnerships leveraged through development co-operation

In 2017-2018, the Global Partnership will facilitate inclusive dialogue to help identify enablers and constraints to scale up public-private partnership (PPP) leveraged through development co-operation, with a view to agreeing on principles for effective PPP leveraged through development co-operation. The Partnership will facilitate collaboration with businesses, including the set-up of a caucus of likeminded business and foundation representatives, to help development partners adapt their policies and instruments for more effective partnership with the business sector.

Through consultative multi-stakeholder dialogues, the Global Partnership will also promote greater checks and balances for PPPs leveraged through development co-operation, helping all stakeholders monitor the transparency, development rationale and results of public-private partnership that delivers mutual benefit for business strategies and development goals. This will help reinforce the political momentum needed to fully leverage public and private resources for the attainment of the SDGs.

Function: Facilitating specialised dialogue												
Strategic Output 4: ***Engagement platform and principles for effective public-private partnerships leveraged through development co-operation***												
Activity	**Responsible**			**Timing 2017-18**							
	Co-Chairs	Steering Committee	JST	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
4.1. Inclusive dialogue on enablers and constraints to scale up PPPs leveraged through development co-operation												
4.1.1. Set up a caucus of likeminded business and foundation representatives	**X**	**X**									
4.1.2. Compilation and technical analysis of evidence on enablers & constraints			**X**								
4.1.3. Consultative multi-stakeholder dialogues		**X** (with Caucus)									
4.2. Principles on effective policies and instruments (engagement & checks/balances) for PPPs leveraged through development co-operation												
4.3.1. Analysis and consultation on principles on effective policies and instruments			**X**								
4.3.2. Specialised policy dialogue on adapting development partners' development co-operation policies and instruments		**X**									
4.3.3. Endorsement of the principles[4]		**X** (with Caucus)									

Strategic Output 5: Learning from different modalities of development co-operation

The Global Partnership aims to foster mutual learning from innovative approaches and solutions tried and tested by different modalities of development – cooperation into its way of working. Over 2017-2018, the Global Partnership will help partners engaged in in North-South, South-South and Triangular co-

[4] A thematic Steering Committee meeting will focus on the finalisation and agreement of the principles for effective PPPs leveraged through development co-operation.

operation, East-East and other cooperation modalities to share innovative approaches and solutions by facilitating specialised dialogues and an engagement platform. The outcomes will inform the 2018 Monitoring Report.

Function: Facilitating specialised dialogue												
Strategic Output 5: ***Learning from different modalities of development co-operation***												
Activity	**Responsible**			**Timing 2017-18**								
	Co-Chairs	Steering Committee	JST	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
5.1. Innovative approaches and solutions from partners engaged in North-South, South-South and Triangular Cooperation and other cooperation modalities												
5.1.1. Identify and approach relevant partners, and identify topics for discussions		**X**										
5.1.2. Compile innovative approaches and solutions, based on topics identified			**X**									
5.1.3. Specialised policy dialogue on innovative approaches and solutions to strengthen the effectiveness of development co-operation		**X**										
5.2. Engagement platform between diverse providers of development co-operation												
5.2.1. High-level political outreach to partners representing different modalities of development co-operation, with specific attention to southern partners	**X**	**X**										
5.2.2. Negotiation/set-up of an engagement platform for political dialogue	**X**	**X**										
5.3. Learning from diverse approaches feeds into the monitoring framework												
5.3.1. Identification of southern partners interested in reflecting diverse approaches to development co-operation in the monitoring framework	**X**	**X**										
5.3.2. Mutual learning from diverse approaches informs the monitoring framework			**X**									

Strategic Output 6: Strengthened high-level political engagement, advocacy, public communication and strategic use of data and evidence

Producing the behaviour change needed to make development co-operation more effective depends on political leadership that is informed by sound evidence and policy recommendations. The Global Partnership will generate political momentum through a combination of advocating for development effectiveness principles at the political level, engaging strategically in global processes, including in the follow-up and review of the 2030 Agenda for Sustainable Development, and publically communicating the Global Partnership's messages, and insights strategically.

The Global Partnership will undertake political level outreach, including with emerging economies, through bilateral engagement, at major international events, and by facilitating a structured multi-stakeholder political dialogue. The Global Partnership's data and evidence for effective development co-operation make a distinct contribution to national, regional and global processes that can build political momentum for change in development co-

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operation practices. The Global Partnership will strategically inject its analysis to processes including the Financing for Development Forum, the High-Level Political Forum on Sustainable Development and the Development Co-operation Forum.

The Global Partnership communicates publically, including through the media, to generate political momentum. The Global Partnership will strategically intensify its public communications and share policy products in a targeted manner. The Global Partnership will do this in order to draw attention of influential actors to the actions needed for effective development co-operation. It will be especially important to intensify efforts to generate visibility, because in the aftermath of HLM2 the Global Partnership will need to work harder to attract media attention.

Function: Driving political momentum for effective development co-operation												
Strategic Output 6: Strengthened high-level political engagement, advocacy, public communication and strategic use of data and evidence												
Activity	**Responsible**			**Timing 2017-18**							
	Co-Chairs	Steering Committee	JST	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
6.1. Political leadership and outreach on effective development cooperation												
6.1.1. Inclusive discussion on development effectiveness principles in bilateral high-level political engagement	**X**	**X**									
6.1.2 Provide internal advice to Co-Chairs and Steering Committee Members to service political engagement, and draft public policy briefings to enable the Global Partnership to persuade other actors			**X**								
6.1.3 Ministerial level outreach to key political stakeholders, including from emerging economies to create a structured political dialogue with key political stakeholders, including from emerging economies.	**X**	**X**									
6.2. Strategic political engagement in global processes												
6.2.1 Position the Global Partnership among relevant groupings and in global fora including the HLPF to ensure insights and messages feed high-level deliberations, including through bilateral engagement	**X**	**X**									
6.2.2 Political engagement to ensure Global Partnership evidence and findings are prominently addressed in mandated follow-up and review processes of the 2030 Agenda and Financing for Development process and related reports	**X**										
6.2.3. Up to 4 Global Partnership advocacy events in the margins of other international political forums and 1-2 international Global Partnership-led advocacy/media events.	**X**	**X**	**X**								
6.3. **Inclusive, structured decision-making on strategic direction throughout the biennium**												
6.3.1. Up to four meetings of the Steering Committee with the presence and active participation of all members	**X**	**X**									

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6.3.2 Substantive and facilitation support to ensure successful deliberation in the SCMs	**X**										
6.4. Strengthen visibility and outreach to demonstrate the Global Partnership's impact											
6.4.1 Maintain strong online presence and engagement via communications on digital platforms including website (with blog series, updates to reflect GP activities), social media accounts, regular email newsletter (up to six/year)			**X**								
6.4.2 Produce communications products (media and policy briefs, up to 2 videos, 1 general presentation, summary reports, flyers, timely press releases) for targeted audiences (GP community; development co-operation community; interested public) to disseminate information about Global Partnership policy work, analysis, events, and overall vision			**X**								
6.4.3. Leverage communications products for outreach to relevant political and/or intergovernmental bodies and to maximise the reach/impact of the Partnership's work	**X**	**X**									

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Joint Support Team resource requirements

The budget tables below indicate the resource requirements for the Joint Support Team to support implementation of the activities in the Programme of Work the Joint Support Team is responsible for. All other activities in the Programme of Work are not costed under these budget tables.

All five strategic outputs require technical, secretariat and advisory activities from OECD and UNDP above and beyond the activities where a JST lead responsibility is indicated. This underscores the importance of mobilizing the full resource requirements for the two organisations to allow for effective organisation, sequencing and delivery of JST work to deliver on the entirety of the programme of work.

Strategic Output 1: Enhanced support to effectiveness of development co-operation at country level		
Activity	**Cost**	
	OECD[5]	UNDP
1.1 Country-led dialogue for advancing effectiveness principles at national level	**0 KEUR**	1 539 K USD
1.2. Countries establishing or strengthening coherent strategies to manage the diversity of development co-operation and ensuring accountability for the SDGs		
1.3. Countries launching and/or strengthening national multi-stakeholder dialogue platforms		
1.4 Compendium of Good Practices for advancing effectiveness principles at national level		

Strategic Output 2: Unlocking bottlenecks to effectiveness and updated monitoring for 2030		
Activity	**Cost**	
	OECD	UNDP
2.1. Monitoring evidence informs policy dialogue on effective implementation of SDGs (including HLPF and other UN processes)	**1 747 KEUR**	1 825 K USD
2.2. A refined monitoring framework for the 2030 Agenda		
2.3. The Global Partnership's 2018 Progress Report		

Strategic Output 3: Sharing knowledge to scale up innovative development solutions		
Activity	**Cost**	
	OECD	UNDP
3.1 Establish a community of practice on effective development co-operation to connect Global Partnership stakeholders to each other and with other stakeholders/partnerships in the development co-operation space.	**0 KEUR**	968 K USD
3.2. Create an online knowledge exchange platform		
3.3. Strengthened knowledge content to position the Global Partnership platform as the go-to-platform on effective development co-operation		

Strategic Output 4: Engagement platform and principles for effective public-private partnerships leveraged through development co-operation		
Activity	**Cost**	
	OECD	UNDP
4.1. Priority issues to attract business investments for mutual benefit	**308 KEUR**	453 K USD

[5] OECD costs are allocated in line with the agreed OECD-DAC Programme of Work and Budget 2017-18, whereby outputs focus on monitoring, secretariat and policy dialogues.

4.2. Compendium of good practices for public-private partnership leveraged through development co-operation		
4.3. Principles for effective, pro-poor public-private partnership leveraged through development co-operation		

Strategic Output 5: Learning from different modalities of development co-operation		
Activity	**Cost**	
	OECD	UNDP
5.1. Innovations and lessons from diverse approaches to development co-operation	**286 KEUR**	302 K USD
5.2. Engagement platform with emerging economies on effective development co-operation		
5.3. 3rd Monitoring Report features innovations and lessons from diverse approaches to development co-operation		

Strategic Output 6: Strengthened high-level political engagement, advocacy, public communication and strategic use of data and evidence		
Activity	**Cost***	
	OECD	UNDP
6.1. Political leadership and outreach on effective development cooperation	**788 KEUR**	1 061 K USD
6.2. Regular Steering Committee meetings that take strategic and fully owned decisions		
6.3. Strengthen visibility and outreach to demonstrate the Global Partnership's impact		

* Budget allocations under this strategic priority are necessary to support the impactful implementation of strategic outputs 1 to 5.

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IV. Events 2017-2018

Global Partnership events will be organised in cost effective ways, back-to-back with other events, where possible, to maximise benefits and impact on the global development agenda. The description below indicates the type of events the Global Partnership foresees. The illustration on the next page summarises the proposed events from the work programme. A calendar of events indicates other opportunities of relevance to the Global Partnership.

Specialized Policy Dialogues

Specialized policy dialogues help to identify practical solutions to accelerate progress on specific bottlenecks. They will be co-ordinated with GPIs, regional platforms and other efforts to engage actors with similar interests to build consensus and strengthen advocacy around priorities. They provide opportunities to unpack monitoring findings and link evidence to the formulation of development co-operation policies and instruments. The exchanges may take shape in different formats (in-person, virtual, with support from regional platforms etc.), mobilising relevant communities of policy makers, experts and practitioners, pooling their comparative advantages and identifying opportunities to work together to translate effectiveness commitments into action at country level.

Global and Thematic Development Dialogues

Data and evidence generated for the Global Partnership informs the global follow-up and review of the 2030 Agenda and the AAAA through the SDG monitoring and FfD Follow-up as well as the deliberations in the DCF. Global Partnership findings will also be injected in other relevant global and thematic events and networks. Inputs will be made in targeted ways, including through presentations, issue/policy briefs, briefing sessions or side events. It is envisaged to hold one Global Partnership High-Level Segment in the margins of a relevant meeting on development finance and co-operation or, alternatively, one Senior-Level Meeting at the Directors-General level. A third, stand-alone High-Level Meeting of the Global Partnership is envisaged for the 2019-2020 period.

Regional Mutual Learning Events

Workshops will be held to engage country-level development stakeholders. They will facilitate learning and disseminate information on the tools available at the country level to support implementation of the development effectiveness agenda and to monitor effectiveness commitments. In particular, workshops are planned around strengthening country systems, including national policy and institutional architecture for managing increasing diverse development co-operation flows. Additionally, workshops will be held with national coordinators of the Global Partnership monitoring process to maintain stakeholder engagement and provide guidance on the way forward.

Busan Global Partnership Forums and Learning and Acceleration Program

The Forum and Program hosted by the Republic of Korea can continue to provide opportunities for policy makers, experts and practitioners to discuss solutions and new approaches to address bottlenecks and challenges in implementing effectiveness commitments at country level. Informed by deliberations of specialised policy communities (GPIs, Specialised Policy Dialogues), they serve as technical exchanges for knowledge sharing and mutual learning among all relevant actors including from the private sector and Southern partners.

Bi-annual Steering Committee Meetings

Steering Committee meetings provide strategic guidance to realise the deliverables agreed in the Programme of Work. The first Steering Committee in 2017 (SCM13) will discuss and endorse the Programme of Work. Subsequent meetings will dedicate thematic discussion to priority topics in the Programme of Work, allowing for substantive, member-led review of progress and taking decisions on the way forward to ensure timely delivery of the agreed Programme of Work. A proposed thematic sequence could entail: end-2017 unlocking bottlenecks at country level and updated monitoring framework; early 2018 Learning from diverse approaches to development co-operation; end-2018 effective public-private partnerships leveraged through development co-operation.

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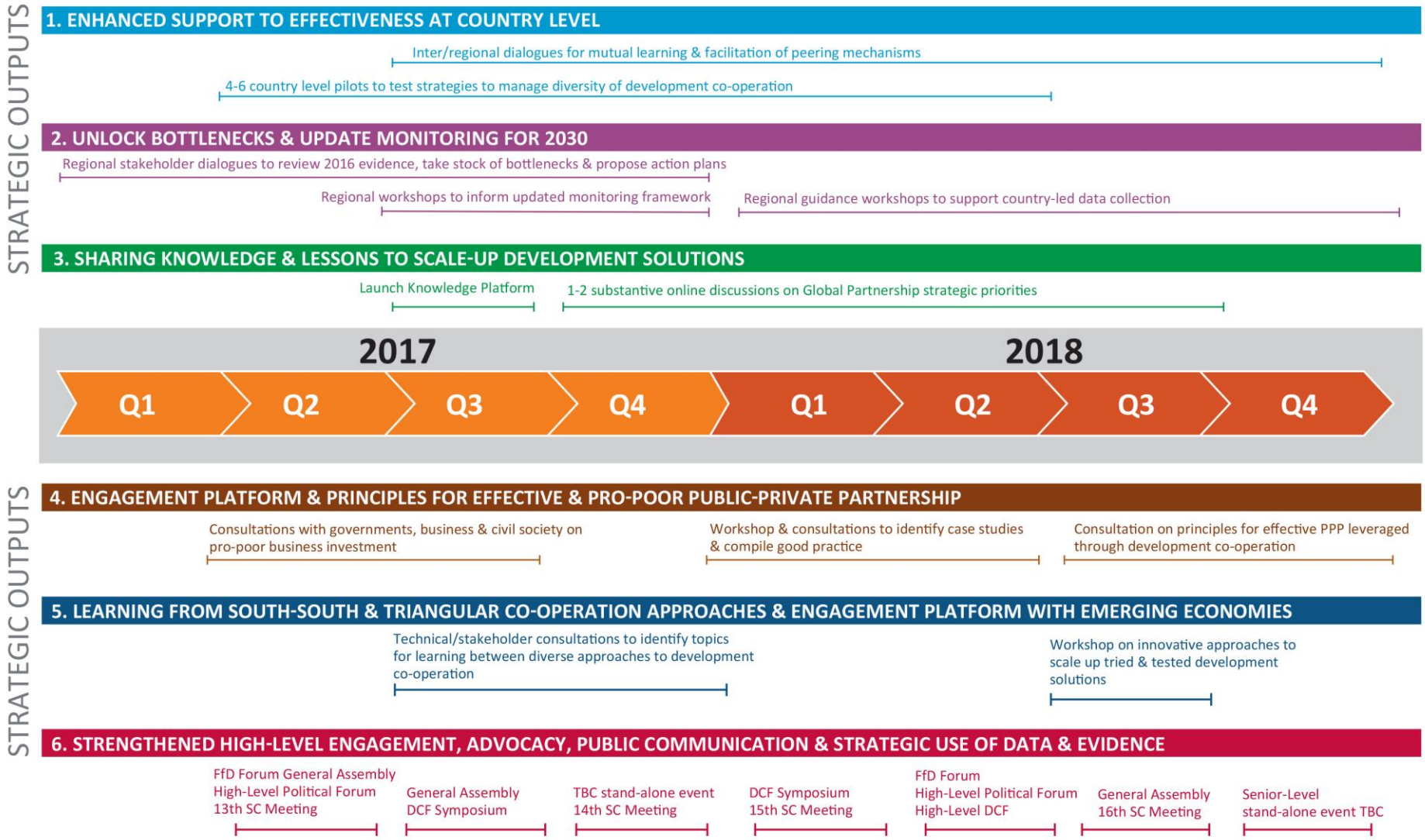
Illustration of possible 2017 and 2018 Global Partnership Events



2017 Calendar of Events* - Global and regional events of potential relevance to the Global Partnership											
January 2017		February 2017		March 2017		April 2017		May 2017		June 2017	
D	Events	D	Events	D	Events	D	Events	D	Events	D	Events
26	OECD Council on Development, Paris, France	09-10	Workshop "Mutual Accountability through Results", Brussels, Belgium	20-24	Committee for Development Policy, New York	05-07	TT-CSO, Paris, France	TBC	Development Cooperation Forum Symposium	6-7	Ministerial OECD Forum, Paris, France
30-31	UN ECOSOC Youth Forum, New York	22-23	DAC Network on Development Evaluation, Paris, France	22	EU Technical Seminar with EU Member States' Experts, Brussels	05	OECD Global Forum on Development, Paris, France and ECOSOC Partnership Forum, New York	04-07	50th AsDB Annual Meeting, Yokohama, Japan	7-8	European Development Days, Brussels, Belgium
				27-28	Arab–DAC Dialogue, Berne, Switzerland	21-23	World Bank IMF Spring Meetings, Washington D.C.	22-25	FfD Forum, New York	16-18	Asian Infrastructure Investment Bank, Jeju Island, South Korea
				27-28	Expert Group on SDG Indicator 5.c.1., New York	24-25	13th Steering Committee Meeting of the Global Partnership, Washington D.C.	22-26	AfDB Annual Meeting, Ahmedabad, India		
						26-29	ASEAN Summit, Cebu, Philippines	26-27	G7 Summit, Taormine, Italy		
July 2017		August 2017		September 2017		October 2017		November 2017		December 2017	
	Events	D	Events	D	Events	D	Events	D	Events	D	Events
2-4	Tidewater Meeting, Portugal	TBC	BRICS Development Partnership Administrators meeting	12	UN Day for South-South cooperation	13-15	World Bank and IMF Annual Meetings, Washington D.C.	01	OECD Global Perspectives Conference, Paris, France		
07-08	G20 Summit, Hamburg, Germany			12-25	72nd Session of the UN General Assembly (UNGA 72), New York (General Debate begins on 19th)	16-17	OECD DAC Senior Level Meeting				
10-19	HLPF (Ministerial from 17-19), New York					30-3 Nov	South-South Development Expo, Dubai				

* This calendar is tentative. Stakeholders are kindly invited to share further events with the GPEDC Joint support team

Annex 1: Members of the Steering Committee representing all actors with a stake in development (per 20 March 2017)

	Country/ Organisation	Title	First	Last	Title	Entity
Global Partnership Co-chairs						
	Bangladesh	H.E. Mr.	Abul Maal A.	MUHITH	Minister of Finance	Ministry of Finance
2	Germany	H.E. Mr.	Thomas	SILBERHORN	Parliamentary State Secretary	Federal Ministry for Economic Cooperation and Development
3	Uganda	H.E. Mr.	Matia	KASAIJA	Minister of Finance, Planning and Economic Development	Ministry of Finance, Planning and Economic Development
Representatives of Recipients of Development Co-operation						
4	Afghanistan (g7+)	Mr.	Mustafa	ARIA	Aid Management Director, Budget Department	Ministry of Finance
5	African Union / NEPAD	Dr.	Ibrahim Assane	MAYAKI	Chief Executive Officer	NEPAD Planning and Coordinating Agency
6	Pacific Island Forum Secretariat	Mr.	Alfred	SCHUSTER	Development Cooperation Advisor	PIFS
7	El Salvador (LAC region)	Ms.	Ryna Elizabeth	GARAY ARANIVA	Director General of Development Cooperation	Vice Ministry of Development Cooperation
8	Nepal	Mr.	Baikuntha	ARYAL	Joint Secretary	Ministry of Finance
9	Representative from Africa	TBC				
10	Representative from Africa	TBC				
Representatives of Recipients and Providers of Development Co-operation						
11	Mexico	Mr.	Noel	GONZALEZ	Deputy Director General for Policy and Planning	Mexican Agency for Development Cooperation
12	Philippines	Mr.	Rolando	TUNGPALAN	Deputy Director General (Undersecretary)	National Economic and Development Authority
Representatives of Providers of Development Co-operation						
13	ADCG/OFID	Mr.	Fuad	ALBASSAM	Assistant Director-General, Public Sector Operations Department	OPEC Fund for International Development
	Canada	Ms.	Deirdre	KENT	Director General, Development Policy, Development Policy Bureau, Department of Foreign Affairs, Trade and	Ministry of Foreign Affairs, Trade and

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					Development	Development
15	European Commission	Mr.	Klaus	RUDISCHHAUSER	Deputy Director General	DG Development and Cooperation
16	Japan	Mr.	Shigenobu	KOBAYASHI	Director, Development Assistance Policy Division	International Cooperation Bureau, Ministry of Foreign Affairs
Representatives of the Business Sector						
17	Private Sector	Ms.	Louise	KANTROW	Permanent Representative to the United Nations	International Chamber of Commerce
Representatives of Parliaments						
18	Parliamentarians	Mr.	Martin	CHUNGONG	Secretary General	Inter-Parliamentary Union
Representatives of Local Governments						
19	UCLG/FOGAR	Mr.	Berry	VRBANOVIC	Deputy Treasurer, Mayor of Kitchener (Canada)	UCLG
Representatives of Civil Society						
20	CPDE	Ms.	Maria Theresa	LAURON	Co-chair, CSO Partnership for Development Effectiveness	IBON International
21	ITUC-CSI	Mr.	Wellington	CHIBEBE	Deputy Secretary-General	International Trade Union Confederation
Representatives of Foundations						
22	Foundations	Mr.	Matt	Reed		Aga Khan Development Network
Representatives of Multilateral Development Banks						
23	World Bank	Mr.	Mahmoud	MOHIELDIN	Senior Vice President for the 2030 Agenda, United Nations Relations, and Partnerships	
Representatives of the UNDP/UNDG						
24	UNDP/UNDG	Mr.	Michael	O'NEILL	Assistant Secretary-General & Assistant Administrator	Bureau of External Relations and Advocacy
Representatives of the OECD/DAC						
25	OECD/DAC	Ms.	Charlotte	PETRI GORNITZKA	Chair Development Assistance Committee	
OECD/Joint Support Team						
26	OECD JST	Mr.	Douglas	FRANTZ	Deputy Secretary General	JST
	OECD JST	Ms.	Nadine	GBOSSA	Head, Global Partnerships and Policies (GPP), Development Co-operation Directorate	JST
	OECD JST	Ms.	Hanna-Mari	KILPELÄINEN	Team Leader JST, GPP/DCD	JST
UNDP/Joint Support Team						

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27	UNDP JST	Mr.	Niloy	BANERJEE	Director, United Nations Systems Affairs Group	JST
	UNDP JST	Ms.	Simona	MARINESCU	Director, Development Impact Group	JST
	UNDP JST	Ms.	Yuko	SUZUKI-NAAB	Global Policy Advisor– Effective Development Cooperation, Development Impact Group, Bureau for Policy and Programme Support (BPPS)	JST

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Annex 2: Global Partnership Mandate endorsed in Nairobi

1. **VISION.** The vision of the Global Partnership is to maximise the effectiveness of all forms of co-operation for development for the shared benefit of people, planet, prosperity and peace.

2. **MANDATE**. The Global Partnership shall contribute to the achievement of the 2030 Agenda for Sustainable Development and regional strategies for sustainable development by promoting effective development co-operation geared towards ending all forms of poverty and reducing inequality, advancing sustainable development and ensuring that no-one is left behind. The Global Partnership shall promote mutual accountability to hold each other responsible for more effective development co-operation through (i) a country-focused approach that helps developing countries make the best use of development co-operation to realise their national development goals with support of regional platforms; (ii) generating data and evidence on development stakeholders' progress in meeting their commitments to more effective development co-operation; and (iii) inclusive dialogue amongst development stakeholders at local, country, regional and global levels. In delivering its mandate, the Global Partnership will promote modalities of development co-operation that contribute to the universal objective of leaving no-one behind.

3. **CONSTITUENCY.** The Global Partnership brings together, on an equal footing, key stakeholders of the development co-operation agenda from developing countries (countries receiving development co-operation, as well countries of dual character that both receive and provide development co-operation); developed countries (countries providing development co-operation); multilateral and bilateral institutions; civil society; academia; parliaments; local governments; regional platforms and organisations; trade unions; the business sector; and philanthropy. The partnership is founded on the recognition that sustainable results and impact of development co-operation depend on joint efforts and investments. The partners are united by their shared commitment to inclusive partnership founded on common principles and goals and building on the comparative advantage of each. Regional platforms and organisations provide input regarding region-specific issues and approaches.

4. **FUNCTIONS.** The Global Partnership has five core functions:

(a) Supporting effectiveness at the country level

5. The success of the Global Partnership hinges on its ability to drive global progress and support countries in strategically managing diverse development co-operation resources, steering effective practices to deliver on national development targets. To this end, the Global Partnership will strengthen its country-focused approach, supporting countries to advance the effectiveness principles at the national level. It will ensure that country-level evidence on progress in and challenges to effective development co-operation informs local, national, regional and global multi-stakeholder dialogue to drive political decisions and promote behaviour change to scale up development co-operation results. The work at country level will include support for mainstreaming effectiveness principles into development co-operation practices; support to multi-stakeholder dialogue platforms building on data; and use of data from Global Partnership monitoring in the United Nations High-Level Political Forum on Sustainable Development and Financing for Development review processes.

(b) Generating evidence for accountability and SDG follow-up

6. Moving forward, the Global Partnership shall be a recognised source of data, evidence and analysis to track progress on effectiveness commitments. In carrying out its renewed mandate, the Global Partnership shall draw upon its comparative advantages and focus on generating reliable and timely country-level data and evidence to inform decision making on effective development co-operation. To this end, the Global Partnership shall conduct biennial monitoring rounds on the effectiveness of development co-operation. The monitoring will continue to be country-led and supported by regional and global platforms, based on mutually-agreed and updated indicators to measure all relevant performance. It will promote mutual accountability by highlighting areas of progress and challenges requiring further work. Policy-relevant lessons and innovative solutions produced by Global Partnership Initiatives will complement

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monitoring findings. The data and evidence generated will feed into the UN-led follow-up and review of the SDGs at the High-Level Political Forum on Sustainable Development.

(c) Sharing knowledge and lessons

7. The Global Partnership provides a platform for knowledge exchange and learning on effective development co-operation. Across principles, goals and indicators there are countries, development partners and non-state actors that demonstrate the capacity to progress on agreed effectiveness principles and commitments. Global Partnership Initiatives and regional platforms are also producing lessons and generating evidence around specific commitments and innovative areas of effective development co-operation. This indicates great potential for identifying success factors, sharing lessons and making fuller use of knowledge generated through these efforts to promote mutual accountability and learning.

(d) Facilitating specialised dialogue

8. Policy dialogue is vital to link the evidence generated through monitoring to the formulation of development co-operation policies and instruments that serve country needs. The Global Partnership promotes action-oriented dialogue among relevant development stakeholders, which pools the comparative advantage of relevant public and non-governmental actors to address bottlenecks, and develop or scale up innovative development solutions.

(e) Building political momentum for effective development co-operation

9. Producing the behaviour change needed to make development co-operation more effective depends on political leadership informed by sound evidence and policy recommendations. Centring its mission on data and evidence for effective development co-operation will enable the Global Partnership to make a distinct contribution to national, regional and global processes that can build political momentum for change in development co-operation practices. To this end, the Global Partnership shall enhance synergies with the Financing for Development Forum, the High-Level Political Forum on Sustainable Development and the Development Co-operation Forum. The Global Partnership shall contribute to these processes as well as to national and regional dialogue, by generating the country-level data and evidence on development co-operation effectiveness needed to drive behaviour change and steer high-level political commitment for development co-operation policies and practices that are relevant, effective and timely.

10. **DELIVERING FOR A NEW TRANSFORMATIVE DEVELOPMENT AGENDA:** Collective action through the Global Partnership has driven stakeholders to improve the way development co-operation is delivered, contributing to gains in effectiveness. The 2030 Agenda calls for scaling up efforts to improve the effectiveness of development co-operation; action to mobilise the transformative power of private resources to deliver on sustainable development; and for enhanced exchanges between constituencies engaged in North-South, South-South and Triangular Co-operation to promote knowledge sharing. Carrying out its core functions, the Global Partnership's constituencies must unblock bottlenecks and sustain commitments to implement effectiveness principles at country level. The Global Partnership must do more to shape a meaningful public-private collaboration agenda for effective development co-operation, and intensify its work to facilitate knowledge sharing and learning from diverse modalities of development co-operation. The Global Partnership will address, as follows, these three strategic and interrelated challenges in order to strengthen its contribution to the 2030 Agenda.

(a) Mutual Accountability: Unblocking bottlenecks and sustaining commitments to effective development co-operation

11. Mutual accountability to each other for meeting effectiveness commitments underpins the work of the Global Partnership across all areas of work. Development stakeholders reaffirm the existing effectiveness principles as the accountability framework for measuring progress in improving the effectiveness of their development co-operation. The Global Partnership's constituencies shall commit to unblocking the bottlenecks that hinder progress on the implementation of these principles for effective development co-operation, and to updating the Monitoring Framework to reflect the challenges of the 2030 Agenda, including the pledge to leave no-one behind. Current effectiveness commitments on alignment, predictability, transparency and accountability relate mainly to public partners. The new development paradigm calls

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for effectiveness commitments that reflect the distinctive contribution of the increasingly diverse actors in development co-operation. The effectiveness of development co-operation shall also be assessed against the ability of stakeholders to learn from different approaches and modalities of development co-operation; promote synergies between the growing diversity in technical and financial options available to developing countries to drive national development strategies; and respond to the capacity-building needs of countries and local governments struggling with new forms of vulnerabilities. Ensuring a better enabling environment for CSOs and local governments and strengthening their engagement remain a core requirement for a people-centred agenda.

12. *The way forward*: The renewed mandate of the Global Partnership is an opportunity to unblock bottlenecks on existing effectiveness commitments while also embracing the ambitions of the 2030 Agenda and regional strategies for sustainable development. To this end, the Global Partnership shall continue to promote behaviour change for implementation of existing effectiveness commitments and adapt its framework to ensure that it is relevant for dual countries and southern partners. It will develop targets to assess the effectiveness of partnerships between public actors, including local governments, and businesses and philanthropy, working together to take development results to scale. Effectiveness commitments should also guide adapted modalities of development co-operation to advance the universal goal of leaving no-one behind. The country-level monitoring process shall be strengthened to ensure the integrity and relevance of data, ensuring practicality and cost effectiveness.

(b) Shared Benefit: Unleashing the potential of development co-operation to attract inclusive private investment

13. The SDGs call for "urgent action to mobilise the transformative power of private resources to deliver on sustainable development" and to help combat illicit financial flows that deprive the people of the benefits of common resources. They signal the need for the public sector to set a clear direction, monitoring frameworks, regulation and incentive structures to attract private investment that reinforces sustainable development. The Global Partnership is challenged to deepen collaboration with the business sector as part of the effectiveness agenda ensuring checks and balances. The renewed mandate of the Global Partnership provides an opportunity to commit development actors to leverage development co-operation to attract inclusive business investments based on *shared benefit*. Through development co-operation, governments at central and local levels, bilateral and multilateral partners, philanthropy and civil society can play a catalytic role, helping companies advance innovation and investment that contribute to eradicating poverty and reducing inequality.

14. *The way forward*: The Global Partnership shall set clear effectiveness commitments as the development community engages in partnerships between governments, civil society and the business sector that generate shared benefit for business strategies and development goals. Accountability and transparency are essential to ensure that these arrangements effectively contribute to economic development and poverty reduction. The Global Partnership shall also promote a mutually-agreed framework to monitor public-private partnerships, helping to deliver real results and combat illicit financial flows. Furthermore, the renewed mandate of the Global Partnership will strive to help development partners adapt their practices and instruments for partnership with the business sector, including through the creation of a caucus of likeminded business and foundation representatives to interact with other interested Global Partnership stakeholders. Such a transformation is also vital for Middle Income Countries that are looking for innovative modalities of development co-operation in their efforts to leave no-one behind.

(c) Mutual Learning: Learning from different approaches to strengthen the effectiveness of development co-operation

15. Drawing smartly together the diversity of options available across stakeholders to mobilise knowledge, technologies and financing can scale up the impact of development co-operation to the level needed to attain the SDGs. Intensified efforts to bring together the learning, knowledge and technology available across constituencies – governments, development partners, business sector, philanthropy, CSOs, academia and local actors – can help scale development solutions at a faster pace. The renewal of the mandate of the Global Partnership is an opportunity to shape new modalities of mutual learning from diverse

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approaches to development co-operation and development solutions, recognising their unique characteristics and respective merits.

16. *The way forward*: The Global Partnership needs to build mutual learning from innovative approaches and solutions tried and tested by different stakeholders into its way of working. The Global Partnership shall review its modus operandi to develop a mutual learning loop from country-level evidence, areas of progress, learning from different modalities of development co-operation with specific attention to southern partners and partnership options to strengthen the effectiveness of development co-operation. Key modalities for improved mutual learning will include intensified focus on identifying lessons at central and local levels, through evidence and technical analysis, and disseminating these; and specialised policy dialogues among diverse constituencies to facilitate knowledge exchange and synergies between diverse development constituencies.

GOVERNANCE AND WORKING ARRANGEMENTS

17. The new global development context and the renewed mandate of the Global Partnership call for adjustments to its technical working arrangements and modalities. The following proposed adjustments are intended to ensure the operationalisation of the renewed mandate and the effective implementation of Global Partnership principles and commitments.

18. The proposed adjustments cover two sets of issues:

    a. the roles and responsibilities of Co-Chairs, the Steering Committee and Joint Support Team, including the proposed addition of a fourth non-executive Co-Chair; and

    b. changes to the way the Global Partnership operates to realise its vision, including the proposal of a biennial programme of work.

Roles and responsibilities

A. Co-Chairs

19. Since its inception, three governmental Co-Chairs have guided the work of the Global Partnership, both personally and through their representatives. To date, the three Co-Chairs represent: (i) recipients of development co-operation; (ii) recipients and providers of development co-operation; and (iii) providers of development co-operation. Co-Chairs are also members of the Global Partnership Steering Committee, advocating on behalf of their constituencies.

20. Under this proposal, the Co-Chairs will continue to represent the Global Partnership externally, guide its work and be responsible for facilitating the delivery of its overall objectives. However, going forward, the role of Co-Chairs will also include the positioning of the Global Partnership within the Follow-up and Review of the Sustainable Development Goals and AAAA commitments, as well as strengthening the links with the High-Level Political Forum, Financing for Development and Development Co-operation Forum, as well as regional strategies. Additionally, Co-Chairs will focus on guiding Global Partnership operations to strengthen country-level implementation of effective development co-operation principles, as well as strengthening the work done by the members of the Steering Committee and the Joint Support Team to ensure delivery of the agreed programme of work.

21. The main functions of Co-Chairs are to:

    a. ensure that momentum for implementing agreed effective development co-operation commitments is accelerated at the highest political levels among all stakeholder groups;

    b. spearhead resource mobilisation efforts to meet the financial and in-kind needs necessary for the full implementation of the programme of work of the Global Partnership;

    c. lead outreach to the full range of partners in development co-operation, including but not limited to, the business sector and emerging development partners;

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d. represent the Global Partnership in international fora related to development co-operation; and

e. apprise the Steering Committee on progress in implementing the costed and agreed programme of work in between official Steering Committee meetings, through biannual updates (between each Committee meeting).

22. Co-Chairs will continue to be appointed for a two-year period. Governmental Co-Chairs are appointed at Ministerial or Vice-Ministerial level and will represent the full spectrum of development co-operation, ensuring adequate regional rotation and balance. Co-Chairs should engage with constituencies in securing a successor, to be endorsed by the Steering Committee through an inclusive and transparent process, as early as possible, but no later than one month before the end of their term. Current Co-Chairs will also be responsible for overseeing the transition to the new Co-Chair over the last six months of his / her term, as applicable.

A non-executive Co-Chair in the Leadership of the Global Partnership

(While the Steering Committee has in principle signaled its openness to considering the addition of a fourth, non-executive Co-Chair, a proposal for the modalities and functions of this seat should be presented by the non-executive members of the Steering Committee at the Committee's first meeting post-HLM2 for further consideration.)

Non-executive representatives in the Steering Committee have suggested that a fourth, non-executive Co-Chair could amplify the true multi-stakeholder nature of the Global Partnership. Potential advantages of a fourth, non-executive Co-Chair may include: (i) making the leadership more inclusive and multi-stakeholder; (ii) fostering mutual accountability at the highest decision-making levels; (iii) bringing in additional expertise on improving engagement with non-state development actors; (iv) promoting democratic ownership by example; and (v) allowing inputs from non-executive stakeholders to shape the agenda of Steering Committee, High-Level and other Meetings of the Global Partnership from a very early stage.

A non-executive Co-Chair would be nominated at the highest possible level (comparable seniority with the government Co-Chairs) and on a rotational basis, mindful of regional balance, from the following constituencies: civil society organisations, trade unions, local governments, parliaments, philanthropy and the business sector, according to consultation among non-executive members of the Steering Committee. The non-executive Co-Chair would represent all these constituencies, striving to build consensus among them as far as possible. These constituencies will all retain their seats as members of the Steering Committee. Rotation would be expected to take place every two years, at the same time as governmental Co-Chairs, and in consideration of the heterogeneity of the non-executive stakeholder group.

B. Steering Committee

23. The Steering Committee is the main decision-making body of the Global Partnership. It provides the strategic leadership and co-ordination necessary for ensuring successful implementation of the programme of work for the Global Partnership. Decision making in the Steering Committee shall strive to be consensus-based through inclusive dialogue and transparent process.

24. The Steering Committee will consist of the Co-Chairs of the Global Partnership and other appointed members.

25. The Steering Committee will focus on the following core responsibilities:

a. providing executive guidance to the implementation and monitoring of a costed programme of work for the Global Partnership;

b. championing / co-championing the specific work-streams in the programme of work of the Global Partnership and / or Global Partnership Initiatives to help deliver the programme of work;

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c. serving as advocates and ambassadors of the Global Partnership at national, regional and international levels to ensure that the priorities and key messages of the Global Partnership are promoted and reflected in relevant fora;

d. increasing focus on implementing development effectiveness commitments at the country level;

e. consulting with, and therefore providing inclusive and authoritative representation of, constituencies with a stake in the work of the Global Partnership; and

f. undertaking other tasks as may arise from High-Level Meetings or as agreed at Steering Committee meetings.

26. Members of the Steering Committee will be nominated by their respective constituencies for review and endorsement at Steering Committee meetings in order to ensure regional balance and continuity as a whole. The Steering Committee will represent all actors with a stake in development, wishing to engage in the work of the Global Partnership. A matrix to ensure representation throughout all regions will be annexed to the programme of work for the 2017-2018 period.

Structure and composition

Co-Chairs	
3	Governments representing the full spectrum of development co-operation, respecting rotational regional representation
1	Non-State executive stakeholder (to be agreed based on the proposal made by the non-executive Steering Committee members at the first post-HLM2 Committee meeting)
Members of the Steering Committee	
7	Representatives of recipients of development co-operation, one of which is a representative from the African Union, one of the g7+ group of fragile and conflict-affected states, two from Africa, one from Latin America, one from Asia, and one from the Pacific.
2	Representative of dual-character countries
3	Representatives of DAC countries as providers of development co-operation
1	Representative of the business sector
1	Representative of parliaments
1	Representative of civil society
1	Representative of multilateral development banks
1	Representative of the UNDP/UNDG
1	Representative of the OECD/DAC
1	Representative of Arab providers
1	Representative of trade unions
1	Representative of foundations
1	Representative of sub-national governments

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Joint Support Team

27. The ambitions of the Global Partnership set out in the Nairobi Outcome Document and mandate require a strong support structure in the form of the Joint Support Team, which will continue to be sourced by the OECD and UNDP. Both organisations will continue to draw on their existing structures, respective mandates and areas of comparative advantage to work together in an efficient and complementary manner. Their support to the Global Partnership is contingent upon continued and adequate funding being made available to both organisations from stakeholders invested in the Global Partnership.

28. Members of the Global Partnership and its Steering Committee will be expected to lead in the implementation of commitments as well as contributing to the substance of the Global Partnership's work. The main responsibilities of the Joint Support Team build on the deliverables agreed in the 2012 Global Partnership mandate:

    a. develop, refine and implement the global methodology for monitoring the implementation of agreed commitments for endorsement by the Steering Committee;

    b. produce and disseminate relevant analytical work, including regular global reports based on monitoring of agreed commitments and scoping of analytical work produced by the Global Partnership Initiatives to inform political dialogue and facilitate knowledge sharing to make co-operation more effective at country level;

    c. carry out periodical 'horizon-scanning' analyses of the evolving development co-operation context and the incentives for engagement by each Global Partnership stakeholder;

    d. provide demand-driven advisory support at country level on the implementation of partnership and accountability frameworks in developing countries (contingent on adequate resourcing and prioritisation by the Steering Committee in the costed programme of work);

    e. organise ministerial-level and other meetings of the Global Partnership; and

    f. deliver Secretariat and Advisory Services to the Steering Committee and Co-Chairs.

29. Each biennial programme of work will specify more detailed roles for the Joint Support Team based on operational objectives (see below).

Operational changes

Meetings

30. The renewed mandate calls for greater support to making development co-operation more effective at country level and targeted policy dialogue, data and evidence for global follow-up and review of the 2030 Agenda at the United Nations.

31. The Global Partnership's High-Level Meetings will continue to provide an instrumental platform to uphold accountability and generate new momentum to implement commitments. Under the guidance of the Steering Committee, stand-alone High-Level Meetings will be held in an extended cycle adapted to the calendar of global level conferences and meetings in order to solidify political support for effective development co-operation, as a prerequisite for sustainable progress in the implementation of the 2030 Agenda and broader sustainable development agendas. The stand-alone High-Level Meetings will be interspersed with high-level segments, to take place in the margins of relevant meetings on development finance and co-operation. Senior-Level Meetings at the Director-General level will also be considered to keep political momentum high in between stand-alone High-Level Meetings.

32. Steering Committee meetings will be held twice a year, if possible back-to-back with other meetings, and will focus on the implementation of the agreed programme of work. These meetings will be informed by annual technical exchanges and by specialised policy dialogues that will help to identify practical solutions to accelerating progress on specific bottlenecks among communities of interest, co-ordinated with the work of Global Partnership Initiatives and their workshops, regional platforms and dialogues to engage actors with similar interests and objectives to build consensus and strengthen advocacy around their priorities for effective development co-operation.

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33. In addition, national multi-stakeholder dialogues on development effectiveness and regional meetings will be promoted through the Co-Chairs, Steering Committee members and wider Global Partnership membership, which will aim to translate deliberations into action at country level.

Programme of work

34. The work by the Co-Chairs, Steering Committee and Joint Support Team will be guided by a biennial, costed programme of work. The programme of work should be underpinned by a comprehensive theory of change and will be the main instrument to ensure clear targets and responsibilities for the implementation of all aspects of the work of the Global Partnership in any two-year period. It will contain costed lines of activity and will be approved by the Steering Committee. It will also include the critical threshold of resources that need to be secured / guaranteed for the Joint Support Team to enable its core support. It is proposed that logistical and operational support relating to Steering Committee meetings and High-Level Meetings be included in the biennial programme of work, if available from the identified HLM host, and provided through voluntary contributions specific to these activities to ensure their financing alongside substantive work and deliverables. Resource mobilisation for High-Level Meetings will be driven and strongly encouraged by Steering Committee members.

35. The Steering Committee will agree on the process and content of the work programme.

36. The responsibility for ensuring progress within specific areas of the costed programme of work will be delegated to working groups led by Steering Committee members. Each of these components are subject to periodic review in order to ensure their continued relevance to the work of the Global Partnership as a whole. The Steering Committee may request the engagement of specialised advisory bodies to support the accomplishment of the programme of work, insofar as resources allow.

37. The Co-Chairs and Steering Committee members share the responsibility for mobilising resources to meet any funding shortfall and prioritising the programme of work in line with available funding. The programme of work will also contain an explicit provision for periodic independent evaluations of the work of the Global Partnership to be conducted at determined times, e.g. every four years.

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