

GUIDANCE AND MATERIALS FOR  
**ALL STAKEHOLDERS**  
TO ENGAGE IN ACTION DIALOGUES



**ACTION DIALOGUES 2021**  
FOR EFFECTIVE DEVELOPMENT CO-OPERATION

*Promoting country-level partnerships and accountability*



## ABOUT THIS GUIDE

The [Global Partnership for Effective Development Co-operation](#) is calling on partner country governments in 2021 to bring stakeholders together at country level and lead an Action Dialogue to build a shared understanding and directions on why and how effectiveness matters. It is about urgently scaling up *effective partnerships* – strengthening how we work together – in order to maximise development impact for COVID-19 recovery and SDG implementation. Organised as a stand-alone workshop, a series of dialogues or as part of ongoing development efforts, an Action Dialogue is country-led, multi-stakeholder and tangibly contributes to making development co-operation more effective. In addition, these Dialogues will build momentum toward the Global Partnership’s Third High-Level Meeting in 2022 and serve as a key input to its Flagship Report on Making Development Co-operation More Effective.

## WHAT IS EFFECTIVE DEVELOPMENT CO-OPERATION?

Will a shift from billions to trillions meet the needs to help realise the SDGs by 2030? If, quantity is one side of the coin; quality, or the effective use of resources, is the other.

International efforts to make development co-operation more effective build on over a decade of deliberations, lessons and progress. This includes the [2005 Paris Declaration](#) on Aid Effectiveness through to the [2011 Busan Partnership](#) for Effective Development Co-operation, which was endorsed by 161 governments as well as heads of multilateral and bilateral institutions, representatives of civil society, the private sector, parliamentarians, and other stakeholders committed to strengthening the effectiveness of their joint efforts for development.

The Busan Partnership sets out four internationally agreed [principles](#) that embody effective development co-operation. These principles – country ownership, a focus on results, inclusive partnerships, transparency and accountability – mark a fundamental shift; moving beyond the notion of traditional aid to a recognition of the increasingly important roles of diverse development actors. They are firmly rooted in specific commitments and actions that different stakeholders have agreed to uphold.

In addition to tracking international progress toward these commitments, the Global Partnership for Effective Development Co-operation supports a range of actions that aim to strengthen partnerships for development through more effective co-operation (see figure 1). To support countries and development stakeholders throughout the cycle of advancing effective development co-operation, the Global Partnership is calling on countries to lead an Action Dialogue.

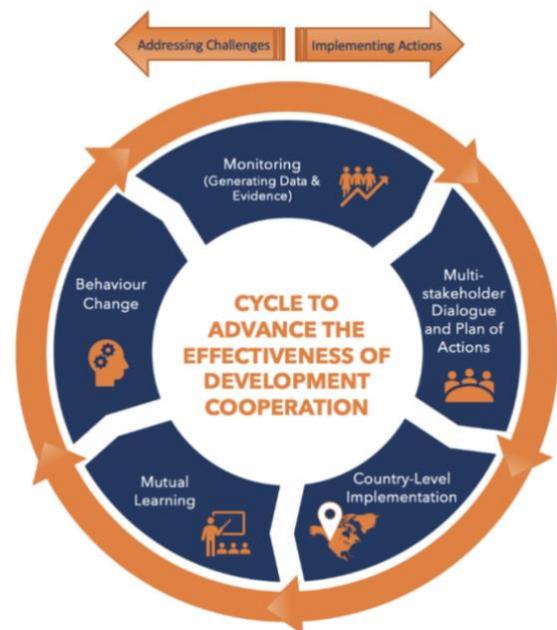


Figure 1: Cycle to advance the effectiveness of development

## WHY ACTION DIALOGUES 2021?

Achieving the SDGs will require - now more than ever in light of COVID-19 with its wide-ranging implications - scaling up *effective* co-operation and partnerships across public, private, international and national stakeholders. Recognising that each country is at a different stage of advancing effective development cooperation, together with the need to [bolster ongoing efforts towards the 2030 Agenda and deliver more sustainable development results](#), the Action Dialogues 2021 are critical to:

- Stimulate country-led dialogue on progress and challenges toward more effective partnerships, where available drawing on Global Partnership monitoring evidence and learnings, to build a shared understanding on the state of effective development co-operation in country.
- Strengthen stakeholder engagement in development planning and processes, and mobilise all partners to be more effective, in line with internationally-agreed commitments and principles, as well as the “whole-of-government” and “whole-of-society” approaches required to achieve the SDGs.
- Embed (or reinforce) critical actions that make development partnerships more effective within national systems and processes, including for example developing or reviewing a national development plan, framework for national development results or development co-operation strategy, establishing an [Integrated National Financing Framework](#) and/or conducting a [Development Finance Assessment](#), or assessing national progress toward the SDGs including through a [National Voluntary Review](#).
- Spur policy, system and behavioural change by encouraging concrete action from all stakeholders to strengthen partnerships and make development co-operation more effective.

The Action Dialogues 2021 will build momentum toward the **Global Partnership’s Third High-Level Meeting (HLM3) in 2022**. The Dialogues will harvest country lessons, insights and challenges that would benefit from further deliberation and attention at global level. It will put a spotlight on good practices as well as common issues or unfulfilled commitments that need to be addressed. It will also put country-level experience at the center of global efforts to improve the effectiveness of development co-operation.

## WHAT IS AN ACTION DIALOGUE 2021?

An Action Dialogue can be a stand-alone workshop, a series of dialogues or organised as part of ongoing development efforts and embedded in existing/planned national development fora and mechanisms. **An Action Dialogue is:**

- ⇒ **Country-led**, by partner countries at country level
- ⇒ **Multi-stakeholder**, inclusively engages all relevant national stakeholders and partners
- ⇒ **An Action Dialogue tangibly contributes to making development co-operation more effective** – through strengthened dialogue, stakeholder engagement, and behaviour change – by drawing on the effectiveness principles, commitments and the latest evidence on progress drawing on Global Partnership monitoring data where available.

**Countries may wish to build a shared understanding on why and how the four effectiveness principles matter in the current context or drill down on more specific effectiveness issue/s pertinent to their country context.**

The following highlights the types of issues that are likely to be raised in an action dialogue:

- With regards to progress made on the agreed effectiveness commitments, what are your biggest successes and failures? (reflecting on [2018 monitoring results](#), where available)
- What are the reasons for progress or lack thereof on agreed effectiveness commitments?
- What opportunities or entry points could be utilized to better leverage the effectiveness principles to drive development cooperation efforts and cultivate stronger and more inclusive multi-stakeholder partnerships?
- What are the biggest challenges that you (or your constituency) face in meeting the agreed effectiveness commitments that your constituency has committed to?
- What can your constituency do to spur progress toward agreed effectiveness commitments that remain challenging? What role can other constituencies play in this regard?
- What opportunities exist to increase the effectiveness of co-operation and partnerships to deliver sustainable development impact in your country?
- What actions are needed at the global level to advance more effective development co-operation at country level?

## HOW TO START PLANNING FOR AN ACTION DIALOGUE?

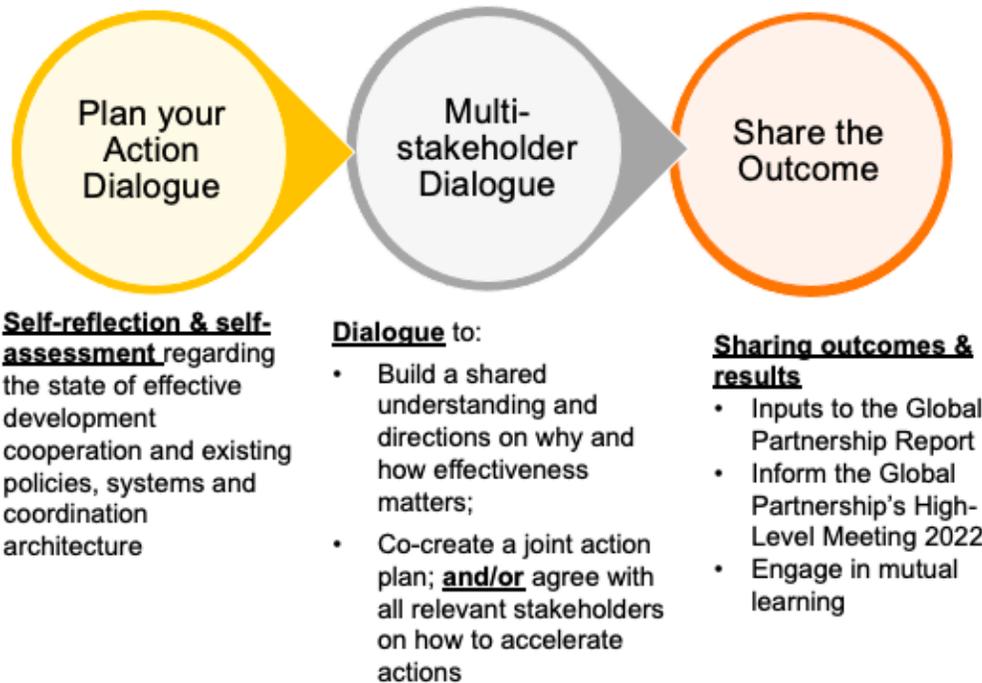
A wealth of materials and background information are available to support each phase of an Action Dialogue (see figure 2). The following materials provide useful background and context:

- ⇒ The [2019 GPEDC progress report](#), which provides an overview on the state of implementation of the effectiveness principles and commitments
- ⇒ [GPEDC Monitoring Country Profiles](#), which highlight results by countries and territory
- ⇒ [Monitoring data](#) on effective development co-operation dating back to 2006
- ⇒ The [Global Compendium of Good Practices](#) with country examples on good practices for implementing effectiveness commitments

In addition:

- ⇒ A [comprehensive technical guide](#) is available to support partner country governments to plan, execute and report on the outcome of an Action Dialogue.
- ⇒ Materials and guidance - by consistency - are provided in the section below to support their active participation.
- ⇒ Additional guidance and support to help guide deliberation on the scope and focus of the Dialogue can be found in the Annex.

Figure 2: Phases of an Action Dialogue



## HOW CAN STAKEHOLDERS PARTICIPATE?

As a multi-stakeholder initiative, partner country governments are encouraged to inclusively engage all relevant stakeholders in their Action Dialogue in a participatory, multi-stakeholder manner. This includes, for example, engaging all relevant government focal points, development partners, parliament, civil society organizations (CSOs), foundations, the private sector, and/or representatives from sub-national authorities.

In the same way that achieving the 2030 Agenda requires a whole-of-society approach, each partner has an important role to play in advocating and taking action for more effective partnerships for development. All relevant stakeholders should be included in each phase of an Action Dialogue (see figure 2), from planning and holding the Dialogue through to reporting on the outcome.

The below materials provide further guidance, by constituency, that will assist with reflection, self-assessment and preparation for participating in an Action Dialogue. The materials cover a range of topics, including assessing performance in terms of upholding effectiveness commitments, reflecting on the performance of other constituencies, monitoring data tools, as well as related principles, guidelines and good practice examples that relate to effective development co-operation.

<b>Development Partners</b>	<a href="#">Guide to reflect on development partner performance</a>	How to interpret, reflect and act on Global Partnership monitoring results that development partners have committed to
	<a href="#">Data Profile Tool</a> <a href="#">Guide to reflect on CSO effectiveness</a>	Individual development partner profiles How to interpret, reflect and act on Global Partnership monitoring results for CSO effectiveness and enabling environment
	<a href="#">Development Assistance Committee Members and Civil Society</a>	An OECD study on how DAC members support and engage with civil society
<b>Civil Society Organizations (CSOs)</b>	<a href="#">Guide to reflect on CSO effectiveness</a>	How to interpret, reflect and act on Global Partnership monitoring results for CSO effectiveness and enabling environment
	<a href="#">Guidance and Good Practice</a>	On CSO Development Effectiveness and Enabling Environment
	<a href="#">Civil society reflections on human rights and development effectiveness</a> <a href="#">Development Assistance Committee Members and Civil Society</a>	Discussion of development effectiveness using a human rights-based approach to development cooperation An OECD study on how DAC members support and engage with civil society
<b>Private Sector</b>	<a href="#">Guide to reflect on private sector engagement</a>	How to interpret, reflect and act on Global Partnership monitoring results on public-private dialogue
	<a href="#">The Kampala Principles</a>	Five principles for Effective Private Sector Engagement in Development Co-operation
<b>Trade Unions</b>	<a href="#">Country profiles with a trade union focus</a>	Key messages emerging from the trade unions' national monitoring and analysis by country
	<a href="#">Guide to reflect on private sector engagement</a>	How to interpret, reflect and act on Global Partnership monitoring results on public-private dialogue
<b>Parliamentarians</b>	<a href="#">IPU (Inter-parliamentary Union)-UNDP Guidelines</a>	How to enhance the engagement and contribution of parliaments to effective development cooperation
<b>Foundations</b>	<a href="#">Guidelines for Effective Philanthropic Engagement</a>	Aims to help foundations improve development outcomes through collaboration
	<a href="#">Bringing Foundations and Governments Closer – A Cross-Country Analysis</a>	Country case studies in implementing the Guidelines for Effective Philanthropic Engagement
<b>Local Governments</b>	<a href="#">Engaging Local Governments</a>	An advocacy note on how local governments can engage better on effective development co-operation

## 1. HOW WILL THE RESULTS BE SHARED?

In addition to providing opportunity for countries to implement the lessons learnt from Global Partnership monitoring and spurring efforts toward more effective partnerships, the Action Dialogues will also serve more broadly to inform and provide key inputs to:

- The Global Partnership's Flagship Report on Making Development Co-operation More Effective
- Global Partnership meetings, including the third High-Level Meeting (HLM3) in 2022
- The Global Partnership's ['stories of progress'](#) and [Knowledge Sharing Platform](#)
- Other relevant areas of Global Partnership work, where possible, including the [Global Partnership's Action Areas](#), [GPEDC online engagements](#), to help leverage resources and knowledge.

## 2. WHAT SUPPORT IS AVAILABLE?

Some countries may undertake an Action Dialogue drawing on their existing mechanisms and partners' support at the country level. Others may require additional external support to undertake the dialogue. The Global Partnership Co-Chairs and Steering Committee will strive to mobilise partners and identify stakeholders and networks to engage in the dialogue. In addition, the OECD-UNDP Joint Support Team will support countries to access and use the available tools to plan, execute and report on their Action Dialogue.

## 3. HOW CAN I GET INVOLVED?

All countries are encouraged to undertake an Action Dialogue in 2021, including those that were not able to participate in previous Global Partnership monitoring rounds.

***Register your interest to lead or participate in an Action Dialogue [here](#). For more information or to find out if the country you are working in is participating, kindly contact [monitoring@effectivecooperation.org](mailto:monitoring@effectivecooperation.org)***

## ANNEX: PLANNING CHECKLISTS, MATERIALS AND REPORT TEMPLATE

### A. Checklist to determine the scope and focus

This checklist can be used to determine **what** your Action Dialogue aims to achieve (focus and scope).

<b>Determine the objective of an Action Dialogue: Why will you organise an Action Dialogue and what will it focus on?</b>	
<b>Reflect upon:</b>	<b>Consider an Action Dialogue to....</b>
<ul style="list-style-type: none"> <li>• Has there been renewed attention on the quality, effectiveness and impact of development co-operation and partnerships in the context of COVID-19?</li> </ul>	<ul style="list-style-type: none"> <li>⇒ build on the renewed attention and develop a shared vision for effectiveness of co-operation and partnerships</li> </ul>
<ul style="list-style-type: none"> <li>• Are there key concerns and challenges related to how development co-operation and partnerships are working to meet the SDGs?</li> </ul>	<ul style="list-style-type: none"> <li>⇒ bring the awareness of these challenges and build a shared understanding of challenges and what needs to be done by whom.</li> </ul>
<ul style="list-style-type: none"> <li>• Did your country undertake the Global Partnership 2018 monitoring round?</li> </ul>	<ul style="list-style-type: none"> <li>⇒ discuss the areas of progress and lack thereof and reflect how the challenges are influencing effective and efficient use of resource and ability to catalyse more and better partnerships.</li> </ul>
<ul style="list-style-type: none"> <li>• What are the most pressing issues pertaining to efficient use of development co-operation and partnerships for the government?</li> </ul>	<ul style="list-style-type: none"> <li>⇒ delve into factors behind why there are persistent challenges and what change is needed in policies, systems and procedures. For example:                             <ul style="list-style-type: none"> <li>○ Strengthening development planning/results frameworks, including SDG alignment;</li> <li>○ Strengthening and use of PFM systems</li> <li>○ Inclusiveness of development process;</li> <li>○ Engagement of specific stakeholder groups;</li> <li>○ Building country data systems;</li> <li>○ Predictability and transparency of co-operation.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Are there specific types of partners your country aims to mobilise and strengthen engagement with?</li> </ul>	<ul style="list-style-type: none"> <li>⇒ reflect on enabling conditions to strengthen engagement with specific partners, such as civil society and the private sector.</li> </ul>
<ul style="list-style-type: none"> <li>• Does your mutual accountability or co-operation framework reflect a whole-of-society approach for the SDGs?</li> </ul>	<ul style="list-style-type: none"> <li>⇒ reflect in what way the effectiveness principles can be leveraged to address more broadly how government and partners work together in these accountability and co-operation/co-ordination mechanisms.</li> </ul>
<b>Determine the expected deliverables: How will the outcome inform strengthening of country-specific co-operation and partnership policy and co-ordination mechanisms?</b>	
<b>Reflect upon:</b>	<b>Consider an Action Dialogue to....</b>
<ul style="list-style-type: none"> <li>• Is there a national development co-operation policy or a strategy that guides how development co-operation is used/undertaken?</li> </ul>	<ul style="list-style-type: none"> <li>⇒ reflect how existing policies or strategies might have to evolve in the context of the changing financing and partnership landscape and devise a set of recommendations (i.e. a joint action plan) that can inform the implementation of your national development co-operation policy.</li> </ul>
<ul style="list-style-type: none"> <li>• Is there a mutual accountability framework in place that brings government and partners together to hold each other accountable for the implementation of the effectiveness principles and the achievement of desired results of development co-operation (i.e. Annual Performance Review of Development Partners, Annual Portfolio Review, etc.)?</li> </ul>	<ul style="list-style-type: none"> <li>⇒ inform how to accelerate the agreed actions and deliver inputs (renewed commitments and/or actions) for the review of such a mutual accountability framework.</li> </ul>

## B. Checklist to plan an impactful Action Dialogue

The below checklist can be used to identify **when** and **with whom** the Action Dialogue can be organised.

Key characteristics to an impactful Dialogue	Reflect upon:
<b>Country ownership</b>	
<p>▶ <b>Secure political/high-level buy-in</b></p>	<p>Could your Action Dialogue be presided over by a Minister in charge of development co-operation or partnerships? Which Ministry(ies) (and specific department) is/are responsible for managing development co-operation? How will your Action Dialogue engage key government institutions across relevant Ministries, departments and agencies?</p>
<p>▶ <b>Integrate the Action Dialogue into on-going country SDG implementation and financing efforts</b></p>	<p>Have there been changes to the co-operation architecture considering the evolution of the co-operation and partnership landscape in the context of the 2030 Agenda (including for SDG reporting)? Is there an established institutional structure that is responsible for addressing efficiency, effectiveness and/or quality of co-operation and partnerships for the SDGs in your country? Can your Action Dialogue be situated in a stakeholder dialogue envisaged in the context of discussions around the national development plan, financing for development, SDG review and accountability frameworks?</p> <p><i>Common examples include:</i></p> <ul style="list-style-type: none"> <li>• National SDG policy and implementation forum, national multi-stakeholder development review, and/or national development co-operation forum</li> <li>• Voluntary National Reviews (VNRs) planned for 2021 and beyond</li> <li>• Dialogue and/or oversight committee meetings foreseen as part of the work towards Integrated National Financing Frameworks (INFFs)</li> <li>• Partnership (such as Government-Development Partner) meetings chaired by a ministry in charge of development co-operation</li> <li>• National CSO forum or/and public-private dialogue platform/forum</li> </ul>
<b>Meaningful engagement of all stakeholders</b>	
<p>▶ <b>Engage all relevant development stakeholders</b></p>	<p>In line with the 2030 Agenda's call for a 'whole-of-society' approach, which stakeholders are currently engaged in national development processes and, reflecting on the broad spectrum of diverse development actors and stakeholders in the country, which constituencies are yet to be engaged or would benefit from strengthened and/or more meaningful engagement? What are the existing multi-stakeholder platforms/ stakeholder groups and associations that could be mobilized/incentivised to engage in the Action Dialogue? Are there gaps in engaging specific stakeholders/development actors?</p> <p><i>Common channels to engage various stakeholder groups:</i></p> <ul style="list-style-type: none"> <li>• Civil society could be engaged through a national CSO coordination platform</li> <li>• Private sector could be engaged through business associations, Corporate Social Responsibility foundations, the national chamber of commerce, fora of business leaders, established (public-private) dialogue spaces</li> <li>• Trade Unions could be engaged through a national trade union forum</li> <li>• Parliamentarians could be engaged through a parliamentary committee or body that oversees the national budget and/or development cooperation resources</li> </ul>

	<ul style="list-style-type: none"> <li>Local governments could be engaged through national government coordination mechanisms and/or provincial assemblies at sub-national level</li> <li>Foundations could be engaged directly through the most active organisations in the country where there is no coordinating body for foundations</li> <li>Academia could be engaged through a national education board or directly with the top national university/ies</li> </ul> <p>The Steering Committee of the Global Partnership is rich in its diversity of stakeholder groups. If you have any difficulties engaging any of these constituencies at country level, please reach out to the <a href="#">Joint Support Team</a> to be put in contact with a Steering Committee member from that constituency that could assist.</p>
<b>Evidence-based and results-focused</b>	
▶ <b>Build on development co-operation data, and results</b>	Did your country/territory undertake the 2018 monitoring of effective development co-operation and have there been initial reflections on the monitoring results? Can you identify (other) relevant data and results pertaining to development co-operation and partnerships for SDGs that can inform your Action Dialogue?
<b>Transparency and accountability</b>	
▶ <b>Provide the relevant stakeholders and the public with timely information</b>	How do you plan to inform stakeholders about your Action Dialogue and share with them the outcomes and ways in which the dialogue informs specific actions to be taken forward by government and relevant stakeholders?
▶ <b>Connect with an appropriate parliamentary committee</b>	Is there a relevant parliamentary committee that you could link the outcomes and actions emerging from your Dialogue to, with a view to strengthening accountability of development co-operation vis a vis the domestic constituency?
▶ <b>Explore use of social media to seek more inclusive citizen-centered participation</b>	Are there issues relating to development co-operation and partnerships that warrant views from communities and citizens at large? How can such citizen-centered perspectives best inform your Action Dialogue?
<b>Building trust</b>	
▶ <b>Secure good Dialogue facilitation</b>	How do you plan to generate open/frank and forward-looking dialogue that strengthens/build mutual trust? How could you bring on board and engage (a) partner(s) that can play an important convening role for the Dialogue?
<b>Innovation</b>	
▶ <b>Explore a variety of online/digital tools/means for undertaking the Dialogue</b>	In times of COVID-19, it may not be feasible to hold in-person gatherings/dialogue. What could be a suitable combination of virtual meetings and online tools that achieve meaningful engagement of all relevant stakeholders?
▶ <b>Encourage innovative and out-of-box thinking/ideas</b>	Is there any initiatives or platforms that can bring in new coalitions of actors and fresh ideas? How can they be enabled to generate new insights and promote innovation on incentives for changes in policy, systems and approaches to more effective development co-operation?

### C. Template to report on the outcome of your Action Dialogue (approx. 1-2 pages)

Report template for sharing the outcome of an Action Dialogue	Suggested word count
<p><b>A short forward message</b> by a Minister or other high-ranking Government official, highlighting key emerging issues relating to effective development co-operation and partnerships for the 2030 Agenda and how the Government is addressing these issues.</p>	350 words
<p><b>Synthesis of key issues</b> including:</p> <ul style="list-style-type: none"> <li>• Context on effective development co-operation in the country, how development cooperation might be evolving, and the impact of COVID-19</li> <li>• Progress made towards implementation of the internationally agreed/nationally adopted effective development co-operation principles and key challenges in their implementation</li> <li>• Reflections on the use and usefulness of GPEDC monitoring results (for countries that have participated in past monitoring rounds)</li> <li>• Opportunities and success factors for advancing and leveraging effective development co-operation principles</li> <li>• Highlights on how government and development actors have responded/taken action to address the key effectiveness challenges</li> <li>• Key priority action areas for improving how government and development actors work together more effectively</li> <li>• Brief outline of suggested areas where the Global Partnership can support country-level dialogue/action and what is required in terms of <i>global</i> action.</li> </ul>	500 words
<p><b>Approach and process used for an Action Dialogue</b> including:</p> <ul style="list-style-type: none"> <li>• Focus of the dialogue, as derived from above description of key issues</li> <li>• Approach and structure used by the Government to organise reflections/dialogue and mechanisms used to engage various stakeholders in the dialogue</li> <li>• Stakeholders that were engaged and that provided support to the Action Dialogue</li> <li>• Information on how relevant data, analysis, and the results of the 2018 monitoring (where applicable) were used</li> </ul>	150 words
<p><b>Key effectiveness challenges/issues:</b> This section outlines key effectiveness challenges/issues that emerged from or were addressed by the Action Dialogue and any potential insight on the main reasons for progress or a lack of progress in delivering against the internationally agreed principles and commitments for effective development co-operation.</p>	500 words
<p><b>Opportunities:</b> This section outlines opportunities for advancing and embedding effective development co-operation efforts in existing and/or emerging efforts for building back better and accelerating progress for SDG implementation. This includes highlights of key changes in policy, institutional and accountability mechanisms that have been (or will be) spearheaded by the Government and other stakeholders, and how the principles of effective development co-operation are/will be guiding government and partners working together.</p>	500 words
<p><b>Key action/next steps:</b> This section highlights key actions that have been agreed through the Action Dialogue, and outlines key steps that are planned to improve effectiveness of co-operation and partnerships.</p>	350 words
<p><b>Lessons learned and good practice:</b> This section outlines what lessons the country has learned from the Action Dialogue (and would like to share with other countries) and how it will apply them in its continuous effort for improving the effectiveness of development co-operation and partnerships.</p>	350 words