

Updated Governance arrangements and Proposals for a new GPEDC Delivery Model

Background document for the 23rd Steering Committee Meeting, 6-7 July 2022

Session III: A New Delivery Model and New Ways of Working to Deliver on the GPEDC Mandate

This document proposes updated governance arrangements (ways of working and roles and responsibilities) for the Co-Chairs and Steering Committee to drive action at country level and put the Nairobi mandate to practice in view of the ambition to renew the GPEDC Delivery Model in response to the GPEDC Review and related discussions at the last Steering Committee meeting. Members are invited to discuss and agree on these governance arrangements (part 1) and discuss initial proposals for a new GPEDC Delivery Model as well as a process to transition into more country-focused and member-led action on effective development co-operation including its resourcing (part 2).

Discussion questions:

Part 1: **For decision:** Do you agree with proposed updated **governance arrangements (ways of working and roles and responsibilities) for Co-Chairs and the Steering Committee** to support greater attention to effectiveness at country level (part 1)?

Part 2: **For discussion:**

- Do you consider the proposed elements for a **new GPEDC delivery model** appropriate to put adequate focus on effectiveness at the country level, notably through the new monitoring and action dialogues?
- Do you consider the proposed **roles for the broader 'effectiveness ecosystem' and the Joint Support Team** as appropriate and realistic, as a basis for resource mobilisation for the next GPEDC cycle?
- How can your **constituency support** the successful implementation of a transition towards a new GPEDC Delivery Model?

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Introduction

In 2021, the Steering Committee of the Global Partnership for Effective Development Co-operation (GPEDC) agreed to conduct a review to **improve the delivery of the GPEDC's mandate**, informed by the 2016 Nairobi Outcome Document¹. It has done so in response to global trends of unprecedented urgency and ensuing disruptions to international development efforts. This context hinders efforts to attain the 2030 Agenda and the Sustainable Development Goals and shows that effectiveness of development co-operation is more important than ever. The GPEDC has an opportunity to adapt its ways of working to help strengthen trust among partners providing and receiving development co-operation in this complex new global policy environment.

The **GPEDC Review** (see [EN; FR]) **reconfirmed the relevance of the effectiveness principles and agenda. It recommended to reposition and equip the GPEDC to achieve greater impact by further shifting its focus to country level** and re-energising engagement patterns of all stakeholders. The GPEDC Co-chairs have issued a response (see [EN; FR]) to the GPEDC Review, which was the basis for discussions at the 22nd Steering Committee meeting in December 2021.

Acting on the recommendations of this Review and Co-Chairs' response, the Co-Chairs **present** a proposal to:

- **Update the governance arrangements (ways of working and roles and responsibilities)** for Co-Chairs and the Steering Committee (part I) and
- **Discuss first elements for a new GPEDC Delivery Model** with functions for the wider 'effectiveness ecosystem' and the Joint Support Team (JST) and next steps (part II).

The document proposes a series of adjustments to the ways of working to better deliver on the ambitions of the GPEDC and its members, to have greater impact at country level. These elements will inform a Terms of Reference (TORs) for adoption at the 2022 Effective Development Co-operation Summit. They will be aligned with the ambitions of the Summit's Outcome Document, the ambitions of the new monitoring and the mandate of the GPEDC enshrined in the Nairobi Outcome Document, which remains valid.

The **main ambition of future TORs** will be to provide orientation to future Co-Chairs and Steering Committee members regarding the ways of working and their roles and responsibilities, as well as clarity on how implementation at the country level will be appropriately supported. It will also guide the planning of future work programmes that are geared to deliver on the ambition of greater effective development co-operation at the country level alongside strong political momentum for it as part of the ambition to deliver the 2030 Agenda for Sustainable Development and the SDGs.

Future GPEDC governance arrangements and a new GPEDC Delivery Model are expected to be endorsed by the GPEDC membership as part of the Outcome Document of the 2022 Effectiveness Summit. As a basis for this, the GPEDC Steering Committee is invited to take decisions on governance arrangements (part I) and initiate a substantive discussion on a new Delivery Model (part II) at its 23rd meeting (6-7 July 2022). Based on Committee feedback, Co-Chairs propose to facilitate a dedicated working session in September to agree on the main contours of the proposed changes related to the delivery model and how to reflect governance and delivery model in the Annex of the Summit outcome document. Co-Chairs and members will raise awareness in run up to the Summit as they mobilise members to engage in the roll-out of the new monitoring. The ambition is to then adapt the delivery model in light of initial experiences with the new monitoring and refine it as part of the next work programme. Upon agreement on part 1, Members will be able to prepare elements of proposed reforms in terms of representation and Steering Committee functioning to take effect immediately after the Summit.

¹ <https://www.effectivecooperation.org/system/files/2020-05/Nairobi-Outcome-Documents-English.pdf>.

Part I: **FOR DECISION:** Governance: Adapting the Ways of Working for Co-Chairs and Steering Committee members

The Steering Committee remains the main governing body of the GPEDC, with decision-making and oversight functions over the GPEDC's work programme. Although the composition and roles of the Committee will remain mostly the same and in line with the Nairobi Outcome Document, practices over the last few years have shown that some clarifications are needed in certain areas. The GPEDC's support to greater attention for effective development co-operation at the country level requires corresponding changes in the ways of working, which also take into account lessons and insights from the first ten years of the GPEDC. This does **NOT** include full responsibility for the implementation of a new Delivery Model (see part 2), which requires greater engagement of the full 'effectiveness ecosystem', in particular at the country level:

1. Strengthened LEADERSHIP of Co-Chairs and the Steering Committee by clarifying roles and responsibilities and ensuring the governance is inclusive, representational and transparent:

- **Clarify** Co-chair and Steering Committee representational responsibilities and rotational patterns while keeping current leadership and representational structures intact
- **Ensure** any changes in Co-chair or Steering Committee composition take place well ahead of major events and in a sequenced way to ensure continued institutional leadership with a role for JST to coordinate expressions of interest and ensure transparency
- **Pilot** partner caucuses at regional level (beginning with Africa) to ensure greater partner country engagement
- **Ensure** Co-chairs drive engagement and outreach at the political level with the support of Steering Committee members and cultivate stronger partnerships and collaboration with those entities that have extensive country-level networks

2. Improved COORDINATION among constituencies and related strategic advocacy, outreach and learning to properly consult the wider membership and relevant bodies and partners and facilitate informed decision making and greater reach and impact of GPEDC Work Programmes:

- Make **GPEDC Work Programmes member-driven and -owned**, which requires inclusive engagement modalities and an 'open working platform' for all members not exclusively linked to Steering Committee membership. The priority will be the new monitoring, country-level dialogues and stakeholder-led "learning spaces" and time-bound thematic initiatives, depending on Committee members' leadership (see visual). This might require deepening partnerships with organisations with extensive country-level reach or acting as 'networks of networks' for instance in relation to individual constituencies. This new way of working will have to develop over time and has to be informed by country level demand. The key parameters are discussed in part 2 of this document.
- **Foster engagement with regional organisations and constituency groups** to promote learning and multi-stakeholder dialogues across regions and partners and with other partnerships with substantial footprint at regional and country levels (beyond regional organisations who are in the Steering Committee).
- **Strengthen strategic and targeted communication, advocacy and outreach to foster learning** across countries and contexts, including regional, local and thematic settings.

1. GPEDC Co-Chairs

Roles and Responsibilities: In line with the existing Nairobi Mandate and the recommendations of the GPEDC Review, the GPEDC Co-chairs will continue to *represent* the GPEDC externally, guide its work and be responsible for facilitating the delivery of its overall objectives in line with NOD Annex paragraphs 20 and 21. However, they will place much greater emphasis on shifting the focus from global policy debate to mobilising partners to *lead and support country level action* on effective development co-operation. The roles and responsibilities outlined in Annex 3 (page 1) are reflecting this shift to support the new GPEDC Delivery Model.

Political Opportunities: Being a GPEDC Co-chair provides unique opportunities to engage with governments and other stakeholders at the highest political level and position their own government or organisation as a global leader, champion and advocate for effective development co-operation. It brings considerable convening power and the ability to influence global dialogue and action at the country level. Co-chairs can use the GPEDC as a lever to build political consensus, promote multilateralism and test and amplify priority strategies or ambitions.

Representation: The Global Partnership will continue to be led by four Co-chairs, representing all constituencies with a seat in the GPEDC Steering Committee according to the agreed categorisation.² The four Co-Chairs will represent constituencies as follows:

<i>Co-chair:</i>	<i>Represents:</i>
Provider Co-chair (Switzerland)	DAC Countries as providers of development co-operation, Arab Providers, Multilateral Development Banks
Provider and Recipient Co-Chair (Bangladesh)	All dual-character countries
Recipient Co-chair (DR Congo)	All 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
Non-Executive Co-chair (CSOs)	Civil Society, Trade Unions, Private Sector, Foundations, Parliamentarians, Sub-National Governments

Level: Governmental Co-Chairs are expected to be appointed by their governments at Ministerial or Vice-Ministerial level and represent the full spectrum of development co-operation actors, ensuring adequate regional rotation and balance. The non-executive Co-Chair is nominated at the highest possible level on par with the governmental Co-Chairs. This senior representative will normally be at the level of an Executive Director, President, or Secretary-General of one of the non-executive entities represented on the Steering Committee.

Duration: The preferred length of any Co-Chair tenure is three years. Exact timing will also depend on the details of staggering rotation (see next point). As such, the duration of Co-Chair appointments will be extended from the current two years to a limited period between two years and the period between two High-Level Meetings, at a maximum four years.

Rotation: Co-Chairs will have the opportunity to rotate at different times going forward as agreed at the 2019 SLM in New York. Such a rotation should be conducted in ways that ensure continued institutional leadership and support and with enough lead time (i.e at least 3 months ahead of the pro-

² This includes one Co-chair for: (i) recipients of development co-operation (from all regions); (ii) recipients and providers of development co-operation (from all regions); (iii) providers of development co-operation (OECD DAC member countries, multilateral development banks and Arab providers); and (iv) non-executive members (civil society, trade unions, local governments, parliamentarians, philanthropy and the business sector).

posed change and ahead of large meetings). While individual Co-Chairs bear the responsibility of identifying and securing their successor, the JST will support them by inviting the full membership to express their interest in taking over, collating proposals for consideration by Co-Chairs and the Steering Committee and suggesting other steps to ensure the process is open, inclusive and transparent. In order to ensure regional balance, it is agreed that Recipient Co-Chair and Dual Country Co-Chair should not come from the same region, to the extent possible.

Ex-Officio Membership: Former Co-chairs have the possibility to remain engaged in the Global Partnership as members of the Steering Committee after the end of their respective terms as either a representative of its constituency (replacing another member of the Steering Committee that will leave its seat) or as an ex-officio member for no longer than one year in order to finalise any pending work (e.g. monitoring roll-out, thematic work, stakeholder-specific activities etc.).

Prospective Rotation in 2022/2023: While Switzerland (Provider Co-Chair) and Bangladesh (Dual Country Co-Chair) will hand over to a successor in time for the 2022 Effective Development Co-operation Summit, the DR Congo (Recipient Co-Chair) and Vitalice Meja (Non-Executive Co-Chair) have agreed to stay in their current role for approximately one extra year until appropriate Co-Chair successors have been identified and to initiate the sequenced approach of ensuring Co-Chair rotation in line with the new staggered rotation and duration between two and four years. The non-executive Co-chair will be handed over in line with the agreed Terms of Reference (next in line Trade Unions, then Private Sector), unless any other non-executive Steering Committee member raises an interest in the seat. *(For more information, please see Annex 1: Composition of Leadership.)*

Resourcing: In order to deliver on their roles and responsibilities, Co-Chairs have to invest financially and in-kind. Candidates for the Co-Chair role have to assess its government's or organisation's ability to provide or mobilise those resources to perform the expected roles and responsibilities and put in place the necessary measures to address gaps before they are appointed to start their term. This should also include a commitment to help the constituency they represent to resource their foreseen activities. The JST can provide an overview of expected requirements in the context of planning GPEDC Work Programmes, which will determine the work of the GPEDC for the periods between Senior and/or High-Level Meetings (i.e. approximately 2-3 years). Providers of development co-operation, including those represented in the Steering Committee, are encouraged to provide support to other Co-Chairs on the basis of regular needs assessments. The responsibility to engage in fundraising to bridge potential capacity gaps lies with the respective Co-Chair. The constituencies represented by the non-executive Co-Chair bear responsibility for resourcing this Co-Chair function and are encouraged to create cross-fertilization with other funding streams and organization-wide programs that allow to tap into corporate knowledge and create synergies.

2. Steering Committee

Roles and Responsibilities: The Steering Committee remains the main decision-making body of the Global Partnership. Its roles and responsibilities and working methods, as agreed in the Nairobi Outcome Document, remain valid. However, with the shift to supporting action at the country level, the Steering Committee members will take on a series of additional related tasks in line with the new GPEDC Delivery Model (*see Annex 3*).

The Steering Committee remains the main decision-making body of the Global Partnership. Its roles and responsibilities and working methods, as agreed in the Nairobi Outcome Document, remain valid. However, with the shift to supporting action at the country level, the Steering Committee members will take on a series of additional related tasks in line with the new GPEDC Delivery Model (*see next section*). In addition, a special role will be assigned to regional organisations and partner country government representatives in the Steering Committee:

Piloting Regional Partner Country Caucuses: Partner country governments and their representatives in the Steering Committee face capacity and systemic challenges to engage, coordinate positions and spearhead action at country level. Ambitions for the new monitoring and related country level activities call for more support in future (training, staffing, dialogue, support to implementation of action plans etc.), in particular for ‘newcomer’ partner country governments who have not been involved in the GPEDC or the Steering Committee previously. Few regional structures support discussions on effective development co-operation among their members. Experience has shown that peer learning and knowledge sharing among partner country governments is critically important to provoke action on effectiveness at the country level. To promote this and recalibrate the balance among stakeholders engaging in the GPEDC and the members of the Steering Committee, regional organisations and relevant Steering Committee (governmental) members will ***pilot partner country caucuses*** at regional level, beginning with NEPAD in Africa in 2023. Subsequently, other regional organisations active in LAC region, Asia-Pacific, MENA region etc. can volunteer to facilitate similar efforts and relay any shared positions via respective Steering Committee members to the Committee. The caucuses would develop their own Terms of References and focus on generating behaviour change in line with the effectiveness principles and in reaction to monitoring findings and action dialogues. They will also ensure partner country engagement in ‘learning spaces’ and new technical initiatives of Work Programmes. Support in addition to a light coordination support provided by the JST will be needed and mobilised within the regions to facilitate the work of caucuses.

The following updated processes and approaches will guide Steering Committee members’ actions:

Composition: The Steering Committee consists of GPEDC Co-Chairs and all other appointed members in line with the agreed structure and composition in the Nairobi Outcome Document (*see Annex 2*). To strengthen the science-policy interface it is proposed to encourage that all ‘learning spaces’ and new thematic initiatives involve academic researchers specialising in effective development co-operation. In addition, stakeholders who have made commitments on the effectiveness of development co-operation and feel under- or non-represented will be brought in touch with their relevant representative or invited as observers of Steering Committee meetings by Co-Chairs and the JST (see more on *observers* below).

Representation: The Steering Committee will continue to follow the constituency-based representational model and members will follow the representational responsibilities as indicated in Annex 3 (page 1) and the last column in Annex 2.

Duration: Members of the Steering Committee are nominated by their respective constituencies and appointed on a rolling basis for the period in between two High-Level/Senior-Level Meetings, i.e. approx. 2-3 years. However, the tenure of regional organisations and other members representing a constituency as part of their existing mandate is continuous.

Rotation: The JST advises Co-Chairs of the status of Committee members’ degree of engagement and the need for action to ensure the fulfilment of their related roles and responsibilities. Co-Chairs can approach members to explore their willingness to continue serving as members and propose replacements. In principle, it is at the members own prerogative to explore successors within their own constituencies and to ensure this is an open, inclusive and transparent process. Rotation of any member should be completed as early as possible but no later than three months ahead of the proposed change or ahead of High-Level/Senior-Level meetings.

Level: Governmental Steering Committee members are appointed in principle at Ministerial, Vice-Ministerial or Director-General level. They can be represented at meetings by senior technical officials from their organisations. The non-executive members are nominated at the highest possible level on

par with the government members. This senior representative will normally be at the level of an Executive Director, President, or Secretary-General. They can also be represented in meetings by a senior official that can engage in both political and technical discussions.

Special Governance Arrangements:

- **Shared Seats:** Individual Steering Committee seats can be shared by two countries/organisations representing the same constituency in order to facilitate the full participation of all those actors that are expected to be represented. Shared representation does not translate into an additional voice/seat.
- **Observers:** Any country or organisation formally part or not part of any existing constituency and interested in the Global Partnership can request to attend individual meetings of the Steering Committee as an observer, especially if they express an interest to potentially engage and participate in the Partnership in future in the Committee or work programme. The Co-chairs have the prerogative to accept or deny requests based on their assessment of the potential for political relationship building, for example by establishing links with global or regional bodies, or the degree of ambition and interest in formally joining the Committee. No more than five observers (and no more than two from one constituency) should participate at a time in a Steering Committee to ensure an open and discreet environment. Observers may seek to provide inputs via their constituency representatives and can request of Co-Chairs to participate in other ways.
- **Ex-Officio Members:** Former Co-chairs may opt to join the Steering Committee after the end of their tenure as ex-officio members. The request needs to be approved by the current Co-chairs and the term should not extend three years.

Resourcing: Executing their roles and responsibilities requires significant financial and in-kind investment from each member of the Committee and the governments and organizations represented. Candidates have to assess their government's or organisation's ability to provide or mobilise those resources to perform the expected roles and responsibilities and put in place the necessary measures to address gaps before they are appointed to start their term. Steering Committee members that decide to lead on or contribute to thematic initiatives or 'learning spaces'³ take the responsibility to assess the cost and mobilize the required resourcing to drive the respective initiatives. To avoid that the implementation of the Work Programmes becomes driven by those that provide funding, interested thematic leads or members will bring resourcing gaps to the Steering Committee's attention. The pilot for a regional partner country caucus will be piloted through NEPAD. This bears a responsibility to ensure its proper funding. The group could also benefit from the support of partner country governments in Steering Committee, which will be supported by any in-country budgets set up to drive country-level effectiveness work (*see below*).

³ The Joint Support Team will only be able to provide light or ad hoc support well below what would be required for vibrant learning spaces or thematic initiatives.

Part II: **FOR DISCUSSION:** A New GPEDC Delivery Model for Country Action

1. Introduction

The GPEDC is updating its delivery model and ways of working to foster member-led efforts and produce policy and behaviour change at country level in line with the effectiveness principles. **The main emphasis lies on shifting the focus of the GPEDC's work to the country level to bring effectiveness to practice in different contexts and settings** while maintaining opportunities for accountability and learning, in line with the original GPEDC functions agreed in Nairobi.

This section provides the basis for **a first discussion** among members of the Steering Committee about **a new GPEDC delivery model ways of working**. It is based on the **findings of the GPEDC review**, the **encountered challenges around working at country level** and anticipated new tasks related to implementing the new monitoring as well as strengthening action dialogues and their follow up at country level. Based on Steering Committee feedback, further work and clarification will be undertaken in order to set some strategic parameters which might need endorsement at the Summit.

However, Co-Chairs would like to reiterate **that the main part of the work on developing and institutionalizing a new Delivery Model will have to be done after the 2022 Summit as part of the new work program** for the following reasons:

- It is important that the Delivery Model **is informed by the needs and practices of the country level work**, particularly the new monitoring and action dialogues. To gain some practical experience with the first country implementation must be an important basis.
- A new Delivery Model **should complement – and not replace – existing partnerships and practices**. This will need careful considerations and further dialogue, analysis and institutional development. Such a process will need time.
- Finally, **new Co-Chairs and an updated composition of the GPEDC Steering Committee** need to drive the process and take responsibility for the new way of working.

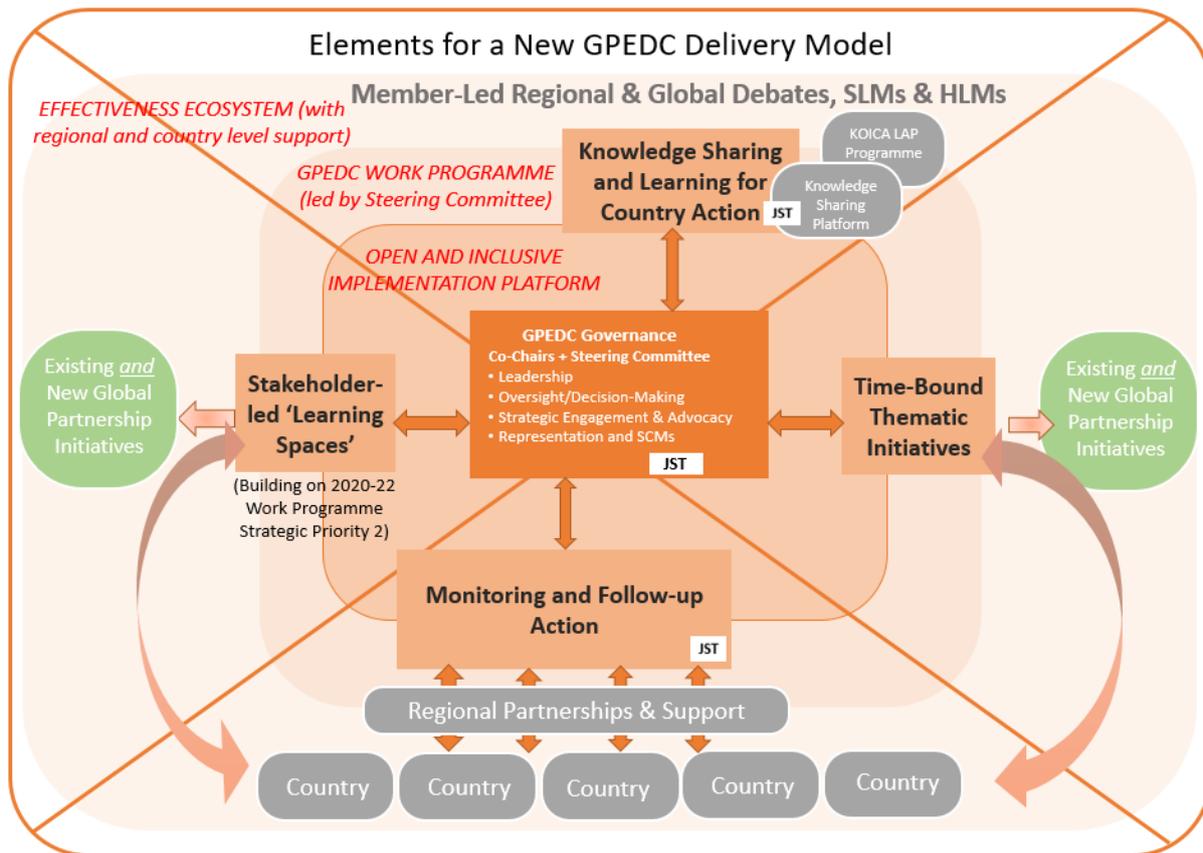
2. Contours for a new Delivery Model

The focus of the next GPEDC work programme will be on getting country level work started and strengthened through the new monitoring and country-based dialogues and their follow up.

Whereas the GPEDC has a relatively good model to involve members, mainly through its governance structure, the Steering Committee and its Co-Chairs into the work at global level, **evidence from the GPEDC Review shows that it is much more challenged to find an adequate delivery model to support country level processes and to mobilize and support its members to engage at country level**.

Whereas the working arrangements for activities such as stakeholder learning, time-bound thematic initiatives and knowledge sharing and learning will build very much on stakeholder engagement at global level and Steering Committee members and Co-Chairs will continue to play a crucial role, the new Delivery Model requires more substantive reform and further strengthening to effectively support existing processes. Initial reflections on elements of country level work will be discussed in the next section.

The visual on the next page summarises key features of a proposed updated model:



This GPEDC Delivery Model is organised around **two main layers of action**:

- **The ‘Effectiveness Ecosystem’:** With the ambition of driving behaviour change at country level, stakeholders must be encouraged to initiate inclusive action in line with the effectiveness principles as part of their policy deliberations. For this, follow-up to the monitoring exercise and its action dialogues must be anchored and supported by relevant actors at country level. Learning among and across stakeholders must be embedded in existing processes. Time-bound thematic initiatives that may be incubated in the GPEDC work programme may, once tested and promoted during a work programme period, become a Global Partnership Initiative (GPI) that is self-sustaining and rooted in broader support by relevant communities. Once a GPI, these activities would be outside the responsibility of the Steering Committee and depend on support by other actors at country, regional and global level.
- **GPEDC Work Programmes:** Based on agreement by the Steering Committee, these will guide a set of agreed activities for the period between High-Level- and/or Senior-Level Meetings, approximately three years. Progress will be monitored by the Steering Committee. They will cover four inter-related pillars, with the Monitoring and Action Dialogues being most central; and include time-bound, member-led thematic initiatives; linkages to broader stakeholder-led ‘learning spaces’; and related knowledge sharing and learning. The Work Programme will be approved and overseen by the GPEDC Co-Chairs and Steering Committee and supported by the JST as follows:
 - **Stakeholder-driven ‘Learning Spaces’:** Steering Committee members are expected to provide ‘learning spaces’ for their constituencies to share insights and good practices to strengthen

country-level action. The constituency-focused 'Action Areas'⁴ will be replaced with constituency-led or -driven action that focuses on the country-level, both *within* constituencies and through multi-stakeholder dialogue *across* constituencies, using the multi-stakeholder GPEDC to engage stakeholders, and, substantively, link to new thematic initiatives (*see below*)

Operating modalities: 'Learning spaces' are entirely led by Steering Committee members involving their and other constituencies. As part of Work Programmes, constituencies will indicate how they organise their 'learning spaces', e.g. by docking onto other existing processes, which space/platform to use, and what priorities they have. The Work Programmes could have a focus on individual 'learning spaces' on a voluntary basis.

- **Time-Bound Thematic Initiatives:** Co-Chairs and Steering Committee members incubate not more than 2-3 thematic priorities not covered by the monitoring (e.g. climate change) for each Work Programme. The priorities are decided by and reported back to the Steering Committee. The key purpose of such initiatives is to mobilise and draw important thematic networks into the 'effectiveness ecosystem' and anchor effectiveness across thematic priorities and international processes. This will position the GPEDC in different sectoral or operational contexts.

Operating modalities: (Ideally) Two co-leads will steer technical work to make the effectiveness principles actionable in these contexts and ensure dedicated outreach and multi-stakeholder engagement at all levels, working with specialised bodies and networks. The scope of initiatives may centre around development of guidance and tools, promoting dialogue, and/or piloting and collecting good practice to bring them to action at country level. Feedback loops with countries will be critical to ensure relevance. Following the incubation period (duration of a Work Programme), successful thematic initiatives can be transformed into Global Partnership Initiatives that will exist beyond the cycle of individual Work Programmes.⁵ Thematic initiatives will have very light coordination and analytical support by the JST to ensure reporting back to and oversight by the Steering Committee under the work programme. As such, members must mobilise resources to implement these activities in order to be considered.

- **Systematic Knowledge Sharing and Learning:** The GPEDC will continue to provide space and tools for systematic knowledge sharing and learning. The GPEDC Knowledge Sharing Platform with a Country Dashboard (including donor profiles⁶) that provide a snapshot on the status of Monitoring and Action Dialogues will be at the heart of this. In addition, the GPEDC Senior Level Meetings will provide space for dedicated exchanges of practitioners and policy makers, focusing on learning. The KOICA Learning and Acceleration Programme and the Busan Forum will remain critically important to facilitate exchange among stakeholders and learning from experiences at the country level. This could also be paired with continued virtual thematic dialogues (webinar series) and advocacy events in international processes.

⁴ In the 2020-22 Work Programme this was covered in Strategic Priority 2: Building Better Partnerships: 2.1. Private Sector Partnerships, 2.2. Triangular Co-operation, 2.3. South-South Co-operation, 2.4. Civil Society Partnerships, 2.5. Foundations' Engagement, 2.6. Sub-National Level, and 2.7. Effective Multilateral Support.

⁵ Examples of such new GPIs could be the 'impact' and 'statistics' Action Areas (strategic priority 1) from the 2020-2022 Work Programme and future initiatives could include, for instance climate change. GPIs will continue to serve as incubators and knowledge spaces to co-create practical solutions for specific policy challenges. Examples of successful existing GPIs are the International Aid Transparency Initiative (IATI), the GPI on Triangular Co-operation, the Effective Institutions Platform (EIP) or the Tax Inspectors Without Borders (TIWB). GPIs remain self-governed and administered without support from the JST.

⁶ Subject to available funding.

Operating modalities: The Co-Chairs and Steering Committee members are actively using the GPEDC Knowledge Sharing Platform (KSP), Busan Forum and the KOICA LAP Programme and supporting the organisation of member-led regional or global debates and the SLMs/HLMs. The JST provides technical inputs to their organisation and maintenance of the KSP, alongside support to interactions and exchanges across Steering Committee members working on technical issues of common interest (similar to current Action Area Coordination calls).

- **The new Monitoring, Action Dialogues and Follow-Up:** The new monitoring framework and process is driving the GPEDC Work Programmes going forward. It will advance country-level and global/stakeholder-specific engagement, learning and accountability around effectiveness commitments by all stakeholders and leverages results for informed policy dialogue that generates political buy-in and multi-stakeholder action. The political mobilisation effort around the new monitoring is led by the GPEDC Co-Chairs and supported by Steering Committee members, however it will need a professional outreach and whole of GPEDC campaigning with JST's substantive, technical and coordination support.

Operating Modalities: The support by the JST will focus on this foundational pillar. The implementation of follow-up actions, however, depends on the mobilisation of partners and resources at all levels it will require new and additional partnerships, instruments. Further institutional development of GPEDC should be based around country level work. First elements and reflections are presented in the next section.

Box: Realizing member-led implementation at country level

With the development co-operation and partnership landscape shaped by a wide variety of actors, there has been a **shift in the development coordination mechanisms** in many countries to pursue stronger horizontal coordination (across ministries/sectors) and vertical coordination across government levels ('the whole of government', i.e. across levels of government, with sub-national authorities playing an essential role). Many of these coordination mechanisms are making distinct efforts to be inclusive of all types of development partners and stakeholders ('the whole of society'). New coordination mechanisms have emerged in many countries, including SDG coordination and implementation mechanisms, governance mechanisms for implementing Integrated National Financing Frameworks (INFFs), as well as private sector forums, among others. Consequently, many aid coordination mechanisms that once spearheaded aid effectiveness actions at country level have either been dissolved or embedded into a new coordination mechanism. However, not all countries have functioning coordination mechanisms that are led by governments and supported by partners. Not all newly established coordination mechanisms embed the effectiveness agenda in their work. In some cases, countries struggle to set-up functioning multi-sectoral coordination mechanisms due to resource and capacity constraints, and some are faced with limited political and stakeholder interest to invest in the coordination mechanisms. This has also become increasingly clear through the various GPEDC Action Dialogues held to date, and some countries have used the GPEDC Action Dialogues to reinvigorate their country-led coordination mechanisms.

Partner country governments must be the driving force behind such national coordination mechanisms, alongside the proactive engagement of all key partners. GPEDC efforts to anchor effective development co-operation as part of existing and/or new development coordination mechanisms must therefore be done in close and careful coordination with these actors and /strengthen dialogue and advocacy across global, regional and country level stakeholders:

Country level: In line with the ambition to ensure 'member-led implementation of the GPEDC Work Programmes, country-level activities will be resourced by GPEDC stakeholders at country-level through a decentralised process. Under the leadership of the UN Resident Coordinator, the UN development system can play a particularly important role in supporting governments to facilitate the nomination of an (existing) in-country multi-stakeholder coordination mechanism which advocates for and integrates effective development cooperation in existing dialogue and action. Bi-lateral donors are expected to actively support and resource country level implementation. Where relevant and feasible, resources at country level may be

channeled through multi-donor trust funds and/or UNDP country office projects to support country level implementation. In addition, the implementation of the Global Partnership monitoring exercise requires support and engagement of all partners including development partners, MDBs and IFIs, and non-executive stakeholders under strong national ownership. This includes mobilisation of resources required for governments to lead and undertake the country-level monitoring exercise, which includes multi-stakeholder dialogues and follow-up actions.

Regional level. Regional organisations and thematic partnerships within and beyond the Steering Committee (i.e. G7+) can support political mobilisation efforts across countries to deepen their engagement in the GPEDC. While there is a clear organisational framework in Africa (NEPAD-AUDA) and in the Pacific (PIFS) to promote and coordinate countries' engagement in the GPEDC, this is not the case for other regions. GPEDC Co-Chairs will consult with relevant regional organisations/platforms to explore their support and leadership.

Global level. The Co-Chairs and the Steering Committee members lead political and strategic mobilisation efforts, including mobilising their own constituencies at country level to engage and support country-level activities and bring their experience and learning to the GPEDC community. To support this mobilisation effort, the GPEDC Dashboard of activities will be established to keep partners and stakeholders informed of the status of GPEDC activities at country-level. Members can also facilitate regional and global level seminars and debates on relevant topics to ensure ongoing dialogue and learning. In addition, there is a need for strengthened capacity of the OECD/UNDP Joint Support Team with dedicated capacity in UNDP/JST to intensify the communication, coordination and engagement support with the UN development system and OECD/JST to mobilise development partners to engage at the country level.

3. 'Effectiveness Ecosystem' and support at country and regional level

A shift to country level implementation and support requires more substantive changes to the ways of working:

Firstly, while the GPEDC Steering Committee will continue to be the oversight body for the monitoring and the action dialogues, it might not be best placed to support this work practically, in terms of its implementation. A more inclusive and **operational working platform** ('open and inclusive implementation platform', see visual on Delivery Model) will have to be established over time to support members in the implementation.

The JST, with its complementary role of UNDP and OECD as host organisations, will continue to be the main implementing and supporting partner for the monitoring and for supporting country level monitoring and action planning work. However, the GPEDC also needs to **address funding constraints** and needs to enable members to invest more directly in GPEDC activities as well as also at country level.

Secondly, for a more mid-term outlook, GPEDC might consider an **executive function** to complement the current role of the JST. An executive function could support Co-Chair in outreach, to mobilize new partnerships and funding. Such a function however needs careful consideration, including learning from institutional arrangement of other partnerships/initiatives and should not duplicate roles of the co-chairs, Steering Committee and the JST that may be functioning well currently.

Alongside intensified actions by Co-Chairs and Steering Committee members and more targeted JST Support(see next section), the shift to country-level implementation requires the more rigorous engagement and support of other partners with reach and impact at the country level, including through regional organisations and the UN development system at country level. This includes a series of activities led by partner country governments and partners, relating to the monitoring process (inception, data collection, multi-stakeholder action-oriented dialogue) and follow up to and implementation of agreed actions emerging at country level or emanating from 'learning spaces' or in follow-up to new thematic initiatives incubated by the GPEDC. This ecosystem can be far reaching, especially if communities across sectoral and thematic priorities are mobilised (e.g. to promote effectiveness related to

individual SDGs).⁷ A first reflection of identifying partners and mechanism can be found in the box ‘Realizing member-led implementation at the country level’.

Resourcing: Implementing this ambition requires the creation of decentralized funding arrangements at country level that respond to specific needs and country contexts as well as the degree to which effectiveness is already prioritised or mainstreamed. The Co-Chairs and Steering Committee members can advocate for and assist in brokering decentralised funding arrangements, working with OECD/DAC and collaboration with the UN development system. However, in order to ensure that all activities are demand-driven and in line with country priorities, partner country governments are in the driving seat in defining what type of the support is needed and partners to work with. GPEDC Partners at country level have to actively engage with governments to support this effort.

Development Partners are encouraged to second thematic experts or fund national capacity building projects that incorporate effectiveness aspects directly with the government or through intermediaries such as UNDP Country Offices.

Even though resourcing country-level effectiveness work will happen in-country, the global and regional support to this process is not to be underestimated: it requires contentious effort to strengthen global accountability and political momentum for effective development co-operation supported by robust global advocacy/communication efforts including e.g. advocacy of Steering Committee and regional organizations, the mobilization of the UN development system at country level (i.e. RC system), and sensitisation by Development Partners to their in-country offices to support and engage in the Global Partnership Monitoring and multi-stakeholder action oriented dialogues and other effectiveness work.

4. The Joint Support Team

Hosting arrangements: The JST will – at this stage – continue to be hosted and supported by the OECD and UNDP, with shared responsibility that builds on more than a decade of collaboration. Both organisations draw on their existing structures, respective mandates and areas of comparative advantage to work together in an efficient and complementary manner to deliver on the roles and responsibilities agreed in Nairobi in a more streamlined way – focusing on monitoring, analytical work/knowledge sharing, demand-driven advisory support, the organisation of meetings and Secretariat and Advisory Services to the Steering Committee and the Co-chairs. In doing so, both sides of the JST leverage the knowledge base, expertise and reach of the two host organizations in which they are embedded.

Roles and responsibilities: The ambition to promote increased uptake of the effectiveness principles at country level requires more rigorous engagement of stakeholders and more streamlined coordination and communication at all levels. This necessitates intensified support by the Joint Support Team across a series of prioritised areas of work, including support to facilitate institutionalising the new monitoring at country level, support to the leadership, constituencies and members, improved communication tools and products, among others. As such, the JST will need to work in more integrated ways alongside other actors supporting the ‘effectiveness ecosystem’ at country and regional level. To respond to the increasing demand for Co-Chairs, Steering Committee members and their constituencies to fulfil new functions related to member-led implementation of the Work Programmes and other representational and coordination roles, the JST will provide more intensified support to the following:

- **Secretariat support to the GPEDC leadership for effective governance:** Strengthened technical, outreach and coordination support to GPEDC Co-chairs and Steering Committee members to facilitate their political leadership and engagement roles including smooth transitions, support to ‘learning spaces’ and ‘thematic initiatives’ through light analytical support, as well

⁷ A first reflection of identifying partners and mechanism can be found in the box ‘Realizing member-led implementation at the country level’.

as engagement with partner country governments, regional organisations, non-executive stakeholders and collaboration with relevant partnerships.

- **Global Partnership Monitoring and anchoring it at country level:** Technical support to countries undertaking the reformed monitoring exercise, including the demand-driven advisory support to countries during the inception, and production of related analysis and ‘use of results’ on a continuous basis.⁸ This will be critically important to institutionalise the monitoring and multi-stakeholder action-oriented dialogues at country level.
- **Advocacy, Partnership Building, Strategic Communication and Learning/Knowledge Community:** To demonstrate the GPEDC impact at country level and forge stronger partnerships with various entities within a dynamic effectiveness ecosystem, strategic communication and advocacy campaigns and partnership brokering efforts will have to go beyond the regular maintenance of the communication tools (i.e website and KSP). This entails supporting members’ advocacy efforts, the coordination of global learning and engagement with ‘communication networks’ of effectiveness champions, as well as the brokering of partnerships with new actors within the broader ecosystem during a transition phase.

Resourcing: The demands for the OECD/UNDP Joint Support Team to respond to the ambition outlined above requires sustainable, longer term financial resources. The JST funding has in the past been mobilized with a very narrow number of donors, mainly donors of the DAC.

Funding for the OECD/JST is currently an integral part of the OECD/DAC Programme of Work and Budget, which describes the expected deliverables and the budget envelopes for the period 2023-2024. The budget allocated in the DAC PWB 2023-2024 for the GPEDC does not provide the minimum required to deliver on the GPEDC vision and work programme (see annex 4 on what the ideal situation would look like). This is in no way related to a decreased attention to development effectiveness, on the contrary, it is related to the current financially constraint situation, including the socio-economic recovery after COVID-19 and the Russian aggression in Ukraine combined with a high number of development priorities. Furthermore, the budget relies largely on future earmarked voluntary contributions. The expectations towards the OECD/JST therefore need to be adjusted for 2023/2024 (items highlighted in yellow below will not be possible at this stage) while at the same time, the OECD- in close collaboration with the DAC – will look into alternative models which would allow a more sustainable and diversified funding base.

In the case of UNDP, it relies mostly on voluntary contributions earmarked for UNDP’s global project support to the GPEDC from a limited number of partners through third-party cost sharing agreements. Currently, there is no resources pledged beyond 2022. Without earmarked voluntary contributions pledged before the end of 2022, the ability of UNDP/JST to continue providing support even at minimum level will be significantly reduced beyond July 2023.

Both organisations require adequate, predictable and frontloaded funding to enable effective organisation, sequencing and delivery of JST work. To this end, Co-Chairs and Steering Committee will need to lead resource mobilisation efforts for the JST. Such leadership is critical to enable the JST to kick-start the roll-out of the monitoring and support the transition to a new GPEDC Delivery Model in follow-up to the Effective Development Co-operation Summit and building on the political momentum it has generated. This will require dedicated discussions and prioritisation of resource mobilization efforts to ensure the financial viability of the GPEDC and Joint Support Team.

⁸ JST support outlined for the monitoring is based on the shift to the global rolling round process model, where partner country governments will lead and undertake the monitoring exercise on a rolling basis, and not all at one time.

Annex 1: Composition of Leadership

Composition	2012-2014 (From Abuja to Mexico)	2014-2016 (From Mexico to Kenya)	2016 – 2019 (From Kenya to NY)	2019-2022 (From NY to Geneva)	2022 + (Post-Geneva)
3 Governments	United Kingdom Indonesia Nigeria	The Netherlands Mexico Malawi	Germany Bangladesh Uganda	Switzerland Bangladesh DR Congo	Provider Co-Chair (2022-) Dual Co-Chair (2022-) DR Congo (approx. 2023-)
1 Non-Executive stakeholders	N/A	N/A	Reality of Aid Africa (CSOs) – From 2018	Reality of Aid Africa (CSOs)	Reality of Aid Africa (CSO) handing over 2023/24 to Trade Union

Annex 2: The composition of the GPEDC Steering Committee

The member for...	...representing...	...currently is...	... and represents ...
Recipients	g7+	Afghanistan	All g7+ countries
	Africa	AUDA-NEPAD	All African governments
	Africa	Côte d'Ivoire	West African governments qualifying as predominantly recipients of development co-operation
	Africa	- vacant since HLM2 (2016) -	African governments qualifying as predominantly recipients of development co-operation
	LAC Region	El Salvador	LAC governments who are qualifying predominantly recipients of development co-operation
	Asia	Nepal	Asian governments (including Central Asia and Turkey)
	Pacific	PIFS	Pacific Island governments (those represented in PIFS)
Dual countries		Philippines	Dual character countries in Asia-Pacific and other regions
		Colombia	Dual character countries in Latin America and other regions
Providers		Korea	Japan
		Canada	United States, Australia and New Zealand
		European Commission	Members of the European Union
		Germany	<i>Ex-officio, no representational roles</i>
OECD/DAC		DAC Chair	Members of the DAC
Arab Providers		OPEC Fund for International Co-operation	Members of the OPEC Fund (governments) and other Arab providers (including funds and banks)
Multilateral development banks		Inter-American Development Bank	All regional and global multilateral development banks (including World Bank Group, IsDB, EBRD, ADB, AfDB, IDB, IFAD)
UNDP/UN development system		UNDP	All UN Funds and Programmes and Specialised Agencies
Non-executive Stakeholders	Civil Society	CSO Partnership for Development Effectiveness (CPDE)	Respective Steering Committee members represent the members of their networks or associations and make an effort to involve other representatives of their respective constituency.
	Trade Unions	International Trade Union Confederation	
	Parliamentarians	Inter-Parliamentary Union (IPU)	
	Sub-national governments	United Cities and Local Governments and ORU-FOGAR	
	Private Sector	International Chamber of Commerce	
	Foundations	WINGS	

Annex 3. GPEDC Governance: Roles & Responsibilities for Co-Chairs and Steering Committee Members

CO-CHAIRS	
Represent the Global Partnership	<ul style="list-style-type: none"> ▪ Drive the strategic positioning of the GPEDC and recognition of effective development co-operation at the UN in support to the 2030 Agenda⁹ ▪ Represent the GPEDC in all relevant occasions to amplify the work of the Partnership at global, regional and country level and in thematic contexts ▪ Ensure sustainability and continuity in the leadership structure by proactively identifying and confirming successor co-chairs within their constituency in a timely manner and through an open and inclusive process in coordination with other co-chairs and the Steering Committee
Facilitate and Drive the Strategic Orientation of the Partnership	<ul style="list-style-type: none"> ▪ Convene Steering Committee meetings up to twice a year for strategic debate on Work Programmes, including their creation, adoption, implementation, funding and evaluation, in line with the new delivery model. Ensure that all Steering Committee members understand their roles and responsibilities, are enabled and active in liaising with their constituencies, are leading the implementation of the Work Programmes as agreed, and are rotating and duly representing others in line with these TORs
Strengthen Political Momentum and Lead Outreach to all Partners at Strategic Level	<ul style="list-style-type: none"> ▪ Actively build, promote and sustain partnerships at the highest political level with all stakeholders to encourage progress in implementing agreed effective development co-operation commitments, including to support the transition to the new delivery model ▪ Lead the organisation of High-/Senior-Level Meetings to ensure accountability and learning based on monitoring findings, outcomes of multi-stakeholder debates and technical and policy work at global and regional level, paired with global reporting including on relevant SDG indicators. ▪ Mobilise partner country governments to lead the new monitoring and dialogues to promote action at country level and other stakeholders to contribute and lead their 'learning spaces' and work on agreed technical priorities ▪ Lead outreach and advocacy efforts to initiate and strengthen strategic collaboration with partners with the ability to amplify the reach of the GPEDC at country level, including regional organisations, and 'networks of networks' to facilitate regional and intra-regional knowledge sharing and peer learning
Resource Mobilisation	<ul style="list-style-type: none"> ▪ Coordinate and lead resource mobilisation efforts with SC members; ▪ Meet regularly with OECD and UNDP senior leaderships to jointly assess progress in resourcing the work of the JST, align expectations and take stock of resource needs and how to maximise the institutional support and contributions provided by the two host organisations. ▪ Ensure that resources, systems and practices are set up in ways that all Co-Chairs, Steering Committee members and the Joint Support Team are fully equipped to fulfil their functions.
STEERING COMMITTEE	
Coordinate with and ensure appropriate representation and leadership of constituencies	<ul style="list-style-type: none"> ▪ Consult constituencies on major decisions of the Steering Committee and share related information and convey constituency feedback ▪ Ensure sustainability and continuity in the leadership structure by proactively identifying and confirming successor SC membership within their constituency in a timely manner
Lead/provide guidance to advance Work Programme implementation	<ul style="list-style-type: none"> ▪ Coordinate within constituencies to ensure engagement and leadership among broad base of members to support the implementation of work programmes. ▪ Explore, build or strengthen partnerships with relevant/respective organisations (i.e. regional) to lead/support 'learning spaces' and 'thematic initiatives'
Lead advocacy, outreach and engagement work	<ul style="list-style-type: none"> ▪ Raise awareness and promote a common understanding of the GPEDC's work within and beyond their own constituency, including through relevant platforms and networks and by crowding in new actors and partners and exploiting synergies across Work Programme activities ▪ Serve as advocates and ambassadors of the GPEDC at national, regional and global levels to ensure that the priorities and key messages of the GPEDC are promoted and reflected in relevant fora, including in the UN context, regional and thematic events. ▪ Encourage their own constituency to lead/contribute to the new monitoring and participate actively in action dialogues and to engage at the highest possible level in the run up to High-/Senior-Level Meetings and other relevant events ▪ Regularly assess the success of its engagement efforts and identify strategies to address engagement gaps and deficits within the constituency ▪ Undertake other tasks as may arise from High-/Senior-Level Meetings or as agreed at Steering Committee meetings

⁹ Including through actively promoting GPEDC in the follow-up and review of the Sustainable Development Goals and AAAA commitments, as well as through strengthening the links with the High-Level Political Forum, Financing for Development and Development Co-operation Forum, UN General Assembly, COP

Annex 4: JST Provisional Resource Requirements to fully support the new GPEDC ways of working

JST ROLES AND RESPONSIBILITIES	OECD	UNDP ¹⁰
	Yearly cost (EUR)	Yearly cost (USD)
1. Secretariat support to the GPEDC leadership for effective governance	1,082,035	844,320
2. Global Partnership Monitoring and anchoring it at country level	1,520,541	1,156,020
3. Advocacy and Strategic Communication, Partnership Building and Learning and Knowledge Management	-	472,658
Annual Total cost	2,602,576	2,472,998

The provisional JST resource requirements table provides an estimate of the average yearly cost based on the new envisaged function of the JST. The annual total costs for both OECD and UNDP are higher than available JST budgets in past years and will require dedicated discussions on the sustainability and more diversified resource mobilization efforts, including by attracting contributions from new partners (see above).

OECD/DAC's 2023-2024 Programme of Work and Budget (PWB) sets a budget ceiling of approximately EUR 3m for 2023 and 2024, of which 30% in the form of assessed contributions and non-earmarked voluntary contributions. UNDP's support is primarily provided by a Headquarters Team, which is financed primarily through cost-sharing contribution agreements (voluntary earmarked contributions) with interest partners, with only 25% of the annual resource requires for 2023 is currently available.

¹⁰ Budget for OECD and UNDP includes both staff cost, activities and operational support.