United Nations Development Programme

2014 ANNUAL STATUS REPORT

GLOBAL PROJECT ON CAPACITY DEVELOPMENT FOR AID EFFECTIVENESS
## Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>AIMS</td>
<td>Aid Information Management Systems</td>
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<td>AMP</td>
<td>Aid Management Platform</td>
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<td>ATI</td>
<td>Aid Transparency Index</td>
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<td>AP-DEF</td>
<td>Asia-Pacific Development Effectiveness Facility</td>
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<td>AU</td>
<td>African Union</td>
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<td>AUC</td>
<td>African Union Commission</td>
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<td>BRH</td>
<td>Bangkok Regional Hub</td>
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<td>CAITEC</td>
<td>Chinese Academy of International Trade and Development Cooperation</td>
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<td>CEPEI</td>
<td>Canadian Energy Department for Environmental Innovation</td>
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<td>CEO</td>
<td>Chief Executive Officer</td>
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<td>CIS</td>
<td>Commonwealth of Independent States</td>
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<td>CSO</td>
<td>Civil Society Organization</td>
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<td>DAC</td>
<td>Development Assistance Committee (OECD)</td>
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<td>DCD</td>
<td>Development Cooperation Directorate (OECD)</td>
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<td>DCF</td>
<td>Development Cooperation Forum</td>
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<td>DRC</td>
<td>Democratic Republic of the Congo</td>
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<td>DRM</td>
<td>Domestic Resource Mobilization</td>
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<tr>
<td>ECOSOC</td>
<td>United Nations Economic and Social Council</td>
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<td>EDC</td>
<td>Effective Development Cooperation</td>
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<td>EU</td>
<td>European Union</td>
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<td>GPEDC</td>
<td>Global Partnership for Effective Development Cooperation</td>
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<td>GPI</td>
<td>Global Partnership Initiative</td>
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<td>GIZ</td>
<td>Deutsche Gesellschaft für Internationale Zusammenarbeit</td>
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<td>HLF</td>
<td>High-Level Forum</td>
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<tr>
<td>IATI</td>
<td>International Aid Transparency Initiative</td>
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<td>INGO</td>
<td>International Non-Governmental Organization</td>
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<td>JICA</td>
<td>Japanese International Cooperation Agency</td>
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<td>JST</td>
<td>Joint Support Team</td>
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<td>KOICA</td>
<td>Korea International Cooperation Agency</td>
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<td>KazAid</td>
<td>Kazakhstan Development Agency</td>
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<td>LAC</td>
<td>Latin American and the Caribbean</td>
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<td>LDCs</td>
<td>Least Developed Countries</td>
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<td>MA</td>
<td>Mutual Accountability</td>
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<td>MDGs</td>
<td>Millennium Development Goals</td>
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<td>MFA</td>
<td>Ministry of Foreign Affairs</td>
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<td>MICs</td>
<td>Middle Income Countries</td>
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<td>NEPAD</td>
<td>New Partnership for Africa’s Development</td>
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<td>NGO</td>
<td>Non-governmental Organization</td>
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<td>ODA</td>
<td>Official Development Assistance</td>
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<td>ODI</td>
<td>Overseas Development Institute</td>
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<td>OECD</td>
<td>Organization for Economic Cooperation and Development</td>
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<td>OPEC</td>
<td>Organization of the Petroleum Exporting Countries</td>
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<tr>
<td>PGA</td>
<td>President of General Assembly</td>
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<tr>
<td>RR/RC</td>
<td>Resident Coordinator/ Resident Representative</td>
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<td>RoAid</td>
<td>Romanian Development Agency</td>
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<td>SDG</td>
<td>Sustainable Development Goals</td>
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<td>SIDS</td>
<td>Small Island Development States</td>
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<td>SSC</td>
<td>South-South Cooperation</td>
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<td>Abbreviation</td>
<td>Full Form</td>
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<tr>
<td>TrC</td>
<td>Triangular Cooperation</td>
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<td>UK</td>
<td>United Kingdom</td>
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<td>UN</td>
<td>United Nations</td>
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<td>UNDESA</td>
<td>United Nations Department of Economic and Social Affairs</td>
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<td>UNDP</td>
<td>United Nations Development Programme</td>
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<td>UNOPS</td>
<td>United Nations Office for Project Services</td>
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<td>UNSG</td>
<td>United Nations Secretary General</td>
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6 July, 2015

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# Table of Contents

I. Executive Summary .................................................................................................................. 4

II. Introduction .......................................................................................................................... 6

III. UNDP Support to Effective Development Cooperation at the Global Level ...................... 7

**Global Partnership for Effective Development Cooperation** ...................................................... 7

- **Output 1:** Global Partnership Monitoring Framework Refined, Strengthened, and Implemented to Support Accountability ................................................................. 8
- **Output 2:** Evidence-based Analytical Work is Produced and Disseminated to Inform Political Dialogue and Mutual Learning .................................................................................. 11
- **Output 3:** Events and Communication Initiatives to Support Political Efforts and Outreach Aimed at Strengthening Linkages with Post-2015 and Other Global Processes .................. 14
- **Output 4:** Secretariat and Advisory Services to the Steering Committee and Co-Chairs. 16
- **Output 5:** High-Level Meeting of the Global Partnership Organized ..................................' 17

- **Other Complementary Support for Global Implementation and Dialogue on the Principles of Effective Development Cooperation** .............................................................................. 18

IV. Where Policy Meets Practice: UNDP Support to Effective Development Cooperation at the Regional and Country Levels ...................................................................................... 20

1. Institutional Frameworks, Systems, and Accountability Mechanisms Strengthened at the Country Level ................................................................................................................... 20

2. Strengthening Transparent Systems Through the Effective Use of Aid Information for Development Planning, Budgeting, and Advocacy ................................................................. 22

3. Strengthening Results-based Management of Development Cooperation with Improved Knowledge Sharing, Mutual Learning, and South-South Cooperation ............................................ 24

- Mutual Accountability ........................................................................................................... 24
- South-South and Triangular Cooperation ............................................................................... 25
- Knowledge Sharing and a Thriving Community of Practice .................................................. 25

V. The Global Project on Capacity Development for Aid Effectiveness and the Way Forward in the Evolving Post-2015 Development Agenda .............................................................................. 26

ANNEX 1 .................................................................................................................................. 27

ANNEX 2 .................................................................................................................................. 28

ANNEX 3 .................................................................................................................................. 30

ANNEX 4 .................................................................................................................................. 31
I. EXECUTIVE SUMMARY

The international development landscape is rapidly evolving, becoming increasingly complex and dynamic. Official Development Assistance (ODA) provided by traditional bilateral and multilateral donors is now complemented by the expansion of other forms of development cooperation, including South-South Cooperation (SSC), Triangular Cooperation (TrC), and peer learning, etc. While ODA remains an important source of funding for development, flows of development finance are increasingly diverse and multidirectional. At the global, regional, and country level, this has resulted in the need to coordinate an increased number of partners and modalities of development cooperation and finance.

The post-2015 development agenda calls for a renewed global partnership to support the universal and ambitious targets for leaving no one behind. This requires a shift from aid effectiveness to development effectiveness, with particular focus on country-led approaches for managing cooperation and partnerships for maximum development impact. Countries are exploring inventive systems to manage diverse cooperation and partnership, and have increased efforts to strengthen country systems and innovatively address development challenges for the better management of resources. To this end, the principles of Effective Development Cooperation remain important in supporting country ownership of and country-led approaches to the sustainable development process.

The Global Partnership for Effective Development Cooperation (GPEDC) is a dynamic, multi-stakeholder platform bringing together governments, the private sector, civil society, and others to increase the effectiveness of development cooperation based on the Busan Principles for Effective Development Cooperation. Since its inception in June, 2012, the Global Partnership has continuously gained political momentum, as demonstrated by the Partnership’s inaugural High-Level Meeting (HLM) in Mexico City in April, 2014. This event affirmed the Global Partnership’s important role as an advocate for meeting ODA commitments; promoting good practice and Mutual Accountability; forging new partnerships, alliances, and concrete initiatives; providing a space to advance discussion and shared understanding on specific issues; and providing an inclusive platform for a broad range of actors to discuss how to implement sustainable development objectives.

UNDP’s role as a member of the Global Partnership UNDP-OECD Joint Support Team (JST) has contributed to stronger positioning of the GPEDC in global policy discourse on development cooperation. The Global Project on Capacity Development for Aid Effectiveness, an operational instrument for channeling JST activities, has supported this role, building on UNDP’s catalytic support of country-led approaches for managing development cooperation effectively; global support for monitoring the Busan commitments; facilitation of evidence-based mutual learning; and support to bolstering the voices of developing countries and regions in global policy discourse on development cooperation. In 2014, the Global Project also supported UNDP’s role in providing advisory and light Secretariat support to the GPEDC Co-Chairs and Steering Committee as well as helping to increase the visibility of the GPEDC globally.

Key Highlights and Achievements in 2014

• Stronger visibility of the Effective Development Cooperation agenda through the GPEDC and reinforcement of its position as a dynamic, inclusive, and high-level global platform for increased development cooperation and impact. UNDP, in partnership with the OECD, supported the Global Partnership Co-Chairs and Steering Committee as well as the Government of Mexico (host) in preparations for the inaugural High-Level Meeting of the Global Partnership in Mexico City, which was attended by 1,500+ participants from over 150 countries. The UNDP-OECD Joint Support Team also supported the Co-Chairs of the GPEDC in further repositioning and refining the Partnership’s vision for its place in the global political discourse. The renewed vision of the GPEDC
helps stakeholders scale up actions to implement the Busan Principles, resulting in nearly 50 Global Partnership Initiatives, which help to forge stronger partnerships through voluntary action.

- **Country-led approaches strengthened through global monitoring, mutual learning, and reinforced linkages between country-level action and global policy dialogue.** The Global Partnership monitoring exercise, conducted in 2013 under the auspices of the UNDP-OECD Joint Support Team, culminated in the release of the first Progress Report on monitoring in April, 2014, co-authored by the JST. The report highlighted gains in formulating well-defined development strategies and ensuring country ownership over the development process. It also recognized an increased global drive for transparency, but acknowledged that more effort is needed to meet countries' needs in areas such as development planning and accountability for development results. In addition, the report highlighted the continued need to strengthen the role of all development actors and make inclusive partnerships a reality. In 2014, UNDP – in a joint effort with the OECD – also supported developing countries in their efforts to share good practices and lessons learned; build regional and cross-regional communities of practice; and consult widely on the Global Partnership’s substantive agenda through helping to organize multi-country consultative meetings and events, as well as online discussions. The JST further supported the strengthening of regional positions, funneling these messages into the larger global policy dialogue on development cooperation, through support to regional workshops led by GPEDC stakeholders.

- **Stronger visibility of the GPEDC in global media.** UNDP scaled up its communication efforts for the GPEDC, which helped to strengthen visibility of the Partnership through a revamped website presence and robust social media campaign.

To further its work in the EDC arena, UNDP draws upon its global Effective Development Cooperation Team (a dedicated team of advisors and specialists located at HQ in New York and in four regional service centers – Bangkok, Addis Ababa, Panama, and Istanbul); advisors and specialists located in global policy centers (Singapore, Rio, and Seoul); and the advisors, specialists, and focal points in UNDP Country Offices. As detailed in Section 4, this global team drives the EDC agenda forward by facilitating cross-regional exchanges; assisting in the organization of regional workshops; and producing substantive analytical work on progress in implementing Busan commitments on the ground. This report provides an overview of these and other key achievements made under the Global Project framework in 2014.
II. INTRODUCTION

UNDP’s support to Effective Development Cooperation is embedded into the global context of an evolving development cooperation architecture. With an increasingly multifaceted international governance structure and continually diversifying partnerships and modalities of development cooperation, UNDP draws on its experience working with developing countries to strengthen institutional frameworks for development cooperation, support external assistance strategies, and disseminate best practices and lessons learned. Building on this experience and its long-standing partnerships in more than 170 countries, UNDP collaborates with countries to ensure they adapt to the changing development architecture and reposition their roles within it.

In this evolving context, UNDP recognizes the need for greater facilitation of global policy dialogue and debate on development cooperation as well as the necessity to support program countries in addressing these new realities and implementing transformational agendas. Since 2008, UNDP has actively supported over 90 countries in strengthening their capacity to implement aid effectiveness principles and commitments. Taking into account different country typologies as well as regional dynamics, UNDP supports the capacity development of countries to effectively coordinate and evaluate the impact of external development assistance in line with national development plans and priorities as well as establishing partnership and accountability frameworks through tailored support in peer-learning, South-South Cooperation, and Triangular exchange. In addition, UNDP HQ in New York provides policy advice and programming support through guidance/practice notes; knowledge generation/sharing; and by composing the UNDP side of the UNDP-OECD Joint Support Team\(^1\) of the Global Partnership for Effective Development Cooperation, funded by the kind contributions of 13 national donors\(^2\).

This report provides an overview of UNDP’s work on Effective Development Cooperation at three levels of engagement: UNDP’s work at the global level, focusing on support to the effective functioning of the Global Partnership for Effective Development Cooperation as a member of the UNDP-OECD Joint Support Team and as Coordinator of the International Aid Transparency Initiative Secretariat; and UNDP’s engagement at the regional and country level, drawing on support provided by regional and country programs, to promote Effective Development Cooperation through the strengthening of institutional frameworks; improvement of knowledge sharing/mutual learning mechanisms and South-South/Triangular Cooperation; support to country-level implementation and monitoring of the Busan commitments; and facilitation of global scanning of experience and lessons learned to inform country-level efforts.

\(^1\) UNDP and OECD have developed a single budgetary framework that shows which organization will implement what activities, and at what cost. However, the funds of the two organizations remain completely separate and procedures to channel funding to work undertaken by the Joint Support Team follow the respective standard procedures put in place by both organizations. Resources for OECD-executed activities are channelled through the DAC’s Programme of Work and Budget, while UNDP-executed activities are financed through cost-sharing agreements (voluntary contributions) to this Global Project on Capacity Building for Aid Effectiveness (2009-2014) and subsequently, the recently established Global Project on Managing Development Cooperation Effectively (2015-2017), which act as UNDP’s operational instruments for routing GPEDC funding.

\(^2\) Austria, Canada, Denmark, the European Union, Finland, Germany, Ireland, Italy, Japan, Korea, Norway, the Slovak Republic, Switzerland, the United Kingdom, and the United States.
III. UNDP SUPPORT TO EFFECTIVE DEVELOPMENT COOPERATION AT THE GLOBAL LEVEL

THE GLOBAL PARTNERSHIP FOR EFFECTIVE DEVELOPMENT COOPERATION (GPEDC)

UNDP, in partnership with the OECD, has helped to establish the Global Partnership as one of the “go-to” places for supporting implementation of the Millennium Development Goals and the emerging post-2015 development agenda...

UNDP, in partnership with the OECD, has helped to establish the Global Partnership as one of the “go-to” places for supporting implementation of the Millennium Development Goals and the emerging post-2015 development agenda by providing an evidence base for discussion on the quality of development cooperation; a space for a true multi-stakeholder exchange on development cooperation priorities; and a platform to launch concrete initiatives and partnerships to advance the effectiveness of cooperation.

With the rapid expansion of development actors over the past decade and the transition from aid effectiveness to development effectiveness, the Global Partnership for Effective Development Cooperation serves as an inclusive, multi-stakeholder, and high-level platform to support the implementation of the Busan Principles, Millennium Development Goals, and the emerging post-2015 development agenda. UNDP, in partnership with the OECD, has helped to establish the Global Partnership as one of the “go-to” places for supporting implementation of the Millennium Development Goals and the emerging post-2015 development agenda by providing an evidence base for discussion on the quality of development cooperation; a space for a true multi-stakeholder exchange on development cooperation priorities; and a platform to launch concrete initiatives and partnerships to advance the effectiveness of cooperation.

Grounded in the shared principles of (i) country ownership, (ii) a focus on results, (iii) inclusive partnerships, and (iv) transparency and accountability, the Global Partnership for Effective Development Cooperation was strengthened in 2014 as a multi-stakeholder and voluntary “coalition,” by focusing on its four main aims: (i) maintaining and strengthening political momentum for more effective development cooperation; (ii) ensuring accountability for implementing the commitments made at the Busan High-Level Forum; (iii) exchange of knowledge and lessons learned; and (iv) supporting implementation of the commitments made in Busan.

UNDP’s contributions in 2014 focused on:

• Supporting the Global Partnership monitoring framework, including the provision of substantial technical and analytical inputs to the first monitoring Progress Report;

• Strengthening the analytical base and facilitation of knowledge sharing and peer-learning to inform evidence-based policy dialogue;

• Bolstering the visibility of the Partnership through a robust communications and engagement strategy;

• Reinforcing linkages to UN processes and ensuring the Partnership’s contribution to the post-2015 landscape; and

• Supporting the organization of the inaugural High-Level Meeting of the Global Partnership for Effective Development Cooperation as well as providing advisory and Secretariat support to the Co-Chairs and Steering Committee.

This section highlights the main achievements of UNDP’s support to deliver Effective Development Cooperation solutions and better development results through its engagement with the Global Partnership in 2014, underlined by the UNDP-OECD Joint Support Team work plan outputs.
OUTPUT 1: GLOBAL PARTNERSHIP MONITORING FRAMEWORK REFINED, STRENGTHENED, AND IMPLEMENTED TO SUPPORT ACCOUNTABILITY

Upon conclusion of the Busan Partnership Agreement, the UNDP-OECD Joint Support Team was mandated to develop, refine, and implement a global methodology for monitoring the Busan commitments, the first round of which took place in 2013 and 2014. The Global Partnership monitoring framework and its set of 10 selective, global indicators have been a main tenet of the GPEDC’s support for global accountability on the commitments made in Busan; facilitation of multi-stakeholder learning; and sharing of lessons on promoting behavioral change and advancing the aims of development cooperation since the Partnership’s agreement through the Working Party on Aid Effectiveness in 2012. The framework’s country-led approach grounds monitoring efforts in countries’ own accountability mechanisms and information systems and aims to stimulate actions on the ground by supporting countries’ domestic monitoring and accountability processes.

The Joint Support Team’s contribution to the Global Partnership for Effective Development Cooperation’s first monitoring exercise has led to important conclusions for the state of development cooperation and the way forward for country ownership, partnerships, and their integration into the post-2015 agenda. The outcomes of the first monitoring exercise demonstrate that longstanding efforts to change the way development cooperation is delivered are paying off. The report finds that country ownership continues to strengthen, and there is greater recognition of the important role played by non-state actors in development. Successes in improving the quality of aid delivery include untying aid and sharing information on development cooperation more transparently, yet much more needs to be done to improve cooperation practices to fully respond to developing countries’ priorities and ensure benefits to their citizens. Thus, the 2014 Progress Report provides a central piece of evidence to answer the question of whether development cooperation has become more effective in the past two years.


The outcomes of the first monitoring exercise were collected in the joint UNDP-OECD publication, *Making Development Cooperation More Effective: 2014 Progress Report* (released March, 2014), constituting the first quantitative compilation of evidence-based development cooperation data under the Partnership’s umbrella and composing substantive inputs for discussions around development cooperation’s “state of play” during the Global Partnership’s inaugural High-Level Meeting in April, 2014.

The first monitoring report provides a seminal accountability mechanism for all development stakeholders, providing a status report on global progress toward achieving the Busan commitments. Moving into the second round of monitoring, the JST will work to expand the reach of the exercise to feed its important inputs into the post-2015 development framework, underscoring the Global Partnership’s role as a part of a “how” the SDGs will ultimately be achieved.

In addition to co-authoring the publication, the UNDP-OECD Joint Support Team undertook the technical analysis and global
aggregation/analysis of data. The report highlighted the following as its main conclusions:

- **Globally, monitoring results are mixed.** Longstanding efforts to change the way development cooperation is delivered are paying off, but much more needs to be done to transform cooperation practices and ensure country ownership of all development efforts, as well as transparency and accountability among development partners;

- **Despite global economic turbulence, changing political landscapes, and domestic budgetary pressures, commitment to the Busan Principles remains strong.** Achievements made on important aid effectiveness commitments that date back to 2005 have been broadly sustained – confirming that political commitment can translate into better practices at the country level, given sufficient time and sustained commitment. More needs to be done, however, to meet the targets that the Global Partnership set for 2015;

- **Country ownership continues to strengthen.** Achievements made in 2010 around strengthening and using country systems – although falling short of the Paris and Accra targets – have broadly been sustained despite unfavorable conditions for development cooperation in many provider countries. This shows that investments in strengthening country systems are paying off in the long term;

- **Inclusiveness – the “core” of the Busan Partnership Agreement – is translating into stronger recognition and engagement of non-state development actors** in national systems and accountability processes. Nonetheless, the development cooperation architecture is still skewed towards a government-centered, North-South perspective. Concerted efforts among all stakeholders are needed to ensure that civil society organizations can exercise their role as independent development actors;

- **The drive for transparency is starting to show results – but these need to be geared towards countries’ needs.** While transparent information is increasingly available, high-level political commitment in this area needs to work its way through cooperation providers’ systems and procedures to allow truly transparent and predictable cooperation, where information is geared towards supporting developing countries’ own planning needs and activities; and

- **The shift towards developing country-led monitoring is feasible.** Global Partnership stakeholders can advance this shift by supporting country-level and regional efforts to strengthen accountability frameworks; embed the data collection for global indicators within these frameworks; and exchange knowledge and good practice.

(ii) **Disseminating the results of the monitoring report and stimulating evidence-based mutual learning**

In addition to providing technical analysis and substantive support to the drafting of the 2014 monitoring report, UNDP, together with the OECD, worked to expand the exercise’s reach beyond the formal Global Partnership community by publishing and disseminating the document in English, French, and Spanish. Key outcomes of the report also supported the strengthening of evidence-based dialogue and substantively contributed to the preparation of the inaugural High-Level Meeting of the GPEDC. This was achieved through presentation of findings and facilitation of discussion at the Asia-Pacific regional
workshop in Seoul, South Korea (March, 2014); Development Cooperation Forum High-Level Symposium in Berlin, Germany (20-21 March, 2014); and the PGA Side Event on making development cooperation more effective (April, 2014) – please see Annex 4 for more information on these events and other important citings of the monitoring report’s findings in 2014.

Furthermore, in April 2014, to promote knowledge sharing across regions and thematic priorities, the UNDP-OECD Joint Support Team facilitated e-discussions in support of the monitoring report via the Global Partnership Community Space (see Section III, Output 3.ii for more information on the GPEDC Community Space). Key outcomes from the e-discussion highlighted that:

- The global community’s on-going commitment to supporting the Busan Principles has progressed in the right direction. Although there have been stumbling blocks along the way, stakeholders have continued to move forward and remain largely committed to implementing the Busan Principles at the country level;

- Improvement of the global environment is necessary to achieve development goals. Refining policies will help enable sustainable paths for development (for example reviewing the global trading system, global financial architecture, debt restructuring, and transfer of technology, etc.). Developed and donor countries have been making efforts to support global development, however, there have been cases where actions such as enhancing industrialization and competitiveness have counterproductive impacts on the state of a developing country. Multi-sectoral/cross-sectoral approaches to development, whose importance were reconfirmed during the Global Partnership’s inaugural High-Level Meeting (April, 2014), makes strides in the right direction, but further efforts are needed to foster an environment conducive to Human Rights-Based Approaches to development;

- For Effective Development Cooperation to be successful, government has a critical role to play. Key contributors such as civil society, nongovernmental organizations, and the private sector are essential, but government must support them; and

- As the Global Partnership grows, it must be careful to ensure a fair balance of power, specifically in the political sphere and private sector constituency. Stakeholders raised concerns that enabling environments for business, if not well-navigated, may lead to positively skewed benefits for corporate actors. To this end, as the Global Partnership expands, shared commitments and an equal balance of power between diverse stakeholders needs to be improved and sustained to ensure inclusive growth.

(iii) Toward the second round of monitoring: strengthening the framework and the Technical Advisory Group

The first round of monitoring successfully demonstrated that a country-led approach to global accountability is possible and can strengthen the effectiveness of cooperation. With the aim of supporting a stronger second monitoring round, the UNDP-OECD Joint Support Team synthesized lessons learned from the first round through regional workshops, online discussions, and consultations with national coordinators. Based on this, the UNDP-OECD Joint Support Team has put forward a three-track process for strengthening the GPEDC monitoring framework, which was discussed and endorsed at the GPEDC Steering Committee in January, 2015.

- Track 1: Implementing a stronger second monitoring round;
- Track 2: Refinement of the four global pilot indicators; and
- Track 3: Reviewing the monitoring framework to ensure its relevance to future accountability efforts.

To substantively support these three tracks, in 2014, the JST developed a concept note for a Technical Advisory Group and facilitated preparations for its establishment. The Group is envisaged to provide a
sounding board and advice to refine the monitoring framework (indicators and associated multi-
stakeholder process) and help ensure its relevance for post-2015 accountability efforts.

In addition to collecting lessons learned and conceptualizing a stronger second monitoring round, UNDP, together with the OECD has undertaken the technical work necessary to refine the methodology of the four global pilot indicators (Track 2). During the first GPEDC biennium, extensive work took place to develop measurement approaches for each. At the same time, various challenges were encountered, including identifying technically sound measurement approaches to political commitments that encompass complex substantive topics, limited data availability, and a restricted time frame for broad stakeholder consultation and engagement. While all these indicators have evolved considerably since their inception, further technical work remains to translate them into fully operational monitoring approaches. More information on this work is included in Annex 1.

**OUTPUT 2: EVIDENCE-BASED ANALYTICAL WORK IS PRODUCED AND DISSEMINATED TO INFORM POLITICAL DIALOGUE AND MUTUAL LEARNING**

The Global Partnership community has seen increased generation of country-led evidence and enhanced mutual learning among its stakeholders, drawing on key results of the first round of monitoring; availability of country studies/examples; and actions on the ground, led by countries and facilitated through the Global Partnership Initiatives. The UNDP-OECD Joint Support Team, with funding from the European Union and other contributing development partners, supported these results through both substantive and logistical support to mutual learning on implementation of the Busan Principles; regional consultations led by GPEDC stakeholders; and a strengthened GPEDC online community for peer learning and exchange of views among development practitioners.

(i) **Support to mutual learning on implementation of the Busan Principles at the country level, drawing on the outcomes of the first monitoring exercise**

In order to build on the emerging outcomes of the monitoring process and to bolster multi-stakeholder learning, UNDP led the organization of a number of regional/cross-regional workshops to review and discuss the outcomes of the first round of monitoring (please see Annex 2 and Annex 3 for further information):

**Post-Monitoring Workshop**
- **Location:** Abidjan, Côte d’Ivoire
- **Date:** 27-28 February, 2014
- **Representation:** 180 high-level participants from 40+ governments, CSOs, and private sector enterprises

**Pre-High-Level Meeting Workshop: Moving Forward to Meet Busan’s Commitments**
- **Location:** Mexico City, Mexico
- **Date:** April, 2014
- **Representation:** 350 members of the Global Partnership, including representatives from governments, international organizations, civil society organizations, and the private sector
Global Partnership Annual Workshop
- **Location:** Seoul, South Korea
- **Date:** 6-7 November, 2014
- **Representation:** 150+ members of the Global Partnership, including representatives from governments, international organizations, civil society organizations, and the private sector

The Development Effectiveness Agenda: Approaches from the South
- **Location:** Mexico City, Mexico
- **Date:** 3-4 December, 2014
- **Participation:** 52 experts from a multi-stakeholder background were invited to participate on account of their previous and/or current engagement with SSC and the GPEDC

African Regional Effective Development Cooperation Community of Practice Meeting
- **Location:** Addis Ababa, Ethiopia
- **Date:** 4-5 December, 2014
- **Representation:** 18 UNDP Africa EDC Focal Points; two resource persons from UNDP Asia to promote cross-regional learning; 4 participants from AUC and NEPAD; 11 participants from African governments; 3 civil society representatives; and 7 representatives of the global and African regional UNDP EDC teams

(ii) Support to regional consultations to facilitate concrete action; inform mutual learning and knowledge sharing; and facilitate political dialogue

At the regional and country level, new partners for development cooperation – including the private sector and civil society – are playing an increasingly important role. Based on the evolving nature of partnerships in the new development cooperation landscape, there is increased engagement of developing countries, Small Island Developing States (SIDS), countries in conflict and transition, and middle income countries with global policy decisions. With the support of UNDP, the diverse voices within these countries are now being strengthened on issues concerning their own countries’ development, as well as on international matters in development cooperation as the global community works toward a new post-2015 development framework. Thus, regional platforms for exchange are in high demand. As UNDP recognizes the importance of sustaining political momentum to ensure that the Busan commitments are implemented, reflecting a broad consensus among the international community that follow-up efforts should be “country-focused” and “globally-light,” in 2014, UNDP’s global team supported regional and country-level initiatives to strengthen countries’ abilities to leverage available resources and partnerships under both the umbrella of the Global Partnership and its larger role in the Effective Development Cooperation arena.

To this end, in 2014, UNDP contributed substantively (and in some cases financially) to meetings, events, workshops, and online analysis focusing on thematic topics such as Domestic Resource Mobilization (DRM), aid transparency, knowledge sharing, South-South and Triangular Cooperation, inclusive development, and the implementation of the Busan Principles at the country level. UNDP provided substantive analytic and organizational support to the following regional events (please see Annex 2 for further information, including access to complete workshop outcomes)

“Global Development Agendas – Complementary of Antagonistic?”
- **Location:** Panama
- **Date:** 13-14 March, 2014
Asia-Pacific Regional Consultations on the Global Partnership for Effective Development Cooperation
- **Location:** Seoul, South Korea
- **Date:** 10-11 March, 2014
- **Representation:** 86 participants from 24 countries/organizations

African Regional Meeting: Implementation of the African Action Plan on Development Effectiveness
- **Location:** Kinshasa, DRC
- **Date:** 19-21 November, 2014
- **Representation:** 160 delegates from the governments of 24 African countries, members of civil society, the private sector, and development partners

(iii) Support and strengthening of the GPEDC online Community Space (i.e., launching of e-discussions/e-events)

In support of knowledge sharing and in advance of the inaugural HLM, UNDP also further developed its online GPEDC Community of Practice, which was initially established in 2013. Through this online platform, UNDP ran the aforementioned e-discussions prior to the HLM, allowing for stakeholder engagement on development cooperation priorities; the consolidation of positions and themes; the showcasing of 24 country studies on good practice in implementing the Busan Principles synthesized from UNDP Country Offices; and the dissemination of HLM meeting materials including concept notes, logistical information, and post-meeting summaries. In the run-up to the HLM, the Community of Practice grew by more than 218% (130+ members added in 2014), with more than 480 members now a part of the community (as of March, 2015). In addition, traffic on the Community Space increased by more than 300% between the months of October, 2013 and April, 2014, when communications outreach for the Mexico HLM began.
Output 3: Events and communication initiatives to support political efforts and outreach aimed at strengthening linkages with post-2015 and other global processes

The global and political prominence of the GPEDC was significantly raised in 2014 through JST support to the development of a vigorous communications strategy. As mentioned above, a significant portion of UNDP’s support to the inaugural High-Level Meeting (HLM) was dedicated to augmenting the visibility and outreach of the Partnership through a robust communications plan, which included the facilitation of e-discussions of thematic interest to the HLM; the sourcing of country-level case studies to demonstrate Busan implementation on the ground and underline knowledge exchange across regions; and the coordination of media coverage and social media updates to raise the profile of the HLM.

(i) Strengthening the Partnership’s online presence (website, social media, blogs)

In addition to the aforementioned communications activities around the dissemination of the first monitoring report (please see Section III, Output 1.i), UNDP also expanded the Partnership’s online presence through the following processes:

- **Use of social media** (Twitter, Facebook, LinkedIn, and YouTube). In the wake of the HLM, the number of GPEDC Twitter followers rose by 195% to include senior government officials from ministries and parliaments as well as members of the private sector, civil society, academia, and multilateral organizations. Twitter chat discussions in advance of the 2014 UN General Assembly and the 2014 Global Partnership Annual Workshop engaged over 900 Twitter users, including high-level development actors, and reached a cumulative audience of nearly 1.5 million Twitter accounts. Further, more than 50 media outlets covered the Global Partnership’s inaugural High-Level Meeting.

Building on the successes of the HLM Twitter chats, in the lead up to GPEDC Side Events held at the 69th session of the UN General Assembly, “Action 2015: How can the private sector help deliver the Sustainable Development Goals?” and “How to make it happen: shaping international development cooperation for the effective implementation of the post-2015 development framework,” the JST also hosted multi-stakeholder discussion via Twitter. Using the hashtag #DevCoopLive, the GPEDC convened a global audience for an hour long dialogue on development cooperation’s proposed contributions to SDG implementation. The Twitter chat event was moderated by international broadcaster Henry Bonsu, and attracted panellists from Mexico, the Netherlands, UNDP, OECD, Ghana and UCLG. This initiative encouraged inclusive discussion on how to turn the post-2015 development agenda into action, with focus given to the GPEDC’s role in supporting the “how” of effective implementation of SDGs, drawing on multi-stakeholder development partnerships and the private sector as crucial components of the post-2015 development landscape.

- **Case study launch.** The GPEDC launched a [case study competition](#) in 2014, collecting sixteen studies from 10+ countries, detailing the vital role of Effective Development Cooperation on the results of projects as diverse as women-owned small businesses in Bangladesh and
universal health care access in Nigeria. These case studies will be used in 2015 as knowledge products to promote peer learning on the implementation of Busan Principles on the ground.

- **Online platform for GPIs.** The UNDP-OECD Joint Support Team maintains an online platform dedicated to highlighting the contribution of the Global Partnership's Voluntary Initiatives and Building Blocks, collectively termed GPIs. The online platform has three dedicated webpages, linking diverse, member-driven initiatives via a dedicated online space to showcase latest news and updates, including progress in innovative areas of GPEDC work such as DRM and private sector engagement in development. The JST has also compiled a database of GPI leads and focal points, and works with GPIs on an ongoing basis to facilitate their contribution to GPEDC online communication platforms.

- The [Global Partnership for Effective Development Cooperation blog](https://www.globalpartnershipfordevelopmentcooperation.org/blog) was integral to raising the visibility of the GPEDC in the lead-up to the HLM, hosting experts on Effective Development Cooperation who provided inputs in a conversational and accessible way. AfDB President Donald Kaberuka, outgoing USAID Administrator Rajiv Shah, UK Secretary of State Justine Greening, State Minister for National Development Planning Armida Alisjahbana and Nigerian Finance Minister Ngozi Okonjo-Iweala are among the blog’s distinguished contributors since its inception in 2013. In 2014, more than 70 guest authors from civil society, local and regional governments, and the private sector contributed thoughts on how effective development cooperation principles are furthering their work.

(ii) **Organization of a series of high-profile substantive Side Events and facilitation of Member-States led consultation**

In 2014, the Global Partnership Join Support Team provided substantial technical and logistical support to the organization of several high-profile Side Events, culminating in the sessions below (please see more information on the following events, including information on how to access complete outcome documents in Annex 4). These events raised the profile of aid effectiveness and Effective Development Cooperation issues at UN HQ in New York and contributed messages and evidence from the Global Partnership’s work – particularly in country-level implementation – to inform discussions around the post-2015 development agenda.

- **“The role of partnerships in the implementation of the post 2015 development agenda,”** Briefing session on the 2014 Development Cooperation Progress Report at the PGA/ECOSOC thematic debate (10 April, 2014 – New York)

Support to the Co-Chairs’ offices and a multi-stakeholder Steering Committee with representatives of the Co-Chairs and 21 additional senior representatives from different government and non-government constituencies is essential to the effective functioning of the GPEDC as a country-led, inclusive, multi-stakeholder platform.

Output 4: Secretariat and advisory services to the Steering Committee and Co-Chairs

Country ownership and political will (to ascribe to and maintain the Busan commitments) remain integral to the continued success of the Global Partnership. To this end, the GPEDC is Co-Chaired by Ministers from a provider, provider-recipient, and recipient country (currently the Netherlands, Mexico, and Malawi respectively). Support to the Co-Chairs’ offices and a multi-stakeholder Steering Committee with representatives of the Co-Chairs and 21 additional senior representatives from different government and non-government constituencies is essential to the effective functioning of the GPEDC as a country-led, inclusive, multi-stakeholder platform. Consequently, in addition to the aforementioned substantive services including monitoring work, preparation of regional workshops/consultations, and communications activities, the UNDP-OECD Joint Support Team provides advisory and light administrative services to the Global Partnership’s Steering Committee and Co-Chairs’ offices.

In 2014, the UNDP-OECD Joint Support Team also organized two Steering Committee Meetings, in Abuja (February, 2014) and New York (July, 2014). The JST’s support was focused in the following areas:

- Supporting the substantive preparations for Steering Committee Meetings including regular briefs to Co-Chairs through email and conference calls. The Abuja Steering Committee meeting focused on the substantive agenda of the first High-Level Meeting of the Global Partnership in Mexico (April, 2014) and the rotation/extension of the Steering Committee, while the New York Steering Committee Meeting consolidated the Global Partnership’s political vision in the post-2015 development landscape;

- Researching, drafting, and disseminating meeting documentation (in English, Spanish, and French), including agendas, meeting summaries, background papers, and scoping pieces to inform Steering Committee decisions on issues including the substantive organization of the Mexico City HLM; GPEDC contributions to United Nations development processes; stakeholder and constituency engagement; the GPEDC monitoring framework; working methods and rotation of the Steering Committee; and overall GPEDC vision/roadmap; and
• Substantial logistical support, including the facilitation and funding of six developing country participants for each Steering Committee meeting, ensuring the integrity of the Partnership as an inclusive platform for all stakeholders; managing overall participation at the meeting; and on-site logistical and technical support.

Throughout 2014, the Joint Support Team also provided regular advisory and Secretariat support to the Co-Chairs, including through:

• Facilitation of efforts to identify and put in place new Co-Chairs and Steering Committee members, including the expansion of the Steering Committee from 18 to 24 members; and organization of introductory meetings between new Co-Chairs and their teams;

• Drafting and facilitation of correspondence by Co-Chairs on behalf of the Global Partnership on issues including Steering Committee decisions; inputs to UN development processes; and membership issues; and

• Support to GPEDC engagement in UN development processes, particularly relating to the post-2015 development agenda. In addition to support for side events at key UN meetings (see Section III Output 3.ii and Annex 4), this included coordinating, drafting, and submission of GPEDC inputs to the UN Secretary General’s Synthesis Report; preparation of joint meetings for members of the GPEDC Steering Committee and UNDCF Advisory Group; and coordination of a Working Group on DCF-GPEDC Synergies with UNDESA. Key references to the GPEDC and effectiveness principles were also secured in the report of the Intergovernmental Committee of Experts on Sustainable Development Financing and the UNSG’s Synthesis Report.

The first Global Partnership High-Level Meeting reaffirmed the importance of Effective Development Cooperation in meeting the MDGs and identified strategic development partnerships as a key part of the ‘how’ for implementation of the post-2015 development framework.

Output 5: High-Level Meeting of the Global Partnership organized

The first High-Level Meeting of the Global Partnership marked a major milestone for the global development cooperation agenda. 1,500+ participants from 130 countries joined Enrique Peña Nieto, President of Mexico; UN Secretary-General Ban Ki-moon; and OECD Secretary-General Angel Gurría in Mexico City to review global progress in making development cooperation more effective; agree on actions to boost progress in the implementation of the Busan Principles through concrete results; and anchor Effective Development Cooperation in the post-2015 global development agenda. The first Global Partnership High-Level Meeting reaffirmed the importance of Effective Development Cooperation in meeting the MDGs and identified strategic development partnerships as a key part of the “how” for implementation of the post-2015 development framework. The two-day forum included five plenaries and 28 focus sessions on a range of critical themes for development from South-South Cooperation to Middle Income Countries (MICS) and domestic resource mobilization (DRM). Please find the High-Level Meeting
UNDP provided substantial support to the inaugural High-Level Meeting of the Global Partnership in four broad areas, including:

- **Organizing a number of regional events on thematic issues in support of the substantive dialogue and debate of the First HLM** (please see Section III, Output 2.i and 3.ii), which allowed for country-to-country dialogue around ways to amplify development cooperation through the Global Partnership. These workshops also highlighted regional challenges as well as links to the post-2015 development agenda; and

- **Serving as coordinating partner to the host country**, Mexico. In addition to support by the core JST, UNDP provided a three-month staff secondment to Mexico and mobilized staff resources from the Mexico Country Office and Latin America Regional Service Center. Further support to Mexico included:
  
  o **Provision of substantial analytical support** to the development of the concepts, thematic streams, and focus areas for the HLM’s five plenary sessions and 36 focus sessions;
  
  o **Preparation of plenary sessions**, including coordination between lead organizing groups;
  
  o **Facilitation of 36 high-profile focus sessions** including contributions to the application, selection process, and coordination of speakers;
  
  o **Support to the inclusive participation** of high-level government, civil society, private sector, and parliamentary participants from developing countries by providing travel facilitation and funding;
  
  o **Facilitation of consultations on the communiqué for the HLM**, drafted by Mexico, including through organization of consultations at OECD (February, 2014) and the United Nations (March, 2014) and support to virtual consultations;
  
  o **Collection and announcement of 38 voluntary initiatives**, most multi-stakeholder partnerships, to advance the implementation of Busan commitments on Effective Development Cooperation; and
  
  o **Affording essential communications support** to grow the Global Partnership’s online presence in advance of the inaugural HLM (please see more in Section III, Output 3).

**Other complementary support for global implementation and dialogue on the principles of Effective Development Cooperation**

Alongside its substantial support to the GPEDC, in 2014, UNDP’s work on Effective Development Cooperation at the global level successfully advocated for transparency and accountability through its work on the International Aid Transparency Initiative (IATI), with particular emphasis on country-level support for strengthened use of IATI data, transparent reporting systems, and enhanced institutional frameworks for the better and most use of development cooperation. **Transparency continues to be a top priority for UNDP and a vital element in maintaining the trust vested in the organization by the public and its partners.** To this end, the 2014 Aid Transparency Index (ATI) released in Washington D.C. on 8 October by Publish What You Fund, places
UNDP at the top of 68 other aid-giving organizations from countries including the United States and Germany; and influential organizations such as the World Bank and the Gates Foundation, reaffirming UNDP’s commitment to its place at the forefront of the transparency agenda.

In addition to working with UNDP Country Offices to advance transparency at the country-level, UNDP furthered the implementation of the International Aid Transparency Initiative by publishing and expanding monthly datasets, containing detailed information on over 6,000 development projects. Moreover, UNDP enhanced its highly accessible transparency portal, http://open.undp.org, which now includes detailed sub-national project locations and funding analysis by modality. Since its assumption of the coordination role of the IATI Secretariat in September, 2013 (in consortium together with Sweden, Ghana, UNOPS, and Development Initiatives), UNDP also continues to lead outreach efforts to over 300 data publishers to champion IATI and increase its relevance to both recipients and providers of development cooperation. Hosting IATI confirms not only UNDP’s commitment to making information about its programs and operations available to the public, but also its leadership in spearheading transparency across the development community.
IV. WHERE POLICY MEETS PRACTICE: UNDP SUPPORT TO EFFECTIVE DEVELOPMENT COOPERATION AT THE REGIONAL AND COUNTRY LEVELS

UNDP’s work enhances the effectiveness of development cooperation through the strengthening of frameworks, systems, and accountability mechanisms at the country level, and simultaneously works to scale up country experience to feed into result-based global dialogue. Drawing on this work, UNDP’s Global Project aims to support program countries in their management of complex development cooperation by addressing three key enablers: (i) institutional frameworks and arrangements; (ii) transparent systems for planning, monitoring, and reporting; and (iii) results-based management. UNDP’s approach focuses on cross-practice collaboration to draw on the depth and breadth of policy and program support and initiatives provided across sectors to harness the contributions of development stakeholders into dynamic and constructive partnerships, aiming to leverage expertise and experience in thematic sectors to help countries manage development cooperation more effectively. Utilizing the aforementioned key enablers of progress, the following section details selected examples of UNDP’s work in Effective Development Cooperation at the country and regional levels in 2014.

1. INSTITUTIONAL FRAMEWORKS, SYSTEMS, AND ACCOUNTABILITY MECHANISMS STRENGTHENED AT THE COUNTRY LEVEL

Consistent with the consensus that Effective Development Cooperation should fundamentally underscore country-level work, UNDP has augmented its support to Country Offices to strengthen development results. UNDP’s expert advisors at the global level and in Regional Service Centers work in close collaboration with UNDP Country Offices to provide policy guidance and alternatives, assistance, and tools to promote effective development on the ground. In partnership with UNDP, 90 program countries have developed national aid policies, joint assistance strategies, or similar policy tools to further the effective facilitation and expenditure of Effective Development Cooperation since the Global Project’s launch in 2009. In addition, during this time, nearly 100 program countries have implemented, operationalized, or refined their aid management strategies in collaboration with UNDP.

UNDP’s Global Project aims to support program countries in their management of complex development cooperation by addressing three key enablers: (i) institutional frameworks and arrangements; (ii) transparent systems for planning, monitoring, and reporting; and (iii) results-based management.

Strengthening institutional frameworks for development cooperation at the country, regional, and international levels is increasingly important as the dynamics and modalities of development cooperation continue to evolve. Strong institutional arrangements are vital for developing countries as they manage the process of dealing with increasingly diverse models of development cooperation on the ground (i.e. Northern, South-South, and Triangular development flows). Institutional frameworks are essential for ensuring the inclusion of an increasingly varied and numerous array of stakeholders which now include government, civil society, multilateral institutions, foundations, the private sector, etc.
In 2014, UNDP’s Global Project expanded its support to Country Offices to strengthen the effective utilization and management of development cooperation by encouraging countries to strengthen and adopt institutional frameworks, systems, and accountability mechanisms at the national level that provide for sustainable financing strategies by taking into account all financing flows, building stronger country ownership, and implementing greater use of country strategies and systems. To further support countries in this process, UNDP draws upon its holistic approach to institutional framework support and development resource planning to aid countries in the appropriate revision of cooperation policy and institutional arrangements to strengthen inter-ministerial/inter-sector coordination.

At the country and regional level, UNDP’s assistance to Country Offices has contributed to the following achievements in aid policy development and institutional frameworks for development cooperation:

(i) Africa

More than 70% of African countries have operationalized their aid information policies with assistance from UNDP, with direct support to countries including Burkina Faso, Gambia, Liberia, Malawi, South Sudan, Togo, and Uganda in 2014. Scoping missions to identify institutional needs were conducted and technical support was provided to Congo, Democratic Republic of Congo, Côte d’Ivoire, Gabon, and Mozambique to develop country roadmaps and improve development cooperation actions through joint project documents developed between UNDP and national governments. Prior to the Mexico HLM, 44 African countries adopted the Africa Action Plan for Development Effectiveness, which expresses the common view of Africa on Development Effectiveness to achieve the AU vision 2063 and the Africa Common Position on post-2015. This regional institutional arrangement tool was made possible by UNDP support at the meeting in Abidjan, Côte d’Ivoire in February 2014 (see Section III, Output 2.i for more information).

(ii) Asia

In 2014, UNDP provided capacity-strengthening support to more than 15 Asia-Pacific countries in order to better manage aid through the articulation of national institutional frameworks and action plans. Over the year, UNDP supported the revision of aid policies in Bangladesh, Papua New Guinea, the Philippines, and Vietnam through research and analytical work on development finance flows within these countries. In addition, UNDP provided technical support relating to aid policy and institutional frameworks to 10 Asia-Pacific countries, which included collection and analysis of data on development finance flows and their relationship with aid; development of outward-facing international cooperation policy and programming; the establishment of systems and approaches to mobilize international climate finance; and sharing examples of aid coordination across countries in the region (for instance, Cambodia’s experience with technical cooperation policy was recently shared in Myanmar to provide solutions for complex development cooperation challenges and promote good practice). Afghanistan, Bangladesh, Cambodia, Fiji, Indonesia, Lao PDR, Myanmar, Nepal, Pakistan, Papua New Guinea, Philippines, Samoa, Thailand, Vanuatu, and Vietnam all received support for their engagement in development cooperation through the Asia Pacific Development Effectiveness Facility (AP-DEF), which fosters political commitment to implement regional initiatives which improve institutional frameworks at the country level.
(iii) Europe and the Commonwealth of Independent States (CIS)

In Europe and the CIS, three national aid policies were established in 2014: in Kazakhstan, Romania, and the Slovak Republic. In addition, the law on Official Development Assistance was signed by the President of the Republic of Kazakhstan in 2014, paving the way for the Kazakh Foreign Affairs Minister and UNDP RR/RC to establish and build the capacity of KazAID, a formal system for the management of ODA. In the Slovak Republic, a non-program country partnership with UNDP, a new Medium-Term Strategy for development cooperation was also approved.

Further, Romania, another non-program country, launched its third annual call for ODA-funded project proposals with support from UNDP. In addition, UNDP continues advocacy efforts in Romania, supporting the MFA in their drive to build political consensus around an ODA law, expected to be passed by Parliament by the end of 2015. UNDP also provided legal assistance to the MFA in the formulation of the new ODA legislation and conducted a gender mainstreaming in ODA training, which resulted in the amendment of the Romanian ODA programmatic documents to specifically address gender equality.

(iv) Latin America and the Caribbean (LAC)

In 2014, UNDP provided various technical support functions to country programs in the LAC region, working to strengthen institutional frameworks for development cooperation effectiveness and responding to demands from regional planning institutions. For instance, UNDP recently answered a request from the Jamaica Country Office to provide advisory services in the design and conduct of a scoping mission intended to inform the government on the feasibility of adopting a Development Effectiveness Strategy. The mission consisted of a review of existing aid infrastructure in the context of how development assistance is administered and delivered in Jamaica; assessment of local practice; and identification of the challenges faced by stakeholders in a number of aid effectiveness areas.

2. STRENGTHENING TRANSPARENT SYSTEMS THROUGH THE EFFECTIVE USE OF AID INFORMATION FOR DEVELOPMENT PLANNING, BUDGETING, AND ADVOCACY

A prerequisite for the effective coordination and management of aid is easily accessible, transparent, and timely availability of information on existing, planned, or ongoing aid flows by funding agency, sector, and geographic location. Consequently, with UNDP’s support, many governments have worked to set up databases, websites, and other information management systems and tools to more effectively track, document, and analyze aid flows to their countries. Aid information management systems (AIMS), which consist of a database of aid commitments, disbursements, and activities, together with a mechanism for keeping the information continuously updated, are designed to assist developing countries in managing their aid flows. AIMS help developing countries to incorporate aid flows onto their national budgets and improve the overall alignment of assistance with country priorities, which can also lead to greater country ownership.

The global economic climate and continued uncertainties about future levels of ODA further highlights the significance of timely, comprehensive, and forward-looking information about development flows to help countries manage and use resources effectively. To support the management of development cooperation, UNDP encourages the adoption of transparent systems by strengthening the advocacy and implementation of Aid Information Management Systems (AIMS) as well as the integration of

With UNDP’s support, many governments have worked to set up databases, websites, and other information management systems and tools to more effectively track, document, and analyze aid flows to their countries.
the IATI standard with national systems to facilitate the effective use of information on financial management and aid management to further enhance development cooperation.

In 2014 UNDP’s assistance to Country Offices has contributed to the following achievements in strengthening transparent systems:

(i) Africa

Focused assistance to strengthening transparent systems and implementing or refining AIMS was provided in 2014 through direct and diverse support to more than 10 African countries in different phases of the implementation process: UNDP assisted Ethiopia, Rwanda, and South Sudan in an upgrading phase; Uganda’s launch of a new aid data system platform; and work in Liberia, where integration of AIMS is done within the context of the New Deal, reflecting country-specific support in a post-conflict context.

UNDP also promoted membership of IATI throughout the African region in 2014. Burkina Faso, Ghana, Madagascar, Malawi, Rwanda, and Tanzania all are current members. In addition, UNDP is supporting the integration with IATI aid management policy in Benin, Liberia, South Sudan, and Uganda.

(ii) Asia

In 2014, UNDP continued the refinement and implementation of AIMS systems in seven Asia-Pacific countries, including, Afghanistan, Bangladesh, Cambodia, Lao PDR, Nepal, Pakistan, and the Solomon Islands. UNDP has also instituted a service tracker, which allows countries to actively engage with UNDP to provide updates on satisfaction and gaps in implementation.

(iii) Europe and the Commonwealth of Independent States (CIS)

UNDP focused on increasing transparency in the EU-CIS region in 2014 through the support of country-led initiatives. In Romania, UNDP supported the MFA in adopting a new RoAID-dedicated website for increased transparency of Romanian development assistance, which publicizes information on Romanian ODA funded projects; sends out newsletters to enhance RoAID’s communication with national stakeholders and the general public; and reports on impacts and data from the newly created ODA reporting software.

(iv) Latin America and the Caribbean (LAC)

UNDP’s support to transparent systems in Latin America and the Caribbean focused on adoption and implementation of AIMS in 2014. For instance, UNDP provided significant technical assistance to the Belize Country Office to evaluate the possibility of adopting an AIMS. In Belize, UNDP helped the national government to understand the barriers to integrating a comprehensive AIMS into their country system, in an attempt to provide an interface between Belize and its donors’ information systems, capturing financial data in a format that is compatible with the national budget as well as assisting the government with programming aid alongside its national resources.
UNDP assistance also fostered significant improvements in AIMS implementation and refinement in other EU-CIS countries. The Moldovan AIMS was launched on 27 January, 2014, after its development during a two-year project implemented by UNDP Moldova in partnership with the Moldovan State Chancellery. In addition, as part of UNDP project “Support to Effective National Aid Coordination and Monitoring,” Tajikistan’s AIMS was significantly refined in 2014, adding three new technical components to improve the quality of information and automation of the process, covering all stages of the project cycle. Further, UNDP worked with the government of Uzbekistan on the “Uzbekistan Aid Effectiveness Project,” which aimed to establish an AIMS in line with international standards by the end of 2015.

3. STRENGTHENING RESULTS-BASED MANAGEMENT OF DEVELOPMENT COOPERATION WITH IMPROVED KNOWLEDGE SHARING, MUTUAL LEARNING, AND SOUTH-SOUTH COOPERATION

Building on UNDP’s experience in over 90 program countries, the Global Project strengthens global policy dialogue by linking practice, evidence, and policy. At the regional and country level, policy dialogue is strengthened through the support of knowledge sharing and mutual learning as well as the promotion of cooperation and accountability frameworks, which foster understanding of realities on the ground, common progress and challenges, and global good practices. The building blocks for the formation of effective dialogue are threefold: (i) Mutual Accountability (MA); (ii) South-South and Triangular Cooperation; and (iii) knowledge sharing. In 2014 at the regional and country levels, UNDP’s assistance to Country Offices has contributed to the following achievements in strengthening results-based management of development cooperation:

(i) Mutual Accountability

UNDP promotes the adoption and integration of MA systems to support mutual evaluation of aid policy and partnerships by both providers and recipients of development cooperation, providing technical support for improved MA systems at the country level through policy advice and optimization of aid tools, such as aid coordination systems and partnership policies.

In 2014, the greatest demand for policy support in the area of MA came from African stakeholders: over the course of the year, UNDP actively provided support to Cote d’Ivoire, Gabon, and Togo to improve Mutual Accountability. In addition, UNDP supported country missions to Cameroon, Congo Brazzaville, and the DRC to explore the adoption and implementation of MA systems. In these countries, members of government, development partners, and CSOs were advised on the importance annually reviewing the national strategy as a platform for joint performance assessments and political dialogue.

At the regional level, UNDP supported a UNDESA survey on Mutual Accountability, in which 22 African countries participated, the results of which were used to prepare for the ECOSOC Forum on Development Cooperation held at UN HQ (New York) in July, 2014. In addition, UNDP continues to provide support to the development of African Mutual Accountability Standards. In 2015, these mechanisms will be linked to regional projects and bodies. Given the regional trend towards MA, UNDP’s work will continue to be a crucial support to further develop strong African MA standards and solidify countries’ own accountability systems.
(ii) **South-South and Triangular Cooperation**

UNDP contributes to South-South and Triangular Cooperation through fostering South-South partnerships, accelerating exchanges on mutually beneficial knowledge, and strengthening the institutional capacity of members in the Global South.

In addition to the aforementioned regional consultations (see Section III, Outputs 2.i and 2.ii), which connected Southern partners in support of mutual exchange and peer learning, in 2014, UNDP focused significantly on linking partners and expertise through facilitating exchanges of good practice including between Togo and Madagascar on Aid Management Platforms; Mali and Côte d'Ivoire on functional coordination mechanisms and joint projects; and Ghana and the DRC on capacity building of the Technical Secretariat of the National Development Planning Thematic Group.

(iii) **Knowledge sharing and a thriving Community of Practice**

Knowledge sharing continues to be an important modality of development cooperation, bridging countries and regional expertise. As a result of UNDP’s Global Project, the promotion of knowledge sharing has been twofold:

- Facilitating exchange and learning of successful practices for countries dealing with specific challenges and/or solutions; and
- Convening and facilitating a thriving Community of Practice on matters related to Effective Development Cooperation.

In addition to the Global Partnership Community Space (detailed in Section III, Output 1.iii, Output 3.i) where UNDP showcased 24 examples of good practice on Busan implementation at the country level and provided a space for e-consultations in promotion of cross-regional knowledge exchange, in 2014, UNDP promoted peer learning at the regional level in both the Asia-Pacific and African regions. Through its support to the AP-DEF Secretariat, UNDP facilitated e-consultations on pilot indicators for GPEDC monitoring and outreach on emerging definitions of Training Services on Demand, with the ultimate goal of securing nominations for a Technical Advisory Group on monitoring. These e-consultations allow for countries to express their policy views on development cooperation in tandem with other regional actors. In addition, UNDP supports the virtual African Community of Practice on Effective Development Cooperation to encourage knowledge sharing of best practices and cooperation between African countries. As mentioned in Section III, Output 3.1 the space provided information and dialogue facilitation prior to the African EDC Community of Practice Meeting, held in December, 2014 in Addis Ababa.
V. THE GLOBAL PROJECT ON CAPACITY DEVELOPMENT FOR AID EFFECTIVENESS AND THE WAY FORWARD IN THE EVOLVING POST-2015 DEVELOPMENT AGENDA

The post-2015 development agenda, with its universal nature and greater emphasis on sustainable development, signals a paradigm shift regarding the role of partnerships. At the Mexico HLM in April, 2014, development partners, including government, civil society, multilateral institutions, foundations, private sector actors, and academia noted that financing in the post-2015 development era requires a coherent approach with resources mobilized from all sources. To this end, placing development cooperation in a broader development-financing framework will allow for greater leverage and management of all available sources of development finance. In addition, as recognized in the report of the UN Intergovernmental Committee of Experts on Sustainable Development Financing (August, 2014) and the synthesis report of the UN Secretary General on the post-2015 sustainable development agenda (December, 2014), principles of Effective Development Cooperation are critical in achieving sustainable development for all.

With the Global Project on Capacity Development for Aid Effectiveness coming to an end, and in order to maintain UNDP’s support to countries in accessing and managing diverse and complex development cooperation and finance, a new UNDP Global Project on Managing Development Cooperation Effectively has been established (April, 2015) to continue to strengthen UNDP support to EDC and contribute to the evolving post-2015 development framework in the following ways:

- Strengthening developing country leadership and systems for planning and managing all development finance (through stronger institutions and country systems), acknowledging developing countries’ ownership in setting their own priorities and accountability processes;
- Helping ensure development finance delivers results by being more predictable, transparent, and aligned to countries own systems and vision; and
- Engaging the broad range of development cooperation stakeholders to strengthen the impact and quality of development partnerships based on inclusivity and Mutual Accountability, including through country-led efforts to monitor the quality of partnerships.

The role of development cooperation is changing from one of filling a financing gap to playing a catalytic role in countries’ transformation. The need for better articulation of this role necessitates the production of tangible impacts of development cooperation on national capacity/systems and the ability to leverage diverse development finance resources and partnerships. More targeted allocation and a flexible approach to development cooperation is crucial in response to the varying needs of program countries. Likewise, a deep and broad expanse of country-based empirical evidence is needed to inform policy and decision-making and it is in these areas that UNDP has played, and will continue to play, a critical role.
ANNEX 1

Indicator 1 - Development cooperation is focused on results that meet developing countries' priorities

- The Joint Support Team undertook consultations and synthesized lessons learned from the piloting of this indicator in eight countries during the first round of monitoring. Building on this, the team has carried out further technical work and consultations, in particular with the Building Block on Results and Accountability and several developing countries to identify ways to further structure an indicator approach in this area.

Indicator 2 - Civil society operates within an environment which maximizes its engagement in and contribution to development

- To refine Indicator 2, the JST has engaged in consultations with relevant stakeholders, in particular the Civil Society Platform for Development Effectiveness and the Task Team on Enabling Environment and CSO Development Effectiveness. This consultation, along with lessons learned from the first round of monitoring, highlighted the need for an inclusive assessment through country-led questionnaires. Further refinement of this country-led questionnaire approach will be undertaken by the JST in 2015. The approach will be then piloted in 1-3 countries (mid-2015), with the objective of agreeing on a finalized assessment process (questionnaire and country-level multi-stakeholder dialogue) to use for the Global Partnership’s second monitoring round.

Indicator 3 - Engagement and contribution of the private sector to development

- In 2014, further refinement work on Indicator 3 was led by the World Bank in partnership with the JST. Technical measurement approaches for public-private dialogue as a proxy for the indicator were piloted in three countries, overseen by the World Bank and with support from UNDP and OECD.

Indicator 4 - Transparency Indicator (information on development cooperation is publicly available)

- In 2014, in support of a revised Transparency Indicator, the JST undertook informal consultations with relevant stakeholders such as the OECD-DAC/DCD Secretariat and IATI Secretariat and engaged in consultation with the WP-STAT as well as the IATI Steering Committee. Based on this consultation, a composite approach is currently being considered as a refined methodology for this indicator.
ANNEX 2

Post-Monitoring Workshop
- Location: Abidjan, Côte d’Ivoire
- Date: 27-28 February, 2014
- Representation: 180 high-level participants from 40+ governments, CSOs, and private sector enterprises

Following the first round of monitoring (2013-2014), in which 46 developing countries (representing 46% of all development assistance programmed globally) and more than 70 providers of development cooperation participated, UNDP continued its role as an important player in the monitoring arena by co-organizing the Global Partnership Post-Monitoring Workshop in Abidjan, Côte d’Ivoire in February, 2014. Co-hosted by the UNDP-OECD Joint Support Team and the Government of Côte d’Ivoire, the Post-Monitoring Workshop took stock of the monitoring process from the country perspective; reviewed progress in implementing selected Busan commitments; crafted key political messages arising from monitoring findings; and discussed ways to strengthen methodologies and approaches for pilot indicators. UNDP provided extensive support to the workshop’s substantive sessions; arranged logistics; and funded travel for nearly 30 participants, largely from developing countries. This event, and others events like it, help inform the global discussions on the implementation and monitoring of the Busan Principles and consolidated program country positions in the run-up to the Global Partnership’s inaugural High-Level Meeting in April, 2014. Please find the outcome document from the Post-Monitoring Workshop here.

Pre-High-Level Meeting Workshop: Moving Forward to Meet Busan’s Commitments
- Location: Mexico City, Mexico
- Date: April, 2014
- Representation: 350 members of the Global Partnership, including representatives from governments, international organizations, civil society organizations, and the private sector

Following the release of the first GPEDC Monitoring Report, and in advance of the inaugural High-Level Meeting, the UNDP-OECD Joint Support Team organized a workshop to complement and help delegates prepare for the first plenary session of the High-Level Meeting on, “Progress on Implementing the Busan Commitments: How far have we come?” The workshop provided an opportunity for more in-depth interaction among the various stakeholders of the Global Partnership, with a primary objective of reviewing progress in implementing commitments made in Busan at the Fourth High-Level Forum on Aid Effectiveness in 2011, as well as identifying bottlenecks and promoting concrete initiatives to enable further progress. The workshop drew on the Global Partnership Monitoring Report as well as previously-held regional consultations for the High-Level Meeting and other preparatory events. The workshop brought together 350 members of the Global Partnership, including representatives from governments, international organizations, civil society organizations, and the private sector. Please find the outcome document of the Pre-High-Level Meeting Workshop here.

Global Partnership Annual Workshop
- Location: Seoul, South Korea
- Date: 6-7 November, 2014
- Representation: 150+ members of the Global Partnership, including representatives from governments, international organizations, civil society organizations, and the private sector

The first Global Partnership Annual Workshop was held in Seoul, South Korea in November, 2014. Organized by the Republic of Korea, more than 150 participants came together for two days of meetings focused on the recent achievements of the Partnership and the key challenges that lay ahead, including those associated with support to the post-2015 agenda. UNDP provided substantive contributions to the workshop, including support to KOICA’s learning and acceleration program, which was held back to back with the Global Partnership Annual Workshop. The key objective of the workshop was to heighten cross-regional knowledge exchange, undergirded by empirical evidence from the field. Notably, drawing upon
insights emerging from the Partnership’s first Monitoring Report, the core focus of the workshop was on sharing the successes and challenges in implementing the Busan commitments on the ground, and focusing on the “how” of the post-2015 development agenda. A global scanning and sourcing of country case studies also provided background and evidence-based for this Annual Workshop. Please find the outcome document from the Annual Workshop [here](#).

“The Development Effectiveness Agenda: Approaches from the South”

- **Location:** Mexico City, Mexico
- **Date:** 3-4 December, 2014
- **Participation:** 52 experts from a multi-stakeholder background were invited to participate on account of their previous and/or current engagement with SSC and the GPEDC

At the HLM, representatives from more than 130 countries agreed that SSC could indeed follow the principles for development effectiveness. They also recognized that development cooperation flows directed towards MICs could be better targeted, and thus more effective, by complementing the income-based country classification mechanism with more comprehensive methodologies and criteria. As Co-Chair of the GPEDC, the Mexican Agency for International Development Cooperation co-organized, together with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), this technical workshop on the development effectiveness agenda from a Southern perspective in Mexico City from 3-4 December 2014. The Joint Support Team supported the consultations by providing technical inputs on monitoring in order to inform the discussions. Please find the outcome document from the workshop [here](#).

**African Regional Effective Development Cooperation Community of Practice Meeting**

- **Location:** Addis Ababa, Ethiopia
- **Date:** 4-5 December, 2014
- **Representation:** 18 UNDP Africa EDC Focal Points; two resource persons from UNDP Asia to promote cross-regional learning; 4 participants from AUC and NEPAD; 11 participants from African governments; 3 civil society representatives; and 7 representatives of the global and African regional UNDP EDC teams

In order to enhance UNDP’s support to country implementation and monitoring of Effective Development Cooperation principles, UNDP organized the African Regional Effective Development Cooperation Community of Practice meeting, which emphasized that the EDC arena is primarily concerned with providing support to the optimization of development cooperation and finance flows to realize national priorities. Building coherent and inclusive partnerships and maximizing the use of development cooperation for impact on the ground are paramount. In this context, there is need to support the strengthening and continued coherence, coordination, and alignment of different resources and partnerships for achieving national priorities and increasing impact. In addition, the workshop also highlighted that enhancing Mutual Accountability, transparency, predictability, and the use of country systems continue to be important principles. UNDP provided substantive support to the workshop’s concept, facilitated logistics, and funded travel for participants from developing countries.
ANNEX 3

“Global Development Agendas – Complementary or Antagonistic?”
- Location: Panama
- Date: 13-14 March, 2014

The retreat, “Global Development Agendas – Complementary or Antagonistic?,” which took place 13-14 March, 2014 was organized by CEPEI with substantive technical support by UNDP. It brought together leaders from the developing world to share information and exchange points of view on the challenges facing Latin America and the Caribbean, within the global debate on the post-2015 agenda, Rio +20, and the Global Partnership for Effective Development Cooperation.

Asia-Pacific Regional Consultations on the Global Partnership for Effective Development Cooperation
- Location: Seoul, South Korea
- Date: 10-11 March, 2014
- Representation: 86 participants from 24 countries/organizations

This two-day workshop, co-hosted by the Republic of Korea and the Republic of Bangladesh and supported by the Asia-Pacific Development Effectiveness Facility (AP-DEF) and the UNDP Seoul Policy Center for Global Development Partnerships, was held on 10-11 March, 2014. 86 participants from 24 countries, international organizations, and CSOs were in attendance. In particular, countries discussed and developed inputs on specific agendas for the then forthcoming GPEDC High-Level Meeting, which was held in Mexico on 15-16 April, 2014. In addition, the region confirmed its view that the Global Partnership for Effective Development Cooperation can amplify the value of development cooperation in a more complex landscape, and to this end, called urgently for tangible links between the Global Partnership for Effective Development Cooperation and the post-2015 development agenda. The workshop contributed to qualitative evidence on consolidated knowledge bases for the implementation of the Busan commitments on the ground; supported the work of the Steering Committee and biannual High-Level Meetings by collecting inputs and recommendations to strengthen the work of the GPEDC; provided intellectual advocacy for key Busan Building Blocks; and enhanced the role of the GPEDC in the context of the post-2015 development agenda by facilitating reflection on the agenda in relation to the implementation of Partnership commitments. UNDP, through its GPEDC contribution, supported the travel of participants from developing countries and facilitated logistical support for this workshop. Please find the outcome document of the Asia-Pacific Consultations [here](#).

African Regional Meeting: Implementation of the African Action Plan on Development Effectiveness
- Location: Kinshasa, DRC
- Date: 19-21 November, 2014
- Representation: 160 delegates from the governments of 24 African countries, members of civil society, the private sector, and development partners

The NEPAD Agency and African Union Commission (AUC) in partnership with UNDP and the UK Department for International Development jointly organized the African Regional Meeting: Implementation of the Africa Action Plan on Development Effectiveness. The overall objective of the workshop was to promote national and regional ownership of development effectiveness in the framework offered by the NEPAD/AU platform (APDev), with the aim of integrating the Busan commitments into post-2015 development agenda priorities and consolidating an African agenda on development effectiveness. UNDP, through its GPEDC contribution, supported the travel of participants from developing countries as well as logistical support for this workshop. Please find more information on the African Regional Meeting [here](#).
ANNEX 4

HIGH-LEVEL SIDE EVENTS IN 2014

“The role of partnerships in the implementation of the post 2015 development agenda,” Briefing session on the 2014 Development Cooperation Progress Report at the PGA/ECOSOC thematic debate (10 April, 2014 – New York)

- This session, organized and moderated by the JST, reflected on key findings from the Global Partnership monitoring efforts and provided for an exchange of views/experience in achieving progress in implementing the Busan commitments, as well as considering what actions should be taken at the then forthcoming High-Level Meeting of the Global Partnership.


- As the 2014 United Nations Development Cooperation Forum considered how to transition development cooperation to the post-2015 era, the outcomes of the Global Partnership's first High-Level Meeting were discussed at a GPEDC Side Event. Global Partnership Co-Chairs from Mexico and the Netherlands organized a panel discussion with support from the UNDP-OECD Joint Support Team and the Steering Committee of the Global Partnership, which included representatives from provider and recipient countries, civil society, the private sector, and other development actors.

“How to make it happen: shaping international development cooperation for the effective implementation of the post-2015 development framework,” United Nations General Assembly Side Event (26 September 2014 – New York)

- Organized during UNGA high-level week in New York, this interactive panel discussed progress in implementing commitments on Effective Development Cooperation and the role of effective development partnerships in implementing the emerging post-2015 agenda. Panelists included Ministers from Malawi, Mexico, the Netherlands, and Timor Leste; as well as development leaders from the MasterCard Foundation, Transparency International, the International Finance Corporation, and UNDP. The audience of 100+ included representatives of UN missions, as well as development stakeholders from governments, civil society, and the private sector.


- Organized with multi-stakeholder partners during the UNGA high-level week in New York, the interactive panel discussed how the role of partnerships with the private sector and other principles of Effective Development Cooperation can contribute to implementing the emerging post-2015 agenda. Panelists included the Minister for Foreign Trade and International Development of the Netherlands, the CEO of Unilever, and the head of the UN Foundation. The audience of 100+ included representatives of UN missions, as well as development stakeholders from governments, civil society, and the private sector. The event also launched a Business Manifesto on the SDGs and the post-2015 development agenda.

“Universal multidimensional poverty measurement for the effective implementation of the Sustainable Development Goals,” United Nations General Assembly Side Event (25 September, 2014 – New York)

- Organized with Mexico and the Oxford Poverty and Human Development Institute during UNGA high-level week in New York, the interactive panel discussed the multidimensional measures of
poverty and development and their contribution to advancing Effective Development Cooperation. Panelists included Mexico’s Foreign Minister; Ecuador’s Minister for Social Development; senior officials from the Colombian and South African governments; and experts from the UK and China. The audience (over 300) included representatives of UN missions, as well as development stakeholders from governments, civil society, and the private sector.

**CITINGS OF THE FIRST MONITORING REPORT IN 2014**

[UNSG Report](#) on Trends and Progress in Development Cooperation

[UN MDG Gap Task Force](#) Report

[Brookings QuODA](#) report

Report of the [Intergovernmental Committee of Experts on Sustainable Development Financing](#)

[Joint ODI/UNDP](#) publication, “Where next for aid?”
ANNEX 5

Please see below for an accounting of donor contributions in 2014. Please note these figures are provisional and that certified donor reports will be produced in 2015 for contributing partners as per the Cost-Sharing Agreement. Please also note that many resources were received in the final months of 2014, which explains the difference between the 2014 Resources Available and 2014 Expenditure columns in Table 1.1.

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<th>Output Number (per JST Concept Note)</th>
<th>Output Description</th>
<th>2014 Budget</th>
<th>2014 Resources Available</th>
<th>2014 Expenditure</th>
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UNDP Global Project on Capacity Development for Aid Effectiveness
Donors, January - December, 2014

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The Global Partnership for Effective Development Cooperation Joint UNDP-OECD Support Team thanks the following donors for their kind contributions in support of peer learning and strengthening the voices of developing countries.