

Elements for a renewed mandate

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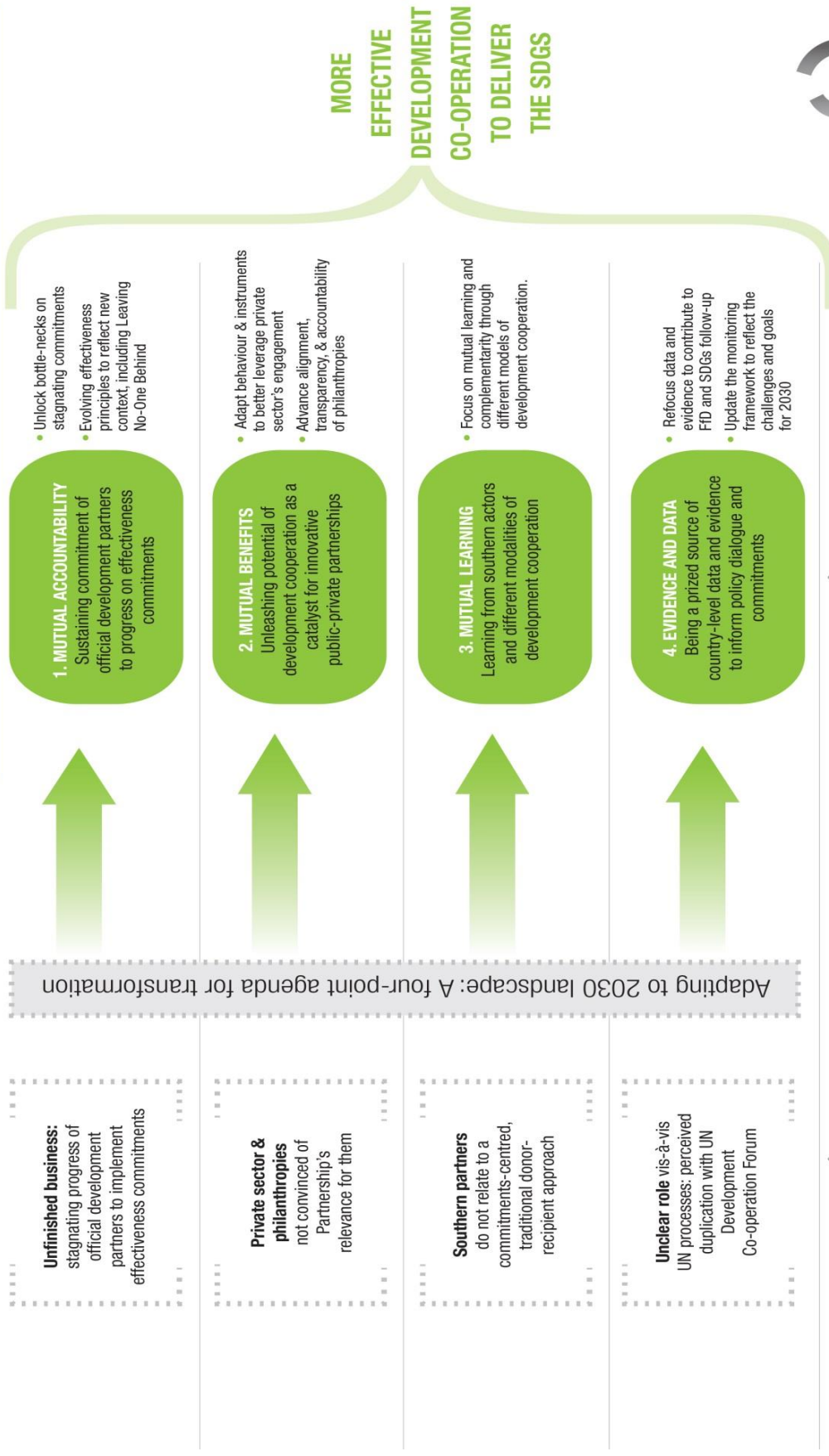
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GLOBAL PARTNERSHIP FOR EFFECTIVE DEVELOPMENT CO-OPERATION

Areas of transformation

✓ A renewed mandate for tomorrow



CIVIL SOCIETY AND PARLIAMENTS AS PARTNERS, ADVOCATES AND WATCHDOGS FOR MORE EFFECTIVE DEVELOPMENT CO-OPERATION

The Global Partnership for Effective Development Co-operation

Elements for a renewed mandate

A. Driving behavior change for more effective development co-operation

1. The Busan Partnership for Effective Development Co-operation was signed in 2011. 161 countries and heads of multilateral and bilateral institutions, representatives of public, civil society, private, parliamentary, local and regional actors committed to strengthen the effectiveness of their development co-operation through four principles: (i) Ownership of development priorities by developing countries; (ii) Focus on results; (iii) Inclusive partnerships; and (iv) Transparency and mutual accountability.

2. The Global Partnership was established to generate country level data and evidence on development partners' progress¹ in meeting these effectiveness principles. Through its monitoring framework, the Global Partnership promotes accountability and informs policy dialogues on the effectiveness of development co-operation. More than 80 developing countries and 125 development partners work with the Global Partnership to monitor the effectiveness of their development co-operation.

B. A new momentum to deliver on the SDGs

3. With the adoption of agenda 2030, the Global Partnership is at a crossroads. Development co-operation is recognized as a means of implementation of the SDGs. The Addis Ababa Action Agenda calls for a revitalized global partnership to further the interplay between traditional development assistance, southern development actors, private investment, and civil society for results at scale. For this, the Global Partnership is recognized as a solid foundation for the multi-stakeholder partnership needed for effective development co-operation. To deliver on expectations, it needs a new vision to re-galvanize collaboration by all actors to advance the effectiveness of development co-operation. Success depends on its ability to address four key concerns:

- *“Mutual Accountability”*: Unblocking the bottlenecks that hinder progress on principles for effective development co-operation, and modernizing its monitoring framework to reflect the challenges for 2030, including the pledge to leave no-one behind;
- *“Mutual Benefits”*: Unleashing the potential of development co-operation as a catalyst for public-private partnerships for development results at scale;

¹ Effectiveness indicators agreed by development co-operation stakeholders are provided in Annex 1

- “*Mutual Learning*”: Learning from southern partners and from different modalities of development co-operation to strengthen the effectiveness of development co-operation;
- “*Evidence and data*”: Generating essential evidence and data from the country-level to inform assessment and policy dialogue on the effectiveness development co-operation.

C. A four-point agenda for transformation

4. The task ahead is to steer the transformation of the Global Partnership to remain a unique platform to advance the effectiveness of development co-operation, and deliver practical results that contribute to the achievement of the SDGs.

Mutual Accountability: Sustaining commitment to effective development co-operation

5. The current effectiveness principles are the ‘GPS’ of development co-operation: They offer an accountability framework to measure the progress of governments in tackling the effectiveness of their development co-operation. The results of the 2016 monitoring round show that development partners are progressing on effectiveness goals. First, the diversity of development partners monitored through the effectiveness framework is higher than ever: It involves over 125 development partners, including OECD-DAC countries, multilateral development banks, European Union institutions, the United Nations development system, partners such as the OPEC Fund for International Development, the Arab Bank for Economic Development in Africa, Saudi Arabia, Kuwait and China, as well as global funds and programmes². Results show significant successes on alignment and transparency: 85% of development partners draw their objectives from national results frameworks. Two thirds (67%) of development co-operation flows are now included in national budgets subject to parliamentary oversight; up from 41% in 2010. Development partners voluntarily assessed along global transparency indicators have increased from 39% in 2014 to 61% in 2016. Also, civil society, parliaments and local governments are using the Global Partnership to strengthen the accountability of development partners towards citizens and beneficiaries. Yet, challenges persist in some areas: The use of countries’ financial management and procurement systems stagnates around 50%. On predictability of development assistance, about one fifth of co-operation is still disbursed to countries off schedule. Countries’ planning remain hindered by lack of timely information - 49% of development partners score low on the provision of information for the management of development assistance. In addition new issues have emerged calling for adaptation. With the evolving landscape, the poor and the marginalized live in developing country contexts with distinctive challenges linked to the country status, e.g. low income, fragile or conflict-affected, insular, vulnerable to climate change and natural disasters, or advancing to middle income status with persistent pockets of poverty and vulnerability. The 2030 agenda brings about a global commitment to eradicate poverty in all its forms and dimensions, leaving no one behind, and taking into account different levels of national development and capacities. The effectiveness of development cooperation will thus

² Such as Bill and Melinda Gates and Ford Foundation, Global Alliance for Vaccines and Immunisation, Global Environment Facility and the Global Fund to Fight Aids Tuberculosis and Malaria.

also be assessed against the ability of stakeholders to define modalities and instruments adapted to current and new forms of vulnerabilities, and responding to the capacity-building needs of developing country governments struggling with inclusiveness.

6. *The way forward:* Evidence and data from the country-level are essential to uphold accountability and inform policy dialogue on effective development co-operation. Moving forward, the Global Partnership must focus its resources on the evidence and data that meet the needs of developing countries, and provide development partners with a clearer understanding of the effectiveness of their assistance. In addition, effectiveness principles need to evolve. A key constraint is that current commitments on alignment, predictability, transparency and accountability, relate mainly to public partners. To be relevant, the Global Partnership ought to develop targets that encompass the ability of public partners to engage with southern partners, businesses and philanthropies to bring development co-operation results to scale. The Global Partnership should be a platform that furthers adapted modalities of development co-operation that support the goal of leaving no-one behind. As such, effectiveness should increasingly entail the transfer or knowledge to build institutional, technical and financial capacities³ for inclusive development. It should also encompass mechanisms to converge business incentives and public development goals for scaled up outreach and impact.

Mutual Benefits: Unleashing the potential of development co-operation as a catalyst for public-private partnerships

7. The achievement of the SDGs is influenced by the capacity of the development community to mobilize private investment and ingenuity towards this agenda. Recent surveys show that for those businesses willing to engage in the SDGs, a business case rationale such as seeking growth or opening new markets is their top motivation⁴. The renewed mandate of the Global Partnership provides an opportunity to commit development actors to lever development co-operation as a catalyst for business investments based on *mutual benefits*. Through development co-operation governments, development partners and philanthropies can play a catalytic role in helping companies articulate a business case, remove barriers, and de-risk innovation and investments in sectors that are crucial for SDGs attainment. There are successful cases of public-private partnerships around government development strategies. While the mutual benefits are potentially enormous, inadequate development co-operation instruments and practices prevent this from happening at scale and at a faster pace.

8. *The way forward:* The Global Partnership should articulate effectiveness commitments that gauge the capacity of the development community to engage private companies in a partnership that mutually benefits business strategies and development goals. For this, the renewed mandate of the Global Partnership ought to support development partners

³ UNDP 2016

⁴ Bhaskar Chakravorti, Graham Macmillan and Tony Siesfeld, September 2014

adapt their behaviour and instruments for partnerships with the private sector. This should include the setup of a caucus of likeminded business and foundation representatives to advise the Global Partnership on public-private collaboration. Such a transformation is also vital for middle-income countries that are looking to innovate modalities of development co-operation in their efforts to leave no-one behind. Second, the Addis Ababa Action Agenda calls for increased transparency and accountability in philanthropy, and closer co-operation with governments and other stakeholders. While philanthropic organisations have developed standards on data and accountability the Global Partnership's monitoring framework needs to be updated to advance their alignment to effectiveness principles and their capacity to work with governments and businesses.

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

9. The nature, goals and modalities of South-South co-operation differ from those of North-South co-operation. The Global Partnership has not been able to engage with southern development partners around the global commitment to learn from each other and maximize the potential of diverse approaches to development co-operation. Discussions have stumbled on common standards to assess the effectiveness of development co-operation. Yet, there is a genuine interest to learn from southern partners' approaches, innovations, and achievements to mutually strengthen the results of development co-operation. The renewal of the mandate of the Global Partnership is an opportunity to jointly set up a platform for stakeholders to learn from their diverse approaches to development co-operation, recognising their unique characteristics and respective merits.

10. *The way forward:* The Global Partnership needs to build in its way of working mutual learning from different models of development co-operation.

Evidence and data: Positioning the Global Partnership as a prized source of evidence for SDG/FfD follow-up on the effectiveness of development co-operation

11. The SDGs reaffirm that countries determine the national framework for the achievement sustainable development. In the context of development cooperation, they have the primary responsibility to coordinate international support for the achievement of national development goals. The comparative advantage of the Global Partnership is that through its country focused approach, it builds up the capacity of target countries to manage multiple sources of development support. It also generates evidence on progress in positioning development co-operation in support of national development targets. For these reasons, it is a selected source of evidence for the SDG/FfD follow-up. This takes place in a global development architecture where the Development Co-operation Forum assesses trends in development co-operation, and the FFD Follow-up Forum reviews and discusses commitments on the effectiveness of development co-operation. Both have the convening power to hold actors to account at the highest level. The Global Partnership can make a distinct contribution to these processes by delivering the country-level data and evidence from its monitoring process, and the country-support needed for national leadership in the coordination of development assistance. Re-focussing the mission of the Global Partnership on these strengths would eliminate areas of duplication with these fora.

12. *The way forward:* The renewed mandate of the Global Partnership should lead to the modernization of effectiveness commitments and its monitoring framework to more fully reflect the distinctive contribution of the different actors in development co-operation. This entails assessing the effectiveness of philanthropic foundations, and of development co-operation policies and instruments to leverage private investment. The country-level data collection process should be strengthened to ensure the integrity and relevance of data. Data, results and real-world lessons from monitoring would be fed into the UN system through contributions to the Inter-Agency Task Force reviewing Financing for Development commitments; regular presentation at the annual High-Level Political Forum on Sustainable Development, the primary international reporting mechanism on the SDGs; and through co-operation with the Development Co-operation Forum, which would benefit from specific data on progress on the effectiveness of development co-operation.

D. Working arrangements fit for Purpose

13. The new development context and its renewed mandate call for adjustments to the Global Partnership's working arrangements and modalities. The Global Partnership currently operates through High-level meetings every 18-24 months; a Steering Committee of 21 members representing Global Partnership stakeholders convening several times a year; and three ministerial Co-Chairs leading the Partnership. Adjustments are needed to optimize the contribution of the Global Partnership to the development cooperation effectiveness agenda as follows:

- *Strategic alignment of ministerial-level meetings to foster accountability and contribution to the global review mechanisms for the 2030 Agenda.* The Global Partnership's High-Level Meetings are instrumental to uphold accountability and inject new momentum to implement commitments. Continued, biennial accountability at highest level can be guaranteed while using synergies and creating linkages with the UN follow-up and review processes under the following arrangement: the Global Partnership will hold stand-alone High-Level Meetings every four years, and will convene a High-Level Segment in the margins of the High-Level Political Forum on Sustainable Development at Heads of State Level under the aegis of the United Nations General Assembly, also every four years.
- *Alignment of working modalities to greater emphasis on data and evidence.* Cost savings from less frequent stand-alone global events will allow redirecting energy towards more regular substantive discussions at country and regional levels. Annual meetings at technical level, such as the Busan Annual Forum, will ensure continued accountability and shared responsibility, and will generate inputs to the annual FfD Follow-up Forum and thematic and global HLPF reviews as well as the biennial DCF. More targeted regional or thematic dialogues for specific stakeholder groups will facilitate in-depth exchanges on priority topics, address identified bottlenecks and distil key messages and lessons. Such dialogues will strengthen engagement of stakeholder groups beyond Steering Committee representation to fill the currently perceived

‘missing middle’ between global events and country-level dialogue and implementation efforts. Partner country caucuses among national governments across regions, carried out in close collaboration with regional platforms, will complement this scenario.

- *Strengthening co-chairing and representation arrangements.* To reflect the diversity of constituencies engaged in effective development co-operation, non-executive actors will be consulted by the three governmental co-chairs. Terms of Reference for Co-Chairs should clarify their roles, as well as selection procedures for the role of co-chairmanship. This will include effective succession arrangements for a smooth between outgoing and incoming co-chairs. Procedures to guide consultation, coordination and inputs to the Steering Committee from different stakeholders and from Global Partnership Initiatives will be designed. They will clarify representation and explore integration of regional perspectives into consultation processes.
- *Support arrangements by the Joint Support Team (JST).* The technical functions⁵ by the OECD and UNDP Joint Support Team remain critical to deliver on the Global Partnership’s renewed mandate. Strategies and activities to advance these areas of work will be operationalized and assessed through an annual work plan and budget. The OECD and UNDP’s ability to meet the support needs of the Global Partnership and implement its work plan will continue to depend on adequate funding being made available through both organisations.

⁵ Its four functions are: (1) Secretariat and demand-driven advisory services to the Steering Committee and the Co-Chairs; events, including Ministerial-level Meetings of the Global Partnership, (2) communications initiatives; (3) analytical work produced and disseminated; (4) and monitoring framework developed, refined and implemented.