



**Global  
Partnership**  
for Effective Development  
Co-operation

*2016 Summary Report*

# Making development co-operation more effective



**50  
YEARS**

*Empowered lives. Resilient nations.*





# Preface

Effective development co-operation is a prerequisite for sustainable progress in the implementation of the 2030 Agenda for Sustainable Development. This report is the product of a global monitoring exercise designed to generate evidence on progress in making development co-operation more effective. This second edition since the establishment of the Global Partnership for Effective Development Co-operation in Busan in 2011 aims to build political momentum for change, ensuring that we are able to identify remaining challenges and learn from each other about ways to improve the effectiveness of development co-operation at the country and global levels.

The Global Partnership for Effective Development Co-operation is unique. Its inclusive, multi-stakeholder character enables a broad range of development stakeholders to make strong contributions to the implementation of the 2030 Agenda. Its monitoring framework represents a distinct tool to track progress amongst development partners in the spirit of mutual learning and accountability. The First High Level Meeting (Mexico City, 2014) made use of the results from the first monitoring round to guide discussions. Likewise, at the end of 2016, the Second High Level Meeting of the Global Partnership – in Nairobi, Kenya – will use the findings from this report to underpin inclusive dialogue on the individual and collective action that is still needed to enhance development impact and yield sustainable results on the ground.

We would like to thank the many dedicated stakeholders and partners who contributed to making this a particularly successful monitoring round. The reporting was led by 81 low and middle-income countries and garnered the participation of 125 countries, 74 development organisations and hundreds of civil society organisations, private sector representatives, trade unions, foundations,

parliamentarians and local governments; their diversity reflects the increasingly diverse nature of our development co-operation landscape. This record level of participation demonstrates a shared commitment to making development co-operation more effective.

We extend our sincere thanks to all of the participating countries, institutions and individuals for their engagement in this collective effort. We would like to thank the OECD/UNDP Joint Support Team for their work in facilitating the 2016 monitoring round and preparing the progress report: designing the methodology, supporting countries in managing the process, compiling the results and conducting the analysis, drawing on inputs from a broad range of partners. Our thanks are extended also to the members of the Monitoring Advisory Group for their guidance.

The Global Partnership is committed to continuing to provide data and evidence to support country-led efforts and inform global policy dialogue on effective development co-operation, including follow-up and review of the Addis Ababa Action Agenda and the Sustainable Development Goals (SDGs). We urge development stakeholders everywhere to make the most of this report and the intense exercise it summarises by using the evidence to guide policy dialogue at all levels – country, regional and global – to celebrate progress and successes, address hurdles, and jointly devise a way forward.

We are confident that the analysis and information contained herein will also make an important contribution to discussions in Nairobi in November 2016 and beyond, helping us to maximise the contribution of effective development co-operation – collectively, inclusively and effectively – to realising the development ambitions we all share.

Co-Chairs, Global Partnership for Effective Development Co-operation



**Goodall Edward GONDWE**  
Minister of Finance, Economic  
Planning and Development MALAWI



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Secretary of Foreign Affairs MEXICO



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FOCUS ON RESULTS

COUNTRY OWNERSHIP

INCLUSIVE PARTNERSHIPS

TRANSPARENCY AND ACCOUNTABILITY

# Overview

*The 2016 Global Partnership monitoring round*

## Are we making development co-operation more effective?

The Global Partnership for Effective Development Co-operation sustains political commitment and upholds accountability for improving the **effectiveness of development co-operation**. It does this by regularly monitoring progress on the implementation of agreed development effectiveness principles and related commitments at the country level; and by facilitating dialogue and encouraging the sharing of experiences among governments, multilateral organisations, civil society, parliamentarians and the private sector. The Global Partnership drives change in the way development

co-operation is provided by generating evidence to highlight where attention is needed, and by encouraging members to respond to the evidence by agreeing on individual and collective action to accelerate progress.

This monitoring report is an integral part of this process. It compiles data reported by the governments of the 81 low and middle-income countries and territories that participated in the Global Partnership's second monitoring round, generating evidence on the implementation of agreed principles for effective development co-operation:

### The four principles are:

focus on results

country ownership of development priorities

inclusive partnerships for development

transparency and mutual accountability

The monitoring exercise looks, on the one hand, at how effectively governments put in place a conducive environment to maximise the impact of development co-operation and enable contributions from nongovernmental actors (i.e. civil society and the private sector); and on the other, how effectively development partners deliver their support. It uses ten selected indicators to track progress and create a shared, action-oriented roadmap for making development co-operation more effective, building a foundation for mutual accountability amongst all development stakeholders.

The 2016 monitoring round drew **record participation**, both in terms of numbers and of diversity: 81 low and middle-income countries; 125 development partners; 74 development organisations; and hundreds of civil society organisations, private sector representatives, trade unions, foundations, parliamentarians and local governments. The data and evidence they generated covers the vast majority (up to 89%) of development co-operation finance programmed for these 81 countries.

The development community is adopting a **decisive focus on results** for more impact at the country level: 99% of countries have development strategies at the national and sector levels; 74% of countries have set out their priorities, targets and indicators in a single strategic planning document. In addition, 85% of development partners' new programmes and projects are aligned to country-led results frameworks.

Evidence reveals a **promising evolution towards more inclusive partnerships amongst governments, civil society organisations (CSOs) and the private sector**. In 70% of countries, the government and the private sector for building a common public-private agenda for sustainable development. Almost 90% of governments consult CSOs on national development policy. Amongst themselves, CSOs have also improved co-ordination for programming and engagement.

“Overall, the results of the 2016 monitoring round testify to important progress towards achieving the development effectiveness goals agreed in Busan in 2011 at the Fourth High Level Forum on Aid Effectiveness.”



Transparency is also growing, with **more publicly available information on development co-operation than ever before**: 72% of development partners assessed for transparency achieved a “good” score in their reporting to at least one of the three international databases on development co-operation finance and 39% achieved “excellent” in reporting to one or more systems. In parallel, countries have taken strides to enhance the transparency of their budgeting procedures: they now record 66% of development co-operation finance in national budgets that are subject to parliamentary oversight. Furthermore, 47% of countries are tracking public allocations for gender equality and women’s empowerment.

“While these gains are encouraging, they are coupled with an overall need to adapt to a dynamic and evolving development landscape, as well as specific areas where concerted effort is required to unlock bottlenecks.”

For example, development partners use government sources and systems to track results for only 52% of interventions – meaning that broadly half continue to rely on other sources of information. Similarly, governments are engaged in the evaluation of results for only 49% of development partner interventions.

Overall **performance by countries in strengthening their own systems is mixed**: while 18% of countries – including several fragile states and small-island developing states – have improved their public financial management systems, 23% have experienced a decline and 58% of countries show no substantial change. Also, development partners channel only 50% of development co-operation finance through countries’ public financial management and procurement systems.

**Inclusiveness** is essential for ensuring that development processes and results are widely owned. Yet only 51% of countries have all the elements in place for meaningful dialogue with CSOs. In 63% of countries, the potential for quality public-private dialogue is affected by a lack of

champions to facilitate dialogue; in 81%, there is a scarcity of instruments and resources to translate public-private dialogue into action.

To be effective, **countries need to manage diverse financial flows in a complementary and strategic manner**. Yet development partners’ improvements in medium-term predictability of development co-operation have been limited to only 4%, reaching 74% in 2016. A major institutional and cultural shift is needed to arrive at regular publication of real-time information that meets country needs for planning and managing development co-operation.

The transparency and inclusiveness of **country-level mutual reviews also require improvement**: less than half of countries involve local governments and non-state stakeholders in these assessments or make the results public.

Moreover, these review processes continue to be largely formulated around traditional development assistance models and require **adaptation to the evolving partnership approaches**.

“Finally, the 2016 Global Partnership monitoring evidence has shown that strong institutionalised partnerships at the country level can build mutual trust and underpin transparency and accountability.”

It also confirms that across principles and indicators, there are countries, development partners and non-state stakeholders that **demonstrate the capacity to progress** on agreed effectiveness principles. This indicates great potential for identifying success factors, sharing lessons and facilitating mutual learning to accelerate the global development communities’ efforts to deliver on the Sustainable Development Goals by 2030.

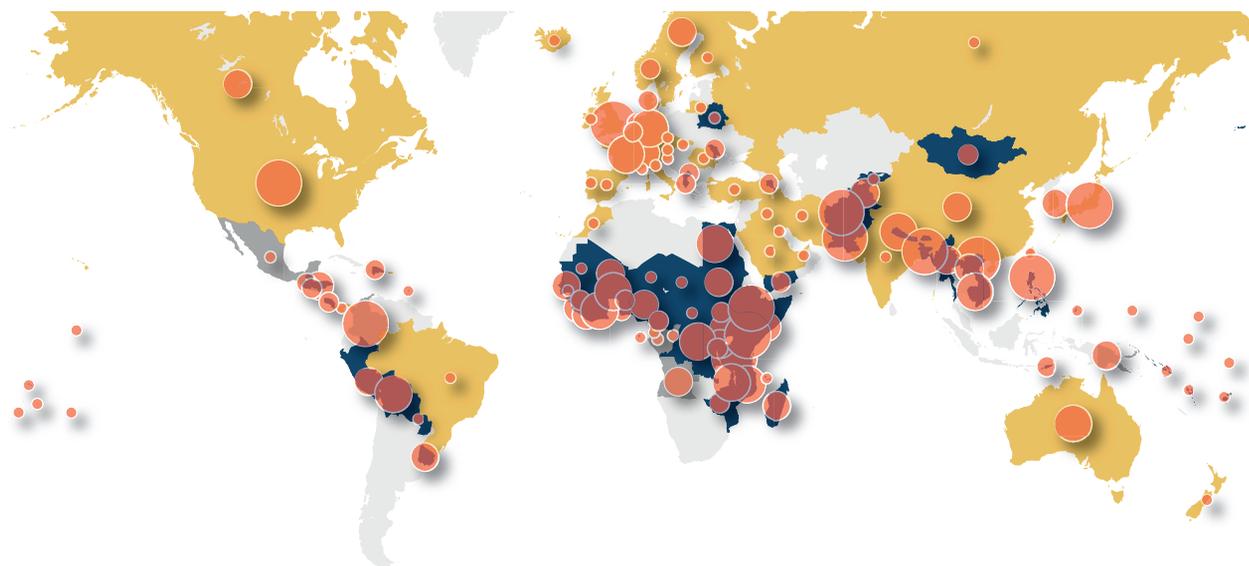


# About the monitoring exercise

The 2016 monitoring round drew record participation, both in terms of numbers and of diversity of profiles.

Eighty-one low and middle-income countries led national assessments of the effectiveness of development co-operation, reporting on their co-operation with 125 development partners. The broad range of stakeholders participating in the process – in total 125 countries, 74 development organisations and hundreds of civil society organisations, private sector representatives, trade unions, foundations, parliamentarians and local governments –

reflects the increasing diversity of the development co-operation landscape. The data and evidence they generated covers the vast majority (up to 89%) of development co-operation funding programmed for these 81 countries. This diversity and coverage confirms the increasing commitment of the international community to the development effectiveness agenda.



## Legend

- Countries and territories participating in the 2016 monitoring round
- Countries and territories participating in the 2016 monitoring round and reported as development partners
- Reported as development partners in the 2016 monitoring round

## Assessed development co-operation (disbursements)

Millions USD

- 0-200
- 200-500
- 500-1000
- 1000-2000
- > 2000

The Global Partnership tracks development stakeholders' progress towards more effective development co-operation using ten selected indicators (see next page). The fundamental objectives of the monitoring process include, on the one hand, assessing how effectively governments put in place a conducive environment to maximise the impact of development co-operation and enable contributions from non-governmental actors (i.e.

civil society and the private sector); and on the other, measuring how effectively development partners deliver their support. The Global Partnership monitoring drives change in the way development co-operation is provided by generating evidence to highlight where attention is needed and encouraging members to respond to the evidence by agreeing on individual and collective action to accelerate progress.

# Shared principles and differentiated commitments for more effective development co-operation

Commitments		Country governments 	Development partners 	Civil society 	Private sector 
01	Development partners use country-led results frameworks	●	●		
02	Civil society organisations operate within an environment that maximises their engagement in and contribution to development	●	●	●	
03	Public-private dialogue promotes private sector engagement and its contribution to development	●		●	●
04	Transparent information on development co-operation is publicly available		●		
05A	Development co-operation is predictable (annual)		●		
05B	Development co-operation is predictable (medium-term)		●		
06	Development co-operation is included in budgets subject to parliamentary oversight	●	●		
07	Mutual accountability is strengthened through inclusive reviews	●			
08	Governments track public allocations for gender equality and women's empowerment	●			
09A	Governments strengthen country systems	●			
09B	Development partners use country systems		●		
10	Aid is untied		●		

# Countries have made progress in developing results frameworks



## Busan Commitment

Governments agreed to focus on development results by establishing transparent, country-led results frameworks that can support results-oriented planning and strategic policy making.

## Indicator 1b

Looks at whether a country has results frameworks in place, and whether there are key strategic planning documents containing its national development priorities, targets and results indicators.

## Results at a glance:

01

Countries have made **very good progress** in developing **country-led results frameworks**:

- Most countries have **multiple priority-setting mechanisms** at the national and sector levels.
- In three out of four countries, priorities, targets and indicators can be found in a **single strategic planning document**.

02

Countries **still have a way to go** in translating their strategic plans and priorities into **results-based budgeting and implementation**; they also need to strengthen their **monitoring and evaluation systems** so they generate useful information on results.

## Do countries have results frameworks?

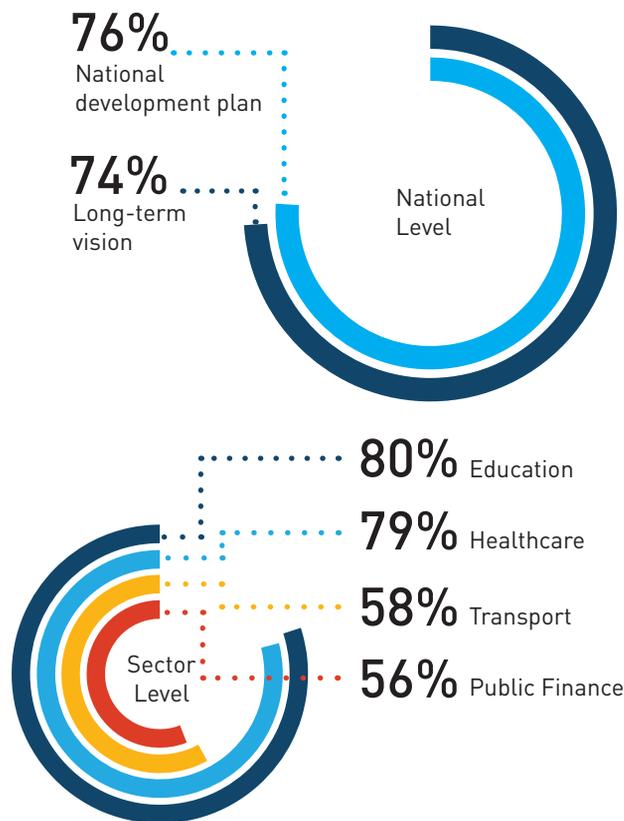
**99%**  
of countries have result framework(s) in place



**74%**

of countries have a single strategic plan that includes priorities, targets and indicators

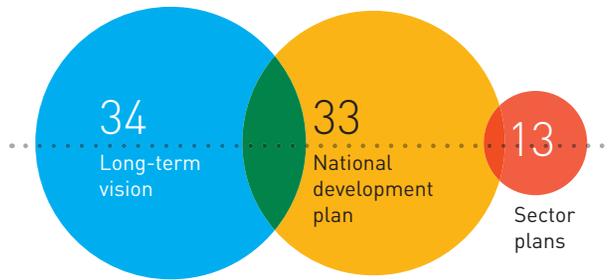
*What priority-setting mechanisms do countries have in place at the national and/or sector levels?*



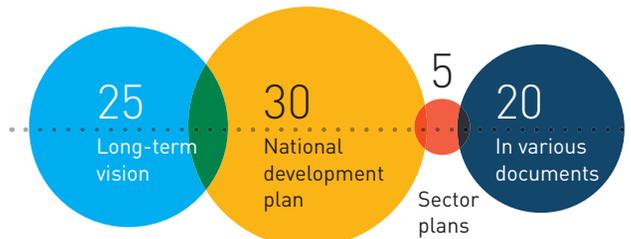
*What types of results frameworks are countries using?*

Number of countries

What is the country's main results framework?



And where are the country's priorities, targets and indicators spelled out?



*“ Greater use of results information in policy-making is essential for achieving better development results. ”*

THE WAY FORWARD

**Moving from strategic planning to results-based management will require:**

**01**

An institutional enabling environment:

- **High-level leadership**
- More **effective implementation** of legislation and policies
- **Strengthened country institutions** and systems

**02**

Many regions face similar **challenges in implementing a results-based approach**, including:

- **Co-ordination and alignment** of budgetary and strategic planning processes
  - The need for **institutional reform** to align public management with results-oriented practices
- Cross-regional learning** can help in identifying solutions to these challenges.

# Good partner alignment with country results frameworks needs to be matched by greater use



## Busan Commitment

Development partners committed to: using country-led results frameworks to plan and design new development co-operation programmes and projects; using countries' monitoring and evaluation systems to track progress on and achievement of results; minimising the use of other frameworks.

## Indicator 1a

Measures the alignment of development partners' new interventions with the objectives and results defined by countries themselves; it also looks at development partners' reliance on countries' own statistics and monitoring and evaluation processes to track progress.

## Results at a glance:

01

Development partners tend to **align new interventions to objectives prioritised by countries**, relying heavily on national development plans and sector strategies.

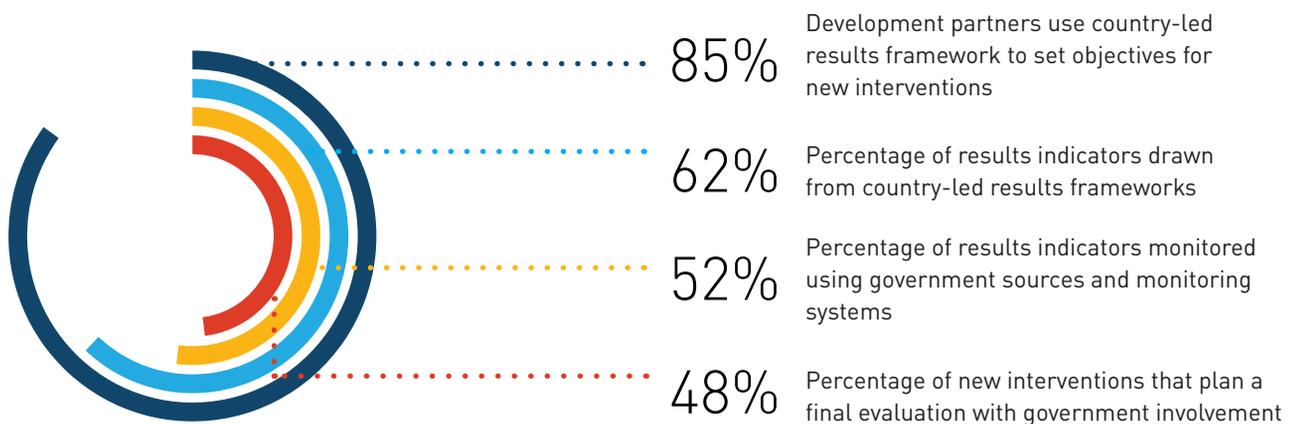
02

The use of **country results information** and reliance on domestic **monitoring and evaluation systems** to track project implementation and impact is significantly lower.

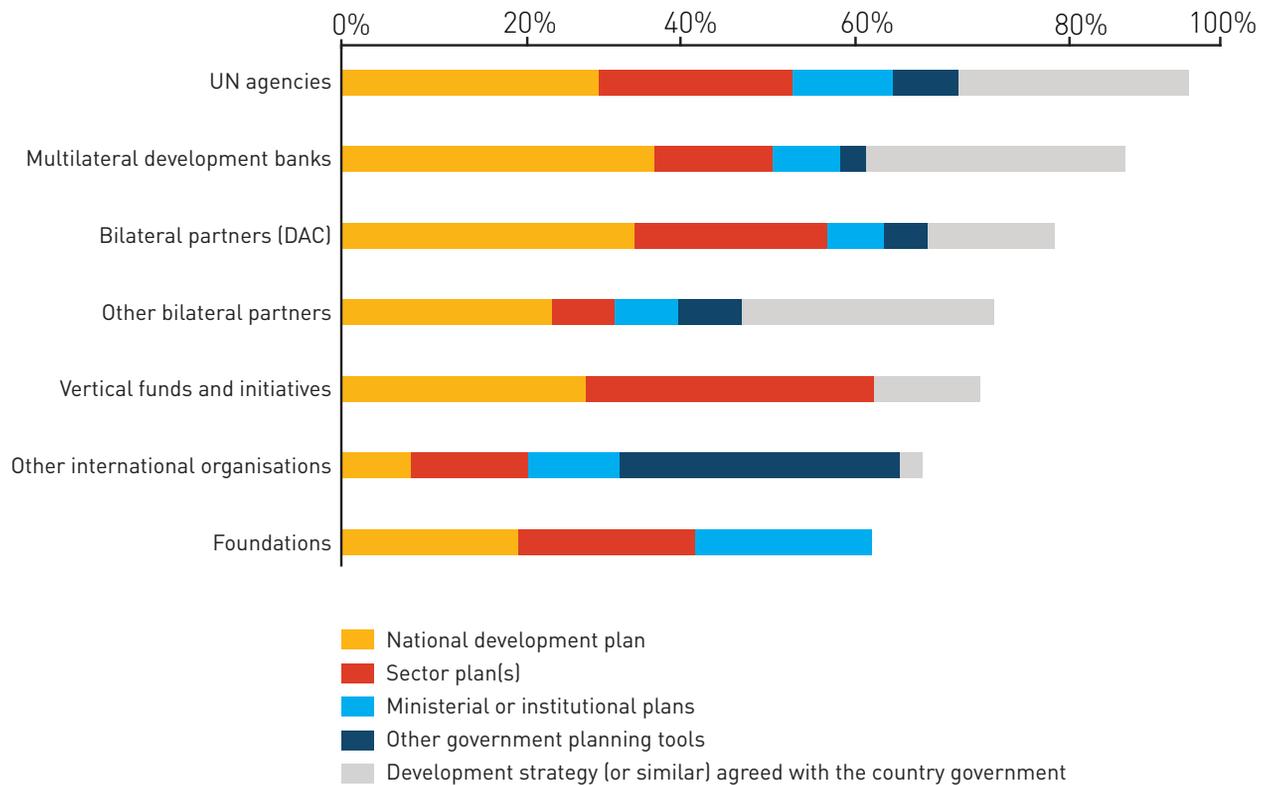
### Scope of the assessment:

2 819 new interventions approved in 2015 (valued at usd 73 billion)

## To what extent do development partners use countries' own results frameworks?



## What results frameworks do development partners use



“Partner support to strengthen countries’ results frameworks and domestic monitoring and evaluation capacity will be critical.”

THE WAY FORWARD

The next step is to increase the use of country-led results frameworks for implementation, monitoring and evaluation of development interventions.

### 01

Country **results indicators**, local **monitoring systems** and **national statistics** need to be used more widely; **government involvement in evaluations** also needs to increase, which may entail expanding support to countries for strengthening national results frameworks and associated tracking systems.

### 02

Countries are **embedding the Sustainable Development Goals** in their national results frameworks; this opens up opportunities for development partners to strengthen their alignment with national priorities and focus on locally defined development results.

# New approaches can help strengthen country systems



## Busan Commitment

Governments agreed to improve the quality of their national public financial management and procurement systems in order to enhance their effectiveness and improve governance.

## Indicator 9a

Measures the quality of country systems using the World Bank's Country Policy and Institutional Assessment (CPIA) scores, rating the quality of budgetary and financial management.

## Results at a glance:

01

The quality of **budgetary and public financial management** in most assessed countries has remained stable at **moderate levels** since 2010.

02

Budgets are better designed than implemented; most countries need to:

- Make their **budgets more comprehensive and credible**, and effectively **link them to policy priorities**
- Ensure good **predictability** and **oversight** in the management of public expenditure
- Subject their budgets to timely and accurate **accounting, fiscal reporting** and **public auditing**
- Strengthen **procurement** practices

03

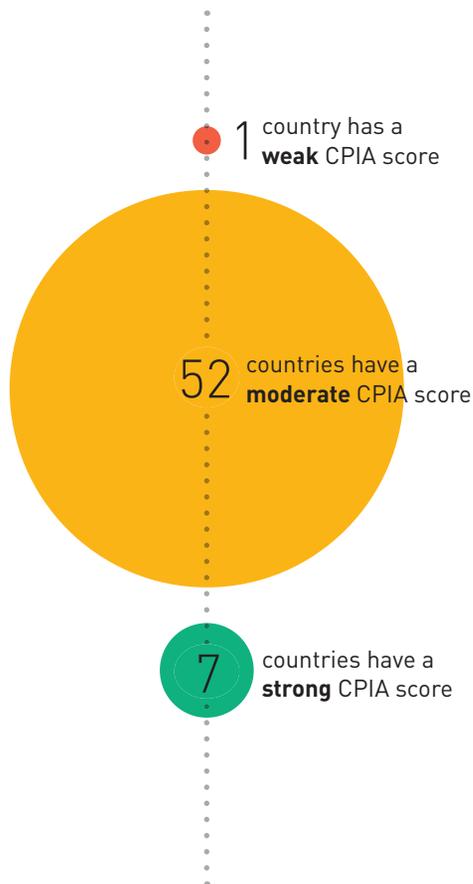
Crucial obstacles holding back the overall quality of country systems included:

- **Lack of predictability of development co-operation**
- **Inclusion in budgets and effective delivery** of development co-operation funding

*“Encouragingly, progress was concentrated on fragile states and small island developing states.”*

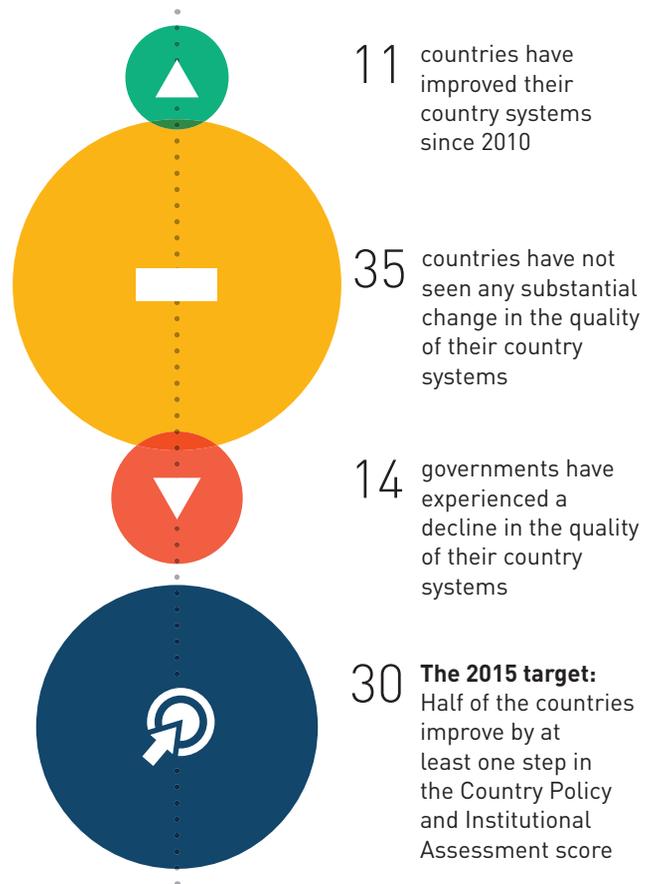
## How strong are budgetary and public financial management systems?

**CPIA score** = World Bank's Country Policy and Institutional Assessment score, rating the quality of budgetary and financial management.



## What progress has been made in strengthening systems?

From 2010 to 2015:



COUNTRY OWNERSHIP

### Country systems can be strengthened

THE WAY FORWARD

01

Need to continue work on **joint diagnostics** to identify weaknesses in domestic institutions and co-ordinate support to strengthen them.

02

Move from "best practice" to "**best fit**" approaches to improving public financial management and procurement systems.

03

Find ways to build **political commitment** to support long-term institutional change and reforms in public financial management.

04

Conduct broad **public administration reforms** in parallel to strengthening of country systems to ensure effective transformation.

05

Build a strong **evidence base** on what works and promote active **peer learning**.

# Partner use of country systems has slightly increased



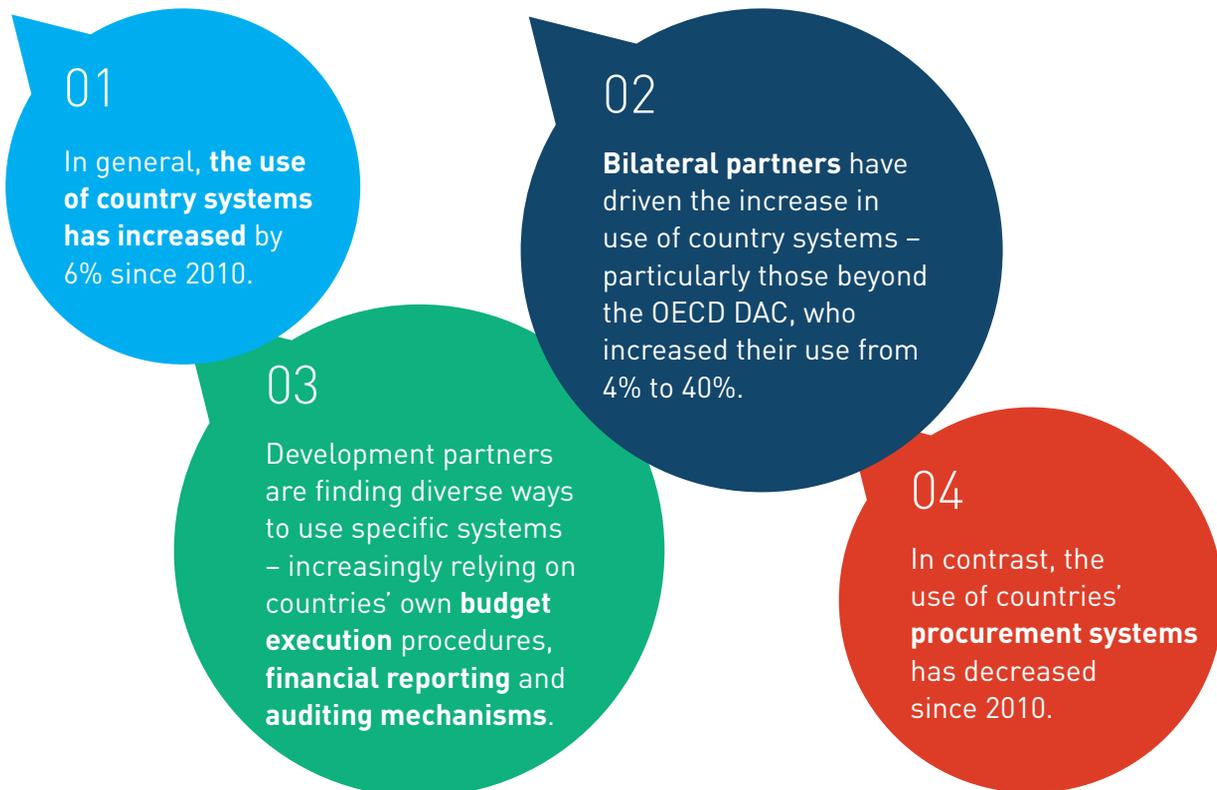
## Busan Commitment

Development partners agreed to use country systems as the default approach to deliver development co-operation in support of activities managed by the public sector.

## Indicator 9b

Measures the proportion of development co-operation disbursed for the public sector using the country's own public financial management and procurement systems.

### Results at a glance:



### The share of development co-operation delivered throughout government systems increased by 6 percent

Global Score  
(81 countries)

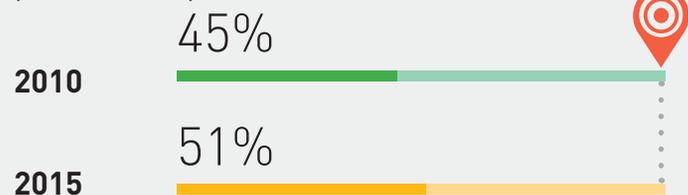


50%

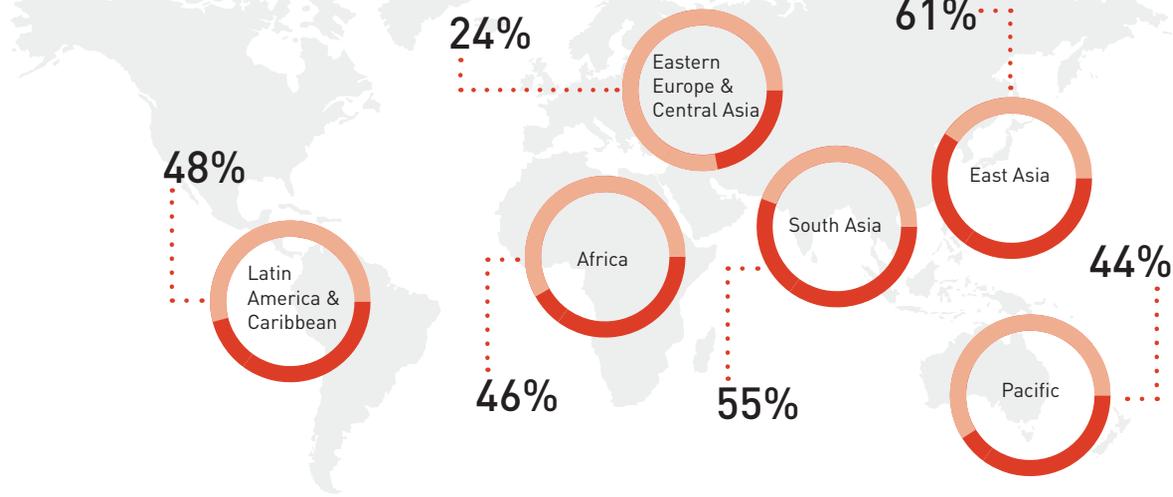


Progress over Time  
(60 countries)

TARGET  
100%

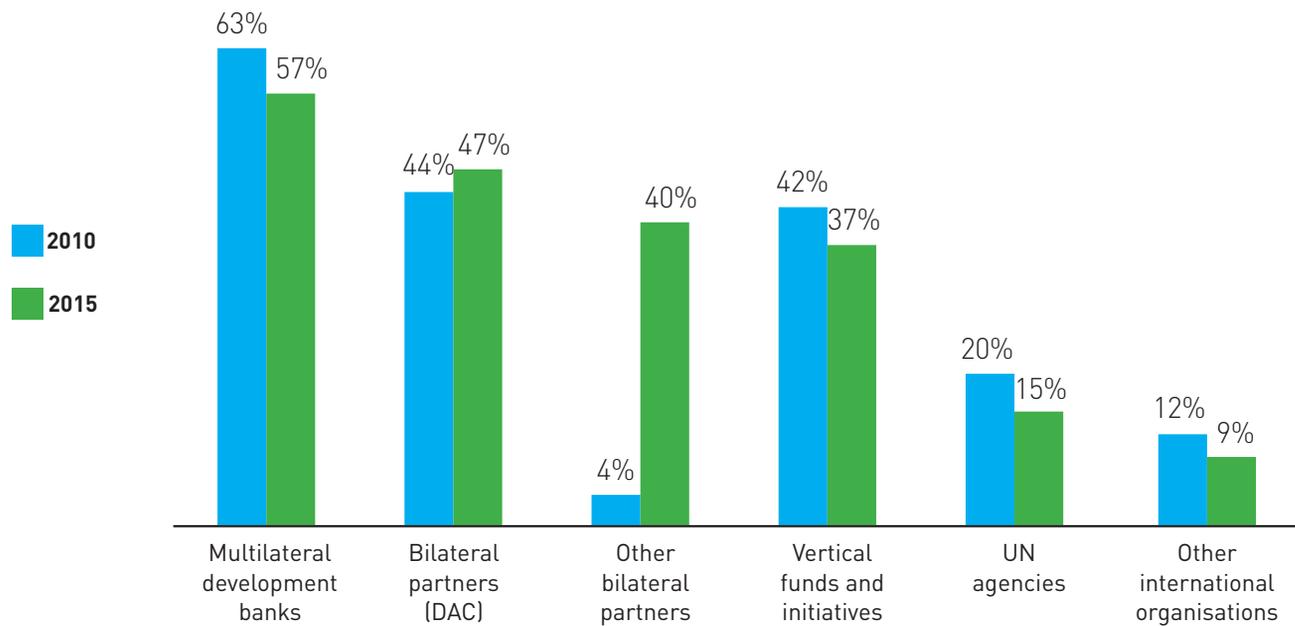


## How does the use of country systems differ by region?



COUNTRY OWNERSHIP

## Comparing partners' use of country systems



THE WAY FORWARD

### Risk needs to be managed, not avoided

01

Development partners tend to rely more on country systems when their **quality is high**, although in **highly aid-dependent countries** they are often willing to assume certain risks.

02

**Evaluation and peer learning** can help to identify and scale up approaches that work, even in the most challenging country contexts.

03

**Innovative approaches** include risk pooling and experimenting with hybrid or novel modalities of development co-operation – beyond budget support.

# Progress in untying aid is leveling off



## Busan Commitment

Development co-operation is untied when bilateral partners do not impose geographical constraints on the use of the funds. In Busan, development partners agreed to further untie development co-operation.

## Indicator 10

Measures the percentage of bilateral development co-operation provided by OECD-DAC members that is fully untied.

## Results at a glance:

01

The share of **untied aid has marginally increased** since 2010; the global average hovers around the peak value reached in 2013.

03

The increasing involvement of the **private sector from development-partner countries** in delivering development co-operation needs to be carefully managed to avoid further tying of aid.

02

Belgium, Denmark, Ireland, Luxembourg, the Netherlands, Norway and the United Kingdom maintain fully or almost fully untied aid.

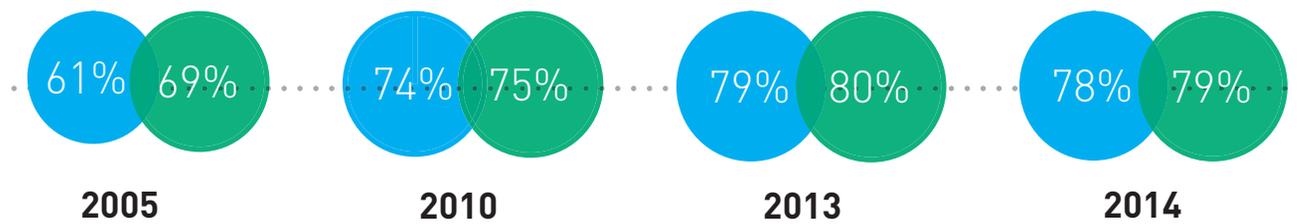
On the other hand, six DAC members have not achieved the 2010 level of 74% untied development co-operation.

*Percentage of bilateral development co-operation provided by OECD-DAC members that is fully untied:*



COUNTRY OWNERSHIP

*What is the progress in the share of aid that is untied?*



■ Share of all untied bilateral ODA (all countries)  
 ■ Share of untied bilateral ODA (only 81 participating countries).

*“ The share of untied aid has marginally increased since 2010; the global average hovers around the peak value reached in 2013. ”*

THE WAY FORWARD

**Untying aid further will need broad collective action**

**01**

**Peer pressure** amongst the development partner community has helped some partners build support within development agencies to further untie their programmes.

**02**

The **quality of national procurement systems** can influence the share of aid that is untied; on the other hand, in fragile situations, untying aid can play a crucial role in improving these systems.

# Annual predictability of development co-operation has not increased



## Busan Commitment

Development partners committed to disbursing funds on time, improving predictability, and enabling countries to plan and manage their development policies and programmes with greater effectiveness.

## Indicator 5a

Measures the proportion of development co-operation funding that is disbursed to a country's government within the fiscal year in which development partners schedule it. It captures both the reliability of development partners in delivering the resources, and how accurately they forecast and disburse this funding.

## Results at a glance:

**01**  
Annual predictability remains **at similar levels to five years ago**, falling short of the Busan target.

However, this global average hides important variations among countries.

**03**  
Predictability is more challenging in **difficult country contexts**.

Annual forecasting seems to overestimate the implementation and absorption capacity of the countries with weaker institutions and public administration.

**02**  
**Developing long-term partnerships pays off.**

A country's most significant development partners – in terms of funding volume and duration – tend to be their most predictable.

## Limited progress in improving annual predictability

**Global Score**  
(81 countries)

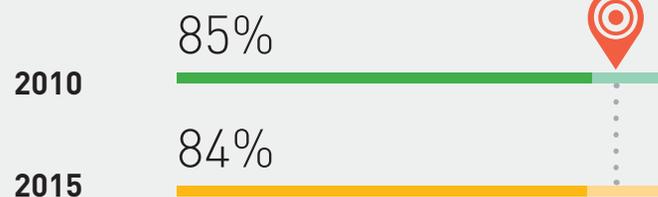


83%

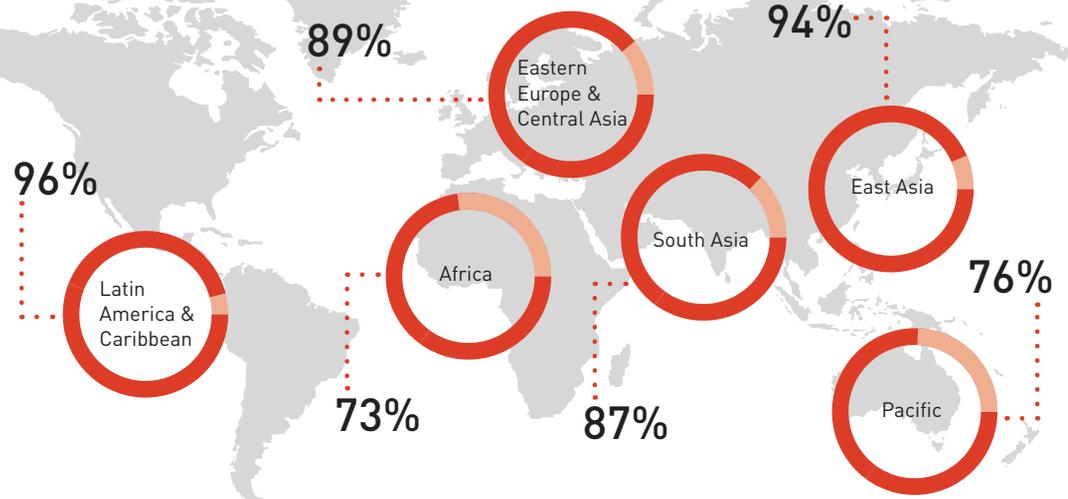


**Progress over Time**  
(60 countries)

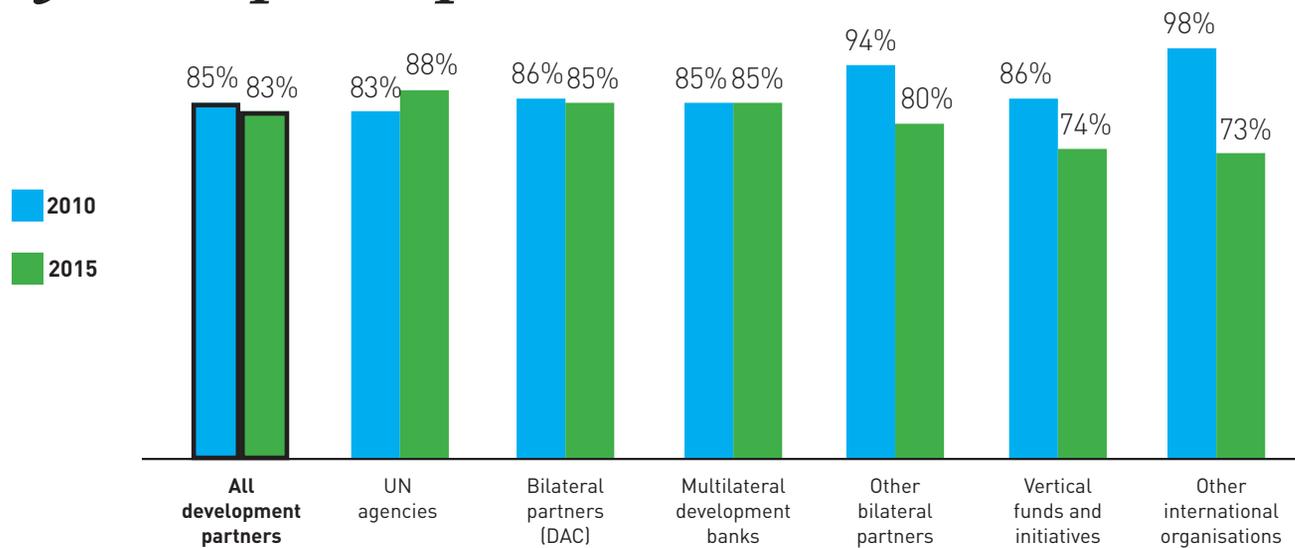
TARGET  
90%



## How does annual predictability vary by region?



## How does annual predictability vary by development partner?



COUNTRY OWNERSHIP

THE WAY FORWARD

### Effective partnerships to overcome barriers to annual predictability

#### 01

Investing in **partnerships with countries** is essential. The following initiatives help to increase annual predictability:

- Agency-wide, multi-year rolling plans and budgeting frameworks
- Longer-term country partnerships, strategies and development co-operation instruments
- Effective tracking and reporting

In contrast, fragmented and short-term support is associated with lower predictability levels.

#### 02

**Country context matters** for predictability. A realistic approach in preparing annual forecasts is particularly important in fragile and conflict afflicted states.

# Medium-term predictability has slightly improved



## Busan Commitment

Development partners committed to providing forward-looking information on upcoming funding in a timely and predictable fashion, according to agreed schedules, so as to enable countries to plan and manage their development policies and programmes with greater effectiveness.

## Indicator 5b

Measures the estimated share of development co-operation funding covered by indicative forward expenditure or implementation plans that are shared with the country government (for one, two and three years ahead).

## Results at a glance:

01

Since 2013, there has been a **4% increase in medium-term predictability, to 74%**. Multilateral development banks and bilateral partners continue to lead in the ranking.

02

**The relative importance** of each development partner to the country determines the level of engagement with the government, affecting the partner's reliability in providing regular estimates, which are crucial for short- and medium-term planning and budgeting.

## Progress in improving medium-term predictability has been slow

**Global Score**  
(81 countries)



71%



**Progress over Time**  
(42 countries)

TARGET  
85%

2013

71%

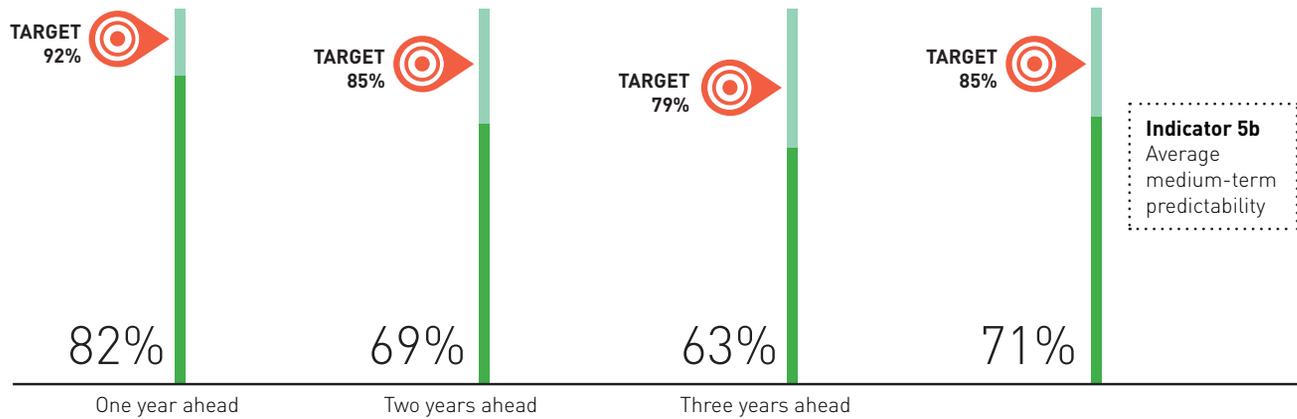


2015

74%

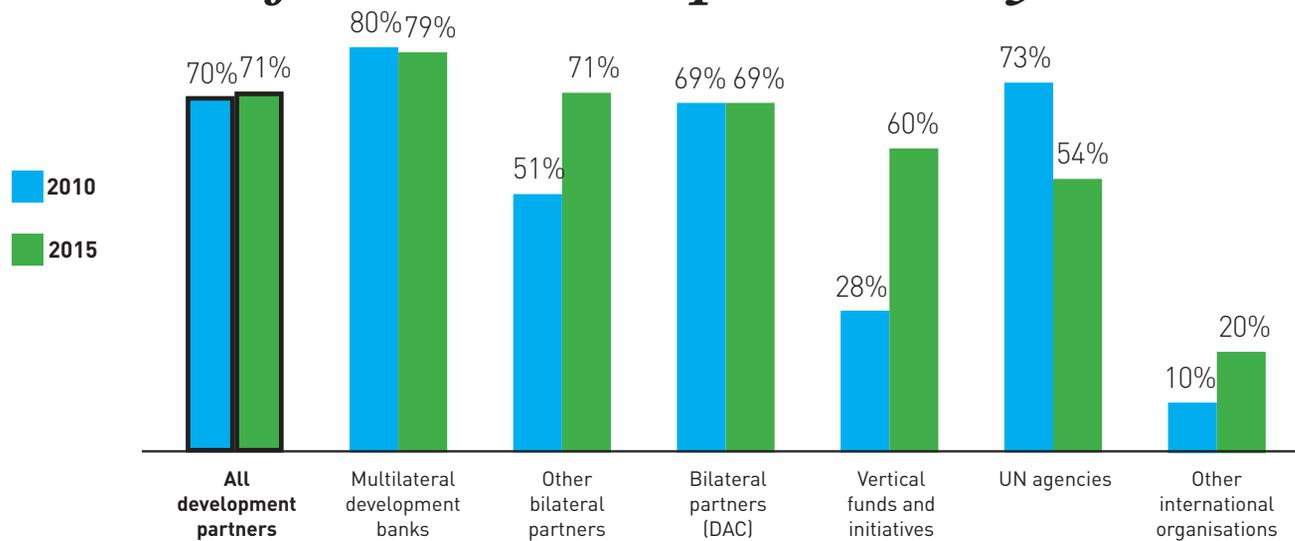


## How much improvement is still needed in terms of medium-term predictability?



COUNTRY OWNERSHIP

## Which partners have made the biggest gains in terms of medium-term predictability?



THE WAY FORWARD

### Medium-term predictability enhances countries' strategic planning and budgetary capacity.

01

Lack of medium-term predictability hinders countries' capacity to manage development resources in a complementary and strategic manner; it also affects the **credibility and comprehensiveness** of their budgetary and public financial management process.

02

Providing timely and accurate **forward-looking funding estimates strengthens domestic accountability**, as it influences the likelihood of recording development co-operation on national budgets.

03

Close to half of the participating countries have or are preparing **medium-term expenditure frameworks** – accurate forward-looking estimates will enhance the quality of these frameworks.

# Creating an enabling environment for civil society requires further effort



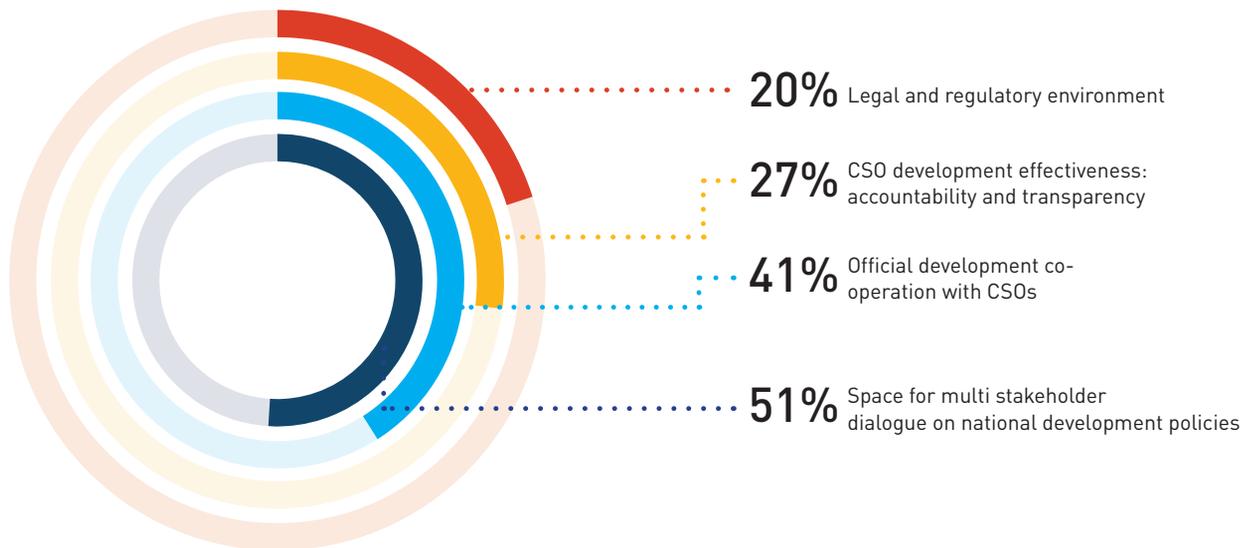
## Busan Commitment

Governments committed to creating an enabling environment for civil society organisations (CSOs) so as to maximise their contribution to development. CSOs agreed to make their operations more effective.

## Indicator 2

Looks at: government support for multi-stakeholder dialogue around national development policies; CSO accountability and transparency; official development co-operation with CSOs; and the legal and regulatory environment where CSOs operate.

## Percentage of countries with all elements in place



## Do governments support multi-stakeholder dialogue on national development policies?

88%

CSOs consulted on national development policy

95%

CSOs have access to government information

56%

Capacity development for multi-stakeholder dialogue is supported



*Do official development partners co-operate with civil society organisations?*

81%

Agenda for dialogue with government includes CSO-enabling environment

80%

CSO-enabling environment promoted

71%

Information on support to CSOs shared with the government

63%

CSOs systematically consulted on development policy/programming



*Do civil society organisations adhere to development effectiveness principles?*

92%

CSOs lead processes for input on policy dialogue

81%

CSOs co-ordinate among themselves and with others

73%

CSOs have transparency and accountability mechanisms

67%

CSOs report to government on finances and programming

58%

Additional CSO development effectiveness initiatives exist



*How enabling is the legal and regulatory environment?*

22%

Marginalises certain groups

73%

Facilitates access to resources for CSOs

95%

Enables CSO formation, registration and operation

97%

Recognises and respects CSO freedom of association, assembly and expression (in the Constitution and more broadly in policy, law and regulation)

THE WAY FORWARD

**Continued efforts are needed to build an enabling environment that will maximise the contribution of civil society to development.**

**01**

Governments need to improve their **legal, regulatory and operational policies and practices**, including:

- Ensuring **freedom of expression and association**
- Engaging with CSOs in a **transparent and representative** way
- Improving **regulations to facilitate the operational functioning** of CSOs
- Not marginalising any social group
- **Strengthening the institutional mechanisms** for engagement

**02**

CSOs can increase their **development effectiveness** by:

- **Improving co-ordination** of their activities
- **Strengthening reporting** on their development efforts

**03**

Development partners can help **strengthen dialogue mechanisms** with CSOs.

# There is great potential to partner with the private sector



## Busan Commitment

Governments committed to engaging with the private sector: to improve the legal, regulatory and administrative environment for private investment; and to ensuring a sound policy and regulatory environment for public-private partnerships.

## Indicator 3

Measures the quality of public-private dialogue by looking at the legal and regulatory environment for private sector activities, a country's readiness to conduct public-private dialogue and the effectiveness of selected dialogue platforms.

## Results at a glance:

01

In most countries, the private sector and the government are **willing and ready to engage** with each other.

02

**A lack of champions/facilitators and scarcity of instruments and resources** to facilitate and support public-private dialogue diminishes the quality of the dialogue.

*The global score for the quality of public-private dialogue hides important variation across countries*

Global Score



6.5

TARGET  
10

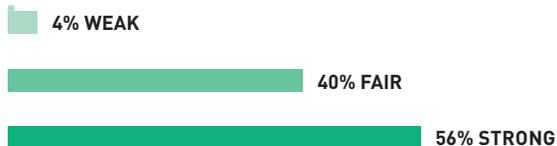


2015

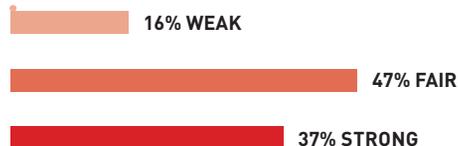
## What are the conditions and potential for public-private dialogue?



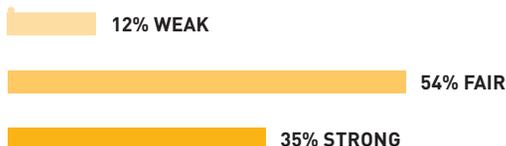
Private sector willingness to engage



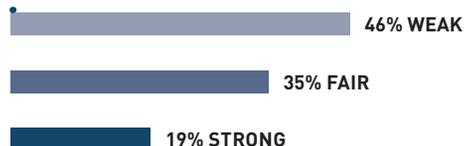
Existence of potential facilitators



Government willingness to engage



Availability of instruments to facilitate dialogue



“Successful public-private dialogue addresses topics of mutual benefit for both the private sector and the government, and it attracts high-level representation.”

### Lessons from experience can help build successful public-private dialogue:

THE WAY FORWARD

01

To be successful, public-private dialogue must address topics of **mutual benefit**.

02

Instruments and logistics are less of an issue when the private sector is **willing to engage**.

03

**High-level political leadership** helps.

04

The emergence of **champions** is facilitated when both sides express trust and willingness to engage.

05

Focusing on **common interests** and orienting the dialogue towards **useful outputs and results** helps sustain the relationship.

06

Participation of **small and medium enterprises** in the dialogue ensures an inclusive process.

07

Strengthening and institutionalising **mechanisms for engagement** is critical; development partners can play a catalytic role in this sense.

# Transparency is moving in the right direction



## Busan Commitment

Development partners agreed to improve the availability and public accessibility of information on development co-operation and other development resources in a timely, comprehensive and forward-looking manner.

## Indicator 4

Assesses the extent to which development partners are making information on development co-operation publicly accessible, and in line with the Busan transparency requirements.

## Results at a glance:

01

In general terms, the three assessments show that although development partners have differing strengths in terms of transparency, **the overall picture is good.**

02

Of the 61 partners assessed...

**24**

achieved **“excellent” scores** in at least one of the three assessments (40% of the assessed partners).

**44**

achieved **“good” scores** in one or several of them (72% of the assessed partners).

03

Most notable progress on the timeliness and comprehensiveness of publicly available data, while the publication of forward-looking information continues to be a challenge. Also, observed **trade-offs between data timeliness and accuracy.**

*What systems and standards do development partners use to provide online data on development co-operation in an open and accessible manner?*



THE WAY FORWARD

**Improvements in transparency depend on robust policies, sound corporate processes and systems, and dedicated staff.**

**01**

Analysis reveals that good reporting to a specific platform or standard does not automatically imply equally good reporting through other channels, evidencing the need to **focus on specific institutional hurdles** in terms of systems, policies or culture.

**02**

Investments in **corporate processes and information management infrastructure** can help to improve the supply of publicly available information on development co-operation.

TRANSPARENCY AND ACCOUNTABILITY

# Development co-operation is increasingly on budget



## Busan Commitment

Governments and development partners committed to including development co-operation funds in national budgets subject to parliamentary oversight.

## Indicator 6

Measures the share of development co-operation funding for the public sector recorded in annual budgets that are approved by the national legislatures of partner countries.

## Results at a glance:

01

There has been **good progress** since 2010: **15 countries and 29 development partners** have met the target of recording 85% of development finance in national budgets.

- Most countries in **Latin America and the Pacific** have met the target.
- **Multilateral development banks and some bilateral partners** outperformed other development partners.

## Parliaments are overseeing an increasing share of development co-operation

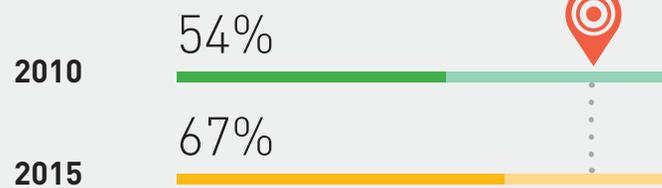
Global Score  
(81 countries)



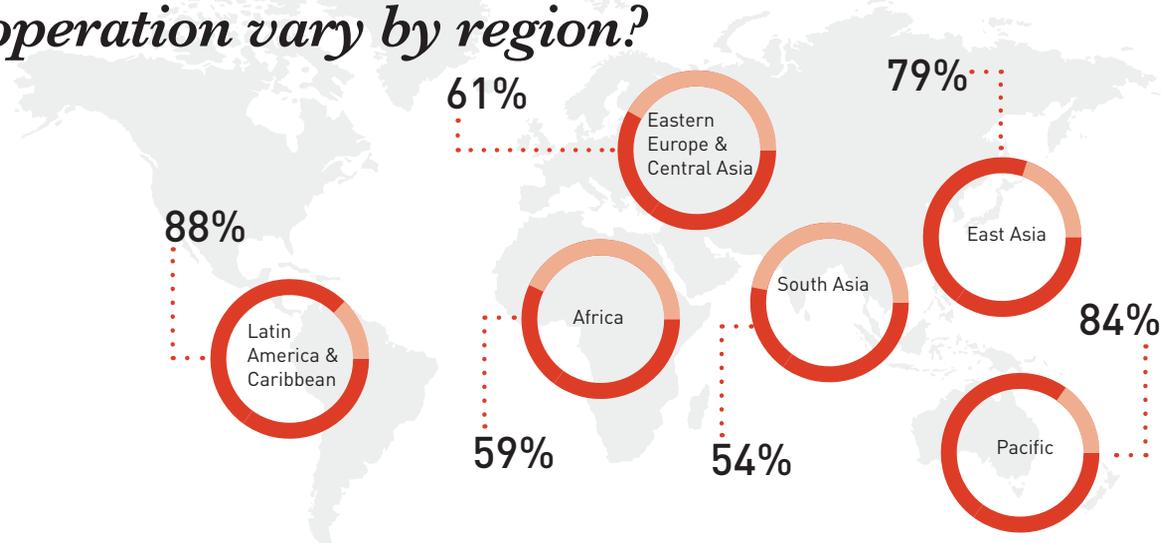
66%



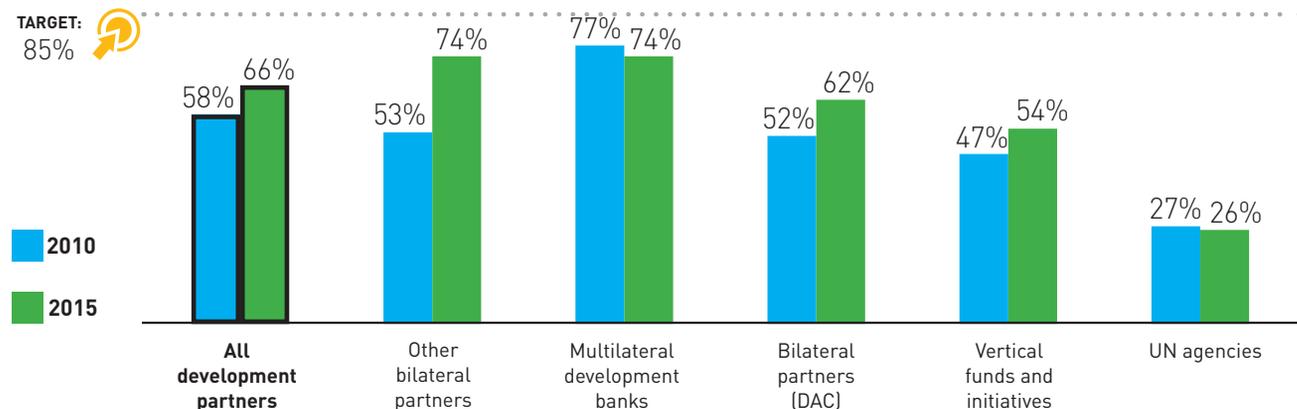
Progress over Time  
(60 countries)



## How does the share of on-budget development co-operation vary by region?



## How does the share of on-budget development co-operation vary by partner?



Further progress calls for improvements in budgeting systems and processes of countries and their partners alike.

### 01

Development partners may need to continue investing in corporate systems and processes to generate timely projections, in accordance with countries' budget planning cycles.

### 03

To facilitate the inclusion of development co-operation on budget, ensure adequate oversight and effective use of funds, and increase mutual accountability, **countries** may need to strengthen **budget planning processes** and **information management systems for public expenditure**. Creating **budgetary incentives for line ministers** to report development co-operation on budget may contribute to central oversight of public expenditure.

### 02

**Institutionalising the relationship with the country** matters: larger, more focused country programmes, implemented through national systems and integrated into national budgets, enable parliamentary oversight and accountability.

THE WAY FORWARD

TRANSPARENCY AND ACCOUNTABILITY

# Tracking budget allocations for gender equality and women's empowerment is improving



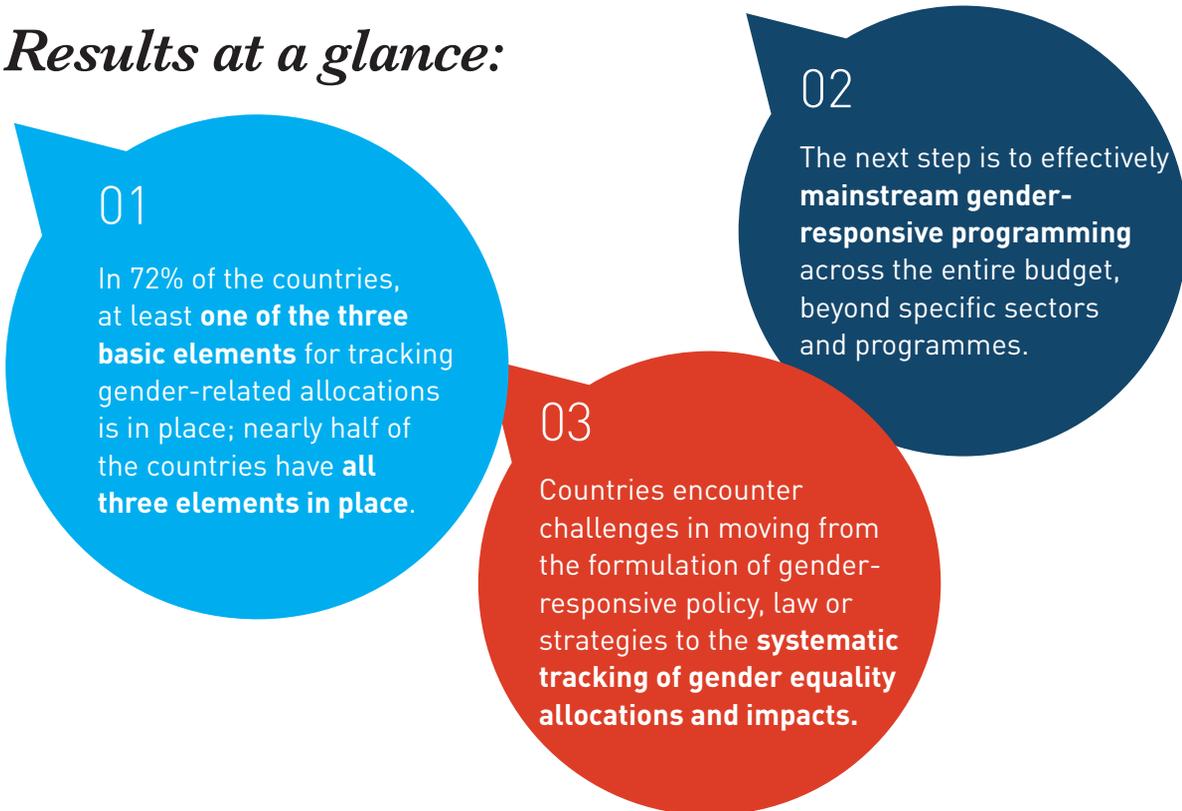
## Busan Commitment

Countries committed to putting transparent systems in place to track public allocations for gender equality and women's empowerment, so as to ensure that public expenditure is appropriately targeted to benefit both women and men.

## Indicator 8

Measures the percentage of countries with systems in place to track public allocations for gender equality and women's empowerment, and that make this information publicly available.

## Results at a glance:



## Percentage of countries with systems in place to track and make public allocations for gender equality

**Global Score**  
(81 countries)



47%



**Progress over Time**  
(31 countries)

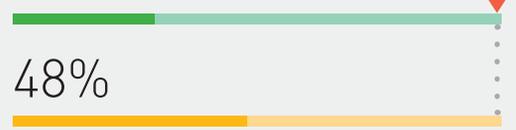
TARGET  
100%

2013

29%

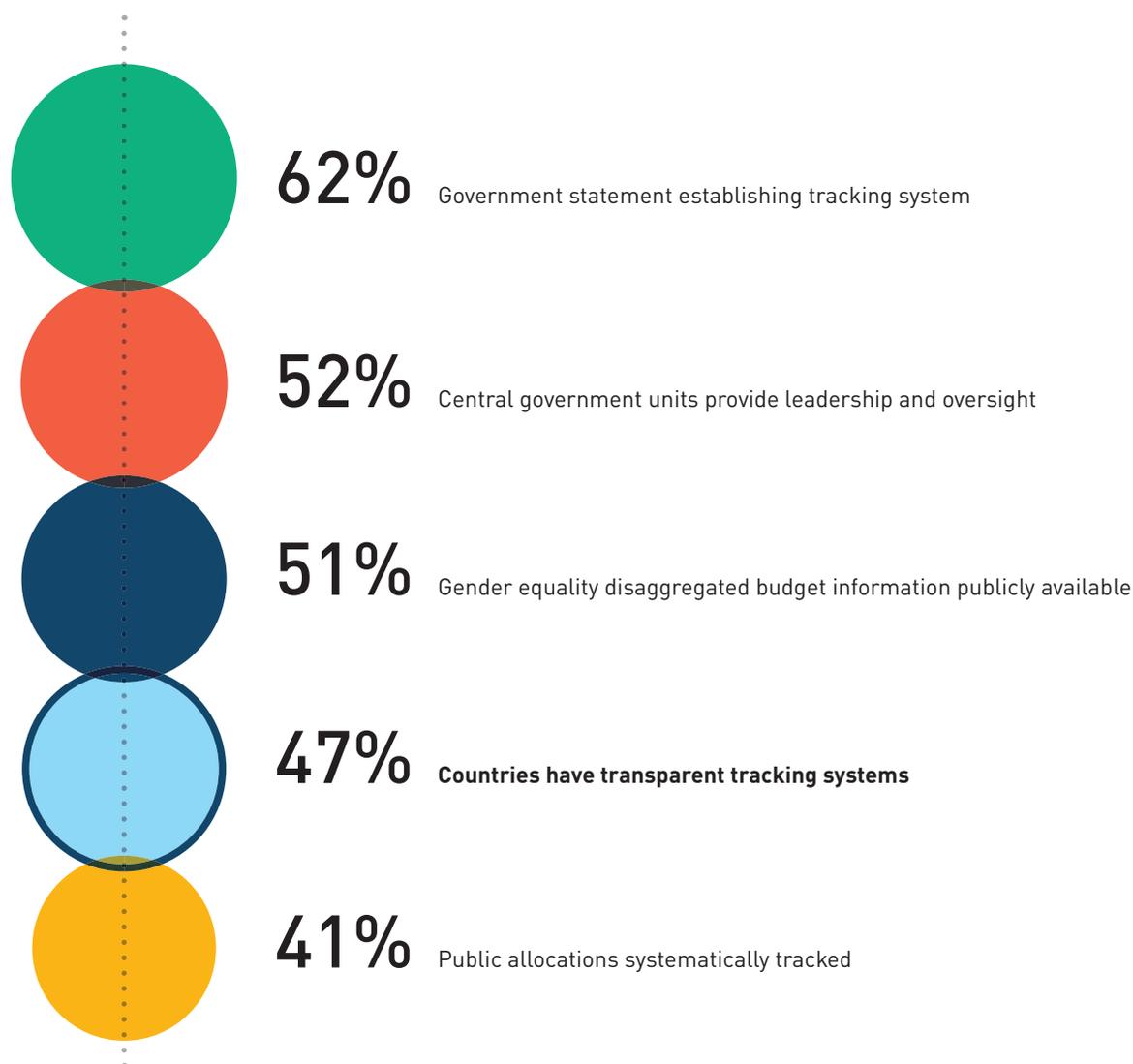
2015

48%



## *Do countries have the systems they need to track budget allocations for gender equality and women's empowerment?*

Percentage for all 81 countries:



THE WAY FORWARD

**Transparent systems and the use of gender-disaggregated information are crucial for gender equality.**

**01**

**Transparency in gender tracking systems** is critical for effective policy formulation and for accountability.

**02**

Using gender-disaggregated **data to inform policy and budgeting decisions** is fundamental for achieving gender equality and sustainable development.

TRANSPARENCY AND ACCOUNTABILITY

# Mutual assessment reviews need to evolve with the changing development landscape



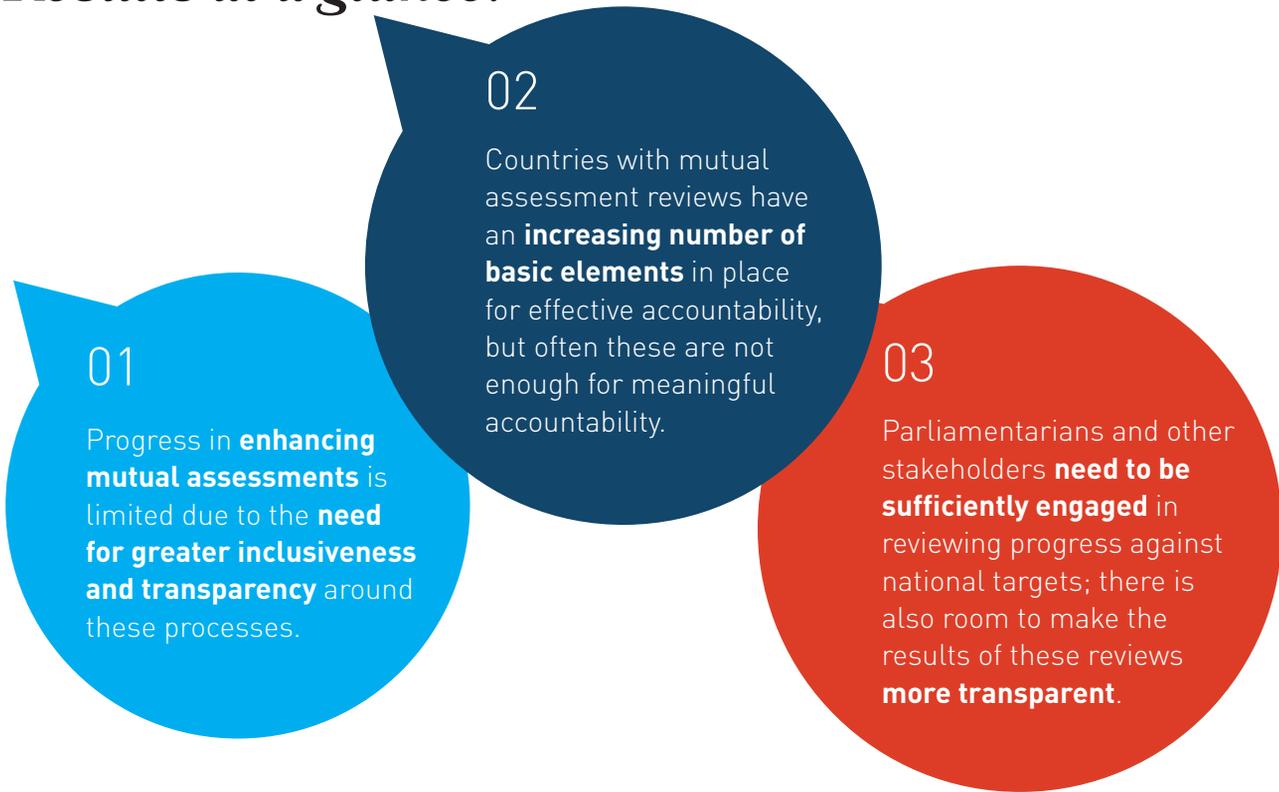
### Busan Commitment

Countries agreed to put in place inclusive mutual assessment reviews to respond to the needs and priorities of domestic institutions and citizens.

### Indicator 7

Measures whether a country has four out of five criteria in place: 1) an aid or partnership policy; 2) country-level targets; 3) regular joint assessment of progress against targets; 4) local governments and non-executive stakeholders included in the assessments; and 5) public availability of the results.

## Results at a glance:

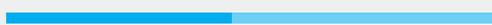


### Mutual assessments need to be more inclusive and transparent

**Global Score**  
(81 countries)



46%



**Progress over Time**  
(42 countries)

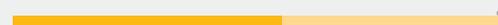
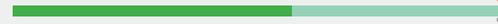
2013

57%

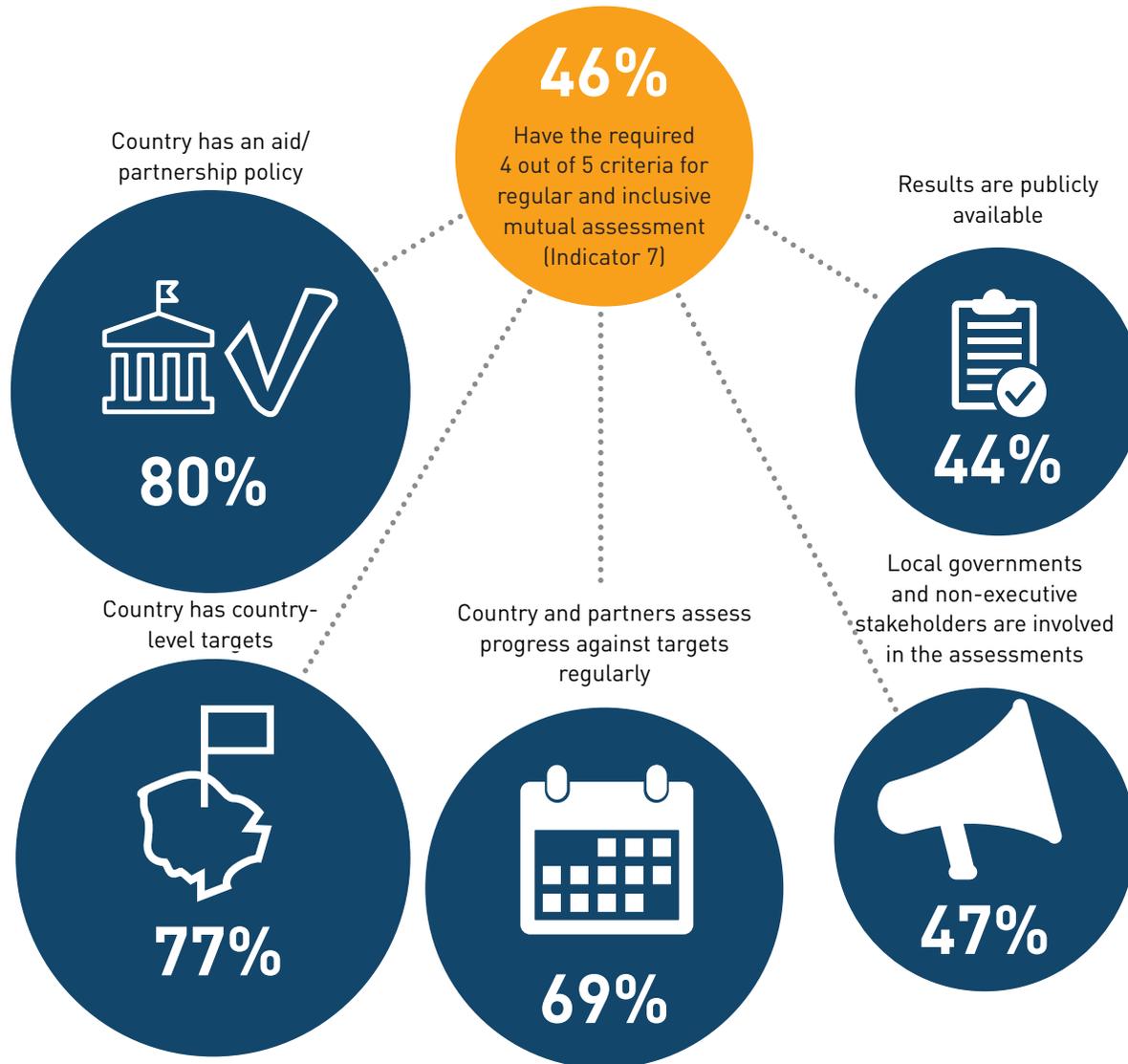
2015

55%

TARGET  
100%



## What progress have countries made in conducting and sharing inclusive mutual assessments?



THE WAY FORWARD

### Rethinking mutual accountability structures to reflect evolving development models and partnerships.

#### 01

While established mutual accountability structures are formulated on traditional development assistance, partnerships for the SDGs increasingly encompass **whole-of-government approaches**, as well as a **variety of development partners**, including southern partners, businesses and philanthropies. These partners all need to be accountable to each other.

#### 02

Most low- and middle-income countries need to make mutual accountability processes more relevant in the light of their **evolving development models and partnerships**. **Emerging approaches** in some middle-income countries can provide important lessons.



**Global  
Partnership**  
for Effective Development  
Co-operation



**OECD**

The full Progress Report is published on the OECD iLibrary, it is also available on the UNDP website. Visit [www.oecd-ilibrary.org](http://www.oecd-ilibrary.org) or [www.undp.org/library](http://www.undp.org/library) for more information.