



UNDP's support to the development of ODA management systems

New and emerging donors are gaining an increasingly prominent role in development cooperation, contributing their resources, and especially their unique expertise and experiences, to the achievement of the 2030 Sustainable Development Agenda. However, they face common challenges, ranging from scarce human, financial and institutional resources to limited field presence and high risk of aid fragmentation.

With its extensive global presence and long-standing cooperation with aid providers, UNDP supports donors in establishing their development cooperation systems and in enhancing their ODA management capacities and impact in priority countries. During more than a decade, UNDP has gradually developed a donor **aid effectiveness support service line** offered to its partners in Europe and the CIS region. As part of it, UNDP provides tailored and request-based support for ODA legal and institutional framework design, capacity building programs, support to ODA reporting to international organizations, ODA communication services and project implementation support to donor partners such as the Czech Republic, Romania, Slovak Republic, Russia, Turkey and Kazakhstan. This document provides an overview of the 5 service line modules.



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01

Module I: Support to the development of ODA legal, institutional and strategic frameworks

For a number of emerging donors, UNDP has supported the **design of new ODA legal, institutional and strategic frameworks**, plugged in and tailored to their individual national context, while integrating regional trends and international best practices. These efforts have critically contributed to the approval of new ODA laws (e.g. Romania, Kazakhstan) and related by-laws (Romania, Slovakia) and to the establishment of development cooperation agencies (such as RoAid in Romania or SlovakAid in the Slovak Republic). To further enhance the operationalization of the RoAid Agency, UNDP has supported the design of its **internal regulatory framework** including the development of its ODA financial and implementation guidelines and Results Based Management (RBM) manuals and toolkits, as well as internal operating policies and procedures, organizational chart and staff terms of reference. Additionally, in Romania and Slovakia, UNDP has supported the drafting of several ODA multiannual strategies in order to ensure predictability, transparency and strategic approaches to ODA policy.

02

Module II: Capacity building programs

The UNDP has provided capacity development (CD) services to Europe and CIS donors at both individual donor and regional levels. As part of the regional CD programme, the UNDP has facilitated a series of joint trainings, workshops and experience-sharing sessions on a variety of project management and development cooperation themes. The programme has led to the establishment of a **regional emerging donors' community of practice**, facilitating new donors' access to regional best practices and peer-to-peer learning and better connecting them to the latest international trends in development cooperation. Other CD support includes knowledge management and knowledge sharing for donors, development of rosters of experts, donor secondments in UNDP, performance of audits and evaluations (for example in the Czech Republic, Romania and Slovakia) and peer-to-peer learning on ODA reporting.

03

Module III: Support for ODA reporting to international organizations

For enhanced ODA transparency and knowledge management, UNDP has supported the **development, fine-tuning and piloting of on-line reporting tools**, enabling the ODA national coordinators to effectively collect, manage and report national ODA data to international organizations (mainly OECD and IATI). With such reporting enablers, Romania, for example, became the first EU-12 Member State to publish data on its development cooperation activities to IATI in 2014. Moreover, such reporting tools have allowed it ever since to voluntarily report its ODA to OECD at both Aggregate Level (Advanced Questionnaire and other DAC specific reports) and Activity Level (CRS++). Additionally, the UNDP has supported the **development of on-line project monitoring features** for improved ODA management effectiveness, institutional memory and streamlined RBM processes.

04

Module IV: ODA communication services

For enhanced in-donor ODA awareness levels and transparency, as well as increased visibility in the beneficiary countries, the UNDP has provided a vast array of **communications services** to a number of donors such as Romania, the Russian Federation and Slovakia. The services **include large national ODA communication and SDG awareness raising campaigns**, as well as facilitation and organization of **high visibility events** for the benefit of donors like Russia, Turkey, Romania and Slovakia, including, for example, high level side events under the European Development Days, high level events led by EU Member State donors under their EU Council Presidency mandates, dedicated side-events around the G8/G7 and G20 summits, the HLPF, the World Humanitarian Summit and other regional or global forums. The communication support services have also included development of dedicated ODA websites (such as www.roaid.ro) and dedicated social media channels (including Facebook, Instagram, YouTube), design of ODA communication strategies and action plans (Romania and Slovakia), as well as development of ODA brand visibility guidelines and communication products.

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Module V: ODA project implementation support

Since the beginning of its partnerships with emerging donors in the region, and while supporting them establish their own implementation capacities and mechanisms, the UNDP has also helped its partner donors to develop and deliver high-quality, effective projects and programmes that respond to the needs of the targeted communities on the ground, in line with the respective donors' priorities and distinctive strengths, while also increasing donors' overall visibility in the region. In this context, UNDP has facilitated the establishment and management of a large variety of ODA implementation mechanisms ranging from **trust funds, challenge funds, experience sharing mechanisms and calls for project proposals**, partnering with line ministries and other national institutions, civil society organizations and private sector companies to enable the transfer of the donor's transition experience and knowledge to its ODA priority countries.

01

Module I: ODA legal, institutional and strategic framework design



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In the recent years, in line with its aid effectiveness service line offered to countries in the region, UNDP has provided tailored and request-based support for ODA legal and institutional framework design to donor partners such as Romania, Kazakhstan, the Slovak Republic and Serbia.

ODA legal framework development

UNDP supports the design of new **ODA legal frameworks** tailored on the donor country's overall legislative context and integrating regional trends and best practices. Following such support, for example, a new ODA law was approved by the Romanian Parliament in October 2016, setting the basis for the establishment of Romania's first-ever development cooperation agency – RoAid. Similar services were offered to Kazakhstan, Serbia, and Montenegro.

Furthermore, the UNDP supports the drafting of the **ODA-related bylaws**, including, but not limited to, ODA financial and implementation guidelines and Results Based Management (RBM) manuals and toolkits. The guidelines include, among others, regulations on due diligence processes, templates for project proposals, partnership and funding agreements, terms of reference for thematic or general calls for proposals, all in line with the international standards and best practices.

Institutional framework development

UNDP supports the design of new ODA institutional frameworks, helping countries choose and develop the most appropriate development cooperation institutional model that responds to the donor country's economic context and political priorities. To inform such decisions, UNDP conducts regular mappings of existing ODA institutional alternatives and provides recommendations based on regional experiences, best practices and lessons learned on the matter (e.g. Montenegro, Romania, and Serbia).

Once an institutional set up alternative is identified, UNDP can provide further support for the drafting of the **internal foundation and regulatory frameworks** of the new aid institution (be it a department, directorate or agency), including organizational charts and staff terms of reference, internal control frameworks and internal standard operating procedures.

ODA strategic framework development

The UNDP supports the drafting of ODA multiannual strategies in order to ensure predictability, transparency and a strategic vision for the ODA policy. For e.g., UNDP has supported the development of Slovakia's Medium-Term Strategy for ODA for 2003-2008 and 2014-2018 and the *Multiannual Strategic Program on Development Cooperation and Humanitarian Assistance 2018-2021* in Romania. In order to enable a comprehensive approach, the UNDP facilitates open multi-stakeholder consultation processes, supporting donors to engage other national partners beyond ODA agencies and Ministries of Foreign Affairs into development cooperation, like the private sector (especially in the Czech Republic and Slovakia).

02

Module II

Capacity building programs



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In the recent years, in line with its aid effectiveness support service line offered to Europe and CIS donors, UNDP has provided capacity building and capacity development programs at both individual and regional levels. UNDP has facilitated a series of trainings, workshops and experience-sharing sessions on a variety of project management and development cooperation themes, as well as other types of capacity building support including establishment of M&E systems, peer-to-peer learning on ODA reporting to international organizations, development of expert rosters and secondments in UNDP.

Capacity building trainings, workshop and experience sharing sessions

Starting with 2014, UNDP has organised a series of regional trainings, workshops and experience-sharing events on a variety of project management and development cooperation topics, such as results based management, strategic planning for ODA, project identification and project formulation, project writing skills, ODA reporting to international organizations, multilateral aid allocations, private sector engagement in development cooperation, and communicating development results. These events brought together ODA practitioners from countries throughout the region, including Bulgaria, Croatia, the Czech Republic, Estonia, Hungary, Kazakhstan, Latvia, Lithuania, Montenegro, Poland, Romania, the Russian Federation, Slovakia, Slovenia, and Turkey, leading to the gradual emergence of a **regional donors' community of practice**. In addition, UNDP organised or facilitated partners' participation in trainings and events specifically catered to the needs and priorities of individual donors.

Establishment of M&E systems

As part of the CB support offered to emerging donors in the region, UNDP has directly contributed to the development of their ODA monitoring and evaluation (M&E) systems since 2011, starting with Slovakia, as part of the support offered under the *Slovak – UNDP Trust Fund*, followed by the Czech Republic in 2012 under the *Czech-UNDP Trust Fund* and by Romania in 2014 under the *New ODA Cooperation Partnership*. These efforts include:

- developing the M&E knowledge and skills of the public officials and other stakeholders involved in ODA activities, through systematic regional and individual donor focused trainings;
- conducting independent and internal evaluations of ODA projects and ODA thematic areas as a capacity building exercise to establish and institutionalize M&E practices and policies in the donor's ODA programming. Moreover, the conclusions of the evaluation reports supported ODA strategic decision-making, contributed to improved programme planning and served as a starting point for the preparation of country or thematic strategy papers.

Peer-to-peer learning on ODA reporting

Starting with 2015, UNDP has also facilitated specialised on-the-job / peer-to-peer learning on ODA reporting to international organizations between representatives of the National ODA Coordinating Agency (MFA, in most cases), line ministries and other public institutions that provide development cooperation to beneficiary countries. These sessions include hands-on learning on the use of reporting tools like EU DEVFIN, collection of OECD and IATI reportable data, data management and reporting, OECD reporting at Aggregate Level (Advanced Questionnaire and other DAC specific reports) and Activity Level (CRS++). UNDP also organised regular ODA reporting trainings for all public institutions to gradually improve the quality of ODA data collected at national level.



Development of expert rosters

In 2014 UNDP started supporting ECIS donors to develop **expert data bases** that map in a systematic and credible way the technical expertise the respective donors could share with their partner countries. For example, the UNDP has supported the Czech Republic, Romania, the Russian Federation and Slovakia, to set up their own expertise locators, with expert profiles and contact information for a large numbers of thematic areas such as health, environment, energy, agriculture, economic transformation and democratic governance.

Furthermore, the UNDP helps donors to make best use of such expertise by supporting the design and implementation of **experience sharing mechanisms** - low-cost, rapid reaction and easy-to-use tools to share donors' expertise, test development ideas, formulate new projects, open new partnerships and put experts from donor and recipient countries in closer contact. The Czech Republic, Romania, Slovakia and more recently Russia have all developed similar tools with UNDP's support. These mobility mechanisms have become.



Secondments in UNDP

A very efficient capacity building solution for national ODA professionals is the use of longer-term secondments that can vary in length from 3 - 6 months (the Russian model) to one year or more (Slovakia and the Czech Republic model), depending on the scope of the programme. The purpose of these practices is to expose secondees to the working environment of international organizations, as well as to the direct development needs of the beneficiary on the ground and foster cooperation with partner countries on specific thematic areas, depending on the priorities of the donor. The secondees are usually selected from line ministries/specialized ODA agencies of the donor country and placed in UNDP Country Offices (e.g. experience with Slovakia) or Regional Hubs (e.g. experience with Slovakia and the Czech Republic). Ideally, secondees are placed in UNDP Country Offices that implement projects funded by the respective donor.

During the assignment, the secondees report to the UNDP Country Office or Regional Hub. The secondees can perform project management functions, attached to a partnership funded by the respective donors (Czech model) or technical functions (new Slovak model). After the successful termination of the secondment, they return to their previous positions in the donor country.



Module III

Support for ODA reporting to international organizations



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In the recent years, in line with its aid effectiveness service line offered to donor countries in the region, UNDP has provided tailored and request-based support for aid transparency and ODA reporting to international organization to donor partners such as Romania and Slovakia. This document provides a brief overview of this type of support, including the development of ODA reporting on-line platforms and tools and delivery of specialised trainings on ODA data collection, management and reporting to international organizations.

Developing on-line platforms and tools for effective ODA Reporting

Support in the development of on-line reporting platforms and tools aimed at increasing the effectiveness and transparency of ODA management, enabling ODA providers to effectively collect, manage and report national ODA data to international organizations (mainly to OECD and IATI).

Building on the initial version of the on-line ODA reporting solution created by the European Commission (**DEVFIN**), the UNDP has further developed and fine-tuned the reporting platform with features that enable an **effective collection, management, interpretation and reporting of national ODA data** to international organizations (mainly to OECD and IATI). DEVFIN is now a platform that supports donors in improving transparency and visibility of their activities and in better communicating their work to national and international stakeholders, in line with Busan aid transparency commitments. The tool is not only helping to enhance the quality of ODA data, but also providing a streamlined method of producing both OECD-reportable data and IATI data (as DEVFIN can automatically convert it into IATI Standard format). For OECD reporting, DEVFIN can generate data at both **Aggregate Level** (Advanced Questionnaire and other DAC specific reports) and **Activity Level** (CRS++). With DEVFIN as the enabling reporting tool, Romania became the first EU-12 Member State to publish data on its development cooperation activities in 2014.

Moreover, the UNDP supported the development of an additional **project monitoring feature** for improved ODA institutional memory and streamlined project management processes. The facility enables real-time progress monitoring and project document storage, with features that enable automatic reminders on project milestones, deliverables and reporting deadlines.

Delivery of specialised trainings on data collection, management & reporting to OECD and IATI

Delivery of specialised trainings on ODA data collection, management and reporting to IATI and OECD, at both Aggregate Level (Advanced Questionnaire and other DAC specific reports) and Activity Level (CRS++)

As of 2015, UNDP has provided a set of specialised classical and on-the-job/one-on-one trainings to the representatives of the MFA - as national ODA coordinating body, line ministries and other public institutions that provide development cooperation to beneficiary countries. The trainings include topics such as:

- ODA Reporting: how to collect, manage and report ODA data
- OECD-DAC reporting: Reporting at Aggregate Level (Advanced Questionnaire and other DAC specific reports) and Activity Level (CRS++)
- Using the DEVFIN Database

04

Module IV

ODA

implementation support services



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Since the beginning of its partnerships with Europe and CIS donors, and while supporting them establish their own implementation capacities and mechanisms, the UNDP has availed of its **project management tools for ODA delivery**, while also increasing donors' overall visibility in the region. In this context, UNDP has facilitated the establishment and management of a large variety of ODA implementation modalities ranging from **trust funds, challenge funds, experience sharing mechanisms and calls for project proposals**, partnering with line ministries and other national institutions, civil society organizations and private sector companies to enable the transfer of the donor's transition experience and knowledge to its ODA priority countries.

General or thematic calls for proposals

During the past decade, the UNDP has facilitated the management of emerging donors' calls for proposals with the aim of ensuring uninterrupted, open and transparent delivery of ODA, while at the same time supporting the establishment and operationalization of donors' implementation capacities and mechanisms. To this end, the UNDP has facilitated two types of calls for proposals, where:

- Project identification (selection of projects) was managed by the donor, while the implementation was performed by UNDP, either directly (in partnership with public institutions) or through management of micro capital grants to NGOs (e.g.. almost 100 ODA projects were implemented by UNDP in partnership with Romanian NGOs and public institutions);
- Project formulation and/or project identification were managed by UNDP, while the implementation was entrusted to legal entities from the donor country for experience sharing purposes. This modality was also conceived as a capacity building exercise / experimentation on project formulation for bilateral ODA programming. (E.g. programming part of Slovakia's bilateral ODA for Moldova).

Establishment of ODA Trust Funds

UNDP has established trust funds with Europe and CIS donors for nearly two decades, using UNDP's global Country Office infrastructure and implementation capacity. The Czech Republic was the first donor country in the region that started a systematic promotion of transitional experience and ODA activities in cooperation with UNDP. Such Trust Funds support development activities that most of the time involve sharing of experience, best practices and lessons learned from the donors, while UNDP enjoys shared responsibility for programming (jointly with the donor) and full responsibility for the implementation (mostly through its network of Country Offices), monitoring and evaluation of the contributions (e.g. Russia-UNDP Trust Fund for Development and Czech-UNDP Trust Fund).

Among other benefits, such management arrangements secure a rapid, relatively low-cost solution to design and implement high-quality development projects that respond to the real needs of the respective donors' partners, that are well monitored and more efficiently synchronised with the activities of other donors present in the same country.



Challenge Funds for private sector and other entities

UNDP has only recently started to establish Challenge Funds with emerging donors in Europe and CIS, the Czech Republic being UNDP's first partner of this type. The Czech-UNDP Partnership for Sustainable Development Goals capitalizes upon Czech expertise and innovative solutions to address development challenges identified by UNDP Country Offices in the donor's partner countries. Such Challenge Funds are competitive and transparent financing facilities that disburse small grants to encourage the private sector develop affordable, sustainable services and goods for marginalized and underserved populations in donors' partner countries.

The main benefits of this ODA implementation modality include the focus on innovation and solution testing, the forging of partnerships and the catalytic nature of the small funding that has the capacity to mobilize additional private and public resources for solution scale up.



Experience sharing mechanisms

The main principle guiding the development cooperation policies of most donors in ECIS is the strong focus on knowledge and experience sharing, leading to a horizontal type of partnership with ODA beneficiary countries. During the past 5 years, the UNDP has substantively contributed to the development and implementation of ODA expert mobility schemes for a number of emerging donors in our region, including the Czech Republic, Romania, the Russian Federation and Slovakia.

Such expert mobility schemes are flexible, rapid reaction financial instruments that facilitate the quick transfer of donor's expertise (through both governmental and non-governmental experts) to respond to the development needs of its ODA beneficiary countries in sectors in which the donor can bring an added value. These schemes offer low-risk, low-cost and scalable development solutions while effectively using the top expertise of the respective donor.



Easy to use

It helps avoid long and bureaucratic procurement processes



Flexible

It allows immediate response to the beneficiary's ad hoc needs



Value for money

The assistance is strategically placed and timely delivered



Forges partnerships

It encourages network development and best-practice sharing among homologue public institutions



Seed funding

Used to explore new projects and partnerships

Existing mobility schemes models in our region:

1) Short-term/ rapid reaction mobility scheme

Together with UNDP, the Czech Republic¹, the Russian Federation and Romania² have developed and implemented a variety of short-term mobility schemes that facilitate on-demand experience-sharing missions of governmental experts, NGO representatives and/or consultants of up to 3 months. The scheme can be made available throughout the year on a rolling basis (Romanian and Czech models) or run in phases through calls for proposals (Russian model, with the calls for proposals being run with UNDP Country Offices). **The eligible activities** of these mobility schemes usually include study tours, workshops and trainings in the beneficiary and/or donor country; small scale feasibility studies; needs assessments and fact finding missions that could potentially generate new projects and partnerships; bilateral consultations and peer-to-peer learning; mentorship and job-shadowing missions to build capacities of partner institutions.

¹ Additional information on the Czech-UNDP Trust fund is available online at http://www.eurasia.undp.org/content/rbec/en/home/about_us/partners/czech-undp-trust-fund.html

² Detailed information about the Romanian Mobility Fund for Governmental Experts can be accessed here: <http://roaid.ro/en/post/mobility-fund-for-governmental-experts-428>

Such experience sharing schemes are most effective when accompanied by a mapping of existing expertise in the respective donor country (please see **Development of Expert Rosters** under **Module II: Capacity building programs**), allowing for a more effective identification and management of available resources.

2) Longer-term experience sharing scheme

The longer-term solutions include secondments that can last from 3 to 6 months (Russian model) or up to 1 (one) year or more (Slovakia and the Czech Republic models), depending on the scope of the programme (for more information, please see **Secondments in UNDP** under **Module II: Capacity building programs**).

CZECH EXPERT ON DEMAND

- Thematic focus: environment, energy and agriculture, economic transformation, democratic governance and health;
- Addressed to individual consultants;
- The expertise can be requested throughout the year by UNDP Country Offices through the UNDP-Czech Trust Fund;
- Assignments must last up to 3 months and can include small-scale feasibility studies, on-site assessments, scoping missions, contributions to trainings, workshops, etc;
- Average yearly budget: 85.000 USD

ROMANIAN MOBILITY FUND FOR GOVERNMENTAL EXPERTS

- Thematic focus: transition to democracy (reconstruction of the state, democratic governance, administrative reform, support for the civil society, the media, and conflict resolution); support for agriculture and sustainable economic growth; environment protection; health and education;
- Addressed to public servants / government experts from Romania and partner countries (all beneficiary countries of official development assistance, as per the OECD-DAC list);
- The expertise can be requested throughout the year by public institutions from beneficiary countries;
- Until recently, the Mobility Fund was implemented by UNDP as part of the Romania ODA Partnership;
- Average yearly budget: 50.000 - 100.000 USD;

RUSSIAN EXPERTS ON DEMAND PROGRAMME

- Thematic focus: food security and social protection, trade capacity development and economic integration, infectious and non-infectious diseases, sanitary and epidemiological safety, phyto-sanitary and veterinary control, education, disaster risk reduction and prevention, sustainable energy;
- Addressed to independent consultants or civil servants from the Russian Federation;
- Ran as part of the UNDP-Russia Trust Fund through regular calls for proposals addressed to UNDP country office in Armenia, Azerbaijan, Belarus, Cuba, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Serbia, Tajikistan, Uzbekistan, Turkmenistan; maximum duration: 3 months;
- Average yearly budget: 70.000 USD;

RUSSIAN SECONDMENTS PROGRAMME

- Addressed to civil servants from the Russian Federation;
- Secondment duration 3-6 months;
- Secondees will be placed primarily in CIS UNDP Country Offices (Armenia, Belarus, Kyrgyzstan, Tajikistan), UNDP IRH and UNDP HQ;
- Average yearly budget: 100.000 USD.

05 Module V

ODA

communication support services



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In the recent years, in line with its aid effectiveness service line offered to Europe and CIS donors, UNDP has provided a vast range of communications support services to donors like Romania, Turkey, the Russian Federation and the Slovak Republic, to enhance the visibility of their development cooperation efforts and sensitizes the public to the most pressing international development priorities in the world. These include, among others, support in the development of **communications strategies and action plans** (Romania and Slovakia), **national communication and awareness raising programs** (such as the European Year for Development 2015 campaign in Romania), facilitation and organization of **high visibility events** for the benefit of donors like Russia, Turkey, Romania and Slovakia, development and management of **communications-focused partnerships** with NGOs, public institutions, academia, media outlets and cultural institutions, development of **tailored ODA websites** and dedicated **social media channels** (Facebook, Instagram, YouTube), development of donor **brand identity**, visibility guidelines and **communication products**.

Strategic Support on ODA Communication

Since 2013, UNDP has been helping donors in the region to develop tailored ODA **communication strategies and action plans** in view of raising public awareness on international development matters, enhancing their donor visibility at home and abroad and increasing transparency and visibility of donors' development interventions in partner countries. The strategies are now owned by UNDP's donor partners and serve as the backbone of all their ODA communications interventions.

Development of communication tools and channels for increased transparency and visibility

To further strengthen the effectiveness of their ODA communication efforts, UNDP has been supporting donors to develop their individual **development cooperation brand identity**. This process included, amongst others, the development of personalized logos, typography, colours, packaging, messaging and taglines summarizing donors' vision, niche and approach to international development (e.g. highlighting the country's EU transition expertise and the focus on a horizontal type of partnership with its ODA beneficiaries, in the case of most EU13 Member States).

Based on donors' brand identity, UNDP developed dedicated ODA official **websites**, owned and eventually managed by the national ODA coordinator. The websites are designed to include materials targeting both specialized public in a donor country (such as information on ODA legal and institutional frameworks, ODA strategies and annual work plans, ODA call for project proposals), and the general public (such as news on international development, success stories, videos and concrete project results).

In addition, to temporarily fill capacity gaps, the UNDP set up and curated content for a number of **social media channels** such as Facebook, Instagram, and YouTube. Management of these channels included generating substantive content, producing or procuring visual content, editing, copywriting, and other tasks, depending on the communications activity and type of social media channel used.

With the view of enhancing ODA transparency and awareness raising, UNDP has supported partners in drafting and publishing **annual reports and a variety of communication materials and publications** that present donors' contributions to beneficiary countries and highlight flagship ODA interventions and results.



Development of ODA comms partnerships and events management

To enhance donors' ODA profile at home and abroad, and to raise public awareness about their interventions in partner countries or international development matters in general, UNDP has facilitated **emerging donors partnerships with various stakeholders** from local NGOs to artists, journalists, film festivals and international institutions like the European Commission.

For example, UNDP was the national implementer of the *European Year for Development 2015 (EYD2015)* in Romania, partnering with the European Commission and the MFA to bring information about the 2030 Agenda for Sustainable Development and Romania's interventions in partner countries to over 3 million Romanian citizens. The results went beyond public communication, reaching a high level of institutional ODA awareness and advocacy within the MFA, the Romanian Parliament and other public institutions. It also resulted in a higher number, quality and diversity of partnerships with NGOs, academia and media associations.

Being at the forefront of the international development agenda, UNDP supported ECIS donors to organize **high-visibility events** to strengthen their positioning and better define their niche on the international development scene (e.g. for Russia, Turkey, Romania and Slovakia). Such support included high level side events under the European Development Days (Romania), high level events led by EU Member State donors under their EU Council Presidency mandates (Slovakia), and other regional or global forums, conferences and summits, such as the World Humanitarian Summit (Romania and Turkey), the G8/7 and G20 Summits (the Russian Federation and Turkey), and the High Level Political Forum (the Russian Federation).