

UNITED NATIONS DEVELOPMENT PROGRAMME



GLOBAL PROJECT FOR MANAGING DEVELOPMENT COOPERATION EFFECTIVELY



ANNUAL STATUS REPORT

2019

UNDP GLOBAL PROJECT CONTRIBUTING PARTNERS

In 2019, contributions to the Global Project from Bangladesh, Canada, European Commission, Germany, and Switzerland were utilized in line with the Global Project Document and the Global Partnership for Effective Development Cooperation 2017-2018 Work Programme and to support the development of a new Work Programme (2020-2022).



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ACRONYMS

AAAA	Addis Ababa Agenda for Action
AIMS	Aid Information Management System
AMP	Aid Management Platform
BPPS	Bureau for Policy and Programme Support (UNDP)
CSO	Civil Society Organization
DFA	Development Finance Assessment
FfD	Financing for Development
GPEDC	Global Partnership for Effective Development Cooperation
GPI	Global Partnership Initiative
HLM2	Second High-Level Meeting of the GPEDC
HLPF	High Level Political Forum
INFF	Integrated National Financing Framework
JST	UNDP-OECD Joint Support Team
LDC	Least Developed Country
NOD	Nairobi Outcome Document
ODA	Official Development Assistance
PSE	Private Sector Engagement
SDGs	Sustainable Development Goals
SLM	Senior-Level Meeting of the Global Partnership
SSC	South-South Cooperation
UNGA	United Nations General Assembly

Country Ownership



Countries set their own national development priorities, and development partners align their support accordingly while using country systems.

Focus on Results



Development co-operation seeks to achieve measurable results by using country-led results frameworks and monitoring and evaluation systems.

Inclusive Partnerships



Development partnerships are inclusive, recognising the different and complementary roles of all actors.

Transparency and Mutual Accountability



Countries and their development partners are accountable to each other and to their respective constituents. They are jointly responsible for ensuring development co-operation information is publicly available.

17 PARTNERSHIPS FOR THE GOALS



EXECUTIVE SUMMARY

STEPPING UP TO GLOBAL AGENDA

The international community has decided what it wants to achieve in the Sustainable Development Goals (SDGs), and a framework for what it needs in the Financing for Development (FfD) process. The scale of ambition called for in the 2030 Agenda for Sustainable Development has also moved decisively from whole-of-government to whole-of-society. Yet, four years since the adoption of the SDGs in 2015, the SDG 2019 Report noted that global response has not been ambitious enough. While progress has been made in some areas, waning commitment to a rules-based international order and growing protectionism, coupled with persistent universal challenges – climate change, protracted conflict, mass migration, persistent poverty and inequalities - threatens the realization of the 2030 Agenda.

In these increasingly challenging environments and now compounded by the global COVID-19 pandemic, making the 2030 Agenda a reality and driving the [“Decade of Action”](#) requires urgent additional actions - not only mobilizing a diverse range of public and private resources but also a stronger focus on the quality of cooperation and partnerships. In light of this, complementing the SDGs and FfD process by addressing *how* we partner and work together – based on the internationally-agreed effectiveness principles – will be key to the ‘trajectory shift’ that is required:

- Ownership by partner countries
- A focus on results
- Inclusive partnerships
- Transparency & mutual accountability

These are the [principles of effective development cooperation](#), guiding efforts to advance effectiveness of development efforts by all partners, and were endorsed in [Busan](#) (2011) and reconfirmed in [Nairobi](#) (2016). The principles build on aid effectiveness adopted in [Paris](#) (2005). The commitment to effective partnerships – those that are inclusive, equal and empowered – is enshrined as a global goal in itself, as well as a means of implementation. This is clearly set out in [SDG17](#) and [the Addis Ababa Action Agenda](#) (AAAA), which highlights the importance of improving the quality, impact and effectiveness of development cooperation.

These global commitments recognize the centrality of the effectiveness principles of country ownership, focus on results, inclusive partnerships, and transparency and mutual accountability to the achievement of long-lasting development results.

GLOBAL PARTNERSHIP SUPPORTING EFFORTS FOR MAXIMIZING THE EFFECTIVENESS

The [Global Partnership for Effective Development Cooperation](#) (the Global Partnership) is the primary multi-stakeholder vehicle for driving development effectiveness efforts. Under the leadership of the [four Co-Chairs](#) and 25 member Steering Committee, the Global Partnership aims to advance the effectiveness of development efforts by all actors, to deliver results that are long-lasting and contribute to the achievement of the SDGs. Its work is guided by a biennial programme of work that is the primary instrument for ensuring clear targets and responsibilities for implementation of Global Partnership's activities in any two-year period. The stakes are high to keep the political momentum and technical support for implementation of the development effectiveness principles to ensure that development resources and partnerships deliver maximum impact and achieve the SDGs by 2030.

In 2019, the Global Partnership concluded the implementation of its first biennial [Work Programme \(2017-2018\)](#), and hosted its first Senior-Level Meeting (SLM) on 13-14 July 2019, on the margins of the United Nations High-Level Political Forum on Sustainable Development (HLPF) in New York. The 2019 SLM was the occasion to bring together key decision-makers and senior representatives (i.e. Vice-Ministers, Directors-General, Permanent Secretaries, civil society representatives, and heads of organizations and CEOs) to:



- **Affirm effectiveness as an essential driver for sustainable development actors for the changes needed to accelerate efforts towards the 2030 Agenda;**
- **Expand the effectiveness ‘network’ by convening development actors on a more equal footing:** a global and multi-stakeholder constellation of key decision makers from governments, multilateral organisations, civil society, the private sector, trade unions, parliaments, foundations and academia;
- **Explore effectiveness challenges and priorities for the future:** with discussions of cross-cutting and emerging issues in development effectiveness, to help identify priorities, especially to reach those furthest behind.

A “[Joint Statement](#)” by the former Co-Chairs of the Global Partnership (Bangladesh, Germany, Uganda and the non-governmental Co-Chair) highlighted that “*the core objective of effective development cooperation is to improve development results at country level*”. The statement also underscored the value of the Global Partnership as a multi-stakeholder platform in contributing to building better partnerships, strengthening and promoting an evidence-based approach to effectiveness, and demonstrating impact of effectiveness to deliver SDGs and reaching those left behind faster. In this context, the statement also highlighted the intention of the Global Partnership to continue adapting to the demands of the SDGs and the 2030 Agenda for Sustainable Development.

UNDP SUPPORT FOR EFFECTIVE DEVELOPMENT COOPERATION THROUGH THE GLOBAL PROJECT IN MANAGING DEVELOPMENT COOPERATION EFFECTIVELY

UNDP supports the Global Partnership for Effective Development Cooperation, together with OECD in its role as the OECD/UNDP Joint Support Team. UNDP's support to the Global Partnership draws on UN and UNDP's existing mandate to build, develop and strengthen national capacities for mobilizing and effective utilizing of international development cooperation, financing, innovation and knowledge-sharing. UNDP's role in the OECD/UNDP Joint Support Team builds on UNDP's expertise and a track record of supporting countries in establishing and strengthening country-led policy and institutional reforms for better development coordination and management of diverse and new partnerships. As such, UNDP's support to the Global Partnership is provided and managed through the *Global Project on Managing Development Cooperation Effectively* (hereafter the *Global Project*).

The main objectives of the Global Project centers around supporting:

1. Policy and institutional reforms and capacity strengthening for advancing the effectiveness of cooperation at country level through evidence, data and knowledge products and tools;
2. Global evidence-based policy dialogue and multi-stakeholder partnerships for more effective cooperation.



These are in line with the [UNDP Strategic Plan 2018-2021](#), which recognizes an increasingly interconnected world that requires managing the interdependence of policy choices relating to development cooperation allocation and use of financing instruments and partnership modalities. It underscores the importance of better collaboration across public, private, international and national sectors to deliver impact at scale and utilize limited resources efficiently.

These objectives remained unchanged, contributing to the implementation of the Global Partnership Work Programme (2017-2018) which was extended until mid-2019. The Global Project also supported the successful organization of Global Partnership's Senior Level Meeting in 2019 as well as continued providing the JST institutional support as Global Partnership's new leadership designed its new Work Programme.

In 2019, the *Global Project* contributed substantively to effectiveness results and Global Partnership's accomplishments in support of the Global Partnership Co-Chairs and Steering Committee and in working together with OECD.

The following are the key highlights on results and achievements of 2019:

New data and evidence on the state of effectiveness were generated to inform actions to make cooperation more effective. The collection and data analysis on progress made towards implementation of the effectiveness principles was launched by the third monitoring round of the GPEC in June 2018 with 86 partner countries and territories participating. The data collected was compiled into the [2019 Progress Report "Making Development Cooperation More Effective"](#) to provide a significant evidence to global decision-making and development effectiveness dialogue in 2019 (such as 2019 UN High Level Political Forum). [86 Monitoring Profiles](#) were produced to support countries using the results to inform their policy, institutional and coordination reforms for more effective cooperation and partnerships.

Policy and institutional arrangements strengthened in order to engage a full variety of stakeholders and ensure effective management of all development resources, including through the Global Partnership workstream, *Enhanced Effectiveness at Country Level*. In 2019, this involved supporting country level efforts implement the effectiveness principles through nine country pilots, as well as facilitating knowledge exchange and peer learning through support to a pilot conclusion workshop and launching the [Compendium of Good Practices](#). In addition, the Project previously supported several countries implementing the Development Finance Assessments (DFAs) over the last 3 years. With the establishment of UNDP's SDG Financing Hub, the work on the DFAs has now been institutionally scaled up, under the leadership of the SDG Financing Hub. In 2019, the Project continued contributing to positioning the role of effectiveness in country-led efforts in establishing/strengthening the [Integrated National Financing Frameworks \(INFFs\)](#) and continued informing the work of operationalization of Integrated National Financing Frameworks (INFFs).

Heightened attention on effective Private Sector Engagement (PSE) in development cooperation supported. In 2019, and as result of an extensive multi-stakeholder consultation process (see [2018 Annual Status Report](#)), the Global Partnership successfully launched the [Kampala Principles on Effective Private Sector Engagement in Development Cooperation](#). These five Principles provide guidance on the effective use of international public resources in multi-stakeholder partnerships with the private sector. They address key challenges and opportunities for better country ownership, fostering trust and mutual benefits, increased transparency and accountability and a stronger focus on risk sharing approaches that can help reaching the ones furthest behind. In this area of work led by Germany, UNDP facilitates partner country engagement and, together with the OECD, provides organizational support, guidance, advise and background research to the Global Partnership Business Leaders Caucus and the PSE Working Group with regards to the implementation of the Kampala Principles on the ground and related advocacy and outreach.

Country-led efforts to strengthen the effectiveness of South-South Cooperation (SSC) supported. Building on 2018 support to Mexico to develop an [approach to monitoring the effectiveness of SSC](#), UNDP engaged with Southern providers to better understand the diversity of SSC with an aim to inform further adaptations of the SSC monitoring approach. This work was showcased at a [BAPA+40 side event](#), at which UNDP brought together SSC provider representatives to discuss how the effectiveness principles are being applied in their work.

Global Partnership's Knowledge Sharing Platform launched in July 2019, to promote vibrant and dynamic knowledge-sharing on best practices for increasing the effectiveness of development cooperation. The Platform also provides a space for practitioners, networks, working groups and initiatives to collaborate on issues related to effective development cooperation, with 260 knowledge resources available across constituencies and institutions.

The Global Partnership Co-Chairs continued leading the work of the Global Partnership and the Steering Committee remained fully engaged and strategically guided the **implementation of Global Partnership's Work Programme and the organization of the Senior Level Meeting**. The [17th Steering Committee Meeting in Kampala, Uganda](#) reviewed the implementation status of the Work Programme 2017-18 and endorsed the Senior Level Meeting's agenda and preparation plan.

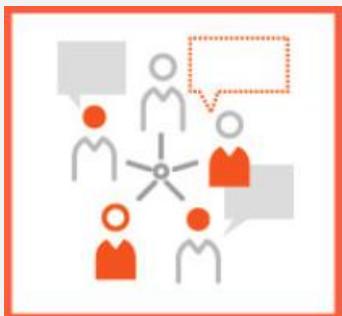
Global Partnership's first Senior Level Meeting brought together more than 500 policy makers and practitioners from governments, civil society, parliaments, multilateral organizations, the private sector, philanthropy, academia and others who affirmed effectiveness as an essential driver for sustainable development. Participants also included government officials from over 70 developing countries. The

meeting highlighted that development Effectiveness is a cornerstone for sustainable development and presents means and tool to accelerate the achievement of the SDGs.

The **Busan Partnership Forum**, hosted by the Ministry of Foreign Affairs, Republic of Korea, brought together around 200 participants from national governments, academia, civil society, and other stakeholders. The Forum exchanged idea on how the Partnership may need to re-orient its work, by focusing on new learning to “push the needle” on the effectiveness narrative and making sure that it responds to evolving development realities.

The **Global Partnership leadership transition successfully managed**. The Global Partnership’s new leadership team developed the [Co-Chairs’ Strategic Proposal for the 2020-2022 GPEDC Work Programme](#). The [18th Steering Committee Meeting in Seoul, Korea](#) endorsed its strategic direction for the new Work Programme and sets a motion for an inclusive multi-stakeholder programming process.

Taking forward the deliberations of the 2019 SLM, under the new leadership of the Global Partnership (Bangladesh, Democratic Republic of Congo, Switzerland, and non-governmental Co-Chair), the Global Partnership’s strategic direction for 2020-22 will focus on the following [Strategic Priorities](#):



Development effectiveness for accelerating implementation of the 2030 Agenda with a strong focus on demonstrating SDG impact of effectiveness, and effective support to strengthened data and statistics

Building better partnerships to improve and unlock the potential of a ‘whole-of-society approach’ to partnerships, building on our work on private sector engagement, triangular co-operation and creating space for other stakeholders to engage, recognizing the importance of fostering concrete synergies in the contributions of different partners

Leveraging monitoring for action to facilitate follow-up action and support the use of monitoring data for policy dialogue to identify innovative solutions and address unfinished business

Within each Strategic Priority, the 2020-2022 Work Programme will support diverse work-streams (Action Areas) leaded by various entities underpinned by opportunities at the country level. Such ambition will require a collective and holistic, structured and effective way for facilitating partner country engagement in a way that is based on the on-going country-led development coordination and effectiveness efforts. Equally, the Work Programme also calls for collective efforts of Global Partnership’s partners to demonstrate impact of effectiveness, generate and share evidence and knowledge and reinvigorate political momentum and outreach. With the development of the new Work Programme, UNDP’s Global Project will also be amended in order to adjust its work plan to fully meet the expected role of UNDP in supporting country and stakeholder-led efforts and engagement in effective development cooperation as part of the OECD/UNDP Joint Support Team.

ACKNOWLEDGMENTS

This 2019 Annual Status Report aims to provide an overview of UNDP's global and country-level work in improving the effectiveness of development cooperation, drawing on the expertise and experience of its Regional Bureau and Country Offices and in collaboration with development partners. The report will showcase UNDP work, achievements and results in 2019 through the Global Project on Managing Development Cooperation Effectively interlinked with GPEDC Work Programme.

The report is prepared by the Effective Development Cooperation Team from UNDP's Bureau for Policy and Programme Support (BPPS), led by Ms. Yuko Suzuki Naab, under the direction of Ms. Margaret Thomas, Director, Effectiveness Group.

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Supporting effective
co-operation at the country
level



Monitoring the commitments
of all partners



Sharing knowledge of
successes and innovative
solutions



Scaling up engagement of
the private sector through
co-operation



Learning from different kinds
of partnerships



Strengthening political
momentum for effective
co-operation

GLOBAL LEVEL

UNDP SUPPORT TO EFFECTIVE DEVELOPMENT COOPERATION AT THE GLOBAL LEVEL

UNDP through the *Global Project on Managing Development Cooperation Effectively* promotes advancing effective development cooperation at the global and country level. In particular, the Global Project is the primary instrument of UNDP to support the Global Partnership for Effective Development Cooperation as part of the OECD/UNDP Joint Support Team.

The Project supports evidence-based policy dialogue that aims to demonstrate the impact of effective development cooperation and multi-stakeholder partnerships amplifying their importance for effectiveness principles in the context of the 2030 Agenda. This specific support is provided around the following two strategic components and corresponding outputs:

Strategic Component 1: Support to policy and institutional reforms and capacity strengthening for advancing the effectiveness of cooperation at country level

Output I. The Global Partnership monitoring framework is refined, strengthened and implemented to support global accountability and mutual learning on effective development cooperation.

Output II. An increased number of countries strengthen, or are taking action to strengthen, policy and institutional arrangements that support integrated approaches to planning; more efficient management of diverse development cooperation flows; enhanced coordination and stronger multi-stakeholder partnerships.

Strategic Component 2: Global evidence-based policy dialogue and partnerships

Output III. A strengthened mutual learning and knowledge exchange platform, facilitating the sharing of country-level evidence and learning from different modalities of development cooperation.

Output IV. High-level and inclusive engagement and visibility of the Global Partnership strengthened through advisory, secretariat and communication support services to the Steering Committee and the Co-Chairs of the Global Partnership.

Output V. Support to High-Level Meeting and/or Senior-Level Meeting of the Global Partnership for Effective Development Cooperation.

UNDP's support as part of the OECD/UNDP Joint Support Team is guided by the Global Partnership Co-chairs and Steering Committee. As such, the Global Partnership's Work Programme provides a contour for the Global Project on Managing Development Cooperation Effectively. In this vein, it is essential that the Global Partnership work continues to be informed by the realities,



opportunities and challenges faced at country level through strengthened partner country engagement in the work of the Global Partnership. The launch of the Global Partnership's [Knowledge Platform](#), coupled with secretariat support to the Steering Committee meetings, aims to bring perspectives, knowledge and information from partner country governments and stakeholders. Additionally, complementary support to global, regional and/or specialized dialogues led by Global Partnership stakeholders provides an opportunity for bringing countries and partners beyond the Steering Committee to engage directly for effectiveness discussions to shape global policy discourse on effective development cooperation. Further, guided by the GPEDC Co-Chairs and Steering Committee, the *Global Project* supported the organization of its first Senior-Level Meeting (SLM) in New York in July 2019, including communication, logistic and facilitation of travel for participants from developing countries.

This global overview section highlights key activities of UNDP that were accomplished in 2019 to support the Global Partnership for Effective Development Cooperation through the Global Project.

SUPPORT TO POLICY AND INSTITUTIONAL REFORMS AND CAPACITY STRENGTHENING FOR ADVANCING THE EFFECTIVENESS OF COOPERATION ON THE GROUND

- I. *The Global Partnership monitoring framework is refined, strengthened and implemented to support global accountability and mutual learning on effective development cooperation*

The 2018 Global Partnership Monitoring Round. The Global Partnership monitoring framework is one of the flagship instruments of the Global Partnership for Effective Development Cooperation to generate country-level data and evidence on development effectiveness. It tracks progress against implementation of [effective development cooperation principles](#) (country ownership, focus on results, inclusive partnerships, and transparency and mutual accountability) and informs three SDG global indicators (SDG 5.c.1, SDG 17.15.1 and SDG 17.16.1). Following the refinement of the Global Partnership monitoring in 2017-2018, which explored stronger consideration of monitoring with SDG framework as well as a context specific approach to effectiveness monitoring in fragile and conflict-affected countries, the third-round monitoring process was concluded in 2019, with 86 partner countries and territories, in collaboration with more than 100 development partners, providing data as part of the monitoring exercise. The record number of partner countries undertaking the effectiveness monitoring is a testimony that the effectiveness agenda remains

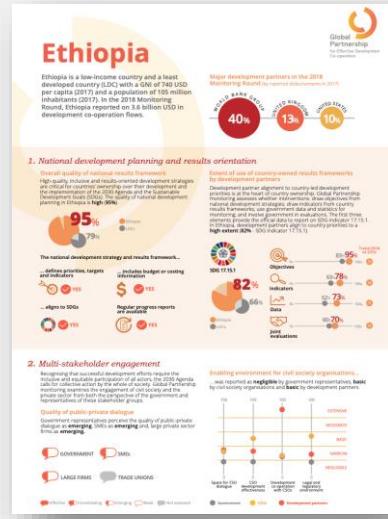
relevant in country-led efforts to drive inclusive and effective partnerships for 2030 Agenda. UNDP together with OECD supported country-led monitoring process through continuous helpdesk support to partner countries, quality assurance and provision of demand-driven technical and advisory support.



2019 Global Partnership Progress Report: Making Development Cooperation More Effective. The OECD/UNDP Joint Support Team has a responsibility to develop, refine and implement the global methodology for monitoring the implementation of agreed commitments for endorsement by the Steering Committee. It also has a responsibility to produce and disseminate relevant analytical work, including global reports based on monitoring of agreed commitments, as per the Busan Partnership Document as well as the Nairobi Outcome Document. In line with this mandate and based on data generated from the 2018 Global Partnership

Monitoring Round, UNDP together with OECD produced the [2019 Progress Report “Making Development Cooperation More Effective”](#). There are two parts for the 2019 Progress Report: Part I) examines how partner countries are putting in place the building blocks for an effective, ‘whole-of-society’ development effort and; Part II) focuses on how effectively development partners support such country-led efforts. The Progress Report provides analysis and evidence to inform governments and partners to forge collective actions for more effective partnerships needed to achieve the 2030 Agenda. The 2019 Progress Report informed the development effectiveness dialogue at the Global Partnership’s Senior Level Meeting in 2019.

86 Individual Country and Territory Profiles. Using the data generated by governments and development partners for the 2018 Monitoring Round, [86 Individual Country and Territory Profiles](#) were produced in 2019 by the OECD/UNDP Joint Support Team to complement the 2019 Global Progress Report. Each country profile provides a snapshot of a country or territory’s progress in achieving more effective development cooperation. In order to implement, measure, follow-up and review changes at the country and local levels, the specific objective of each Monitoring Profiles was to establish a concrete evidence-base for tracking and analyzing progress in effective development cooperation, taking into consideration country context and typology in assessing progress and bottlenecks, sharing good practices and lessons learned, and facilitating policy dialogue at national, regional and global levels. Due to resource constraints whereby, no specific resource was made available to produce country and territory profiles, the individual profiles were produced using only the data generated from the 2018 Monitoring Round, without additional country-level analysis, scoping and dialogue. Thus, it was not possible for the profiles to include specific policy and partnership recommendations for more effective cooperation at country level.



The Data Visualization Dashboard. Global Partnership Monitoring Results are further shared through an interactive [Data Visualization Dashboard](#), which was developed in 2017. This visualization tool allows users to: 1) view results for specific country or development partner; 2) explore progress in different areas of effective development cooperation by viewing performance overtime; 3) compare the results of countries or development partners within similar region or context; 4) discover how country or organizations are implementing effectiveness commitments. Following the conclusion of the 2018 Monitoring Round new data for all reporting entities was added. The Dashboard also includes data from the 2005, 2007 and 2010 [Paris Aid Effectiveness monitoring process](#) to better illustrate historical trends for relevant indicators.

Developing approaches to measure the effectiveness of South-South Cooperation (SSC). In 2019, the Global Partnership continued work to adapt its monitoring framework to reflect the challenges and opportunities of the 2030 Agenda and the SDGs. This adaptation is informed from country-led initiatives to adapt the Global Partnership monitoring’s indicator framework to ensure its relevance to specific cooperation contexts of South-South Cooperation partners. For example, the Government of Mexico spearheaded an initiative to develop an approach to monitor the effectiveness of its SSC, and conducted a national data collection exercise, in which over 100 stakeholders from across the national government, civil society and the private sector participated in 2017 and 2018. Building on this initiative, UNDP engaged several Southern providers to begin to gauge the applicability of the Mexico pilot framework to other contexts. Officials from Chile, Indonesia, Malaysia and South Africa participated in an online questionnaire, followed by a series of interviews. These consultations examined how SSC is organised and provided, including whether these

providers have national and sub-national strategies in place to guide cooperation, the process for deciding on SSC interventions, including how these arrangements are formalised and which stakeholders are involved at different stages of providing cooperation. The results of the Mexico pilot exercise and the perspectives of these other Southern providers were shared during a UNDP-supported BAPA+40 side event, [Ensuring Effective South-South Cooperation to Accelerate Achievement of the 2030 Agenda](#), which took place on 21 March 2019 in Buenos Aires, Argentina. These member states led initiatives have informed the [Outcome Document of the Second High-Level United Nations Conference on South-South Cooperation \(BAPA+40\)](#), which recognizes the need to enhance the development effectiveness of SSC while still acknowledging the unique nature of SSC partnerships. This work was further showcased at the [2019 Senior-Level Meeting](#).

- II. *An increased number of countries strengthened, or are taking action to strengthen, policy and institutional arrangements that support integrated approaches to planning; more efficient management of diverse development cooperation flows; and enhanced coordination and stronger multi-stakeholder partnerships*

Mainstreaming effectiveness principles at country level through nine GPEDC Country Pilots. The Global Partnership's 2017-2018 Work Programme operationalizes the commitments made at its [Second High-Level Meeting \(HLM2\)](#) in December 2016. In this Work Programme, among other crucial priorities, the Global Partnership placed renewed focus on providing support to partner countries in mainstreaming the effectiveness principles into their development cooperation practices, though its workstream, *Enhanced Effectiveness at Country Level*. The aim of this workstream was to support partner country governments in strengthening the policy and institutional arrangements necessary to not only mobilize new partners and new sources of finance, but to ensure that all development resources are used as effectively as possible. The core of this workstream was the undertaking of nine country pilots. UNDP supported the design of pilot projects in Bangladesh, Cambodia, El Salvador, Georgia, Kenya, Malawi, Mexico, Rwanda and Uganda, and coordination of the Country Level Implementation Working Group. The [GPEDC country pilots](#) were selected in consultation with respective governments and based on a global mapping of country experiences which drew on UNDP's relevant experience at the country level. A set of selection criteria was used to ensure government commitment to participate, regional balance and diverse country typologies.

The focus and design of the pilots varies from country to country, depending on effectiveness needs, but the overall aim of the pilot approach is to understand the types of activities taking place, to build and strengthen the mechanisms underpinning effectiveness, and to document best practices , developing stories around the following areas:

- establishment or strengthening of development cooperation policies and/or strategies that go beyond traditional aid management;
- establishment or strengthening of multi-stakeholder engagement platforms that include the full range of development stakeholders;
- establishment or strengthening of mutual accountability or transparency systems; and
- efforts undertaken to strengthen the management of diverse development cooperation, including efforts to understand the country's overall financing landscape.

The pilots were launched at the ["Country Level Implementation Pilot Launch" Workshop](#), 22-23 February 2018 in Addis Ababa, and the implementation of these country pilots continued until April/May 2019.

Country pilots were financially supported through Development Partners' country offices/projects, including Germany, the EC, UNDP, UK/DFID. In the case of Uganda, German funding was channeled through the Global Project. The outcome of this pilot is provided below:

UGANDA PARTNERSHIP REVIEW

(COUNTRY PILOT FUNDED BY MBZ/GERMANY THROUGH THE GLOBAL PROJECT)

Understanding that effective development cooperation is important in supporting Uganda's long-term development progress, Uganda's Partnership Policy (approved in 2013) sets out principles for the management of the relationship between the Government and development partners, within the context of the Uganda National Development Plan (NDPII).

The policy defines the roles of key government authorities and aims to strengthen overall coordination and alignment of development cooperation. To support the policy, the Government and development partners agreed on a framework for joint dialogue, which includes instruments of the Partnership Policy, a high-level National Partnership Forum (NPF), a technical NPF and engagement through SWGs and a Local Development Partners Group (LDPG).

This cooperation architecture has not evolved with the changing country context, including a financing landscape increasingly dominated by loans and equity investments and more diverse partners that operate outside of Government systems. Such changes have made effective partnerships more difficult. To address this challenge, the Global Partnership Country Pilot in Uganda, with specific funding made available by Germany, supported a review of the cooperation architecture, aiming to provide recommendations on how to adapt mechanisms to the new country reality.

The comprehensive review examined how existing structures support implementation of the effectiveness principles and looked at lessons drawn from other countries.

The result of the pilot process was a series of options discussed among country-level stakeholders. Several suggestions included: 1) reforming the National Partnership Forum and committing additional resources to ensure it can meet the needs of all the stakeholders; 2) establish a second annual partnership event that brings together a more diverse group of stakeholders at a lower level, which could then inform National Partnership Forum dialogue; and 3) a possibility of integrating the Partnership Policy with a development cooperation policy and framework that specifically speaks to country-level effectiveness issues.

As a result, existing coordination mechanisms and ongoing integrated and inclusive dialogue, including effective engagement of all stakeholders, were strengthened and a specific roadmap for strengthened effectiveness, informing the next generation of the cooperation architecture in Uganda, was developed.

Pilot Conclusion Workshop. On 9-10 May 2019, the “[Enhanced Effectiveness at Country Level: Pilot Conclusion](#)” Workshop was held in Bonn, Germany. UNDP provided substantial technical and logistic support to the event organization. The workshop had three main objectives:



1. Learning from pilot implementation & results. The workshop provided an opportunity for systematic learning from the experience of pilot implementation. Participants shared their reflections on the pilot experience, specifically discussing how pilot activities helped to address an effectiveness challenges area, as well as challenges and successes in the implementation process. In addition to presentations from representatives of each of the pilot countries, participants met in small groups for more in-depth discussions on how to address common effectiveness issues.

2. Inputs to the 2019 Senior-Level Meeting. The objectives of the inputs for the SLM were elevating the role of effectiveness in the implementation of the 2030 Agenda; and using the latest country-level evidence to spark informed action. The workshop provided an opportunity for stakeholders to shape relevant SLM discussions.

3. Taking forward the Country-Level Implementation workstream. As the 2017-2018 Work Programme concluded at the SLM, the workshop provided an opportunity for reflection on how the next Global Partnership Work Programme might take forward support to country-level implementation of

effectiveness principles. Specifically, participants were asked to reflect on thematic effectiveness issues they would like highlighted by the Global Partnership, as well as how they consider the Global Partnership can continue to provide support to their ongoing work at country level.

Global Compendium of Good Practices. The evidence generated through the GPEDC piloting exercise in nine countries provided the basis for the [Global Compendium of Good Practices](#), supplemented by results of UNDP-supported Development Finance Assessments as well as UNDP’s mapping of country-led effectiveness efforts. The aim of the Compendium is to provide guidance to partner country governments, as well as other development actors working at the country level, on good practices for implementing effectiveness commitments including overcoming setbacks and drawing on experienced-based evidence provided by the Global Partnership community. However, the Compendium is written primarily for partner country government officials, as it is these governments that have the unique responsibility to lead whole-of-society development efforts along with diverse range of actors. The Compendium outlines common effectiveness challenges and proposes possible solutions based on practical experience of what has actually worked, while understanding that context-specific challenges require context-specific solutions. The challenges addressed are those commonly experienced across partner countries: 1) strengthening alignment and coordination; 2) supporting civil society participation; 3) engaging the private sector in dialogue; 4) maintaining accountability through parliaments; 5) understanding and managing diverse finance; 6) building strong information management systems.

Development Finance Assessments (DFAs) and Integrated National Financing Frameworks (INFFs). Continuing into 2019, the Global Project has contributed to the implementation of [Development Finance Assessments](#) (DFAs) in several countries that informed the work of operationalization of [Integrated National Financing Frameworks](#) (INFFs). The UNDP's Development Finance Assessment (DFA) is one of the tools being used to interlink financing with policy and lastly to implement INFFs. The support to INFFs is fully integrated into UNDP's SDG Finance Hub's services, which joins up with the work led by the Inter-Agency Task Force on Financing for Sustainable Development in collaboration with EU. INFFs aim to bring together public and private finance policy and institutions for mobilization and effective utilization of various development resources, building on existing planning and financing processes. As such, INFFs is a useful framework to improve the effectiveness of development cooperation by matching plans, strategies and resources from relevant stakeholders in line with national plans, priorities and strategies.

Private Sector Engagement (PSE) and the Kampala Principles. UNDP together with OECD has provided substantive, technical and operational support to the finalization and the successful launch of the [Kampala Principles on Effective Private Sector Engagement \(PSE\) in Development Cooperation](#) as well as the dissemination and advocacy around these Principles. These five Principles were developed jointly by and for partner countries and their development partners, the business community and civil society. They provide a new blueprint for making private sector partnerships that involve international public resources more effective. The Principles were endorsed by the Global Partnership's [Steering Committee Meeting in Kampala, Uganda](#) in March 2019 and subsequently launched at the GPEDC [Senior Level Meeting \(SLM\)](#) and at a side event in the margins of the 2019 UN High-level Political Forum in July 2019.

The issue areas that underpin the Kampala Principles were discussed extensively at a [Specialized Policy Dialogue on Effective Private Sector Engagement](#) and a side event on private sector engagement in South-South and Triangular Cooperation in the margins of the [Private Financing for Sustainable Development Week \(PF4SD\)](#) in January 2019 at the OECD in Paris. For these events, UNDP mobilized 30 partner country representatives to join the discussions and share their viewpoints.

In going forward, and as part of the next 2020-2022 GPEDC Work Programme, the GPEDC intends to elevate the profile of the Kampala Principles through increased awareness, buy-in and leadership that broadens the Principles' reach and influence at the country level. These efforts will be underpinned by practical case studies and pilot projects that aim at inclusive multi-stakeholder engagements, illustrate the Principles in action and provide related guidance and analysis. UNDP has supported and will continue to support the Working Group, led by Germany in this area of work with a special focus to bringing in the partner country perspective and facilitating work at the country level. Throughout 2019, UNDP helped facilitate the work the GPEDC Private Sector Engagement Working Group through consultations with stakeholders, including at the national level, advocacy and outreach with partners in the UN system and beyond as well as extensive analysis and background research, including a mapping of key actors, guidelines and countries.

GLOBAL EVIDENCE-BASED POLICY DIALOGUE AND PARTNERSHIPS

III. *A strengthened mutual learning and knowledge exchange platform, facilitating the sharing of country-level evidence and learning from different modalities of development cooperation.*

Global Partnership Knowledge Platform. Knowledge-sharing and learning are essential means to stimulate actions and innovation for more effective partnerships and cooperation. To bring these essentials to life, the Global Partnership [Knowledge Platform](#) was launched in July 2019 as an important tool to facilitate demand-

driven and stakeholder-generated knowledge-sharing and to support cultivating a stronger effectiveness community of practice. An inclusive preparatory work was undertaken in 2018 to build a demand-driven virtual platform for stakeholder-led sharing of knowledge, best practices and innovation on effective development cooperation. Its functionality and content were established through stakeholder and issue-based targeted research, informed by analytical research for the [Global Compendium of Good Practices](#).

The Platform aims to provide a one-stop digital portal for information, training, peer learning and networking around successes, bottlenecks and innovation in implementing effective development cooperation commitments. It complements the work of other relevant initiatives and networks which are producing knowledge on development effectiveness, capitalizing on the complete library of information available on effective development cooperation. Knowledge products from likeminded initiatives, platforms and networks are housed within the Platform. Currently, 260 knowledge products are available in the Platform's resource library.

To further strengthen the GPEDC as a “learning partnership”, knowledge-sharing and learning will be mainstreamed across all the GPEDC work. This means that stakeholders, while engaging in each action area, will need to embed the generation, sharing of knowledge and active use of the Platform into the core business of their work.

Global Partnership Initiatives. In 2019, Global Partnership Initiatives (GPIs) continued their active contribution to the GPEDC by directly implementing the internationally agreed development effectiveness principles and sharing their knowledge to support greater development impact. A number of GPIs were involved throughout the *Enhanced Effectiveness at Country Level* piloting work, steering the overall direction of this workstream, including through participation in the Pilot Conclusion Workshop [“Enhanced Effectiveness at Country Level: Pilot Conclusion”](#) where relevant examples of effectiveness at country level, through the direct exchange of experiences among the pilot countries, encouraged further actions for new initiatives. Several GPIs also made substantive contributions to the development of the Global Compendium of Good Practices. These experiences and lessons learned had also a significant contribution to the discussions at the GPEDC [2019 Senior Level Meeting](#) (SLM) including informing how the GPEDC can support future country-level work.

In 2019, communication activities with and between GPIs are continued through GPI-specific newsletter [“GPI Buzz”](#). The newsletter contains relevant, project-level updates on implementation of the GPEDC’s Work Programme and provides latest information on various areas of GPEDC activities for GPIs to contribute to and engage into.

Global Partnership dialogue and mutual learning spaces. Scaling-up development solutions for the SDGs requires dialogue and learning spaces that facilitate evidence-based knowledge exchange across various cooperation modalities (such as North-South, South-South and Triangular Cooperation) and stakeholder groups. Knowledge and evidence generated by the Global Partnership and its stakeholders is shared through technical exchanges and policy dialogue, which happen both virtually (through online tools, such as the above-mentioned Knowledge Platform) and face-to-face (meetings). Regarding the latter, the below represents a list of highlight events from 2019 for which substantive, technical, and administrative contributions were provided by the Joint Support Team: These events and workshops were directly funded by Global Partnership stakeholders.



and international organizations, investors, civil society, trade unions and think-tanks.

[Specialized Policy Dialogue on Private Sector Engagement](#) (16-17 January 2019, Paris). As part of the OECD Private Finance for Sustainable Development Week, this Specialized Policy Dialogue, organized by the Global Partnership, facilitated open and inclusive discussions among around 200 relevant partners to accelerate progress towards more effective PSE through development cooperation. The primary objective of the Dialogue was to foster a common understanding of the challenges and opportunities faced when implementing PSE projects at the country level and to shape PSE principles and guidelines to help scale up solutions with all partners and across sectors and regions, in the run up to the Global Partnership [Senior-Level Meeting](#) in July 2019. UNDP worked with over 40 of its Country Offices to strengthen the voice of partner countries and mobilized 30 representatives from all regions to share their viewpoints and join the discussions in Paris.



[The Global Partnership Monitoring: Fit for the Road to 2030?](#) (10-11 May 2019, Bonn). Following the completion of the data collection and validation phases of the [2018 Monitoring Round](#) and in light of the ongoing work to adapt the monitoring framework and process to specific country contexts, this event discussed how the Global Partnership monitoring exercise is currently contributing to the achievement of the 2030 Agenda, as well as how this contribution can be strengthened going forward. The event brought together 53 participants from partner countries, donors, academia, civil society and the private sector to reflect on the data collection process, the contents as well as the format of the monitoring exercise and identify common challenges, lessons and opportunities for the future.

[Innovating Partnerships with the Private Sector: How to Achieve Greater SDG Impact?](#) (16 July 2019, New York). This 2019 HLPF side event, co-organized with the Fourth Sector Group and held at the Ford Foundation, offered an opportunity for around 70 participants to discuss innovative partnerships with the private sector that use public resources in ways that contribute to the realization of the 2030 Agenda. The event launched and introduced the [Kampala Principles for Effective Private Sector Engagement \(PSE\) in Development](#)

Cooperation and invited participants to illustrate how these five Principles can be applied in specific partnerships and scaled-up across different contexts and sectors.

Financing for Development Forum Side Event "[Making Development Cooperation More Effective: Country-Level Evidence and Action to Accelerate Progress](#)" (17 April 2019, New York). Hosted by Bangladesh, Germany, Honduras, Malawi and the CSO Partnership for Development Effectiveness (CPDE), in collaboration with the Global Partnership, the event identified and showcased challenges and achievements related to effective development cooperation at the country level and facilitate knowledge exchange on practical ways forward for partner countries and development partners to jointly advance the effectiveness of cooperation and partnerships for sustainable development. The event, which brought together around 50 stakeholders, also discussed the latest emerging country-level evidence from the [2018 Global Partnership Monitoring Round](#) on the quality, effectiveness and impact of development cooperation and highlighted key issues requiring political attention and action to accelerate progress towards the achievement of the Addis Ababa Action Agenda, the SDGs and other international agreements.

IV. High-level and inclusive engagement and visibility of the Global Partnership for Effective Development Cooperation strengthened through advisory, secretariat and communication support services to the Steering Committee and the Co-Chairs of the GPEDC.

Advisory and secretariat support. During 2019, two Steering Committee Meetings were held, [17th Steering Committee Meeting in Kampala, Uganda \(26-27 March 2019\)](#) and [18th Steering Committee Meeting in Seoul, Korea \(5-6 December, 2019\)](#), to deliver strategic decisions in an inclusive and transparent manner to guide the overall direction of the Global Partnership. Specific attention should be drawn to 18th Steering Committee Meeting which focused on the [Co-Chairs' Strategic Proposal for the 2020-2022 GPEDC Work Programme](#), creating space for partners to align and contribute their own efforts on development effectiveness in next years to come. For both events, UNDP provided substantive logistical and operational support, including travel facilitation support offered to developing country participants for each Steering Committee meeting, ensuring the integrity of the Global Partnership as an inclusive platform for all stakeholders. Additionally, through advisory, secretariat and communication support services to the Global Partnership Steering Committee and the Co-Chairs, UNDP supported the GPEDC leadership to develop its strategic vision in designing 2020-2022 Global Partnership Work Programme.

Support to Global Partnership outreach and visibility efforts. As part of the support to the Global Partnership's outreach efforts to relevant international meetings and UNDP-led development processes, in 24-25 September 2019 the United Nations General Assembly (UNGA) convened a meeting of [the United Nations High-level Political Forum](#) on Sustainable Development (HLPF). At the HLPF, Heads of State and Government gathered at the United Nations Headquarters in New York to follow up and comprehensively review progress in the implementation of the 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals. In preparation for this important occasion, the Global Partnership produced a "[political brief](#)" and shared important key "[political messages](#)" derived



from the 2017-2018 Global Partnership Work Programme, the 2018 monitoring results and the recent [2019 Senior-Level Meeting](#) to strongly emphasize the contribution of development effectiveness to the 2030 Agenda. The political messages convey important commitments from Global Partnership stakeholders and demonstrate that the effectiveness principles as a basis for more equal and empowered partnerships are part of the path to inclusive and sustainable development. UNDP, as part of Joint Support Team, has also directly contributed to Global Partnership's visibility through presentations in national and regional fora, among those were:

- The Global Partnership monitoring results and the Kampala Principles were also presented by the UNDP in front of the 10 member countries and other stakeholders of the Proyecto Mesoamerica at their [First Regional Development Cooperation Forum](#) that was held in October 2019 in the Dominican Republic.
- [The Kampala Principles on Effective Private Sector Engagement in Development Cooperation](#) presented its principles in front of 100+ participants at the [13th Annual National Conference on Corporate Social Responsibility](#) (CSR), upon invitation by the UNDP Country Office in Honduras and the [Honduran CSR Foundation](#) (FUNDAHRSE).

Stories of Progress and Blog Series. UNDP continued to produce new success stories series called "[Stories of Progress](#)" which features countries that have made progress in achieving more effective development cooperation by building key policies, processes and plans at the country level. The key 2019 stories to be highlighted are: 1) [National Cooperation Policies and Effectiveness Forums: Honduras' Progress towards Achieving Sustainable Development](#) and 2) [Towards Self-Reliance: Afghanistan's Strengthened Multi-Stakeholder Partnerships and Coordination Mechanisms](#).

UNDP also continued to support GPEDC's [Blog Series](#), which offers a space for deepened discourse around development cooperation. In 2019 featured stories covered relevant topics on Voluntary National Reviews

and its current feedback from various developing countries; private sector engagement and the role of effective cooperation in it; gender budgeting and tracking its commitments; country stories behind the contribution to Global Compendium of Good Practices and more. The contributions, among others, were received from a wide array of stakeholders including government officials (Tamar Rogava, Head of Donor Coordination Unit, Administration of the Government of Georgia), GPEDC Multilateral Development Banks Working Group, academics (Dr. Elie Chachoua and Tensie Whelan, NYC Stern School of Business), UN organizations (Katherine Gifford, Policy Specialist, UN Women), international development partners (Laura Elena Carrillo Cubillas, Executive Director of Mexican Agency for Development

Cooperation) and civil society (Beverly Longid, Co-chair, CSO Partnership for Development Effectiveness).



Global Partnership Online Presence. The Joint Support Team is now in the process of consolidating the Global Partnership's online presence, merging the external website (www.effectivecooperation.org) with its [Knowledge Platform](#). The goal is to provide a one-stop-shop for the Global Partnership content, optimize resources and further engage its constituencies on the Action Areas of its Work Plan by sharing resources events and discussions. The new integrated platform aims to provide a more accessible, interactive and user-friendly online space for national stakeholders, policymakers and practitioners to instantly access key events, resources, videos, interviews, as well as country-level data and evidence. Readers from over 200 countries and territories visited the Global Partnership website in 2019, increasing the number of users by 17% and active one-day users by 53% compared to 2018. [The GPEDC newsletter](#), with 7,461 recipients and almost 7,000 subscribers, remains a key form of direct communication between the Global Partnership and its stakeholders. Social media platforms also continuously built up stakeholder engagement, with [GPEDC's Twitter](#) growing to 9,238 followers or a 14% growth in 2019, and the increased number of posts (71% more in 2019 with 531,400 impressions, compared to 2018 with 379,000 impressions).



V. Senior Level Meeting (SLM) organized to provide a forum for political dialogue and decision-making within the Global Partnership for Effective Development Cooperation.

The Global Partnership continue to position itself as an instrumental platform to uphold the effective development cooperation principles and to translate commitments, made at Busan, Mexico and Nairobi, into practice. In line with the extended cycle of stand-alone High Level Meetings of the Global Partnership as adopted at the Nairobi [Second High-Level Meeting \(HLM2\)](#), the Global Partnership for Effective Development Cooperation (GPEDC) hosted its [first Senior-Level Meeting](#) on 13-14 July 2019, on the margins of the United Nations High-Level Political Forum on Sustainable Development in New York.

The Senior-Level Meeting highlighted the importance and contribution of effectiveness by showcasing tools – from and for the country level – for making development cooperation more effective. It presented new approaches to effectiveness in different contexts and charted new ground, in view of global trends, for advancing effectiveness. It also provided deeper insights into several goals under review in the 2019 HLPF, including SDG 17 (Partnerships for the Goals), SDG 8 (Decent Work) and SDG 16 (Peace, Justice, and Strong Institutions), as well as new data on SDG 5 (Gender Equality).

The SLM presented the achievements of the GPEDC since Nairobi, and galvanized a multi-stakeholder constellation of actors for the changes needed to accelerate SDG implementation at the country level and globally, articulating some key takeaways:

1. Development Effectiveness is a cornerstone for sustainable development and presents means and tool to accelerate the achievement of the SDGs;
2. New evidence and tools on development effectiveness informs action at the global and country level and will support partners to learn from good practice, identify shortcomings and propel new solutions to tackle some of the most difficult implementation challenges to reach the SDGs;
3. Adapting development effectiveness to diverse types of partnerships and modalities is key to responding to emerging needs in different contexts.

Meeting brought together 500+ key decision-makers and senior representatives such as Vice-Ministers, Directors-General, Permanent Secretaries, civil society representatives, and heads of organizations and CEOs.

A dedicated communications strategy was developed to propose engagement opportunities to help shape the SLM, incentivize broad participation and create political momentum. Such strategy was particularly critical given the size and level of expected participation at the SLM, its proximity to the 2019 HLPF and the objective to engage all actors with a stake in development cooperation, including those less engaged in the past, such as Southern partners and the private sector. UNDP supported the implementation of the communication strategy including production of SLM video on ["What is the SLM and Why it's important for the 2030 Agenda?"](#) (used prior and during the event).

The SLM launched several important tools for making development cooperation more effective:

- [2019 Progress Report](#) showcasing 2018 global partnership monitoring results from a record 86 countries;
- [86 Individual Country Profiles](#) to make national results more easily usable;
- The new GPEDC [Compendium of Good Practices](#) compiles success stories from the country level and shows how partner countries overcome common effectiveness challenges;
- The [Kampala Principles for Effective Private Sector Engagement](#) through development cooperation to provide new guidance for governments, development partners, businesses and civil society to make private sector partnerships more effective at the country level;
- [Tailored Monitoring Approaches](#) to monitor the effectiveness in fragile context and through South-South Cooperation;
- [Voluntary Guidelines for Effective Triangular Cooperation](#);
- [SLM Co-Chairs Statement](#) to capture the latest efforts by partners on making development more effective.





COUNTRY LEVEL

UNDP SUPPORT TO EFFECTIVE DEVELOPMENT COOPERATION AT COUNTRY LEVEL

UNDP has a strong track record in supporting country-led efforts to strengthen effective development cooperation mechanisms and the partnership architecture for SDG implementation. Drawing on its integrator role, UNDP helps programme countries and different actors on the ground to “connect the dots” between complex sustainable development issues and the promotion of “whole-of-government” and “whole of society” approaches in development cooperation. Central to these approaches is strengthened and inclusive multi-stakeholder development coordination mechanisms at country level. Thus, UNDP’s in-country support has focused on various areas, including strengthening country-level policy, systems and institutional arrangements required to manage development cooperation resources in transparent and accountable ways, as well as establishing partnership modalities and strengthening multi-stakeholder collaboration platforms to deliver impact at scale and achieve national development priorities for sustainable development. Data and evidence on the state of effective development cooperation as well as knowledge sharing support of the global project and its support for the Global Partnership for Effective Development Cooperation informed in UNDP’s support at country level in various ways.

The [agreed principles of effective development cooperation](#) underpin these efforts at country level spurring effectiveness results and behavior change. Effective policies and institutional arrangements for cooperation with development partners are critical for partner countries’ ability to mobilise resources, share valuable knowledge, strengthen capacities, and incentivize multi-stakeholder partnerships. The effectiveness principles also guide development partners in refining and adjusting their policies, institutional arrangements and enabling environments with a view to strengthen effective development partnerships that lead to better impact and results in support of sustainable development.

In this context, and to enhance utilisation and management of diverse development resources, UNDP supports effective development cooperation at country level with a focus on the following enablers:

- I. Building institutions and capacity to delivery development cooperation;
- II. Establishing policies and frameworks for development cooperation;
- III. Strengthening cooperation partnerships and engagement mechanisms;
- IV. Using tools for transparent information and accountability.

The below county level section highlights some examples of UNDP support and provides a snapshot of diverse ways in which UNDP has promoted these enablers, both through the Global Project and beyond.

I. Building institutions and capacity to delivery development cooperation

Indonesia: In Indonesia, UNDP supported the establishment of the Indonesian Agency for International Development (AID), which was formally launched in October 2019. As a major achievement by the Government, this new Agency aims to enhance effectiveness and accountability in the provision of international development cooperation. The Indonesian AID will boost mutual efforts of development actors and partner countries to meet joint commitments, improve how they work together, thereby increasing development effectiveness. In this context, UNDP, with funding from Norway, supported the formulation of the Agency's policy and institutional framework, including developing strategic background papers and policy recommendations for the related governance mechanisms and strategic management. It also contributed to two regulations passed by the Ministry for Foreign Affairs on: 1) the country's cooperation strategy; and 2) selection procedures for cooperation proposals.

II. Establishing policies and frameworks for development cooperation

Cape Verde: The Government of Cape Verde addresses the country's development challenges through its [Strategic Plan for Sustainable Development 2017-2021](#) (PEDS), which is aligned with the 2030 Agenda and provides an integrated vision of structural transformations required for long-term sustainable development and resilience. The PEDS was designed using a multi-stakeholder participatory approach, ensuring involvement of the central administration and local governments, national entities and institutions, civil society organizations, the private sector and development partners. However, a strong alignment between national development strategy and local priorities remained critical for coherent planning, as it enables local entities to effectively contribute to development efforts ensuring inclusive engagement of all citizens. In 2019 therefore, 9 out of 22 municipalities adopted Municipal Sustainable Development Plans (PEMDS), which were elaborated within the PEDS policy framework and aligned with the SDGs. The PEMDS provide a practical methodology and mechanisms for resource mobilization that strengthen multi-stakeholder dialogue to promote further decentralisation. Supporting this process, UNDP launched a flagship project financed by Luxembourg called [Plataformas para o Desenvolvimento Sustentável e Objectivos 2030 em Cabo Verde](#) ([Platforms for Sustainable Development and 2030 Agenda in Cape Verde](#)) with the aim of rendering these decentralisation processes more effective and efficient. Its objective is to bring together national and local governments, the donor community, civil society and the private sector to facilitate participatory local development approaches and eventually generate financing for local development projects in all of the country's 22 municipalities. This participatory approach adds greater value in a way that benefits all citizens and ensures that no one is left behind.

Guinea-Bissau: With a view to advancing ownership of country development priorities, and at the request of the Government of Guinea-Bissau, UNDP supported the development of a Monitoring and Evaluation Framework as part of a 5-year national development plan - [Strategic and Operational Plan "Terra RANKA"](#). This process involved the alignment of the development priorities to international agendas adhered to by the country, such as the 2030 Agenda, the Agenda 2063, the SAMOA Pathway for Small Island Development States and the results of the Fragility Assessment conducted in the country in the framework of the New Deal for Fragile States. Its development was a participatory exercise, sourcing wide-ranging inputs and fostering inclusive development partnerships. It involved national ministries and public institutes, civil society, the private sector, as well as UN agencies, funds and programmes and the United Nations Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS). With UNDP support, participants were provided with training on results-based management, helping to ensure strong results framework. Consequently, the Results and Indicators Matrix of Terra RANKA was established and aligned with the international agendas at

the same time revamping the functioning of the multi-stakeholder working groups. The Matrix is also key to increase transparency and accountability as it allows the Government to measure progress of its Operational and Strategic Plan and facilitates alignment of development partners interventions aligned with national priorities.

Mexico: In 2018, one of the [Global Partnership country level implementation pilots](#) supported the monitoring exercise in Mexico¹ by working jointly with UNDP Mexico. Building on the results of the exercise, that proposed to guide national actions in strengthening Mexico's provision of development cooperation, UNDP Mexico supported the development of the Programa de Cooperación Internacional para el Desarrollo (PROCID) 2019-2024. This process involved a series of multi-stakeholder consultations in collaboration with the Mexican Agency for International Development Cooperation (AMEXCID). In September 2019, one expert focus group and three multi-stakeholder workshops were held. The process convened representatives of the Federal Administration, local governments, parliament, the private sector, academia, civil society organizations, development cooperation agencies and international organizations in Mexico and aimed to ensure an inclusive vision for the new document, reflecting the views of the different government entities and various development actors. Proposals and recommendations for PROCID priorities and objectives were generated in accordance to the National Development Plan (2019-2024) with emphasis to contribute to the 2030 Agenda.

Viet Nam: Embedding the SDGs into national development planning is critical to country-owned and country-led SDG implementation. In Viet Nam, the Government is in the process of formulating its ten-year Social Economic Development Strategy (SEDS) 2021-2030 and the five-year Social Economic Development Plan (SEDP) 2021-2025. These documents provide the strategic direction to ensure the country's sustainable development and the integration of inclusive growth principles. In addition to that, both the SEDS and the SEDP will provide enhanced tools for integrated planning, budgeting and monitoring of SDG implementation. UNDP is supporting these efforts, building on the past success and the strategic partnership with the Government, including on projects that supported the formulation of the previous SEDS and SEDPs². In partnership with other UN agencies and development partners, UNDP supported the Ministry of Investment and Planning with the formulation of the new SEDS and SEDP. This included contributing evidence for the national SDG Report, and supporting the formulation of the "[Implementation Roadmap for Vietnam's Sustainable Development Goals until 2030](#)" as well as providing specific recommendations on SDG mainstreaming across the country's national development strategies. As a result, the country is in a better position to effectively co-ordination the different actors, identify challenges, develop solutions, leverage different resource mobilization modalities as well as track progress towards sustainable development efforts.

III. Strengthening Cooperation partnerships and engagement mechanisms

Argentina: In Argentina, UNDP supports the Government in strengthening country policy frameworks and institutional mechanisms for the mainstreaming, implementation and monitoring of the SDGs at the national and subnational levels. In 2019, UNDP contributed to the generation of evidence and data on SDG financing and provided policy and institutional recommendations as a result of carrying out a Development Finance Assessment (DFA). The DFA, based on a [methodology developed by UNDP](#), provided an overview of the evolution to financing for sustainable development in the country, its allocation and contribution to SDG-

¹ The monitoring exercise in Mexico reviewed the existing GPEDC monitoring framework and developed a proposal to adjust and expand the current indicator set that properly responds to the needs of dual-role countries. Additionally, the pilot supported to improved reporting procedures and facilitation of an integrated dialogue with the private sector.

² UNDP Project "[Support development and implementing the new reform and development partnership framework to accelerate the achievement of SDGs and Agenda 2030](#)" (2019-2021)

aligned national priorities and identified key financing challenges and gaps where impact investment could be a suitable vehicle to unlock much needed resources for achieving the 2030 Agenda in the country. Based on findings from the DFA, UNDP supported the strengthening of the Argentinean impact investment ecosystem, by bringing together social enterprises, government entities, and investors to exchange knowledge and identify best practices on impact investment and to promote triple impact business strategy³ and entrepreneurship. Additionally, UNDP promoted the implementation of impact investment instruments in the country that would enhance the development of the market and direct capital towards more sustainable investments.

Cape Verde: In Cape Verde, to mobilize complimentary resources and leverage international investments, particularly from the private sector, UNDP supported the establishment of results-oriented multi-stakeholder engagement mechanisms. Carried out in close coordination with international partners and donors, this initiative culminated in two editions of the “[Cabo Verde Investment Forum](#)” in 2019, one on the island of Sal and another one in Boston, United States, where the Cape Verdean diaspora built a sizeable community. The events offered a platform for over 300 participants from the private sector, national and international financial institutions, the diaspora, academia, civil society and other development partners. The resultant investments targeted financing gaps in crucial development areas such as renewable energy, transport, tourism, the blue economy and ICT. Collectively, the signed agreements amounted to EUR 1.5 billion, culminating in a substantial pipeline of 41 transformational projects anticipated in the [Strategic Plan for Sustainable Development 2017-2021 \(PEDS\)](#).

Indonesia: In Indonesia, UNDP established an [Innovative Financing Lab](#) that operates as a collaborative platform for diverse partners, including Government, the private sector, investors and entrepreneurs, religious organizations, civil society, various UN agencies and other stakeholders interested in engaging with UNDP to develop innovative financing solutions for SDGs. The Lab’s work is structured around areas which include [Islamic finance](#), blended finance, green finance, and social impact investing. As part of the Lab, UNDP has successfully supported the Government of Indonesia in issuing the first sovereign [Green Sukuk \(Islamic bond\)](#) in the global market and domestic retail market that leveraged USD 2 billion and USD 107 million respectively to finance national climate actions. The Lab has also pioneered an SDG project that combines finance from [Islamic charity funds \(Zakat\)](#), resources from a local development Bank and GEF funding to provide poor communities with access to energy in remote areas. UNDP, through the Lab, also contributes to international development cooperation by sharing Indonesia’s experience in innovative finance at international fora with other countries, including Pakistan, Uzbekistan, Afghanistan, and Mauritania.

Along with bilateral and multilateral partners, UNDP also supports Indonesia’ Government with a first-of-its-kind integrated blended finance platform called “[SDG Indonesia One](#)”, that was established to blend public and private funds. UNDP is providing policy advise on the strategic investments facilitated through the platform as well as technical assistance to develop the project pipeline and de-risk investments. Furthermore, and as part of developing a more systematic approach to the provision of international development cooperation, UNDP supported the formulation of Indonesia’s first Regional Partnership Strategy, with a specific focus on engagement in the South Pacific. In late 2019, the approach was replicated by the Government for the formulation of Indonesia’s Regional Partnership Strategy for Africa. In 2020, UNDP will continue the development of guidelines for South-South and Triangular Cooperation programming to be used by line ministries, as well as the formulation of impact monitoring and evaluation system for Indonesia’s SSC.

³ Triple impact business strategy supports efforts to discover shared value in operational practices and in social dimensions within the competitive context have the potential not only of fostering economic and social development, but of change how companies and society mutually think of each other.

Papua New Guinea: Businesses have a critical role to play in achieving the SDGs in Papua New Guinea. UNDP, in partnership with the country's Business Council, has supported the initiation of the SDGs4Businesses Dashboard. The online platform will provide a one-stop-shop for effective business engagement around the SDGs and showcasing the important role and contributions of the private sector for sustainable development. In the spirit of the GPEDC's Kampala Principle three on fostering trust through inclusive dialogue and consultation, the Dashboard aims to serve as a structured space for such critical dialogue to discuss private sector engagement priorities across different sectors, identify solutions to shared challenges, establish relationships and build mutual trust, with a view to generate concrete partnerships and catalyzing joint action. The platform will also track the impact of corporate giving. As part of the platform development process, in 2019, UNDP conducted an assessment of 55 organizations which resulted in a list of recommendations for effective private sector engagement and the identification of opportunities for and challenges to the private sector's contribution to sustainable development.

Viet Nam: In Vietnam, a [Development Finance Assessment \(DFA\)](#) has been conducted by UNDP in close partnership with the Ministry of Planning and Investment and the Ministry of Finance. The assessment highlighted critical financing bottlenecks in the context of the country's fast-changing development finance landscape and identified concrete areas for more effective and integrated SDG financing solutions, in line with the government's efforts to establish an integrated national financing framework (INFF). The Government is eager to develop new partnership strategies to effectively mobilize and utilize resources for achieving the SDGs, within the context of an INFF that is linked to its development results. In 2019, a joint Government-UNDP/UN technical working group was set up to conceptualize such an INFF. UNDP has also carried out a study on the productivity and competitiveness of Vietnamese firms and [identified related policy recommendations for accelerating the achievement of SDGs](#), attracting quality FDI and more effective public investment management. These inputs also informed the INFF discussions.

IV. Using tools for transparent information and accountability

Guinean-Bissau: As part of the national SDG implementation process, the availability of robust and reliable data is critical to inform development planning and implementation, as well as monitoring and tracking of SDG progress. Guinean-Bissau's [Strategic and Operational Plan "Terra Ranka"](#) (2015-2020), development of which UNDP also supported in earlier years, includes designated SDG indicators, but challenges remain in terms of the national statistical capacity to measure these indicators and track the overall implementation of the country's development priorities. To address these challenges, UNDP, in partnership with officials from the National Statistics Institute conducted a diagnostic analysis of the country's statistical capacities to monitor the implementation of the SDGs, alongside a broader data ecosystem analysis to assess the current data situation in the country. This exercise aims at identifying the gaps and determining what is required for national statistical systems to effectively monitor the SDGs, using national systems, strengthened accountability mechanisms and following an evidence-based approach to accelerate SDG implementation.

Honduras: Honduras, as lower-middle-income county with prospects of decreasing ODA flows, is keen on strengthening the effective engagement of the private sector in multi-stakeholder partnerships for sustainable development. Several major business associations, including some of the largest companies accounting for substantial shares of the Honduran GDP, have expressed their interest to collect and report their economic, social and environmental contributions towards the nationally adopted SDG Agenda. To this effect, and in the spirit of the [GPEDC's Kampala Principles](#) (which UNDP helped introduce in the country, see page 25 of this report), a methodology for private sector data collection has been devised. The related process

has been led by the Honduran Business Council with technical support by UNDP and participation from both the Government's General Secretariat of Government Co-ordination and the Ministry of Foreign Affairs. The methodology, based on a globally standardized measure, captures indicators on critical aspects of business models and corporate social responsibility (CSR) initiatives from participating large companies and SMEs, with the latter being particularly important in the Honduran context where they provide 80-90% of all jobs. In going forward, the aim is to expand the indicator list and the number of participating companies, with a view to broadening the evidence base for dialogue within the private sector and beyond.

The UNDP Country Office in Honduras has an extensive track record of supporting effectiveness of development cooperation in the country. It has provided strong support and guidance to the government in the development and roll out of the country's Aid Information Management System (AIMS) – the "[Plataforma de Gestión de la Cooperación \(PGC\)](#)", that captures development partners' aid volumes, projects and programmes in accordance to the geographical location of the beneficiaries. This information is critical for government planning purposes as well as for development partners' efforts to better coordinate and harmonize their activities across the country. Regarding the latter, UNDP has also played a catalytic role at the development partners' regular roundtables on the effectiveness of development cooperation and has recently taken over the temporary lead of this coordination mechanism.

Nepal: In 2010, Nepal established an Aid Management Platform (AMP) to assist in centralizing and standardizing information on development cooperation flows in the country, as means to strengthen oversight and coordination over these resources. In response to challenges faced in the use of AMP, UNDP supported the development of a new AIMS. Such challenges included a complex user interface leading to difficulties data entry and report generation, limited integration with other Government and global systems (e.g. the International Aid Transparency Initiative (IATI)) and delays in developer support. The new AIMS was launched in mid-2019, collecting information on both on and off budget development cooperation, including cooperation provided by southern partners, to provide a complete picture of the development cooperation landscape in the country. UNDP also provided support to the Government as it drew on AIMS data to draft the country's annual Development Cooperation Report. The purpose of the Report is to provide a detailed account of how development cooperation is allocated in Nepal, promoting transparency and accountability between the Government and its development partners, as well as providing an entry point for dialogue on how to strengthen cooperation among stakeholders, ensuring all development resources in the country are used effectively for maximum impact.

CHALLENGES AND ISSUES

In a diverse financing and partnership landscape and increasingly complex development challenges, there is no a silver bullet for ways in which the effectiveness principles guide how we work better together. To improve ways of working, there is need for behavioral changes by governments and development stakeholders at all levels. Thus, in its mission to increase the effectiveness of all forms of development cooperation, the Global Partnership takes an approach for country-focus while supporting global accountability and learning.

Within this context, the support of UNDP through the Global Project centers on data, evidence, and knowledge that connects country-level reality of effectiveness efforts with global dialogue on effective development cooperation. In an effort to deliver the expected results set out by the Global Partnership through its Work Programme, there were several key challenges encountered by the Global Project. Some of these challenges were internal to the Global Project and to the UNDP, while others were influenced by external environments.

SUPPORT TO WORK PROGRAMME (2017-2018)

- The first work programme (2017-2018) of the Global Partnership was a major driver to focus and prioritize the work of the Partnership, deliver agreed products, and facilitate practical stakeholder engagement around key outputs. It encouraged Co-Chairs and Steering Committee members to deliver and be accountable for assigned tasks. While it gave clear direction and a sense of expected accomplishments of the Partnership, it did not cater for effective resource mobilization. This created a persistent disconnect between Steering Committee members' expectations to keep delivering as agreed in the work programme, whilst both OECD and UNDP (the JST) faced continued resourcing gaps throughout the implementing period. In addition, while the implementation period of the Work Programme (2017-2018) was extended by almost 7 months into mid-2019, no additional resource was provided to the UNDP/JST. This necessitated the UNDP to scale-down its core JST institutional support to set aside enough resources to keep its minimum institutional support beyond the Senior Level Meeting.
- The Co-Chair offices and Steering Committee members have firmly engaged and/or led on substance and process of some of the strategic priorities of the Work Programme (2017-2018). However, the Global Partnership has had limited direct engagement opportunities with partner country governments beyond the Steering Committee members due to resource constraints. There were only a few occasions funded directly by Steering Committee members, where partner country governments directly engaged in the dialogue of the Global Partnership on the specific thematic topics.

The Joint Support Team provided substantive contribution and worked with several partners that hosted and funded the workshops with the view to strengthen connection of member-led workshops/forums with the work of the Global Partnership.

- One of the hallmarks of the Global Partnership is the data and evidence generated by countries on the state of effectiveness through the monitoring framework. While the Joint Support Team produced both the global report and individual country and territorial profiles, the depth of the 2019 country and territorial profiles was limited, with no analysis and contextualized policy recommendations. This was due to limited resources which was available to this activity.

SUPPORT TO THE SENIOR LEVEL MEETING

UNDP received ear-marked contributions for organization, communication activities and travel facilitation for the Senior Level Meeting from Germany, European Commission, and Switzerland in 2019. Beyond contributions received from partners, UNDP also provided on-site event management activities, such as registration, logistic coordination, social media activities throughout the meeting. This support was provided by drawing on a number of UNDP staff and interns beyond the project team. There was no event management company hired to support the SLM, due to the short implementation period between the receipt of the funding and the actual meeting itself. Some of the challenges encountered in supporting the Senior Level Meeting are below:

The travel facilitation for the SLM aimed at funding 55-60 participants from developing countries, based on the contribution agreements with European Commission and Switzerland. Unfortunately, this was not achieved fully, due to last minute cancellations of funded participants' planned travel. Some of the factors contributed to this challenge included:

- The implementation period for undertaking the actual travel facilitation was not long enough to identify additional funded participants when the cancellation of travel happens only a few days prior to the Senior Level Meeting itself. The timing of the Senior Level Meeting could not be postponed. This is due to the importance to have the Senior Level Meeting at the margin of the 2019 High-Level Political Forum, as conveyed by the Ministerial Level Co-chairs and the Steering Committee.
- Most cancellations came from funded participants from LDCs and LICs, and they came in only a few days before the actual travel to take place. There was not enough time to identify additional travellers from LDCs and LICs to make funding available and process tickets.
- UNDP took a conservative approach in approving the number of travellers for funding, in order to ensure that expenditure does not exceed budget and funding available. This means that there was a limited number of travellers 'wait-listed'. Coupled with the last-minute cancellation and not enough time to identify and process additional tickets, this resulted in the actual number of funded participants from LDCs and LICs was less than planned.

SUPPORT TO DEVELOPMENT OF A NEW WORK PROGRAMME (2020-2022)

The development of a new Work Programme is taking the novel approach of 'co-designing', where Steering Committee members and interested partners are developing action areas proposal through working groups. To guide this process, the new Co-Chair offices developed their proposal for Global Partnership's Strategic Priorities, which was discussed and endorsed at the Steering Committee meeting in late 2019. This design approach of multi-stakeholder groups with strong ownership by action lead areas and members means that the preparation phase has been slow. However, this more inclusive approach is strengthening ownership by the Steering Committee members and building a basis for genuine mutual accountability. In 2019, UNDP supported the process of developing a new Work Programme through substantive, advisory, coordination secretariat support to the Co-Chair offices as well as communication with the Steering Committee members.

Some of the challenges encountered in this support include:

- The whole-of-society approach enshrined in the 2030 Agenda is changing country-level development coordination mechanism, which focuses on inter-ministerial processes and being more inclusive of partners at various levels. Yet, there is limited knowledge and information on how the quality and effectiveness of multi-stakeholder engagement is addressed in these evolving mechanisms, and effectiveness principles have not yet concretely landed in this newer architecture of development coordination at country level. Practically, this means that the reach of the Global Partnership and the Global Project is not always visible in this emerging institutional architecture at country level. Consequently, the Joint Support Team encountered challenges in identifying and engaging appropriate government counterparts for the work of the Global Partnership.
- The Joint Support Team organized a series of webinars with a view to engage partner country governments to inform the strategic direction of the Global Partnership. In addition, the Project Team also established Action Areas spaces in the Knowledge Sharing Platform to provide a digital space for collaboration and co-design. Engagement in a digital space has had limited success so far, in terms of uptake by stakeholders to engage in the work of the Global Partnership virtually. There is a need to revamp facilitation support to the Knowledge Sharing Platform and explore streamlined approaches to make it easier and to facilitate more direct engagement of partner country governments and partners in the work of the Global Partnership.

OUTLOOK FOR THE FUTURE

The successful Senior Level Meeting of the Global Partnership helped cement the role of effectiveness as an essential driver for sustainable development and accelerating efforts towards the 2030 Agenda. With the COVID-19 global pandemic which will have both short- and long-term impact across all SDGs, coupled with other global challenges such as climate change, the stakes are high for the Global Partnership to produce and deliver relevant evidence and impact of effectiveness for the 2030 Agenda and real changes in how we work better together.

THE NEW WORK PROGRAMME (2020-2022) ENVISIONS TO DELIVER AT THE 2030 AGENDA ‘MID-POINT’:

- A demonstration of how the effectiveness principles deliver SDG impact, building the stronger and more inclusive multi-stakeholder partnerships needed to meet the ambition of the 2030 Agenda.
- Positioning the Partnership as an important ‘vehicle for change’, with a growing and inclusive community of development stakeholders putting the effectiveness principles into practice.
- A revised framework and process for the Global Partnership’s monitoring exercise, that helps drive behavior change among partners, focused on accountability at country and global levels.

To achieve this vision, Global Partnership’s country level focus remains steadfast. The Global Partnership’s new Work Programme (2020-2022) aims to increase its presence and activities at the country level. This will require a comprehensive and structured approach to:

1. Increase and maintain systematic engagement with partner country governments,
2. Coordinate country-level activities across the Work Programme to explore synergies of member-led activities in a way that can be fully integrated into existing efforts at country level;
3. Foster mutual learning and knowledge sharing among partner/programme countries.

In addition, the Global Partnership monitoring reform (process and framework) is one of the key priorities for the Global Project and the UNDP as a joint custodian agency with OECD for the SDG Indicators (17.15.1 and 17.16.1). UNDP will continue work together with OECD, under the Co-Chairs leadership, to take a systematic, evidence-based, and inclusive process of reforming the Global Partnership monitoring framework and the process. Specific attention will be made to ensure that the monitoring framework and process are relevant, useful to country-level development coordination mechanisms and efforts to establish Integrated National Financing Frameworks.

The COVID-19 pandemic will have impact on the work of the Global Partnership. While the substantive impact will be further explored, under the leadership of the Co-Chairs, through the design and implementation of the Work Programme of the Global Partnership, it is also imperative for the Global Partnership to explore virtual means of engagement and outreach with wider development community. This will require a robust communication and knowledge-sharing facility to generate and share compelling messages, data, and

evidence. The Project will continue providing strategic communication and coordination support to significantly leverage stakeholder-led efforts, supported by clear, concise and consistent high-level messaging and communication.

The Work Programme (2020-2022) is expected to be launched in mid-May 2020. Based on the Work Programme, the Global Project on Managing Development Cooperation Effectively will be substantively amended.

FINANCIAL EXECUTION IN 2019

(PROVISIONAL)

The following table is a provisional financial report of available resources and expenditures under the *Global Project for Managing Development Cooperation Effectively* in 2019. Figures in this report are provisional and that UNDP certified donor reports will be produced in mid-2020 for contributing partners.

The expenditure totals reflect the actual expenses disbursed in 2019. The expenditure report contains information on two specific activities such as the 2019 Senior Level Meeting and the GPEDC Country Level Pilot for Uganda with separate contributions agreements for each activity. The resources made available in 2019 include resources that were received in October 2019, which aims at ensuring continuity of UNDP's JST role into 2020. This means that approximately USD 1.05 million is carried over into 2020, to enable resourcing UNDP's JST institutional support.

Output	Budget (USD)	Resources made Available	Actual Expenditures (USD) (provisional)
Output 1: Monitoring of Effective Development Cooperation	151,181.36		149,132.95
Output 2: Global policy dialogue, country implementation initiatives, improved knowledge sharing, and learning for more effective development cooperation solutions	394,719.10		321,538.99
Output 3: Visibility of the Global Partnership strengthened through events and communication initiatives	336,354.80		291,841.91
Output 4: Secretariat and advisory services to the Steering Committee and co-chairs, <i>including travel facilitation for Steering Committee meetings</i>	297,964.00		253,724.00
Output 5: First Senior Level Meeting (SLM) of the Global Partnership	357,800.00		286,825.11
Total	1,545,019.46	2,442,528	1,303,062.96

The actual expenditures in 2019 were approximately USD 250,000 less than budgeted. This is due to the following:

- With no pledge made before the end of the Work Programme (2017-2018), UNDP scaled down slightly its institutional support in order to ensure that there is adequate resources to continue to provide institutional support beyond the Senior Level Meeting, to develop, launch and kick-start the implementation of the new Work Programme. This was done through cost-sharing of a Project staff position with another UNDP partnership initiative, freezing recruitment to replace two consultant positions (communication and monitoring), and scaling down designer/developer contracts for Global Partnership's website. The savings from this approach were substantial. However, there were some impacts on the functionality of the Knowledge Sharing Platform as well as the depth of the country-level analysis and coordination.
- The development of the new Work Programme was slower than anticipated given that it is utilizing multi-stakeholder groups to co-design the action areas. As such, the Project took a conservative approach to continue with the minimum institutional support during the design phase of the Work Programme. This is to ensure that the UNDP's revamped institutional support capacity is to be fully guided by the strategic priorities and contours of the Work Programme.
- The actual expenditures relating to the SLM support were less than budgeted. The expected number of participants from developing countries was 55-60, but this was not achieved fully, due to last minute cancellations of funded participants' planned travel. Furthermore, the costs associated with catering were less than the budgeted.

ANNEX I. LIST OF DONORS IN 2019

Please see below a breakdown of donor contributions under the *Global Project for Managing Development Cooperation Effectively* in 2019. Please note that figures in this report are provisional and that certified donor reports will be produced in mid-2020 for contributing partners.

Donor	Opening Cash Balances / Rollover from 2018 (USD)	Contribution in 2019 (USD)	Total available resources 2019 (USD)
BANGLADESH	2,351		2,351
CANADA	259,477	266,768	526,245
EUROPEAN COMMISSION	338,347	146,372	484,719
GERMANY	419,971	160,348	580,319
MEXICO	2,816		2,816
NETHERLANDS	3,673		3,673
SWITZERLAND ⁴	292,403	550,000	842,403
TOTAL	1,319,038	1,123,488	2,442,528

⁴ The Switzerland Agreement contribution for the 2020-2021 Work Programme was received in October 2019 and will be programmed in the 2020 budget.



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Images: Cover, [UNDP Photo Contest 2010](#); page 6 [UNDP GPEDC Senior Level Meeting 2019](#); page 11, [UNDP GPEDC Senior Level Meeting 2019](#); page 16, [UNDP Photo Contest 2010](#); page 19, [UN Photo](#); page 20, [UN FFD Forum](#); page 21, [GPEDC Stories of Progress](#); page 23, [UNDP GPEDC Senior Level Meeting 2019](#); page 24, [UNDP Photo](#).