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United Nations Development Programme

# UNDP'S GLOBAL PROJECT ON MANAGING DEVELOPMENT COOPERATION EFFECTIVELY

2017 ANNUAL STATUS REPORT

## UNDP Global Project Contributing Partners



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## Acknowledgements

This Report provides an overview of UNDP's work to strengthen the effectiveness of development cooperation in 2017, undertaken through the Global Project on Managing Development Cooperation Effectively. It was prepared by the Effective Development Cooperation Team from UNDP's Bureau for Policy and Programme Support (BPPS), led by Ms. Yuko Suzuki Naab.

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We also thank Beakal Fasil, Emily Davis, Ivan Gonzalez de Alba, Orria Goni and Thomas Beloe for their support to the annual review of UNDP's country and regional level work in effective development cooperation.

## Acronyms and Abbreviations

AAAA	Addis Ababa Agenda for Action
AIMS	Aid Information Management System
AMIS	Aid Management Information System
AMP	Aid Management Platform
BPPS	Bureau for Policy and Programme Support (UNDP)
CSO	Civil Society Organization
DAC	Development Assistance Committee (OECD)
DAD	Development Assistance Database
DAG	Development Assistance Group (Ethiopia)
DCF	Development Cooperation Forum
DFA	Development Finance Assessment
DFID	Department for International Development (United Kingdom)
DFMIS	Development Finance Management Information System
EU	European Union
FfD	Financing for Development
GPEDC	Global Partnership for Effective Development Cooperation
HLM2	Second High-Level Meeting of the Global Partnership for Effective Development Cooperation
IATF	Inter-Agency Task Force on Financing for Development
IATI	International Aid Transparency Initiative
INFF	Integrated National Financing Framework
INGO	International Non-Governmental Organization
JST	UNDP-OECD Joint Support Team
LDC	Least Developed Country
M&E	Monitoring and Evaluation
MAG	Monitoring Advisory Group
MAPS	Mainstreaming, Acceleration and Policy Support
MIS	Management Information System
MoFEC	Ministry of Finance and Economic Cooperation (Ethiopia)
NDS	National Development Strategy

NEPAD	New Partnership for Africa's Development
NOD	Nairobi Outcome Document
ODA	Official Development Assistance
OECD	Organisation for Economic Cooperation and Development
QCPR	Quadrennial Comprehensive Policy Review
SCA2D	Accelerated Growth and Sustainable Development
SDGs	Sustainable Development Goals
SIDS	Small Island Developing States
SLM	Senior-Level Meeting of the Global Partnership for Effective Development Cooperation
UN	United Nations
UNDESA	United Nations Department of Economic and Social Affairs
VNRs	Voluntary National Reviews

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## I. Executive Summary

The 2030 Agenda for Sustainable Development is a transformative set of goals that aims to ensure long-term peace and prosperity for people and the planet. Making this Agenda a reality will require mobilizing more resources from a wider variety of partners and ensuring systems are in place to use them as effectively as possible. In this context, development cooperation remains central, providing catalytic support to countries implementing the Sustainable Development Goals (SDGs) and the 2030 Agenda.

As such, the [Inter-Agency Task Force on Financing for Development](#) (IATF) highlighted an emerging focus on capacity strengthening to mobilize public and private resources for sustainable development, in particular exploring the catalytic role of ODA and various other flows.<sup>1</sup> Likewise, the Secretary-General reaffirmed development cooperation's role in helping align context-specific national and regional plans with the 2030 Agenda, which will help build synergies, reduce duplication of efforts, increase effectiveness and strengthen development impact.<sup>2</sup>

The United Nations Development Programme (UNDP) has supported capacity-building for implementing effective development cooperation commitments in more than 60 programme countries. Through its *Global Project on Managing Development Cooperation Effectively*, UNDP provides policy guidance, knowledge sharing and mutual learning to strengthen policy and institutional frameworks for managing development cooperation; defining and implementing country-led national development goals; and aligning these policies with the 2030 Agenda and the SDGs. As such, in its role as part of the UNDP-OECD Joint Support Team (JST) of the [Global Partnership for Effective Development Cooperation](#) (GPEDC), UNDP is well-positioned to provide catalytic support to country-level implementation and policy dialogue for more effective development cooperation.

The Global Partnership for Effective Development Cooperation is a dynamic, multi-stakeholder platform that brings together stakeholders from governments, development partners, civil society, the private sector, parliaments, trade unions, local governments, foundations and others to increase the effectiveness of development cooperation and maximize development impact. At the [Second High-Level Meeting \(HLM2\)](#) of the GPEDC (Nairobi, December 2016) over 4,600 stakeholders from developing and developed countries reaffirmed the internationally-agreed [effectiveness principles](#) of *country ownership, a focus on results, inclusive partnerships and transparency and accountability*.

Endorsed at HLM2, the [Nairobi Outcome Document](#) (NOD) articulated differentiated commitments for more effective development cooperation according to stakeholder group, recognizing diverse and complementary roles and contributions and reflecting the pledge to leave no one behind. HLM2 cemented the GPEDC as the go-to multi-stakeholder partnership for translating effective development cooperation commitments into practice, adopting a powerful new vision for the GPEDC.

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<sup>1</sup> Inter-Agency Task Force on Financing for Development, *Financing for Development: Progress and Prospects 2018* (Advance unedited Version). Available here: [https://developmentfinance.un.org/sites/developmentfinance.un.org/files/IATF%20report%202018\\_AUV\\_9Mar2018.pdf](https://developmentfinance.un.org/sites/developmentfinance.un.org/files/IATF%20report%202018_AUV_9Mar2018.pdf)

<sup>2</sup> Secretary-General's Report on Trends and Progress in Development Cooperation (Advance Unedited Version 28 March 2018). Available here: [https://www.un.org/ecosoc/sites/www.un.org.ecosoc/files/files/en/DCF/sgr\\_trends\\_progress\\_28\\_march\\_2018.pdf](https://www.un.org/ecosoc/sites/www.un.org.ecosoc/files/files/en/DCF/sgr_trends_progress_28_march_2018.pdf)

To take forward the NOD's vision, and strengthen the relevance and contribution of the GPEDC to the 2030 Agenda and implementation of its SDGs, in April 2017 the GPEDC co-chairs and Steering Committee adopted a two-year [Programme of Work](#). The 2017-2018 Programme of Work outlines a plan of action to guide the GPEDC in its effort to maximize the effectiveness of all forms of development cooperation.

Under the GPEDC's 2017-2018 Programme of Work, the UNDP Global Project on Managing Development Cooperation Effectively has delivered the following in 2017:

- **Evidence-based results of the 2016 GPEDC monitoring exercise informed the Sustainable Development Goals follow-up and review process.** Data and evidence generated from GPEDC monitoring also informed the 2017 SDG Report and the 2017 Report of the Inter-Agency Task Force Report on Financing for Development. Furthermore, a number of countries used the results to inform country-level implementation of the development effectiveness principles, including through efforts to strengthen policy frameworks and establish multi-stakeholder dialogue spaces.
- **Technical and substantive refinement of the GPEDC monitoring framework progressed** as endorsed by the Steering Committee in October 2017 at its 14<sup>th</sup> meeting, held in Dhaka, Bangladesh. The strengthening of the GPEDC monitoring framework contributes to global accountability and mutual learning on effective development cooperation, including assisting in national efforts to monitor and measure the use and effectiveness of development cooperation.
- **Policy dialogue supporting development effectiveness at country, regional and global levels was strengthened** through the collection and analysis of country experiences, evidence-based knowledge products and holding of regional workshops. This includes support to national efforts to establish and strengthen policies, mechanisms, frameworks and systems for mobilizing, utilizing and reporting on the use of the various types of cooperation.
- **The visibility of the GPEDC was amplified** through a reinvigorated online presence and a series of high-profile events undertaken to showcase the renewed mandate of the GPEDC and the renewed global commitment to effectiveness, as outlined in the NOD. Additionally, support to the global governance structure of the GPEDC was provided, with focus on the practical implications and applications of the principles of effective development cooperation.



## II. Introduction

The 2030 Agenda for Sustainable Development is a transformative set of goals that aims to ensure long-term peace and prosperity for people and the planet. A significant challenge in achieving the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs) is identifying and mobilizing the trillions of dollars needed to meet their ambitious aims. While official development assistance (ODA) will continue to play an important role, particularly in least developed countries (LDCs), landlocked LDCs, and small-island developing states (SIDS), it alone is not enough to meet resource needs. It is imperative to source a much wider range of development financing than in the past and to ensure that all forms of cooperation are used for maximum impact. This is the goal of effective development cooperation: to ensure that all partners work together and that all forms of development cooperation are used as effectively as possible to achieve development results.

UNDP, building on its track record in supporting countries' implementation of effective development commitments and drawing on a broad network in over 170 programme countries, has been a critical integrator for countries in taking a 'whole-of-society' and 'whole-of-government' approach to effective development cooperation. Under the *Global Project for Managing Development Cooperation Effectively*, UNDP supports country-level implementation of the effectiveness principles through policy guidance and capacity strengthening for development planning and financing, effective allocation and use of financing instruments, and partnership modalities supporting international efforts for maximising the effectiveness of all forms of cooperation for development.

As part of the OECD-UNDP Joint Support Team of the [Global Partnership for Effective Development Cooperation](#), and under the [2017-2018 Global Partnership Programme of Work](#), UNDP places a particular focus on the following areas: (1) supporting national capacity and country-led efforts for effective cooperation and strengthened multi-stakeholder partnerships; (2) country-led monitoring of effective development cooperation; (3) sharing knowledge to scale up innovative development solutions and learn from different modalities of cooperation; and (4) supporting visibility for effective development cooperation, and the strategic use of data and evidence to promote political engagement.

This report provides an overview of UNDP's work in supporting the effective management of development cooperation at the global, regional and country levels. At the global level, UNDP in 2017 focused on policy guidance and knowledge sharing on development effectiveness, including support to the GPEDC; at the country and regional levels, UNDP supported policy dialogue and institutional capacity strengthening, drawing on the expertise and experience of its Regional Bureaux and Country Offices and in collaboration with development partners.

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

Through its *Global Project on Managing Development Cooperation Effectively*, in 2017, UNDP contributed to advancing the global commitment to the effective development cooperation principles, as a vital component in achieving the 2030 Agenda and the SDGs. It also contributed to the strategic positioning of development effectiveness within the follow-up and review processes of the SDGs and Financing for Development (FfD) commitments.

Under the Global Project, UNDP's work in 2017 focused on the following areas:

- Strengthening the GPEDC monitoring framework guided by the Steering Committee and responding to the NOD's call for reflecting the challenges of the 2030 Agenda, including the pledge to leave no one behind.
- Policy dialogue supporting development effectiveness at country, regional and global levels was strengthened through the collection and analysis of country experiences, evidence-based knowledge products and regional workshops.
- Strengthening the visibility of the GPEDC through an amplified online presence and strategic communication campaigns that showcase the renewed mandate of the GPEDC and the renewed global commitment to effectiveness, as outlined in the NOD.
- Heightening political momentum for advancing the effective development cooperation agenda and strategic positioning of the GPEDC, including strengthened linkage with global processes and fora for follow-up and review of SDGs.

The following section highlights the main achievements of UNDP's support to effective development cooperation structured around the main outputs envisaged in the Global Project.



## Output 1: The Global Partnership monitoring framework is refined, strengthened and implemented to support global accountability and mutual learning on effective development cooperation

UNDP, as part of the JST supports the refinement, strengthening and implementation of the GPEDC monitoring framework, which tracks progress in implementing effective development cooperation commitments on a biannual basis. In late 2016, country-level data and evidence generated through the 2016 monitoring round were synthesized in the joint OECD-UNDP publication [2016 Progress Report: Making Development Cooperation More Effective](#), highlighting progress made in development effectiveness by 81 low and middle-income countries and territories, 125 development partners, 74 development organizations and hundreds of civil society organizations. Complementarily, country-specific updates, analysis and recommendations were made in 81 [country and territory profiles](#). Based on evidence and analysis of the 2016 monitoring round, the following activities were undertaken in 2017:

- **Results of the 2016 monitoring round provided important data and evidence informing UN-led follow-up and review of SDGs and the Addis Ababa Action Agenda (AAAA).** It has been recognized as an important source of country-level data and information informing SDG targets on country-level policy space and leadership (SDG 17.15), multi-stakeholder partnerships for development (SDG 17.16) and gender equality and women's empowerment (SDG 5c). Results were also used to inform discussions at the 2017 Financing for Development Forum (FfD) and High-Level Political Forum on Sustainable Development (HLPF).
- **A number of countries and development partners have taken forward country-level data and evidence from the 2016 monitoring round in strengthening policy framework and establishing multi-stakeholder dialogue spaces addressing development effectiveness challenges.** For example, in Honduras, the results of the 2016 monitoring exercise informed the drafting of a new development cooperation policy. They are also being used as the basis for discussion at a national forum on development effectiveness. In Myanmar, results from the 2016 exercise were integrated into the initial draft of the Myanmar Development Assistance policy. Development partners such as the European Union, Germany, Sweden, Switzerland and the United Arab Emirates are also discussing the monitoring findings and how to improve their performance as providers of development cooperation.
- **To reflect the challenges of the 2030 Agenda, including the pledge to leave no one behind, UNDP undertook technical work in developing an approach to refining the Global Partnership monitoring framework.** As reflected in the [Nairobi Outcome Document](#) (NOD), the monitoring framework needs to be updated to remain relevant and useful for the implementation of the 2030 Agenda. UNDP, as part of the JST, provided substantive support in delineating an approach to refining the monitoring framework, as outlined in the concept note [The Global Partnership Monitoring Framework for 2030](#). The refinement approach draws on lessons learned from previous monitoring rounds, recommendations from the Monitoring Advisory Group<sup>3</sup> of the Global Partnership, targeted

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<sup>3</sup> The Monitoring Advisory Group (MAG) was established in 2015 to provide technical expertise and advice to strengthen the Global Partnership monitoring framework and ensure its relevance in the evolving post-2015 landscape. The group is composed of 12 high-level experts from developing country governments, development cooperation providers, think tanks and civil society organisations. From mid-2015 to late 2016, the MAG performed a full assessment of the 10 indicator monitoring framework and the monitoring process.

technical advice from experts and feedback from participating countries. It was endorsed by the GPEDC Steering Committee at its 13<sup>th</sup> meeting in October 2017.

## **Output 2: Global policy dialogue on development cooperation strengthened with the increased number of evidence and examples from country-led initiatives, improved knowledge sharing, mutual and peer learning and South-South cooperation for more effective development cooperation solutions**

Building on UNDP experience in supporting over 60 programme countries to manage development cooperation effectively, activities undertaken under Output 2 focused on collecting and analysing country experiences, good practices and lessons learned to produce knowledge products. These evidence-based products were then used to support knowledge exchange and mutual learning, bringing the full range of development stakeholders together to take part in data-driven dialogue. Under this output, UNDP also supported knowledge exchange, learning and piloting of Development Finance Assessments (DFAs) that contributed to scaling up innovative solutions for managing development cooperation effectively within evolving development finance landscape.<sup>4</sup>

- **To better understand the current effective development cooperation landscape, a mapping of country experiences in implementing effectiveness principles was conducted.** The mapping looked at efforts undertaken in the following areas: establishment of national development cooperation policies and strategies that move beyond traditional aid management and that respond to the 2030 Agenda; establishment or strengthening of multi-stakeholder engagement platforms that include the full range of development stakeholders; establishment or strengthening of mechanisms for increased transparency, including various information management systems; and establishment or strengthening of mutual accountability frameworks.
- **To further share stories of impact and progress, UNDP produced a [Compendium of Country Stories](#).** In-depth stories from Bangladesh, Kenya, Lao People's Democratic Republic, Mexico, Myanmar, Tanzania and Uganda showcase how the implementation of effectiveness principles, with a particular focus on inclusive partnerships, can act as an accelerator towards progress in implementation of the 2030 Agenda and SDGs.
- **UNDP produced a guidance note entitled, [Making Development Finance Management Information Systems Work for the Evolving Development Co-operation Landscape](#).** In the current landscape, there are no Management Information Systems (MIS) able to track all flows and that allows for monitoring the links between plans, budgets, and results. As such, based on increasing country demand, the Guidance Note proposes the establishment of a Development Finance Management Information System (DFMIS) for governments looking to establish or strengthen robust systems for tracking comprehensive financial information, in support of enhanced development effectiveness and realization of their own national priorities.

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<sup>4</sup> The Development Finance Assessment (DFA) has been prototyped and piloted in 12 countries in the Asia-Pacific, by the UNDP Regional Hub in Bangkok to support countries exploring and strengthening a holistic development planning and decision-making process as well as management of resources for development. In response to interests from countries in regions beyond the Asia-Pacific, UNDP has been providing substantive support to countries' implementation efforts of the DFA as a diagnostic tool for policy and institutional reforms for strengthening the effectiveness and quality of resource flows for sustainable development in the context of SDGs.

- **Increased application of DFAs as a tool to support effectiveness was piloted in various regional and country contexts.** In 2017, the Global Project supported the inception/initiation of DFAs in 8 countries in Africa, Latin America, and Arab States region, and pre-scoping and discussions were ongoing in over 10 countries for future possible implementation of DFAs. These activities contributed to enriching the evidence base for subsequently strengthening the DFA methodology, based on lessons learned from piloting in various country contexts and situations.
- **Regional workshops were held in both the Africa and Asia-Pacific regions in 2017, bringing together stakeholders from governments, development partners, civil society, the private sector, academia and others.** These workshops provided a space for mutual accountability as stakeholders reported progress made on achievement of effectiveness commitments. Participants shared experience on country-level implementation of effectiveness principles. Specific time was given to peer learning around private sector engagement and around the undertaking of Development Finance Assessments, as a useful tool to support effectiveness.
  - The [Asia-Pacific Regional Knowledge Exchange](#) themed *Policy Coherence for Accelerating Progress Toward the 2030 Agenda* took place on 2-4 October 2017 in Manila, Philippines. The regional workshop brought together 40 government officials involved in the planning, financing, monitoring and implementing the 2030 Agenda and technical experts, civil society and development partners to share their experiences, learn from one another and create partnerships.

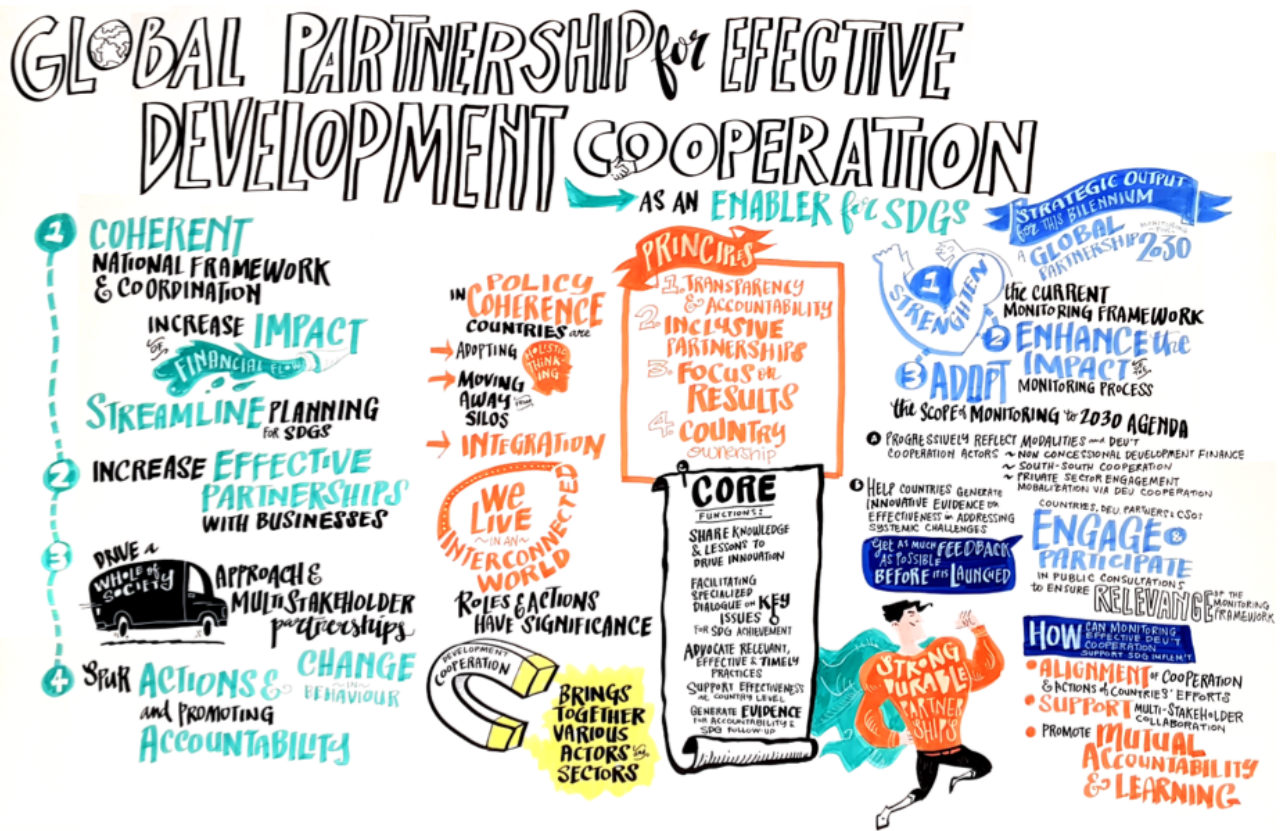


Figure 1. Infographic illustrating GPEDC as an enabler for SDGs, produced by UNDP Philippines at the Asia-Pacific Regional Knowledge Exchange

- The [Africa Effective Development Cooperation Community of Practice Meeting](#) was hosted in Addis Ababa, Ethiopia on 6-7 November 2017. The meeting was jointly hosted by UNDP Regional Service Centre for Africa in collaboration with the NEPAD Planning and Coordinating Agency and with support from the European Union.
- The [Fourth Busan Global Partnership Forum](#) was hosted by the Republic of Korea on 21-22 November 2017 with substantive support from the OECD-UNDP JST. Over 130 practitioners from 35 countries were in attendance in Busan, reiterating their commitment to the effectiveness principles and stressing its linkages with SDG follow-up and review. The Forum provides a valuable vehicle for policymakers and development practitioners to review progress made since 2011 and discuss way forward for the GPEDC to concretely support achievement of the 2030 Agenda.



### Output 3: Visibility of the Global Partnership for Effective Development Co-operation strengthened

In 2017, UNDP, as focal point for GPEDC communications activities, supported the organization and execution of a series of events and communication initiatives to promote the GPEDC. UNDP continued to build broader awareness and understanding of the importance of effective development cooperation among both relevant development stakeholders and the wider public, while fostering sustained engagement and political momentum for the effectiveness agenda.

- **The GPEDC's online presence was substantially amplified.** Through UNDP support to further refine the external website ([www.effectivecooperation.org](http://www.effectivecooperation.org)), the GPEDC provides a more accessible and interactive platform for national stakeholders, policymakers and practitioners to instantly access briefs, reports, guidance notes, country-level data and evidence, among other tools, to learn from both fruitful and unsuccessful approaches to effective development cooperation. Readers from over 205 countries and territories visited the website, generating high traffic to the monitoring page. The GPEDC newsletter, with almost 7,000 subscribers, was a key form of direct communication between the GPEDC and its stakeholders. From 2016 to 2017, there was a 50 percent surge in the number of newsletter subscribers.. The GPEDC's social media also continuously builds up stakeholder engagement, with 27 percent more profile visits in 2017.
- UNDP supported **production of the GPEDC [blog series](#), which offered a space for deepened discourse around development cooperation**, featuring contributions from co-chairs of the Global Partnership (Honourable Finance Minister, Government of the People's Republic of Bangladesh, H.E. Abul Maal A. Muhith; Parliamentary State Secretary of Federal Ministry for Economic Cooperation and Development of Germany, H.E. Thomas Silberhorn; Minister of Finance, Planning and Economic Development of Uganda, H.E. Matia Kasaija); Undersecretary, National Economic and Development Authority of the Philippines; Assistant Secretary-General and Assistant Administrator of UNDP's Bureau of External Relations and Advocacy; Technical Assistant at the Latin American and Caribbean Youth Forum and Coordinator at the Observatory for Development Cooperation in Ecuador; Executive Director of Asia P3 Hub, World Vision; and, among others.
- **UNDP supported higher political visibility of the effectiveness agenda by organizing a series of high-profile events and consultations.** Specifically, UNDP provided substantive, logistical and communications support to the following side events in the margins of international fora:
  - Side Event at the ECOSOC Financing for Development '[Achieving the Addis Ababa Action Agenda and Sustainable Development Goals at country level: Mobilizing and managing complex financing with the Integrated National Financing Frameworks](#)' (New York, United States of America, 17 April 2017).
  - Side Event at the High-Level Political Forum on Sustainable Development '[The importance of country-level multi-stakeholder partnerships in a changing development landscape](#)' (New York, United States of America, 11 July 2017).

## Output 4: Global governance structure of the GPEDC and strengthened linkage to global development process

An effective governance structure is crucial for ensuring the GPEDC remains a country-led, inclusive and multi-stakeholder platform which enhances global policy and political dialogue around development cooperation. The JST provides advisory services and light secretariat support to ensure the effective functioning of the GPEDC's [co-chairmanship](#) (currently Bangladesh, Germany and Uganda) and [Steering Committee](#). The Steering Committee meets biannually to guide the work of the GPEDC and ensure that it is carried out transparently, fully consulting each stakeholder group.

- **Supporting GPEDC engagement in the UN development process.** UNDP supported the co-chairs and Steering Committee engagement in the UN development processes through: providing substantive inputs of the GPEDC to the High-Level Political Forum on Sustainable Development (HLPF); providing inputs to co-chairs and Steering Committee lead advocacy efforts, which resulted in the effectiveness principles being recognized in the 2017 ECOSOC Forum on Financing for Development follow-up and HLPF outcome documents.
- **Substantive support to the Steering Committee Working Groups for implementing the Work Programme.** Following the endorsement of the 2017-2018 Work Programme at the [13<sup>th</sup> Steering Committee meeting](#) in April 2017, UNDP in its role as part of the OECD-UNDP Joint Support Team immediately undertook preparatory work for the establishment of four Steering Committee Working Groups to further operationalize the strategic areas of work that required deeper and more active engagement of GPEDC stakeholders for successful implementation:
  1. Enhancing support to effective development at country level;
  2. Unlocking the potential of effectiveness and updated monitoring for 2030;
  3. Sharing knowledge to scale-up innovative development solutions; and
  4. Scaling up private sector engagement leveraged through development cooperation.

Throughout rest of 2017, UNDP provided significant analytical, advisory, coordination and logistical support to the time-bound Working Groups, ensuring inclusive consultations and efficient and effective implementation of the GPEDC Programme of Work.

- **Supporting substantive and logistical preparations for Steering Committee meetings.** In 2017, UNDP supported substantive preparations for two Steering Committee meetings: the [13<sup>th</sup> Steering Committee Meeting](#) in Washington D.C., USA in April 2017 and the [14<sup>th</sup> Steering Committee Meeting](#) in Dhaka, Bangladesh in October 2017. Both Steering Committee meetings produced concrete decisions that guided the direction of the GPEDC.

UNDP also provided substantial logistical support to both Steering Committee meetings, including the facilitation and funding of nine developing country participants to each meeting, ensuring the integrity of the Global Partnership as an inclusive platform which recognizes the voices of all stakeholders.



## IV. UNDP Support to Effective Development Cooperation at the Country and Regional Levels

The work of UNDP in across 170 countries is anchored in diverse partnerships, reflective of the fact that there is no “one-size-fits-all” approach to development. At the regional and country levels, UNDP support to effective development cooperation focuses on the strengthening institutional systems and capacity for effective use and management of development cooperation through (1) policy advisory and technical assistance, specifically on development cooperation and financing framework policy review; development coordination institutional structure, and partnership and mutual accountability framework; strengthened development finance information management systems; and monitoring of effective development cooperation principles; and (2) provision of policy tools and application which support countries in scaling up of the Development Finance Assessment (DFA) with a view to establish Integrated National Financing Frameworks (INFF), such as provision of catalytic funding, DFA methodology guidance and scoping support.

This section includes UNDP’s work on effective development cooperation at the regional and country levels, structured around the three key enablers of UNDP support: institutional frameworks and arrangements; transparent systems for planning, monitoring and reporting; and evidence-based mutual accountability. They highlight the centrality of national development coordination machinery for promoting “whole-of-government” and “whole-of-society” approaches to achieving the SDGs.

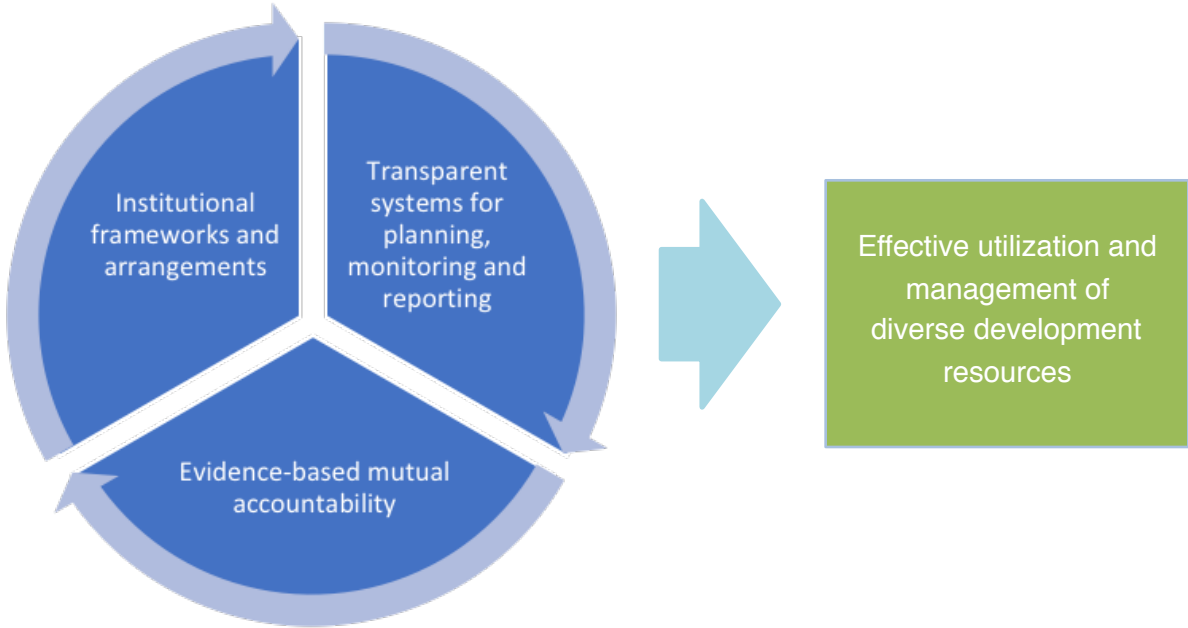


Figure 2. Enablers of Effective Development Cooperation

## a) Strengthened policy and institutional frameworks for development effectiveness

In 2017, UNDP supported programme countries in establishing or strengthening national policies that contributes to effective development cooperation. The following country examples showcase some of the work undertaken with UNDP support:

**Costa Rica** is developing a national strategy for effective development cooperation, which aims to put in place a mechanism to manage and coordinate different cooperation modalities and partnerships for Agenda 2030. The strategy, to be endorsed through a participatory and inclusive approach, seeks to place a strong emphasis on gender equality and human rights, equality and poverty reduction, environmental sustainability and resilient infrastructure.

In **El Salvador**, sectoral development policies were strengthened with UNDP support in leading multi-stakeholder dialogue spaces. In particular, UNDP supported participation of different stakeholder groups in building consensus around public policies such as agreement on national plans on Citizen Security and Education and progress in developing the Environmental Sustainability and Vulnerability plan. Additionally, UNDP led the Mainstreaming, Acceleration and Policy Support (MAPS) Mission with a development-humanitarian focus and inter-agency support. The Mission helped define a roadmap for implementing the SDGs and identified seven areas of policy intervention with long-term impact on sustainable development

**Malawi's** third Growth and Development Strategy (2017-2020) recognizes the importance of increased development finance and its effective utilization to maximize development impact, in support of the SDGs. In 2017, the Government began a Development Finance Assessment to examine how development cooperation can be used to leverage private finance and other sources of financing.

2017 was a historic year for **Nepal** with respect to implementation of the 2015 Constitution and transition from a unitary to a federal system of governance, UNDP (through its Effective Development Finance and Coordination project which supports the Ministry of Finance primarily) has been supporting the Government of Nepal on aspects related to the policy framework and institutional systems for development cooperation. During 2017, the project supported an analytical study, "Aid Mobilization in the Context of Federal Nepal", which made a first attempt to unpack the provisions in the 2015 Constitution related to new roles and mandates for aid mobilization and management and considered the types of operational procedures that will need to be developed.

**Dominican Republic** – in 2017, UNDP efforts for strengthening policy framework and institutional systems for development planning and coordination were mainly focused on supporting SDG implementation through policy advisory services, which included i) providing consultancy support to the Technical Secretariat of the National SDG Steering Committee for coordinating the multi-sectorial sub-commissions responsible for designing and monitoring the National SDG Implementation Strategy; ii) supporting the Vice-Presidency of the Dominican Republic with training of CSOs in designing initiatives which contribute to SDG achievement, as well as in SDG M&E and accountability; and iii) leading in a MAPS mission in order to provide inputs for defining the National SDGs implementation strategy.

**Honduras** has been a very active and dedicated player in promoting the effectiveness of development cooperation. It was amongst the first countries globally to take concrete actions based on their country results from the second monitoring round of the GPEDC and in the follow up to the Second High-Level Meeting (HLM2) which produced the Nairobi Outcome Document (NOD).

In July 2017, the Honduran government organized the first national “Forum on Effective Development Cooperation” to discuss country-level implementation of the results from HLM2, broader issues around the effectiveness of development cooperation and the way forward towards the next monitoring round in 2018. The preparations for this forum were supported substantively by the UNDP Country Office and the Office of the UN Resident Coordinator. The two-day meeting brought together approximately 200 representatives from the government, development partners, academia, civil society and the private sector to work on a national effectiveness roadmap. By doing so, it also served to bring onboard a wider range of actors especially from civil society and the private sector who are now part of an institutionalized multi-stakeholder follow-up mechanism (i.e. the Roundtable on the Effectiveness of Sustainable Development Cooperation in Honduras, ‘Mesa de Efectividad de la Cooperación al Desarrollo Sostenible en Honduras’).

As part of its active participation in the development partners’ coordination mechanism, i.e. the roundtable on the effectiveness of development cooperation (‘Mesa de Soporte a la Efectividad de la Cooperación’), UNDP has championed the development effectiveness agenda at the country level and among the diplomatic/international community in Honduras throughout 2017.

Following the adoption of the National Development Plan (2017-2019), UNDP supported the **Government of Somalia** with the operationalization of the new Aid Coordination Architecture reflecting the programmatic priorities for the next three years. The Aid Coordination Architecture was endorsed in September 2017, linked with the Somalia Development and Reconstruction Facility financing modality. Nine pillar Working Groups have been established, building on the New Deal principles and lessons learnt from the Somalia Compact, and Partnership Principles developed to include key commitments from the international and government sides. UNDP is the UN lead for two pillars (Effective and Efficient Institutions, Economic Growth) and through its support to the secretariat functions assumed by the Aid Coordination Unit of the Office of the Prime Minister ensured the overall coherence and functionality of multi-stakeholder coordination, including synergies with humanitarian and peacebuilding actors.

**Tanzania’s** Development Cooperation Framework 2017-2025 was endorsed in August 2017, building on the recommendations made in the Kaberuka Report. It takes forward a number of separate proposals in support of establishing a more effective dialogue between the Government and development partners in Tanzania. Subsequent to the endorsement of the Development Cooperation Framework, the Government finalised an action plan outlining three main objectives: i) strengthening ownership and government leadership in development; ii) ensure effective management of resources for development results; and iii) strengthen both domestic and mutual accountability.

In **Togo**, UNDP provided technical and financial support as well as advisory services to the government in the elaboration of its National Development Plan 2018-2022. The high national committee (Comité National de Coordination et de Pilotage des Politiques de Développement) in charge of the review of national development strategy (Stratégie de Croissance Accélérée et de Promotion de l'Emploi 2013-2017) has reviewed the 2016 strategy implementation report. UNDP supported the drafting of the report and coordinated development partners' statements during the session.



## b) Enhancing transparency through establishment and strengthening of national systems for planning, monitoring and reporting

Effective management of development cooperation resources is a key element to countries' development planning, budgeting, monitoring and evaluation machinery. The establishment and strengthening of national aid information management systems (AIMS) or equivalent country systems helps collect and publish timely, comprehensive, and forward-looking information about development cooperation. Guided by the internationally-agreed principles of effective cooperation, including the principle of transparency and accountability, UNDP's work on effective development cooperation has supported close to 80 countries in their efforts to increase national capacity for management and coordination of development cooperation.

The following country examples highlight how countries are taking steps to facilitate transparent, timely information to support evidence-based decision making.

In **Ethiopia**, the aid management platform (AMP) is the official government system for capturing and reporting development cooperation activities and has been embedded in the aid effectiveness action plan. In 2017, the Ministry of Finance and Economic Cooperation (MoFEC) took over the management of the platform and upgraded the AMP's technical functionalities in a new version 2.13. New features enabled data collection based on Global Partnership indicators such as annual and medium-term aid predictability, aid on budget and use of country systems as well as technical improvements that allow automatic validation and locking of historic data. Trainings to government staff and development partner focal points were provided, which helped strengthen monitoring practices for the Global Partnership monitoring exercises.

One of the challenges identified in 2017 points to delays in entering disbursement data from development partners. This negatively affected publishing up-to-date AMP information on ODA flows to Ethiopia and subsequently delayed the availability of clean historical data.

In terms of South-South Cooperation, MoFEC hosted officials of counterpart ministries from Zimbabwe and Nigeria in their visit to Ethiopia to learn how to install and operationalize an Aid Information Management System (AIMS) in order to generate reliable data. Both missions were carried out in the broader context of - learning how to improve coordination and harmonization of development assistance related activities between Government and development partners.

In **Nepal**, UNDP through the *Effective Development Finance and Coordination* project supported the Ministry of Finance in re-designing and re-launching a new Aid Management Information System (AMIS), which will replace the Aid Management Platform (AMP) in mid-2018. Over the course of 2017, the Terms of Reference and scope of work/objectives were finalized based on the demand from the Ministry of Finance. Additionally, a local vendor has been procured and the consultation and inception phase of the new AMIS design has been undertaken.

The primary objective of the new AMIS is to establish a system which is fully owned and managed locally or nationally, allow for integration of aid data available in the AMP with other financial and management information systems (FMIS) of the government, enable additional innovation and customization of the system (such as SDG coding of foreign-aid funded projects) and integration with IATI (options for which are still being explored and have not been finalized).

Nepal's current AMP is managed by Ministry of Finance and includes ODA data, South-South Cooperation data, and data on cooperation from INGOs.

In **Somalia**, UNDP led the procurement process for a new Somalia Aid Information Management System (AIMS) based on a comprehensive review of the Development Assistance Database (DAD) which was phased out in 2015. UNDP also took part in the peer review group of the Somalia Aid Flows exercise led by the Ministry of Planning, Investment and Economic Development and supported by the World Bank Group and UN Resident Coordinator's Office.

### c) Robust joint evaluation and multi-stakeholder coordination mechanisms enabling mutual accountability of development cooperation activities

The Nairobi Outcome Document (NOD) reiterated that the principle of accountability is relevant to all development stakeholders. To this end, having country-led, multi-stakeholder accountability mechanisms, including coordination or engagement platforms that facilitate joint reviews and follow-up actions is critical to ensure the quality and effectiveness of development cooperation. The following examples illustrate some of the country efforts establishing or strengthening coordination and engagement platforms that include a wide range of development stakeholders with UNDP support.

In **Somalia**, the Puntland Development Forum was established with six Sector Working Groups to engage different government institutions, civil society and development partners to interact in order to spearhead the implementation of the Three-Year Development Plan. On 10 August 2017, the Forum's second meeting convened all Sector Working Groups to discuss the challenges and proposed solutions in the security, governance, justice, livelihoods, infrastructure and social sectors. By the end of 2017, all Pillar Working Groups held their inaugural meetings to agree on their scope, membership and agenda priorities. The following table summarizes the number of meetings that took place since August 2017.

Pillar Working Group	Number of meetings
Security	9
Governance	9
Justice	6
Livelihoods	3
Infrastructure	7
Social	4

**Tanzania's** Kaberuka process was finalized in 2017 with recommendations on the way forward, including the redrafting of the Development Cooperation Framework. The UN Resident Coordinator played a leading role in steering the process as the Permanent Co-Chair of the Development Partners Group. At the technical level, UNDP was closely involved as a member of the technical secretariat led by the Ministry of Finance, tasked with the review of the Development Cooperation Framework and drafting of the action plan.

In **Togo**, UNDP chairs the Development Partners Group which meets bi-monthly. The group provided a common position materialized by the Joint Statement at the high national committee (Comité National de Coordination et de Pilotage des Politiques de Développement) annual session on the review of the national development strategy commonly known as the 'SCAPE'. UNDP provides technical and financial support to this review session which is the platform for development partners to jointly express their views to the government.

In addition, UNDP co-chairs the Development Partners Group on Governance and Decentralization and is part of the health sector committee. Specifically, for the Development Partners Group on Governance and Decentralization, its position is supported by UNDP, which is a member of the National Council on Decentralization. This helps strengthen the common position of the partners involved in this sector and a better coordination and synergy of partners support.

In **Uganda**, the UNDP Resident Coordinator served as member of the Quartet in 2017, which is the apex steering committee for local development partner groups. The quartet members were responsible for formulating annual work plans with budgets; coordinating and facilitating agenda-setting; facilitating joint missions; identifying joint actions by Development Partners that can be pursued to enhance harmonization and alignment efforts; and improving the effectiveness of development assistance. It also helps to ensure that the work of the local development partner groups is aligned with the country's development priorities. Additionally, UNDP as part of the Quartet contributed to the preparation of joint meetings with the government.

#### **d) Management of increasingly diverse flows through Development Finance Assessments**

Responding to the Addis Ababa Action Agenda (AAAA) which called for the establishment of integrated national financing frameworks (INFFs), countries are increasingly seeking to learn about the Development Finance Assessment (DFA), the methodology, as well as country experience and lessons learned from undertaking it. The DFA provides a holistic overview of a country's public and private finance flows and the contributions they could make towards the SDGs.

Responding to this growing demand, the UNDP Global Project working closely with Regional Hubs and Country Offices supported countries in scaling up the DFA and facilitating mutual learning at regional and global levels. In 2017, UNDP supported the inception/initiation of DFAs in 8 countries in Africa, Latin America, and Arab States region, and pre-scoping and discussions are ongoing in over 10 countries for future possible implementation of DFAs. Additionally, policy makers and practitioners from Asia-Pacific and Africa regions have participated in mutual learning and training for the DFA through regional workshops.

The following country stories provide some examples of countries undertaking scoping or implementing the DFA exercise across geographic regions and contexts, with the support of UNDP.

## WHERE ARE DEVELOPMENT FINANCE ASSESSMENTS TAKING PLACE?

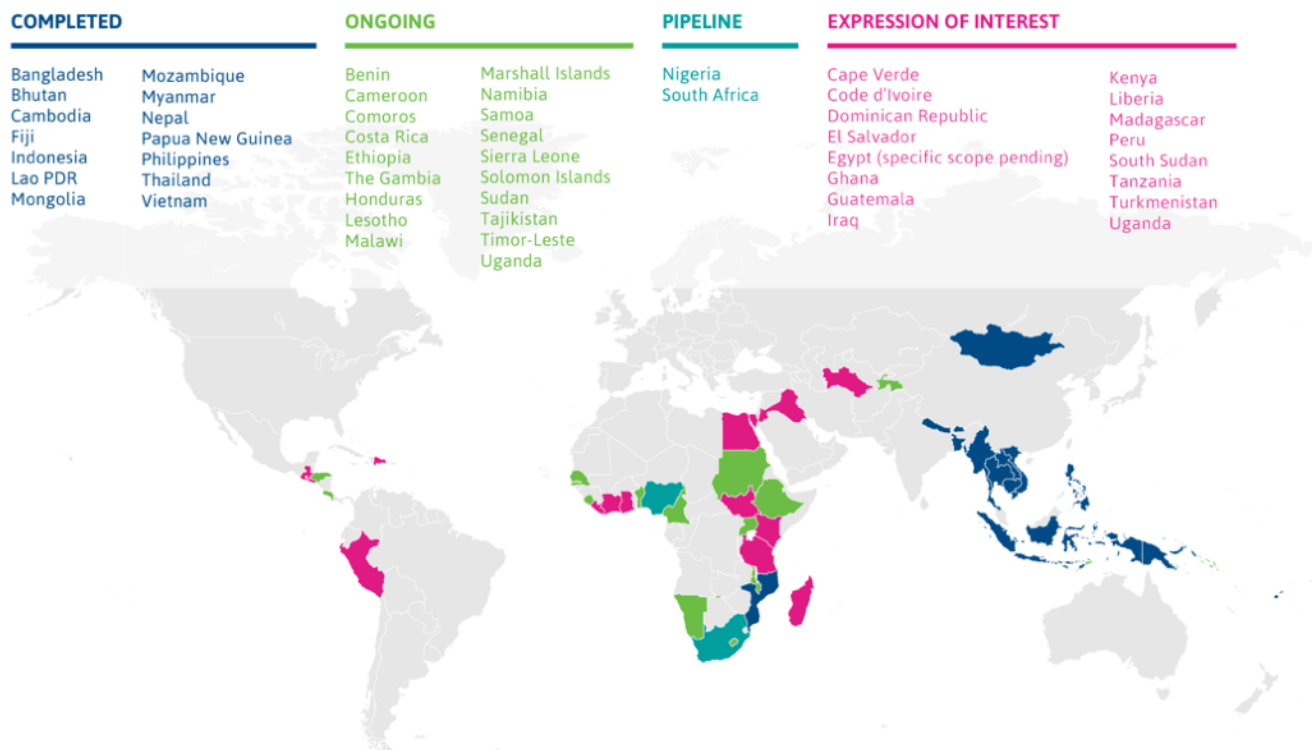


Figure 3. Where are Development Finance Assessments taking place? last updated June 2018. UNDP

### Africa

A scoping mission was undertaken in **Cameroon** to pave the way for conducting an in-depth DFA. Based on a review of country context and initial interviews with relevant stakeholders at the country level, the mission identified key expected results of DFA Cameroon as follows: i) awareness and political attention for increased cognizance of the need for a comprehensive and integrated financing for development strategy; ii) facilitate country uptake of the recommendations to strengthen the approach to stimulate foreign direct investment and the use of diaspora incomes for development, as well as the recommendations to strengthen the Prospective, Planning, Programming, Budgeting, Monitoring and Evaluation chain and their linkages, bring planning and budgeting processes closer together, and boost coordination between development partners and the Government; and iii) support the implementation and incorporation of the recommendations from various reform processes underway, such as the review of the Growth for Employment Strategy, Recovery and Peacebuilding Assessment, and the Cameroon program supported by the Extended Credit Facility.



**Comoros** has an Accelerated Growth and Sustainable Development (SCA2D) Strategy that guides the country's development priorities in the period of 2015-2019 and establishes the foundation for a long-term programme to realize a country vision of obtaining emerging country status by 2040. The SCA2D is currently under revision to align its priorities with the SDGs and the 2030 Agenda. Within this context, and to support Comoros in effectively mobilizing and using resources to implement the SCA2D, the Government of Comoros is undertaking a DFA. The DFA scoping mission was undertaken in mid-2017 which helped determine the scope, potential key areas of focus within the country context and engage key stakeholders in identifying possible challenges, implications and expected outcomes of the DFA.

The **Government of Ethiopia** is implementing the SDGs through its national development processes and in doing so, it has reflected the AAAA in the national development strategy with the view of ensuring multiple financing resources contributing to SDGs. At the 17<sup>th</sup> High Level Forum between the Government and the Development Assistance Group (DAG), it was agreed that an AAAA roadmap will be developed to help identify the actions needed in order to realize the national development plan. In 2017, a draft roadmap was produced, detailing a comprehensive analysis of the development finance landscape. The roadmap is being refined to include a strong, measurable results framework and will draw on the ongoing DFA with support from UNDP Country Office and Regional Hub in Addis Ababa.

In **Honduras**, UNDP provided substantial and financial support to the government in undertaking the DFA, an evidence-based, context-specific tool that supports the establishment of country-level institutional frameworks for effective development cooperation. The DFA process was launched in 2017 and will be concluded in mid-2018.

**Malawi's** third Growth and Development Strategy (2017-2020) recognizes the importance of increased development finance and its effective utilisation to maximize impact. Currently, 75 percent of development cooperation projects use government results indicators, 55 percent rely on government monitoring data, and the use of country systems has decreased. The Government plans to review its Development Cooperation Strategy to address issues of effectiveness, enhancing ownership, alignment, harmonization and mutual accountability. In 2017, the Government launched the DFA to examine how development cooperation can be used to leverage private finance and other sources of financing.

Following the elections and formation of a new Government of **Timor-Leste** in September 2017, a follow-up mission was conducted to strengthen implementation of the Roadmap for Implementation of the 2030 Agenda which was endorsed at the end of the April 2017 Mainstreaming, Acceleration and Policy Support (MAPS) mission. At the request of the government and supported by UNDP, a DFA was launched to assess the existing financing framework in place for achievement of the Strategic Development Plan 2030. This is an important exercise for the government to assess the institutional structure, strategy and policies for mobilizing different forms of financing, with a particular focus on private sector development, to help realize the results of its long-term vision. As a member of the g7+, Timor-Leste's experience in conducting the DFA will help inform countries of similar contexts in adapting the DFA approach.

In 2017, the **Government of the Solomon Islands** requested a scoping mission to explore the avenues for effectively managing the diversity of development cooperation in realizing the 2030 Agenda and the Addis Ababa Action Agenda (AAAA). The mission conducted an initial assessment of national planning and budgeting systems and a review of available data on a variety of development financing flows. At the end of the mission, the government decided to undertake the DFA in 2018. The scoping mission explored the possible areas of focus in light of the country context and development priorities in paving the way for rolling out the DFA.

DFAs undertaken have led to countries taking a more integrated approach to financing the SDGs with reforms and follow-up including:(1) designing financing strategies for the SDGs (2) reforms to integrate SDGs in planning, budgeting, monitoring, reporting and administrative frameworks; (3) initiatives for private sector to report against the SDGs and (4) capacity building of civil service on effective financing for development. Work will continue to assess the impacts and lessons learned from DFAs already undertaken, as well as to evaluate the institutional capacity required to support DFAs globally.



## V. Way Forward

The universal 2030 Agenda calls for development cooperation that is multi-stakeholder in approach, to support inclusive growth and address inequality. At the HLM2, stakeholders reaffirmed the relevance of the principles of development cooperation and through the Nairobi Outcome Document (NOD), set forth a powerful plan of action for implementing the effective cooperation commitments, recognizing their distinct roles and contributions towards the 2030 Agenda and the SDGs.

The [2018 Report of Secretary General on trends and progress in international development cooperation](#)<sup>5</sup> placed the effectiveness of the system's development cooperation at the centre of his proposals on repositioning the United Nations system to better respond to the 2030 Agenda. The Report underscored the importance of reinforcing national ownership, developing country-contextual responses; and ensuring the effective delivery of development results on the ground.

The [UNDP Strategic Plan 2018-2021](#) has charted out a way forward for UNDP to support partner countries in achieving the 2030 Agenda. The Plan has strategically positioned UNDP as an integrator across policy, programmatic and organisational silos and as an operational backbone for the United Nations and other partners. In line with this, UNDP's work in effective development cooperation contributes to the Strategic Plan and Agenda 2030 through capacity-building support to countries accessing and utilizing different sources of financing, as well as strengthening of core government functions and institutions;<sup>6</sup> provision of advisory support and tools to UNDP's country support platforms, providing a foundation for stronger partnerships and accountability mechanisms in-country and globally; and supports the global joint commitment to strengthen multi-stakeholder partnership and contribute to SDG Goal 17.<sup>7</sup>

Going forward, UNDP through the Global Project on Managing Development Cooperation Effectively will maintain its focused support on global policy positioning and country programme, while strengthening enabling systems and environments for effective and accountable partnerships and cooperation. As part of the support to development effectiveness, UNDP will:

- Support national capacity and country-led efforts for advancing the development effectiveness agenda and strengthening multi-stakeholder partnerships on the ground;
- Support national capacity for understanding and managing diverse development finance resources through the overall strengthening of the Development Finance Assessment (DFA) tool and process.
- Contribute to increased generation of data and evidence to inform country-level action, as well as the follow-up and review of SDG indicators 5.c.1, 17.15.1 and 17.16.1 and Financing for Development (FfD) commitments;
- Share knowledge to scale-up innovative development solutions and learn from different

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<sup>5</sup> Secretary-General's Report on Trends and Progress in Development Cooperation (Advance Unedited Version 28 March 2018).

<sup>6</sup> UNDP's work in effective development cooperation directly contributes to Development Outputs 1.2.2 and indirectly to Outputs 1.1.1; and indirectly to Strategic Plan Organisation al Performance Output 1.1.2 and 3.2.1.

<sup>7</sup> UNDP's work directly contributes to Goal 17 and together with OECD are custodian agencies for SDG indicator 17.16.1 which contributes to the UNDP 2018-2020 Strategic Plan's Outcome Indicator 1.9.

modalities of cooperation to support a reinvigorated community of practice and facilitate multi-stakeholder learning and exchange; and

- Enhance global political momentum through increased visibility for effective development cooperation and strategic use of data and evidence to promote political engagement.

In the lead-up to the 2019 GPEDC Senior-Level Meeting (SLM), UNDP as part of the OECD-UNDP Joint Support Team will contribute to the successful delivery of the following:

- Implementation of the 2018 monitoring round, which will be strengthened through inclusive revisions to its methodology and increased guidance for participants, to generate fresh data and evidence to inform country-level decision making, and SDG and FfD follow-up;
- Enhanced effective development cooperation at the country level through support to a series of 8-10 country pilots that will provide targeted support to implementation of effectiveness principles and that will demonstrate the positive impact of effective development cooperation on the achievement of national, regional and global development goals;
- Development of a Global Compendium of Good Practices on effective development cooperation, drawing on outcomes of the country pilots and other complementary evidence, to guide future implementation of effectiveness principles at country level;
- Launch of a knowledge-sharing platform to support a reinvigorated community of practice on effective development cooperation and the facilitation of multi-stakeholder consultations for mutual learning and exchange, positioning the GPEDC as a go-to platform for knowledge on development cooperation; and
- Organization of specialized policy dialogues on innovative approaches and practical solutions to accelerate progress on effective development cooperation.

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<sup>8</sup> The 2016 budget as per the 2015-2016 work plan and additional resource requirement for the HLM 2 as circulated to the Steering Committee of the Global Partnership. The 2017 budget is in accordance to the 2017-2018 programme of work endorsed at the Steering Committee of the Global Partnership.

<sup>9</sup> Some of the expenditure for 2016 HLM 2 were charged after the financial closure of 2016, based on final signing off of travel reimbursements as well as communication related activities.

<sup>10</sup> Resources received in 2017 are contributed to the two-year programme of work (2017-2018) of the Global Partnership for Effective Development Cooperation.

## VI. Annexes

### Annex I. Financial Project Execution in 2017 (Provisional)

Please find below a provisional financial report of available resources and expenditures under the *Global Project for Managing Development Cooperation Effectively* in 2017. Please note that figures in this report are provisional and that UNDP certified donor reports will be produced in 2018 for contributing partners.

Output	Budget <sup>8</sup> (USD)	Resources made Available	Actual Expenditures (USD) (provisional)
<b>Output 1: Monitoring of Effective Development Cooperation</b>	697,052		575,604
<b>Output 2: Global policy dialogue, country implementation initiatives, improved knowledge sharing, and learning for more effective development cooperation solutions</b>	715,615		549,218
<b>Output 3: Visibility of the Global Partnership strengthened through events and communication initiatives</b>	256,316		159,609
<b>Output 4: Secretariat and advisory services to the Steering Committee and co-chairs, including travel facilitation for Steering Committee meetings</b>	255,151		153,455
<b>Output 5: Second High-Level Meeting (HLM2) of the Global Partnership</b>	0		26,209 <sup>9</sup>
<b>Total</b>	<b>1,924,143</b>	<b>3,261,493<sup>10</sup></b>	<b>1,464,095</b>

## Annex II. UNDP Global Project list of donors (January – December 2017)

Please see below a breakdown of donor contributions under the *Global Project for Managing Development Cooperation Effectively* in 2017. Please note that figures in this report are provisional and that certified donor reports will be produced in 2018 for contributing partners.

Donor	Opening Cash Balances / Rollover from 2016 (USD)	Contribution in 2017 (USD)	Total available resources 2017 (USD)
UNDP		416,418	416,418
Austria	3,551		3,551
Canada	185,444		185,444
European Union	339,366	78,414	417,780
Germany		692,107	692,107
Ireland	5,116		5,116
Korea	5,079		5,079
Mexico	135,600		135,600
Netherlands	782,117		782,117
Switzerland	187,337	225,225	412,562
United Kingdom	5,963		5,963
USA	199,756		199,756
<b>Total</b>	<b>1,849,329</b>	<b>1,412,164</b>	<b>3,261,493</b>

\*All references to Kosovo in this document should be understood to be in the context of [United Nations Security Council Resolution 1244 \(1999\)](#).

## Annex III. Mapping of Country Experiences

This mapping is part of UNDP's effort scanning country experiences in implementing effective development cooperation principles and efforts to strengthen impacts of all types of resources and partnerships for sustainable development that has been undertaken. It is not an exhaustive list of work currently being undertaken by countries but rather it provides a snapshot of the kinds of work being done as of July 2017.

Country/Territory	Example
<b>National development strategies and development cooperation policies that respond to the changing global context</b>	
Azerbaijan	The National Coordination Council for Sustainable Development (NCCSD) was established to translate SDG goals, targets and indicators to the national context. The NCCSD has plans to design a national reporting and review framework for the SDGs.
Bangladesh	The Government of Bangladesh is preparing an action plan for implementation of the SDGs in alignment with the 7th Five-Year Plan. Respective ministries are working towards translating the particular targets into actionable projects/programmes/activities in this regard. A Joint Cooperation Strategy guides government and development partners in implementing national development priorities in the context of the SDGs.
Belarus	The National Strategy for Sustainable Social and Economic Development, which was adopted in 2015, is currently being updated to aligned to the SDGs.
Belize	The Growth and Sustainable Development Strategy (GSDS) 2016-2020 is an integrated, systematic approach based on the principles of sustainable development towards a proactive role for the state; accessing global markets; and innovative social policy implementation.
Botswana	Botswana underwent a lengthy consultation process in the development of its national Vision 2036 (2017-2036) and National Development Plan 11 (2017-2023) to ensure alignment with the SDGs.
Cambodia	The Development Cooperation and Partnership Strategy (2014-2018) has a clear objective to promote development effectiveness. The Strategy aims to provide guidance and support to all ministries and agencies, as well as to development partners and national stakeholders to promote the immediate and long-term effectiveness of development finance, especially South-South and Triangular Co-operation.
Costa Rica	An inter-institutional coordinating group provides project support to implementation of the SDGs and assesses structural gaps hindering development progress.
Czech Republic	The national long-term development strategy, Czech Republic 2030 was adopted in April 2017 and serves as the main platform for implementing the SDGs.

Country/Territory	Example
El Salvador	Agenda 2030 is being mainstreamed into the country's Five-Year Development Plan (2014-2019) and has linked national indicators with SDG indicators. As such, El Salvador has been chosen as one of 15 countries for accelerated implementation of the 2030 Agenda.
Ethiopia	Ethiopia has integrated the SDGs into its Second Five-Year Growth and Transformation Plan (GTP II, 2015/16-2019/20) with full sense of national ownership.
Egypt	In March 2015, Egypt launched 'Egypt's Vision 2030', the national strategy for sustainable development in-line with the 2030 Agenda.
Iran	The SDGs have been integrated into Iran's 6th National Five-Year Development Plan (NDP). This plan was recently endorsed and approved by the parliament and will continue to be implemented during the period 2017-2022.
Georgia	The SDGs have been mainstreamed into national policies and integrated in the strategic umbrella document, Annual Governmental Work Plan (AGWP) as well as other national, multi-sectorial strategies and action plans.
Jordan	The national development vision and strategy, Jordan 2025, was launched in 2015 to provide a thorough, ten-year socio-economic blueprint addressing the social, economic and environmental dimensions of sustainable development, with the objective of achieving a prosperous, resilient and inclusive economy while strengthening reform and inclusion.
Kenya	Each of the 17 SDGs was mapped with Kenya's Vision 2030 and the Second Medium Term Plan (MTP) objectives to ensure the global development framework and its implementation is directly linked towards achieving both Vision 2030 and SDGs. Additionally, the 2018-2022 Strategic Plan guidelines have been reviewed to ensure that the SDGs are mainstreamed in Ministries, Departments and Agencies' strategic plans. Kenya's External Resource Policy provide the legal, organizational, operational and accountability framework for guiding the sourcing and management of Official Development Assistance (ODA) for national and county governments.
Republic of Korea	The Third National Basic Plan for Sustainable Development (2016-2035) was adopted in January 2016 and based on consultations with 26 government ministries and agencies. It provides the national platform for implementing Agenda 2030 and sets 14 strategic targets around four overarching goal areas. Progress toward the policy targets is evaluated biennially by the Commission on Sustainable Development.
Kosovo*	The National Development Strategy 2016-2021 builds consensus around and envisions the long-term development priorities for ensuring economic growth, social inclusion and cohesion. Development partners and non-executive stakeholders were engaged in consultations in the drafting process to ensure alignment with the SDGs.



Country/Territory	Example
Lao PDR	In-line with the 2030 Vision Development Strategy, the 8 <sup>th</sup> Five-Year National Socio-Economic Development Plan (NSEDP 2016-2020) adopted a results-based approach to graduation from LDC status, complete unfinished MDG business and deliver early progress on the SDGs. The NSEDP monitoring and evaluation framework has mainstreamed some SDG targets and indicators.
Madagascar	The SDGs informed the establishment of the National Development Plan (PND) 2015-2019.
Malawi	The Development Cooperation Strategy (DCS 2014-2018) and the Second Malawi Growth and Development Strategy (MGDS II) provide space for multi-stakeholder policy dialogue on development effectiveness. The government commenced a process of consultation and analysis in reflecting how SDGs should be integrated into the country's results framework.
Nepal	The 13 <sup>th</sup> medium-term Periodic Plan includes targets that are linked with the SDGs. The government seeks to further integrate the SDGs into the results framework of the forthcoming 14 <sup>th</sup> Periodic Plan 2017-2020.
Nigeria	The recently-launched Nigeria Economic Recovery and Growth Plan (NERGP), serves as a basis for the current medium- and short-term budgeting frameworks, has mainstreamed the SDGs. Assessment of institutional needs/gap also contributed to strategic planning and budgeting, prioritization of plans and provided opportunities for coordination with development partners.
Panama	Panama 2030 defines the country's priority Sustainable Development Goals to accelerate sustainable human development.
Qatar	The goals of the Sustainable Development Agenda 2030 have been incorporated into the second National Development Strategy (2017-2022) for follow-up on its implementation.
Samoa	As part of the Mid-Term Review of the Strategy for the Development of Samoa (SDS 2012-2016), a preliminary Integrated Assessment of the SDS against the SDGs was conducted. The review findings formed the basis for the development of the SDS with the objective of 'accelerating sustainable development and creating opportunities for all.'
Tajikistan	The National Development Strategy 2030 and Mid-Term Development Program for 2016-2020 mainstreamed SDGs into national development targets. Coordination of external finance flows and international initiatives strengthened national capacity for implementing national priorities and sectoral programmes.

Country/Territory	Example
Timor Leste	Informed by the principles set forth in the New Deal for Engagement in Fragile States, the Aid Management Effectiveness Policy seeks to ensure development assistance is aligned with government plans and priorities. The policy forms the basis for building and maintaining effective working partnerships based on shared planning, objectives, harmonisation of aid and predictable and reliable support.
Turkey	Turkey intends to take the SDGs as main inputs in its ongoing process of updating the long-term vision and the preparation of the 11 <sup>th</sup> Development Plan.
Tuvalu	The National Strategy for Sustainable Development, Te Kakeega III 2016-2020 (TKIII), sets national priorities in the 12 broad strategic areas in-line with the SDGs, the SIDS Accelerated modalities of Action as well as other international and regional development frameworks, including the Framework for Pacific Regionalism.
Uganda	The second National Development Plan (2015/16-2019/20) has mainstreamed the SDGs. A strategic coordination framework for the SDGs was developed to guide institutional work at the national and local levels. Uganda is working to strengthen the implementation and communication strategy for the NDP and SDGs.
<b>Formal multi-stakeholder development actors engagement platforms that include the full range of</b>	
Afghanistan	The country has an SDGs National Coordination Commission (NCC), supported by a secretariat and technical working groups that work on data collection, data verification, reporting and follow-up mechanisms. The NCC will provide a high-level platform for direct and sustained engagement between the various government stakeholders, the private sector, civil society organizations, NGOs, academia, youths and the international community, with the common purpose of attaining the SDGs.
Botswana	The country established a National Steering Committee (NSC) that drives the policy agenda and is co-chaired by the Government and the United Nations. Its membership is derived from government, private sector, development partners, youth groups, national assembly, Ntlo ya Dikgosi (formerly House of Chiefs), civil society organizations, trade unions and other non-executive actors.

Country/Territory	Example
El Salvador	<p>El Salvador has a roadmap to create a National Council for Sustainable Development, which will be composed of the Government, development partners, civil society, the private sector, parliamentarians and others.</p> <p>El Salvador also has a formalized a space for dialogue called the Global Board for Dialogue, which is considered the main political space between the Government and development partners, but due to the interest of raising the level of dialogue, efforts have been made to achieve rapprochement with the private sector, parliamentarians and local governments municipalities.</p> <p>The First National Forum, called “Weaving Partnerships to Finance Sustainable and Inclusive Development, 25 more years”, was held during the 7th Week of the Cooperation. A variety of actors participated in the Forum, which addressed important issues for the country, including fiscal issues.</p>
Ethiopia	<p>The Development Assistance Group (DAG) supports implementation of the national development plan through institutional capacity building, policy dialogue with government at high level forums as well as financial and technical support to specific sectors.</p>
Guinea	<p>Consultation and Coordination Framework (CCC) led by the Prime Minister facilitates coordination between government and development partners with a view to improving effectiveness of development actions.</p>
Honduras	<p>The Development Cooperation Forum was organised in mid-2017 to engage development stakeholders, including civil society and the private sector to discuss trends, review monitoring results and produce joint roadmap for implementing the SDGs.</p>
Indonesia	<p>The National Coordinating Team, which is supported by the SDGs Secretariat, ensures effective coordination for implementation of the SDGs in terms of horizontal coordination between different ministries/agencies and between government and non-state actors as well as vertical coordination between governments at the national and local levels.</p>

Country/Territory	Example
Kenya	<p>The Development Partnership Forum (DPF) facilitates multi-stakeholder dialogue on key thematic development issues. Outcomes of the DPF inform discussions at the Aid Effectiveness Group (AEG), Government Coordination Group (GCG), and Development Partners Group (DPG), which are supported by various development partner and sector working groups focusing on technical development issues.</p> <p>The Ministry of Devolution and Planning coordinates the implementation and monitoring of the SDGs in Kenya. An Inter-Agency Technical Committee has been set up with membership from the line Ministries, Kenya National Bureau of Statistics, National Council for Population and Development, representatives from civil society organizations and private sector, among others. Mechanism of coordination between the two levels of government has been worked out with the establishment of SDGs Liaison Office within the secretariat of the Council of Governors (COG).</p>
Lao PDR	Institutional coordination has taken place through a round table process with 10 sector working groups and annual meetings open to multiple stakeholders, including partners from the South, civil society and private sector.
Liberia	Cooperating Partners Group (CPG) improves coordination between development partners and the government as well as civil society and private sector to enhance synergy of development programs, projects and activities.
Maldives	The National Ministerial Coordination Committee, constituted of cabinet ministers, provides the overall policy guidance and political support towards implementation of the SDGs. The Ministerial Committee is supported by a Technical Committee on SDGs, which brings together representatives from various government institutions and civil society.
Myanmar	The Myanmar Development Cooperation Forum (MDCF) is a multi-stakeholder policy platform that regularly convenes the government, development partners, civil society and private sector to review progress in implementing national plans and discuss collective actions to enhance the impact of development cooperation.
Tanzania	The Kaberuka Process/development dialogue framework opened multi-stakeholder discussions as part of a new development co-operation architecture aspiring for more mature relationship between development stakeholders in the changing country context.
<b>Transparency systems that enable use of data and evidence</b>	
Bangladesh	An IATI AIMS Import Module automatically updates IATI data to the home-grown Aid Information Management System (AIMS), streamlining the reporting process.

Country/Territory	Example
Côte d'Ivoire	The Aid Management Platform (AMP) provided useful information for the drafting of the Report on Cooperation and Financing of Development (2013-2015).
Dominican Republic	The International Cooperation Single Matrix (MUCI) is being expanded to enhance data comprehensiveness and coverage of different modalities of development co-operation.
El Salvador	The country has an Information System for Development Cooperation in El Salvador (SICDES), which was created in order to generate reports of the cooperation flows that is received, this system has undergone processes of updating and improvements and also has strong links with SDG's and national priorities.
Ethiopia	The Aid Management Platform (AMP) was continuously upgraded and users were trained to ensure quality data is provided for enhanced transparency, predictability and mutual accountability.
Kenya	The Electronic Project Monitoring Information System (e-Promis) and the Integrated Financial Management Information System promote sharing of data and information at national and county levels.
Malawi	Efforts to increase local use of the Aid Management Platform (AMP) and the publication of the Development Cooperation Atlas contributed to enhanced transparency.
Moldova	The Aid Management Platform (AMP) which tracks over 1,900 development cooperation activities and the Open Government Action Plan both contribute to more transparent resource management.
Myanmar	A publicly-accessible, home-grown Aid Information Management System (AIMS), known as 'Mohinga' tracks development finance flows and is fully compliant with the IATI Standard.
Nepal	The Aid Management Platform (AMP) captures different types of flows such as traditional ODA and South-South Cooperation.
Peru	The Declaración Annual (DA) platform and the MIPCI web application allow development partners and programme operators to register programme/project information which contributes to enhanced transparency and accountability.
Rwanda	The Development Assistance Database (DAD) supports the national Donor Performance Assessment Framework (DPAF) and is integrated with the country's SmartFMIS budgeting platform.
Senegal	The Aid Management Platform (AMP) informs the National SDG Roadmap processes and national planning around the Plan Sénégal Emergent. The AMP also links with the government budgeting systems for increased transparency of financing flows in the country.
Tajikistan	The Aid Information Management System (AIMS) enables data sharing, monitoring and evaluation for enhanced transparency and accountability.

Country/Territory	Example
Timor-Leste	The Aid Transparency Portal (ATP) feeds into government budgeting process and promotes transparency and predictability of development co-operation.
Zimbabwe	The Aid Information Management System (AIMS) was installed to strengthen coordination and effectiveness of development cooperation.
<b>Transparency systems that enable use of data and evidence</b>	
Moldova	The Aid Management Platform (AMP) which tracks over 1,900 development cooperation activities and the Open Government Action Plan both contribute to more transparent resource management.
Bangladesh	Bangladesh is in the process of finalising a Monitoring and Evaluation Framework for SDGs implementation. This framework will have a macro-level web-based data repository system to facilitate data collection, analysis, progress tracking and reporting.
Cambodia	The Development Cooperation and Partnerships Strategy (2014-2018) includes a results framework that was modified based on the Global Partnership monitoring framework. It is complemented by a set of 20 Joint Monitoring Indicators assessing joint actions towards results-based outcomes/ outputs in major sectors, themes and reforms. The latest assessment using the 20 Indicators was conducted in 2015 and results were discussed among government, development partners and NGOs.
El Salvador	The Global Board for Dialogue/Mesa Global de Diálogo provides a policy space in which the government, development partners and civil society organisations agree on the development agenda and present the results of the various development efforts.
Estonia	The implementation of SDGs is monitored through a set of sustainable development indicators, which is renewed on a regular basis and covers all the relevant sustainable development related topics. The current set of indicators was agreed upon in cooperation with the Sustainable Development Commission, inter-ministerial sustainable development working group and the Statistical Office and Government Office. The last indicator-based report on Estonian sustainable development was published in March 2015.
Guinea	The new National Partnership and Aid Policy, which started to be implemented in 2017, was developed to reflect the post-2015 development agenda with a focus on mutual accountability and joint assessment between government and development partners. It also seeks to more actively engage local and regional authorities.

Country/Territory	Example
Kenya	The Kenya External Resource Policy (KERP) provides the accountability framework for guiding the sourcing and management of development finance flows, especially ODA. Based on thorough consultations among multiple stakeholders, the KERP aims to strategically link national resource mobilisation with the achievement of the long-term Vision 2030, Medium-Term Plans and County Integrated Development Plans.
Malawi	The Development Co-operation Strategy (DCS, 2014-2018) includes a monitoring framework that has a set of development results indicators based on the national development strategy and a set of development effectiveness indicators based on the Global Partnership monitoring framework. Mutual accountability is also strengthened through the DCS dialogue in the High-Level Forum and Development Cooperation Group meetings.
Nepal	Guided by the 2014 Development Cooperation Policy, mutual accountability in Nepal has been strengthened by the annual Nepal Portfolio Performance Review (NPPR), regular local partners' meetings and sectoral review meetings.
Philippines	The Country Assistance Strategies (CAS) of development cooperation guides partnership between the government and development partners to ensure alignment of co-operation framework with the national development agenda.
Rwanda	Rwanda has a National Aid Policy and a Donor Performance Assessment Framework (DPAF) which includes country-level targets and indicators on the effectiveness of development cooperation.
Turkey	Turkey intends to develop a review framework that is in conformity with the UN framework of monitoring and review. Based on the existing set of 132 sustainable development indicators organised under 10 categories, the monitoring framework will be further developed in light of SDGs' global indicators according to national priorities and capabilities.
Transparency systems that enable use of data and evidence	
DFA updated	Philippines, Thailand, Vietnam
DFA completed	Bangladesh, Lao PDR, Papua New Guinea, The Gambia
DFA underway	Cambodia, Cameroon, Fiji, Marshall Islands, Mongolia, Mozambique, Myanmar, Nepal, Timor-Leste,
DFA in pipeline	Bhutan, Comoros, Costa Rica, Honduras, Indonesia, Samoa, Sudan
DFA in initial discussions	Cape Verde, Malawi, Namibia, Tanzania, Thailand, Uganda



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