

United Nations Development Programme

Country: Global

Project Document

Project Title Global Project on Managing Development Cooperation Effectively

Strategic Plan 2014-2017 Outcomes Outcome 7: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles.

Expected Output(s) SP Output 7.4: Countries enabled to gain equitable access to, and manage, ODA and other sources of global development financing;

Contributing to Expected SP Output(s): SP Output 7.5. South-South and Triangular cooperation partnerships established and/or strengthened for development solutions, and

Output 7.7. Mechanisms in place to generate and share knowledge about development solutions

Executing Entity: United Nations Development Programme (Direct Implementation)

Implementing Partner: UNDP

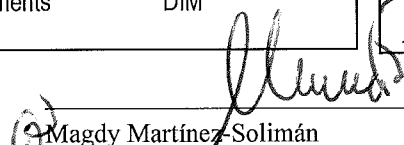
Substantive Revision Justification

This substantive revision serves to revise the sections on II. Strategy, III. Integrated Results and Resources Framework (IRRF) and I.V. Annual Workplan. These changes were necessitated to align them to the UNDP/OECD Joint Support Team's workplan to facilitate mobilisation of adequate resources as per the further discussions with potential development partners which have pledged the contribution to this project. This substantive amendment will enable UNDP's support to the effective functioning of the Global Partnership for Effective Development Cooperation, delivering on the key results as outlined in the UNDP/OECD Joint Support Team's workplan approved by the Steering Committee of the Global Partnership for Effective Development Cooperation.

In addition, the section V. on Management Arrangement has clarified further the arrangement on the Project Implementation Team (which forms the core of the UNDP's side of the Joint Support Team), which cuts across both BPPS and BERA. Subsequently, the Project Organisation Structure has also incorporated this change.

Programme Period:	2015-2017	Total resources required	7,029,369
Key Result Area (Strategic Plan)	Outcome 7	Previous budget	7,029,369
Atlas Award ID:	00050716	Revised budget	7,029,369
Start date:	April 2015	• Regular	_____
End Date	Dec 2017	• Other:	
PAC Meeting Date	17 July 2015	o Carry over from previous contribution made to project output 62772	1,200,707
Management Arrangements	DIM	o EU(for 2015 EURO 200,000)	243,902
		o SDC	414,509
		o Government	_____
		Unfunded budget:	5,170,251

Agreed by (UNDP):


 Magdy Martínez-Solimán
 Assistant Administrator and Director
 Bureau for Policy and Programme Support

12 August 2015

Date

I. SITUATION ANALYSIS

1.1 Introduction

1. The development landscape is rapidly changing, becoming increasingly complex and dynamic. Today, Official Development Assistance (ODA) provided by traditional bilateral and multilateral donors is complemented by the expansion of other forms of development finance. While ODA remains an important source of development funding, the flows of development finance are increasingly diverse and multi-directional¹². At the country level, this has resulted in the presence of an increased number of partners and modalities of development cooperation/ financing. Consequently, there is a shift in partnerships on the ground from that of a provider-recipient relationship to a multi-stakeholder development relationship that continues to diversify and evolve³.
2. Equally, the nature of poverty is changing. Many countries are moving into middle-income country (MIC) status, but inequality remains a challenge in many of them. At the same time, development challenges are increasingly complex, ranging from the urbanization of poverty to pressures from climate change and natural resources, among others. Fragility and vulnerability to economic shocks and natural disasters continue to be pressing concerns in many areas of the world. These challenges cut across all countries, and therefore, there is need for an approach that will integrate economic, social and environmental aspects in the effort to achieve sustainable development⁴.
3. The post-2015 development agenda, with its universal nature and greater emphasis on sustainable development, signals a paradigm shift regarding the role of partnerships. As highlighted in the High-Level Panel Report, there is emerging ambition to eradicate poverty through an inclusive development agenda – *leaving no one behind*. Financing the post-2015 development agenda requires a coherent approach with resources mobilized from all sources – national, international, private and public⁵. To this end, as set out in the Monterrey Consensus on Financing for Development in 2002, placing development cooperation in a broader development financing framework is as important as ever, in order to leverage and manage all available sources of development finance and a range of multi-stakeholder partnerships. The efforts to increase effective development cooperation based on basic principles of “*country ownership, focus on results, inclusive partnerships, transparency and accountability*,” also remain important in the post-2015 sustainable development framework⁶. In an increasingly complex development landscape, this effort requires effective development cooperation policies and institutional capacity to manage diverse cooperation and partnerships in a coherent and complementary manner for increased alignment to national priorities and the maximization of impact.⁷
4. Established in 2012 as a follow-up to the Fourth High-Level Forum on Aid Effectiveness in Busan (December, 2011), the Global Partnership for Effective Development Cooperation (GPEDC) offers a unique, voluntary and dynamic political platform for dialogue to help nations, businesses and organisations work better together to end poverty, focusing its efforts on improving the quality of

¹ UN ECOSOC, “Trends and progress in international development cooperation: Report of the Secretary General” (May 2014)

² UNGA, “Report of the Intergovernmental Committee of Experts on Sustainable Development Financing” (August 2014)

³ UN, The Report of the High-Level Panel of Eminent Person on the Post 2015 Development Agenda, “A New Global Partnership” (May 2013)

⁴ See footnote 2

⁵ See footnote 2

⁶ UNGA, The synthesis report of the UN Secretary General on the post-2015 sustainable development agenda: the road to dignity by 2030 (December 2014)

⁷ See footnote 1

partnerships and effectiveness of cooperation. The GPEDC aims to contribute to post-2015 implementation by demonstrating the value of multi-stakeholder actions and implementing the shared principles of effective development cooperation. The first High-Level Meeting of the Global Partnership for Effective Development Cooperation (GPEDC) in Mexico signalled the need for continuous efforts to improve the way development cooperation is provided and managed in a sharply differentiated landscape across countries. This message echoed the key outcomes of the UN Development Cooperation Forum in 2014.

1.2 Implication of a shifting development cooperation paradigm

5. The paradigm shift emerging from post-2015 dialogue has various implications on future development cooperation in practice. In this new reality, development cooperation will remain important, playing a catalytic role and supporting systematic progress in the full utilisation of resources⁸. Development cooperation policies and instruments will need to respond effectively to nationally-led efforts to eradicate poverty and generate sustainable development, informed by what works and what does not.

Are countries able to access and manage diverse and complex flows of development cooperation/finance and facilitate inclusive partnerships in order to ensure maximum impact on development outcomes and the eradication of extreme poverty?

- As highlighted in the Report of the Secretary-General Trends and Progress in International Development Cooperation, countries are increasingly faced with complicated and diverse flows of development cooperation and resources. If management of these flows is not well navigated, fragmentation; duplication of cooperation efforts; and inefficiency in the utilisation of cooperation, financing instruments and partnerships can result. The importance of an integrated national financing framework is called for in financing sustainable development goals in this context.
- In efforts to enhance aid effectiveness, many countries have focused attention on traditional partners and the provision of ODA. However, in order to strengthen complementarities between development cooperation and partnerships, a “whole of government” approach is required for improved policy and institutional coordination to support an integrated national financing framework. Greater emphasis is needed on building institutional frameworks to enable countries to determine their own national development strategies and subsequently translate these strategies into medium-term spending plans and financing frameworks into which they integrate development cooperation and development financing (external and domestic) in alignment with national priorities and needs.
- Transparency of development cooperation is crucial in the evolving development cooperation architecture. Transparency forms the cornerstone of efforts to strengthen the efficacy of development cooperation and support countries in planning and managing development resources more effectively. Increased transparency of development cooperation also supports domestic and mutual accountability, enabling countries to make the most effective and transparent use of development resources and thus to achieve greater development impact. Progress has been made in establishing Aid Information Management Systems in a number of

⁸ See footnote 6

countries, but data gaps on development finance remain as a challenge. Further work is needed to make such systems robust for increased transparency and availability of better data of diverse resource flows.

How can the global commitments to enhance the effectiveness of development cooperation be translated to actions?

6. The inaugural High-Level Meeting of the Global Partnership for Effective Development Cooperation in Mexico City (April, 2014) concluded that the effective development cooperation and inclusive development partnerships remain important for inclusive country ownership in post-2015 development implementation. The shared principles of effective development cooperation – ownership, focus on results, inclusive partnerships, transparency and accountability – remain cornerstones of this agenda. Fully implementing these commitments will require the political will and concerted efforts of all actors in the development arena.

- Programme countries have called for the strengthening of the accountability frameworks, which includes increased monitoring efforts to increase accountability for delivering commitments on effective development cooperation: the Global Partnership monitoring framework provides this. The first monitoring exercise was undertaken in 2013 and provided useful information in taking stock of the progress and challenges of effective development cooperation. Further strengthening of the monitoring framework is needed to enhance the robustness of the monitoring agenda well as increased participation of countries to inform political dialogue.
- The role of development cooperation is changing from one of filling a financing gap to playing a catalytic role in countries' transformation. The need for better articulation of this role necessitates the production of tangible impacts of development cooperation on national capacity/systems and the ability to leverage diverse development finance resources/partnerships. More targeted allocation and a flexible approach to development cooperation is crucial in response to the varying needs of programme countries. Likewise, a deep and broad expanse of country-based empirical evidence is needed to inform policy and decision-making.
- The importance of broadening and strengthening South-South and Triangular cooperation as a complement to traditional aid is evident, as highlighted in the High-Level Committee on South-South Cooperation (July, 2013). Various initiatives led by Southern partners deepen the understanding of South-South modalities and how they enhance development impact. Such initiatives can also benefit from mutual learning among Southern providers and programme/developing countries. In addition, a growing number of emerging partners are looking into strengthen institutional frameworks to scale up the sharing of development knowledge and experiences in support of heightened development impact.
- As highlighted in the High-Level Panel of Eminent Person on Post-2015 Development, multi-stakeholder approaches to development require an enabling environment and relevant framework to strengthen the role of development partners such as civil society organisations, the private sector, foundations, and local governments in national development efforts. As the global mutual accountability survey⁹ pointed out, an effective mutual accountability process, based on country-led results frameworks, plays an essential role in supporting inclusive development partnerships based on mutual trust.

⁹ UNDESA, Background Study: The Third Global Accountability Survey on Mutual Accountability (July 2014)

- Multi-stakeholder, inclusive platforms such as the GPEDC have great potential to support political commitments and to inform development cooperation policies and actions. GPEDC stakeholders called for the GPEDC to strengthen its unique value as a hub not only for information sharing but also for actions. Evidence-based policy dialogue can support political and technical actions for more effective cooperation both at HQ as well as the country level. The global forum for dialogue exists, but demonstrating the impacts and evidence for better management of development cooperation can support accountability of all development actors to implement the commitments and principles of effective cooperation for better results.
- Equally, the International Aid Transparency Initiative (IATI) also supports countries efforts to implement the Busan commitments on transparency. While more than 300 publishers are reporting information on their development cooperation to the IATI standard, further efforts are needed to improve the quality of information as well as to address bottlenecks at the country level and increase use of data. Such bottlenecks includes the existence and robustness of information management systems and capacity at country level.

1.3 Lessons Learned and Challenges Ahead

7. Lessons learned from the previous project on aid effectiveness point to a number of important emerging issues:

- **Previous UNDP support on aid effectiveness concentrated on strengthening the capacity of one central entity**, but a more coherent framework for managing development cooperation is needed to make financing frameworks more comprehensive, facilitating an optimal blend of various development resources. Such efforts typically require inter-ministerial efforts, with systemic processes in place to integrate the management of aid into broader development planning processes. This call was made in the regional workshops on development cooperation in Bangladesh (August, 2013) and Abidjan (February, 2014), as well as by various countries.
- **Better integration of aid management with national systems for financial management, debt management, and macroeconomic management is needed to support the efficient use of various development resources.** UNDP has supported a number of programme countries in establishing and strengthening Aid Information Management Systems (AIMS). Further policy and technical work is needed to strengthen AIMS to be fully embedded in national institutional frameworks for development management, i.e. integrated with PFMS (Public Financial Management Systems) and public debt management systems. Further support is also needed to incorporate the International Aid Transparency Initiative (IATI) standard and ensure linkages with results-based management. This need was also called for in the IATI Partner Country caucus meetings. Furthermore, a country-led coherent financing framework will need better information on development activities by all development stakeholders. Robust data availability covering a range of development finance will be needed to support this.
- A universal agenda of sustainable development and poverty reduction calls for development cooperation that is **multi-stakeholder in approach, to support inclusive growth and address inequality**¹⁰. Yet, further attention is needed to make inclusive partnerships a reality¹¹¹². Most

¹⁰ See footnote 4.

coordination frameworks have concentrated on supporting partnerships between providers and recipients. There is a need to expand the notion of accountability to inclusive accountability frameworks. A number of countries have requested UNDP support in strengthening mutual accountability frameworks so that they are inclusive and support domestic accountability.

- A number of countries which assume dual roles in development cooperation are engaged in sharing their development experiences, solutions and technical assistance. Many countries are in a process of consolidating/systematizing their cooperation policy and have requested that UNDP support their institutional framework for development cooperation. In Europe and the Commonwealth of Independent States (CIS), UNDP has supported the development of 14 countries' aid policies since 2009. In 2013 alone, UNDP assisted five regional programme countries (the Czech Republic, Kazakhstan, Romania, the Slovak Republic, and Turkey) in developing and implementing aid management policies and continues to receive requests. This support underlined the importance of having a policy framework in place to guide the scaling up of international development cooperation but also the need to support operational procedures and capacity to make such cooperation visible and impactful.
- The global dialogue on development cooperation remains heavily influenced by donors. Seeking to rectify this imbalance, over the past years, UNDP has supported increased programme country participation in various global and regional fora, but there remains limited availability for programme countries to influence global policy dialogue. More effort is needed to **strengthen programme countries' voices in the regional and global development effectiveness agendas**. Facilities such as Asia-Pacific Development Effectiveness Forum as well as African Platform for Development Effectiveness are supporting this process at the regional level, but strengthened linkages with these regional platforms are essential for the scaling up of programme countries' voices to the global level. The call for enhancing cross-regional dialogues was made in the Busan Partnership annual workshop in Seoul, the Steering Committee meetings of the Global Partnership, as well as the IATI meetings among others.

8. These lessons learned and emerging challenges in development cooperation resonate with the role of the UNDP in programme countries within the context of global debates and actions as set out in the Strategic Plan 2014-2017. These include: ing countries to enhance/gain equitable access to and manage ODA and other sources of global development financing to meet national goals; strengthening South-South and Triangular cooperation partnerships for development solutions; and supporting mechanisms to generate and share knowledge about development solutions. These tenets showcase the need for increased institutional capacity so that programme countries may design, implement and monitor development cooperation policies and frameworks to maximize the impact of cooperation/partnerships for inclusive sustainable development outcomes.

1.4 The role of the UNDP

9. The UNDP Strategic Plan recognises the rapidly shifting development landscape as well as the necessity of supporting programme countries in addressing new realities and implementing transformational agendas. UNDP's Global Programme places emphasis on strengthening partnerships for effective development cooperation with diverse development actors, highlighting the need to

¹¹ OECD/UNDP, Making Development Co-operation more effective: Global Partnership Progress Report 2013 (April 2014)

¹²See footnote 9

enhance the synergy, complementarity and quality of various types/modalities of development cooperation and financing. Furthermore, the Quadrennial Comprehensive Policy Review (Resolution 67/226, December 2012) calls upon the UN Development system to further support the capacity building and capacity development of developing countries to effectively coordinate and evaluate the impact of external development assistance in line with national development plans and priorities.

10. The frequency and scope of requests for UNDP support in aid effectiveness have grown significantly since 1995. Over 60 UNDP Country Offices have supported countries in their efforts to implement the Paris Declaration on Aid Effectiveness as well as the Accra Agenda for Action and they continue to support the implementation of the development effectiveness agenda. Support at the country level is generally financed through donor cost-sharing through Country Programme Documents and individual projects. However, UNDP HQ provides policy advice and programming support through guidance/practice notes and knowledge generation/sharing. Since 2008, UNDP has supported over 90 countries in strengthening their capacity to implement aid effectiveness principles and commitments. The organisation has also contributed to global advocacy on aid effectiveness through support for programme countries' engagement in the Working Party on Aid Effectiveness as well as the monitoring of the Paris Indicators on aid effectiveness.

11. UNDP's credibility and track record as a central actor at global, regional and country levels in the area of aid effectiveness and effective development cooperation has been recognized globally. Together with the OECD DAC Secretariat, UNDP was called upon to support the functioning of the Global Partnership for Effective Development Cooperation (GPEDC). This request has come from developing countries, emerging economies and OECD members. In addition, joined by UNOPS, Sweden, Ghana and the NGO Development Initiatives, UNDP was also successfully chosen to play a leading coordination role International Aid Transparency Initiative (IATI) Secretariat. These global responsibilities are based on the UNDP's substantive and extensive work in supporting countries in implementing the Paris Declaration, Accra Agenda for Action, and now the Busan Partnership principles as well as supporting national capacity for aid management and coordination.

12. UNDP's role in effective development cooperation will also further benefit from cross-practice collaboration to draw on the depth and breadth of UNDP HQ policy and programme support and initiatives provided across BPPS's sectors, including the New Deal support facility, financing and resourcing risk management, as well as global advocacy and positioning work around Financing for Development and the Post-2015 framework.

II. STRATEGY

13. In practice, effective development cooperation is about supporting countries to make the best and most use of development cooperation to realize their own national priorities. UNDP's global responsibility as part of the OECD/UNDP Joint Support Team for Global Partnership for Effective Development Cooperation (GPEDC) is based on the UNDP's substantive work in supporting countries in implementing the Paris Declaration, the Accra Agenda for Action, and the Busan Partnership principles as well as strengthening national capacity for management and coordination of development cooperation. The Global Project will strengthen the expected roles of the UNDP in support of the Global Partnership for Effective Development Cooperation (GPEDC) as outlined in the document, *"Joint OECD-UNDP Support to the Global Partnership for Effective Development Cooperation, Overview of Funding Requirements: July 2014-December 2016"* (January 2015). It will place a particular focus on supporting national capacity and country-led efforts for more effective development cooperation

grounded in the principles of effective development cooperation - *ownership by developing countries, focus on results, inclusiveness and transparency and accountability*, and include the following outputs:

1. Strengthen and implement the Global Partnership monitoring framework to support global accountability and mutual learning on effective development cooperation, including assisting in national efforts to monitor and measure use and effectiveness of development cooperation for impactful results;
2. Support global policy dialogue and mutual learning on development cooperation through strengthening evidence/knowledge bases as well as supporting programme countries and new strategic partners in meeting the growing need to manage complex development cooperation forms. This includes catalytic policy and programme support to national efforts for strengthened effective mechanisms, frameworks and systems for mobilizing, utilising, and reporting on the use of various types of cooperation;
3. Strengthen visibility of the Global Partnership for Effective Development Cooperation through knowledge and strategic communication campaign to promote the principles of effective development cooperation; and
4. Support global governance structure of the GPEDC, with particular focus on the practical implications and applications of principles of effective development cooperation in reforming development cooperation policies.

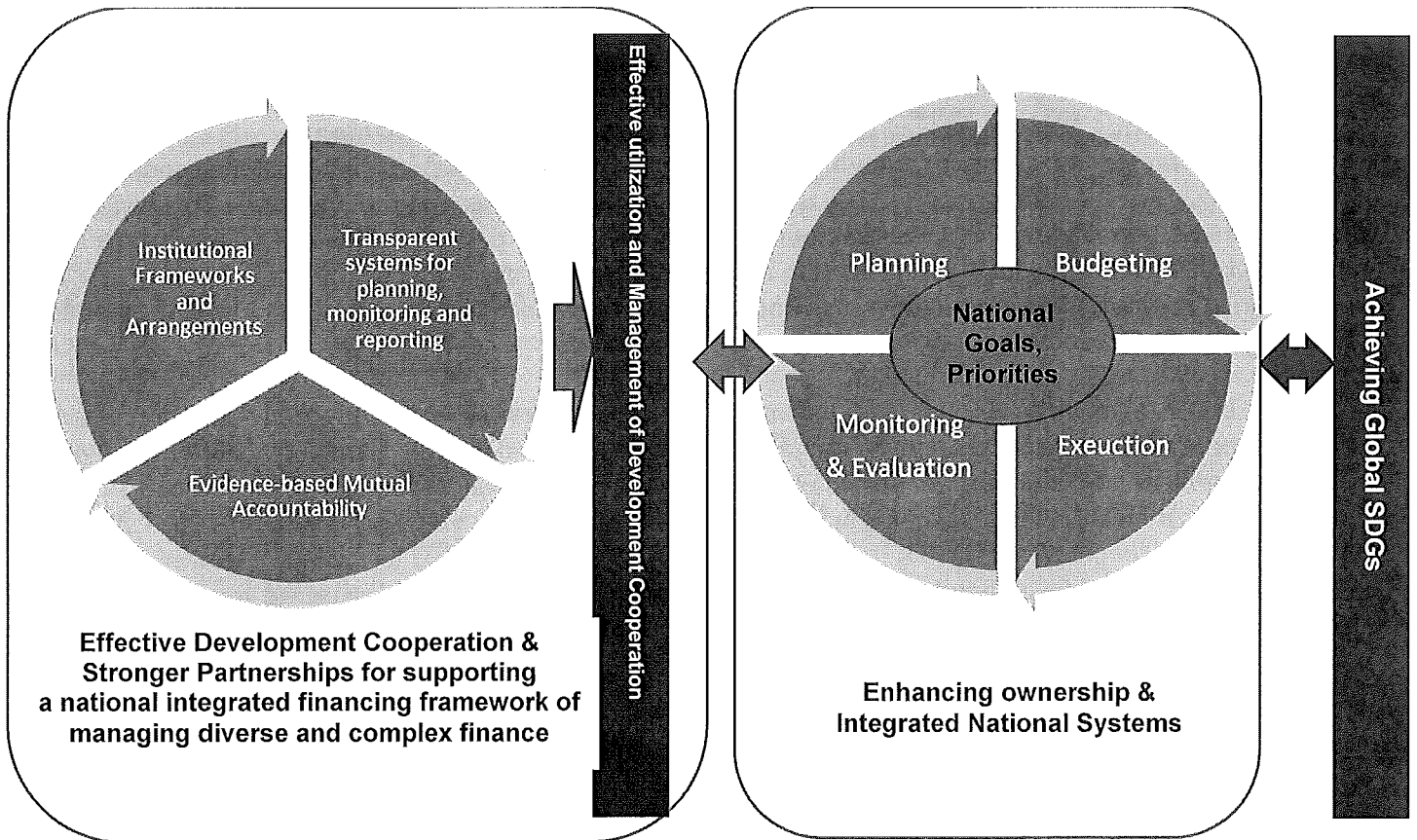
14. The project places particular emphasis on the centrality of fiscal planning and budgeting as an important element of effective development cooperation in implementing inclusive development policies for sustainable development. Through this emphasis, the project will support countries in gaining equitable access to and managing ODA and other development finance as well as strengthening South-South and Triangular cooperation partnerships for development solutions as part of GPEDC country implementation support.

2.1. Conceptual Framework for Effective Development Cooperation

15. Building on UNDP's previous work on aid effectiveness, UNDP's Global Project aims to support international efforts for more effective development cooperation through assisting programme countries in managing complex development cooperation. Effective development cooperation and stronger partnerships will support countries' ability to manage diver and complex finance by ensuring development cooperation strengthen the centrality of fiscal planning, budgeting, effective execution and monitoring systems, which would result in enhanced national ownership and strengthened national systems for implementing Sustainable Development Goals.

16. The following three key enablers form the basis of UNDP's support in the area of effective development cooperation: (1) institutional frameworks and arrangements; (2) transparent systems for planning, monitoring and reporting; and (3) evidence-based mutual accountability.

Figure 1: Framework for Effective Development Cooperation



- 1) ***Institutional frameworks and arrangements:*** As highlighted in the synthesis report of the Secretary General as well as the Intergovernmental Committee of Experts on Sustainable Development Financing, countries are also encouraged to adopt national sustainable development financing strategies that take account of all financing flows, build stronger country ownership, and implement greater use of country strategies and systems. To support countries in this process, there is a need for more a holistic and comprehensive approach to development resource planning. This requires appropriate revision of cooperation policy and institutional arrangements to strengthen inter-ministerial/ inter-sectoral coordination to enable coherent resource planning.
- 2) ***Transparent country information management systems to address data gaps on development cooperation and support the increased use of available information:*** Having timely, comprehensive, and forward-looking information about development cooperation helps countries to plan, manage and use those resources effectively. Further strengthening of aid information management systems as well integration of the IATI standard with national systems for financial management, debt management, and macroeconomic management will facilitate the effective use of information on development cooperation. This will enable countries to analyse and manage dynamic development cooperation and finance, and will also support gender-sensitive development programming and rights-based approaches.
- 3) ***Evidence-based mutual accountability:*** Accountability is a vehicle for improving the quality and effectiveness of development policies. Mutual accountability creates conditions for sharing knowledge and mutual learning and strengthens the effectiveness of partnerships for development results. Monitoring of commitments on the quality and effectiveness of development cooperation is an

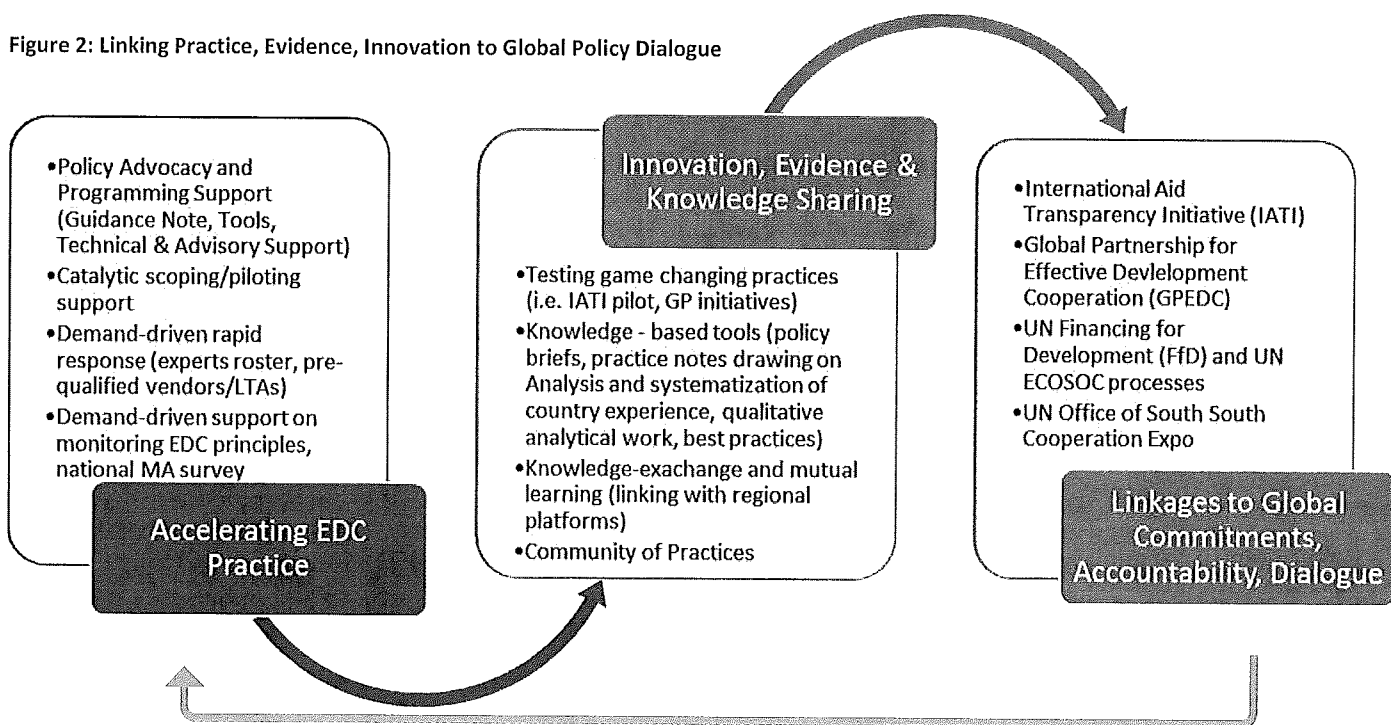
important instrument to support mutual accountability, however, monitoring should be grounded in inclusive and country-led national development policy dialogue.. Multi-stakeholder engagement in accountability frameworks will ensure appropriate decisions on resource planning that support the implementation of appropriate policies for inclusive development and the eradication of poverty.

2. Supporting evidence-based global policy dialogue and mutual learning

17. Leveraging its extensive knowledge of the similarities and differences between countries at different stages of development, UNDP is uniquely positioned to leverage evidence-based insights of effective and adaptable development solutions to inform global policy dialogue, policies, norms and standard. The UNDP Global Project aims to advance UNDP’s thought leadership and advocacy role by supporting innovation and evidence-based knowledge sharing, focusing on actions and initiatives at the country and regional levels.

18. The Project will deepen and expand knowledge bases on good practices and innovative approaches to development challenges through scanning results and lessons learned from UNDP support to development effectiveness at the country level. The production of both a knowledge base and knowledge products will also contribute to UNDP’s role in the Global Partnership for Effective Development Cooperation (GPEDC). The Project also aims to contribute to the UN Member State-led policy dialogues on development cooperation and finance, such as the UN Financing for Development (FfD) process and the UN ECOSOC, drawing on UNDP’s substantive experience with transparency and mutual accountability.

Figure 2: Linking Practice, Evidence, Innovation to Global Policy Dialogue



19. The Global Project will provide value-addition, including the development of practice/guidance notes, tools, demand-driven advisory support, as well as the piloting of innovative approaches and facilitation of mutual learning/knowledge sharing to complement the support provided through UNDP Country Programmes and Projects. The Project works closely with relevant Regional Programmes such as, Africa Regional Programme on Strengthening African Engagement in Global Development Debates,

South-South Cooperation, and Knowledge on Development Solutions as well as the Asia-Pacific Forum on Development Effectiveness.

20. To implement the strategy, UNDP will draw upon its global Effective Development Cooperation Team (dedicated team of advisors and specialists located at HQ and in four regional service centres – Bangkok, Addis Ababa, Panama, Istanbul), advisors and specialists located in global policy centres (Singapore, Rio, Seoul), the advisors, specialists and focal points in UNDP Country Offices as well as planning and strengthened linkages with various practice advisors and specialist, including the New Deals, Development Finance, Climate Finance and others. The global EDC Team will also maximize the use of the UNDP Community of Practitioners to promote intra- and inter-regional learning and policy/programme support.

2.2 Expected Outputs achieved from the Project

Output 1: Global partnership monitoring framework refined, strengthened and implemented to support global accountability and mutual learning on effective development cooperation.

21. As part of the OECD/UNDP Joint Support Team, UNDP is mandated to refine, strengthen and implement the Global Partnership monitoring framework. The Global Project's support in this area will center on:

- Support to the Global Partnership Monitoring Framework, including the refinement of the global pilot indicators, support rolling out of the second monitoring process, and strengthening the monitoring framework to make it post-2015 proof. This includes provision of global helpdesk, co-production of the Global Progress Report, as well as support to the Advisory Group on monitoring to strengthen the relevance of the monitoring framework.
- Support for country-led monitoring and strengthening of accountability framework through demand-driven advisory support in relation to the Global Partnership Monitoring Framework and national MA survey. Further consideration is useful to draw on and reinforce the existing frameworks to consider all sources of cooperation and finance through which to support inclusive country ownership over the sustainable development agenda.

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

22. Building on the UNDP experience in over 90 programme countries in supporting countries to manage development cooperation effectively and leveraging UNDP practice areas in South-South Cooperation, conflict and resilience, climate finance, and development finance as well as governance, the Global Project will support the strengthening of global policy dialogue on development cooperation by linking practice, evidence and policy. This will be done through:

- Systematization of country experiences, good practices, lessons learned and relevant analytical work, resulting in the production of knowledge-based tools and products. The global and regional Community of Practices will play an important role in shaping up and informing the policy briefs/discussions papers.

- Support to the Global Partnership Monitoring Framework, including the refinement of the global pilot indicators, support rolling out of the second monitoring process, and strengthening the monitoring framework to make it post-2015 proof.
- Support to knowledge exchange and mutual learning. UNDP can systematically promote global opportunities for strengthened engagement of developing countries in shaping up global policy agenda on development cooperation. Working closely with relevant regional platforms, the Global Project will support the cross-regional knowledge exchanges and knowledge campaign efforts of the GPEDC, IATI, and other relevant global fora, as well as strengthening online GPEDC Community of Practices.

23. Drawing on scanning of country examples and practices and with view to support country ownership and country-led initiatives to manage complex development cooperation forms, the Global Project's support will centre on the following, with particular focus on three key enablers for effective development cooperation:

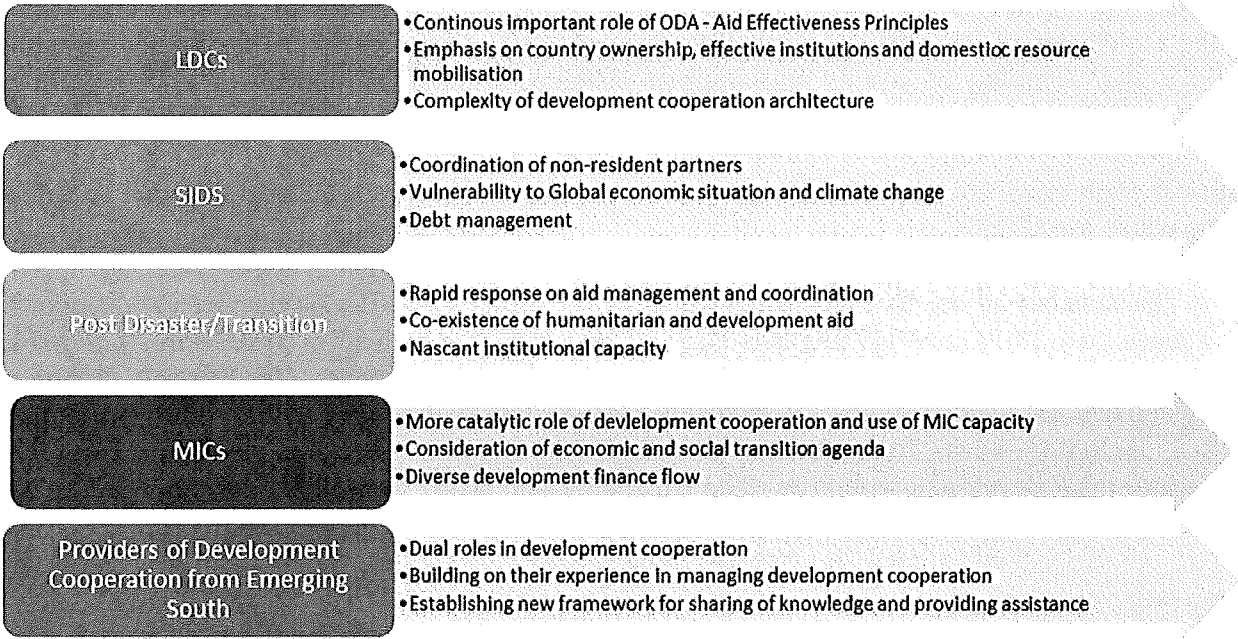
- **Development/strengthening of a guidance/practice note and corporate support package for an integrated national financing framework** for managing diverse development cooperation resources to support achievement of sustainable development outcomes, covering a range of issues such as a coherent institutional frameworks for managing complex development cooperation drawing on better understanding of development finance flows; national and sector-level results-based accountability frameworks; and strengthening of transparent systems and procedures. This work will be based on collaboration and coordination with relevant UNDP practices, such as development finance, New Deals support facility, climate finance, etc.
- **Provision of targeted support to innovative country initiatives through piloting and testing of new approaches.** This includes provision of catalytic contributions in the following areas, including but not limited to:
 - Development of an integrated national financing framework, including Development Finance and Aid Assessment (DFAA)¹³
 - Foresighting for development cooperation and finance planning;
 - Transparent systems that are IATI compliant and relevant integration with public financial management systems and increased coverage of broader development finance flows;
 - Evidence-based accountability instruments, such as joint planning and monitoring, use of country results framework, and strengthened Programme-Based Approaches/Sector-Wide Approaches; and
 - Inclusive development partnerships such as creating an enabling environment for inclusive dialogue.

Identification of country pilots will be made through discussions with relevant BPPS practices, Regional Bureaus, Regional Service Centres as well as consultations with UNDP Country Offices.

¹³ DFAA is a flagship tool developed by the Regional Service Center in Bangkok.

- **Establishing/strengthening of rapid response mechanisms/systems** by reinvigorating UNDP Community of Practitioners and the EDC Teamworks community; establishing the EDC Expert Roster and pre-qualified list of vendors/Long-Term Agreements (LTAs).
- **Provision of cutting-edge and rapid response and capacity development support to meet the requests of Strategic Partners in the area of strengthening institutional frameworks for effectively scaling up and managing international development cooperation.** Drawing on its knowledge on what works, where, lessons learned, this area of work includes mapping of institutional arrangements; process for managing international development cooperation; and programme development support for capacity strengthening.

24. Recognizing sharply differentiated landscapes across countries and the need for targeted approaches, the guidance note and support package will be tailor-made based on the analysis of country context. Some of typological country classifications would include but are not limited to (one country can fall under multiple categories):



Output 3: Visibility of the Global Partnership for Effective Development Cooperation strengthened.

25. Effective and robust communication and outreach efforts is an integral part of strengthening international efforts for more effective development cooperation. The Global Project will support GPEDC’s communication campaign to facilitate engagement of broader stakeholders and fostering a community of practice so as to promote the principles of effective development cooperation as well as increased application of the principles to development cooperation practice. This will be done through:

- Dissemination and communication activities around the publication of the Global Progress Report as well as other relevant analytical work/policy briefs;
- Robust online presence through refined GPEDC website, social media campaign as well as a series of high profile blogs;
- Organisation of a series of high-profile side events and facilitation of GPEDC stakeholder consultation;

- Support the Steering Committee and the Co-Chairs' outreach efforts to relevant international meetings and UN-led development processes.

Output 4: Global governance structure of the Global Partnership for Effective Development Cooperation strengthened through advisory and secretariat services to the Steering Committee and the Co-Chairs of the GPEDC.

26. Effective governance structure of the Global Partnership for Effective Development Cooperation is significant in ensuring that the GPEDC is an inclusive political forum bringing together governments, bilateral and multilateral organisations, civil society and representatives from parliaments and the private sector. UNDP's role as part of the OECD/UNDP Joint Support Team is to support the global governance structure that fosters programme countries' voices in the regional and global development effectiveness agendas. Its advisory and secretariat services responds to the need from developing countries for strengthened roles in the global policy and political discourse. Drawing on UNDP's substantive support in a number of programme countries for managing development cooperation effectively, the Global Project will provide advisory and secretariat support to the Steering Committee and the Co-Chairs of the GPEDC, including supporting the organisation of the Steering Committee meetings and scanning of results and impacts achieved through a number of Global Partnership Initiatives (GPIs).

Output 5: High Level Meeting (HLM) organised to provide the forum for political dialogue and decision making within the GPEDC.

27. The mandate of the GPEDC as agreed in 2012 foresees High-Level Meeting (Ministerial-level) taking place every 18-24 months. The first HLM of the GPEDC was held in Mexico in April 2014, and the second HLM is expected to take place in latter half of 2016 in Kenya. UNDP's role as part of the OECD/UNDP Joint Support Team is expected to play an important role in helping to organise the HLM in 2016, including substantive, strategic and logistical activities such as facilitation of travel for participants from developing countries. The exact role and scope of UNDP's support will be further determined in consultation with the host of the HLM and the co-chairs of the GPEDC.

2.3 Partnership Strategies

28. The Global Project seeks to develop, support and facilitate partnerships amongst actors involved in the development cooperation agenda, including the members of the Global Partnership for Effective Development Cooperation as well as the International Aid Transparency Initiative (IATI). The Global Project will also work with various actors and stakeholders whose experience, knowledge and networks will serve as valuable inputs to the programme (both financial and in-kind) as well as users of its outputs. These include regional organisations and platforms such as the AUC/NEPAD and its Africa Platform for Development Effectiveness, the Asia-Pacific Platform for Development Effectiveness, Pacific Islands Forum, among others. In addition, The Global Project will continue to work closely with the United Nations Department for Social and Economic Affairs (UNDESA) on the ECOSOC Development Cooperation Forum, and aims to contribute to monitoring and accountability dialogue of the High-Level Political Forum (HLPF) and other UN-led processes such as Financing for Development (FfD).

29. UNDP will leverage the substantial platform established in the last Global Project to mobilise resources and partnerships for this new project. Support from both traditional and new partners will be essential to take this project to scale and achieve maximum impacts over the next three years (both for

funding and wider dissemination of knowledge products). UNDP will therefore seek funding from a group of like-minded donors, drawing on the joint OECD and UNDP resource mobilisation efforts spearheaded by the Co-Chairs and Steering Committee members of the Global Partnership for Effective Development Cooperation. Funding for this Global Project will be pooled to encourage harmonised reporting lines, lower transaction costs, and the strengthening of UNDP's strategic engagement.

30. The Global Project's work to strengthen the global governance of development cooperation through better representation of strategic partners and programme countries in international policy processes will require strong partnerships with champions from partner countries. The Global Project will build on the work done in the previous Global Project with programme country representatives in preparation for the Busan High-Level Forum on Aid Effectiveness, Mexico's High-Level Meeting of the Global Partnership for Effective Development Cooperation as well as the International Aid Transparency Initiative (IATI).

31. In shifting from the aid effectiveness agenda to wider development effectiveness issues, existing partnerships will be further strengthened with civil society organizations, foundations, and networks of capacity development organisations, such as the International Parliamentary Union, UCLGs, among others.

32. Within UNDP, Country Offices and community of practice members are vital partners, as well as the national governments they work with. UNDP Regional Bureaus and departments such as the Bureau for External Relations and Advocacy are important partners for this Global Project. Within the Bureau for Policy and Programme Support (BPPS), this Global Project will operate in close synergy with the support facility established for the New Deals implementation, knowledge management and innovation as well as South-South Cooperation (Development Impact Group). In addition, the Global Project will also work closely with UNDOCO as it supports the strengthening of the UN strategic positioning and enhanced functioning of the RCO in its support on national development effectiveness agenda, in particular focusing on the role of the UN in convening national mutual accountability frameworks and dialogue.

2.4. Assumptions

- The international community continues to commit to improved quality and effectiveness of development cooperation.
- The global policy discourse continues to focus the role of development cooperation to support efforts to eradicate poverty and promote sustainable development.
- Global and regional crises do not cause any lasting rupture in the fundamentals of aid, investment or cooperation.

III. RESULTS AND RESOURCES FRAMEWORK

Key Results Area (from Strategic Plan)				
Intended Outcome as stated in UNDP's Strategic Plan / Global Programme: Outcome 7: Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles				
Outcome indicators as stated in UNDP's Strategic Plan / Global Programme V:				
7.1.	Extent to which the agreed post-2015 agenda and sustainable development goals reflect sustainable human development concepts and ideas			
7.2.	Existence of an initial global agreement on financing mechanisms for the post-2015 agenda and sustainable development goals			
7.3.	Number of countries integrating and adapting the post-2015 agenda and sustainable development goals into national development plans and budgets			
7.4.	Existence of a global succession plan to ensure unfinished MDGs are taken up post-2015			
7.5.	Number of countries with post-2015 poverty eradication commitments and targets 7.6.2: Number of pilot and demonstration projects initiated or scaled up by national partners (e.g. expanded, replicated, adapted or sustained)			
Applicable Key Result Area (from 2014-2017 Strategic Plan):				
Outcome 7: Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles				
Intended Outputs as stated in UNDP's Global Programme V/ Strategic Plan: SP Output 7.4: Countries enabled to gain equitable access to, and manage, ODA and other sources of global development financing; SP Output 7.5: South-South and Triangular cooperation partnerships established and/or strengthened for development solutions, and Output 7.7: Mechanisms in place to generate and share knowledge about development solutions				
Partnership Strategy: The Global Project seeks to develop, support and facilitate partnerships amongst actors involved in the development cooperation agenda, including the members of the Global Partnership for Effective Development Cooperation and members of the International Aid Transparency Initiative (IATI), and will work with various actors and stakeholders whose experience, knowledge and networks will serve as valuable inputs to the programme (both financial and in-kind) as well as users of its outputs. Partnerships and collaboration will further be strengthened with national governments through relevant Communities of Practice. Existing partnerships will be further strengthened with civil society organizations, foundations, and networks of capacity development organisations, such as the International Parliamentary Union, UCLGs, among others.				
Project Title and ID (Atlas Award ID): Global Project – Managing Development Cooperation Effectively (tentative)				
Intended Outputs (Baseline, Indicators, Targets)	Output Targets	Indicative Activities	Responsible Parties	Inputs 2015-2017
Output 1: Global partnership monitoring framework refined, strengthened and implemented to support global accountability and mutual learning on effective development cooperation Indicator 1.1. Mechanism in place to ensure global dialogue informed by on-the-ground evidence on effective development cooperation.	1.1. Revised Global Partnership Monitoring Framework agreed in 2016.	1 Support the strengthening of the Global Partnership monitoring framework 1.1 Refine methodology for new indicators and pilot/roll-out refined methodology assessment 1.2 Advisory and technical support in review and strengthening of the monitoring framework 1.3 Coordination of country engagement in MA survey	Bureau of Policy and Programme Support for overall coordination ; Regional Bureaus/Regional Service Centers for provision of support.	Apr 2015-2016 2017
		2. Production of Global Partnership monitoring report		163,778 0

0	<p>Indicator 1.2. Number of countries have a national monitoring framework that measure the quality of partnerships. Baseline 47 countries participated in the first GPEDC monitoring exercise (proxy baseline).</p>	<p>1.2. 60 countries</p>	<p>3. Support the Advisory Group of the Global Partnership Monitoring Framework</p> <p>1. Support country-led monitoring and strengthening of accountability framework through demand-driven advisory and help-desk support.</p> <ul style="list-style-type: none"> Provision of advisory services targeting the effective integration of monitoring indicators and frameworks into existing national accountability frameworks on a demand-driven basis Facilitation of South-South learning and dialogue on mutual accountability tools, frameworks and instruments 	212,057	0
				465,513	240,000
Sub-total Output 1				906,311	240,000
<p>Output 2: Global policy dialogue on cooperation development strengthened with the increased number evidence/examples from country-led initiatives, improved knowledge sharing, mutual and peer learning and South-South cooperation for more effective development cooperation solutions</p> <p>Indicator 2.1 Mechanism in place to ensure global dialogue informed by on-the-ground evidence on effective development cooperation. Baseline: 0</p>	<p>2.1. 3 functioning mechanisms</p>	<p>1. Analytical work, research and case studies, on topical development cooperation issues grounded in country experience</p> <p>2. Global scanning/scoping and synthesis of good practices</p> <p>3. Facilitation of global mutual learning platforms on development cooperation, including support provided to Korea Annual GP workshop, regional GP related workshops organized by relevant regional platforms/organisation</p> <p>4. Support to and Facilitation of e-discussions and strengthening of robust Global Partnership online community space</p> <p>1. Demand-driven support to country led initiatives of implementation Provision of targeted support to innovative country initiatives through piloting and testing new approaches (at least 2-3 pilots annually). • Provision of catalytic facilitation support services, such as scoping, conceptualisation</p>	<p>Bureau of Policy and Programme Support for overall coordination ; Regional Bureaus/Regional Service Centers for provision of support.</p>	298,111	95,000
<p>Indicator 2.2 Number of countries that have institutional frameworks and/or strategies that manage development cooperation and finance in a coherent way. Baseline</p>	<p>2.2. 30 countries 2.3 32 countries 2.4 19 countries</p>			84,000	37,000
				1,245,380	149,096
				178,685	57,000
				810,759	500,000

<p>90 programme countries have aid management strategies, but only a few have coherent policy frameworks and strategies that manage development cooperation and finance.</p> <p>Indicator 2.3. Number of countries that have a development cooperation information management system that incorporates the IATI standard.</p> <p>Baseline Two that incorporate the IATI standard</p> <p>Indicator 2.4. Number of countries with strengthened institutional frameworks for scaling up international development cooperation</p> <p>Baseline 13 countries have new aid policy/frameworks in this context.</p>		<p>of innovative approaches, and development of tailor-made capacity development response.</p> <ul style="list-style-type: none"> Provision of analytical and advisory services through UNDP Regional Service Centres/UNDP Country Offices on a demand-driven basis to support the development of institutional frameworks for managing development cooperation, systems and procedures and strengthened national accountability frameworks Establishing/strengthening of global policy and programme response mechanisms/systems Strengthened UNDP policy guidance/knowledge products Provision of cutting-edge and rapid response and capacity development support in the area of strengthening institutional frameworks for effectively scaling up and managing international development cooperation (i.e. institutional strengthening for development cooperation agencies in countries with dual characters). 		
Sub-total Output 2			261,6935	838,096
<p>Output 3. Visibility of the Global Partnership for Effective Development Cooperation strengthened.</p> <p>Indicator 3.1. Visibility, as measured by website presence, online community activity, and high-level events of the GPEDC globally.</p> <p>Baseline Approximately average 5,000 access to the GPEDC website ; 489 members registered in the GPEDC online community space;3 High-Profile side events in 2014.</p>	<p>Targets:</p> <ul style="list-style-type: none"> 30% average monthly increase in traffic to GPEDC website; Increase online community members by additional 100 members; 5 high-level side events per year; 	<ul style="list-style-type: none"> Dissemination and communication activities around publication of monitoring progress report and other analytical work Strengthening online presence (website, social media, blogs) Organisation of a series of high-profile substantive side events and facilitation of Member-States led consultation Strategic liaison and canning of discussions in relevant UN development process and other fora 	114,111	603,045
Sub-total Output 3			1,325,045	0
Output 4. Global governance structure of the Global Partnership for	Targets: • 4 Steering	• On-going secretariat and advisory support	BPPS and BERA	385,074

<p>Effective Development Cooperation strengthened through secretariat and advisory services to the Steering Committee and Co-Chairs</p> <p>Indicator 4.1 Number of SC Meetings successfully concluded with key decisions or agreements. Baseline 0</p>	<p>Committee Meetings successfully concluded with key decisions or agreements.</p>	<p>• Travel for developing country participants to Steering Committee meetings</p> <p>• Tracking of GPIs</p>	<p>159,926</p> <p>37,287</p> <p>582,287</p>
<p>Sub-total – Output 4</p>		<p>0</p>	<p>TBD</p>
<p>Output 5. The second High-Level Meeting of the Global Partnership organized</p> <p>Indicator – to be further determined with the host, co-chairs and JST</p>	<p>Targets: In 2016, the meeting held fulfilling the parameters set by the co-chairs, the host and the JST.</p>	<p>5. Advisory and Secretariat Support to HLM of the GPEDC</p> <p>Travel facilitation for developing country participants to the HLM 2 (scope, scale to be further determined)</p> <p>Logistical Support as determined by the host, co-chair and JST</p>	<p>BPPS and BERA in collaboration with relevant RBx</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>5,430,579</p> <p>434,446</p> <p>5,865,025</p>
<p>Sub-total – output 5</p>		<p>TBD</p>	<p>1,078,096</p>
<p>Sub-total – All Outputs (1-4)</p>		<p>TBD</p>	<p>86,248</p>
<p>GMS (8%)</p>		<p>TBD</p>	<p>1,164,344</p>
<p>Sub-Total with GMS</p>		<p>TBD</p>	<p>7,029,369</p>
<p>TOTAL (April 2015-Dec 2017)</p>		<p>TBD</p>	<p>7,029,369</p>

<p>Mapping out with UNDP JST Workplan of 2015-2016</p>	<p>5,865,025</p>
<p>Global Project (April 2015-Dec 2016)</p>	<p>278,081</p>
<p>Carry over activities from (Jan-March 2015)</p>	<p>6,143,106</p>
<p>Joint Support Team UNDP's Activity (Jan 2015-Dec 2016)</p>	<p></p>

IV. Annual Workplan 2015

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	2015			Responsible Party	Funding Source	Budget Description	Amount (USD)	
		Q2	Q3	Q4					
Output 1: Global partnership monitoring framework refined, strengthened and implemented to support global accountability and mutual learning on effective development cooperation Indicator 1.1. Mechanism in place to ensure global dialogue informed by on-the-ground evidence on effective development cooperation.	2	Support the strengthening of the Global Partnership monitoring framework 2.1 Refine methodology for new indicators and pilot/roll-out refined methodology assessment 2.2 Advisory and technical support in review and strengthening of the monitoring framework 2.3 Coordination of country engagement in MA survey	X	X	X	BPPS in collaboration with BERA and UNDESA	GPEDC JST (Cost-Sharing)	Advisory/Technical Support Long-term Consultant (LT) Short-term Consultant	60,824 61,358 13,596
	3	Production of Global Partnership monitoring report	X	X	X	BPPS in collaboration with BERA	GPEDC JST	Short term consultant	12,000
	3.	Support the Advisory Group of the Global Partnership Monitoring Framework	X	X	X	BPPS in collaboration with BERA and relevant UN Agencies	GPEDC JST	Travel	105,848
Indicator 1.2.	2. Support country-led	X	X	X	BPPS in	GPEDC	LT consultant	58,238	

<p>Number of countries participating in the second round of the monitoring framework,</p> <p>Indicator 1.3. Number of countries have a national monitoring framework that measure the quality of partnerships.</p>	<p>monitoring and strengthening of accountability framework through demand-driven advisory and help-desk support.</p> <ul style="list-style-type: none"> Provision of advisory services targeting the effective integration of monitoring indicators and frameworks into existing national accountability frameworks on a demand-driven basis Facilitation of South-South learning and dialogue on mutual accountability tools, frameworks and instruments 			<p>collaboration with RBX, RSCs, UNDESA on MA Survey</p>	<p>JST</p>	<p>Travel/Workshop</p> <p>130,000</p>	
<p>Sub-total Output 1</p> <p>Output 2: Global policy dialogue on development cooperation strengthened with the increased number evidence/examples from country-led initiatives, improved knowledge sharing, mutual and peer learning and South-South cooperation for more effective development cooperation solutions</p> <p>Indicator 2.1 Mechanism in place to ensure global dialogue informed by on-the-ground evidence on effective development cooperation.</p>	<p>1. Analytical work, research and case studies, on topical development cooperation issues grounded in country experience</p> <p>2. Global scanning/scoping and synthesis of good practices</p> <p>3. Facilitation of global mutual learning platforms on development cooperation, including support provided to Korea Annual GP workshop, regional GP related workshops organized by relevant regional platforms/organisation</p>	<p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p>	<p>BPPS in collaboration with RBXs, RSCs</p> <p>BPPS in collaboration with RBXs, RSCs, BERA</p> <p>BPPS in collaboration with BERA, RBXs, RSCs</p>	<p>Advisory/Technical Support</p> <p>LT consultant</p> <p>Consultant</p> <p>LT consultant</p> <p>ST consultant</p> <p>Advisory/Technical Support</p> <p>LT consultants</p> <p>ST consultants</p>	<p>441,864</p> <p>23,831</p> <p>48,280</p> <p>70,000</p> <p>20,000</p> <p>21,640</p> <p>91,951</p> <p>244,920</p> <p>30,500</p>	

	<p>4. Support to and Facilitation of e-discussions and strengthening of robust Global Partnership online community space</p>	X	X	X		BPPS in collaboration with RBXs, RSCs and BERA	GPEDC JST	Travel/Workshop	224,565	
<p>Indicator 2.2 Number of countries that have institutional frameworks and/or strategies that manage development cooperation and finance in a coherent way.</p>								LT consultants	75,408	
<p>Indicator 2.3. Number of countries that have a development cooperation information management system that incorporates the IATI standard.</p>	<p>1. Demand-driven support to country led initiatives of implementation Provision of targeted support to innovative country initiatives through piloting and testing new approaches (at least 2-3 pilots annually).</p>	X	X	X		BPPS in collaboration with RBXs, RSCs, UNOSSC	GPEDC JST	ST consultants	39,514	
<p>Indicator 2.4. Number of countries with strengthened institutional frameworks for scaling up international development cooperation</p>								Travel/Support Mission	93,000	
<p>Sub-total Output 2</p>									1,259,530	
<p>Output 3. Visibility of the Global Partnership for Effective Development Cooperation strengthened.</p>	<ul style="list-style-type: none"> Dissemination and communication activities around publication of monitoring progress report and other analytical work 	X	X	X		BERA, BPPS in collaboration with RBXs and RSCs	GPEDC JST	Publication/Editing	48,611	
<p>Indicator 3.1. Visibility, as measured by website presence, online community activity, and high-level events of the</p>	<ul style="list-style-type: none"> Strengthening online presence (website, social media, blogs) 	X	X	X		BERA in collaboration	GPEDC JST	LT consultant	132,164	
								ST Consultant	53,938	

GPEDC globally.	<ul style="list-style-type: none"> • Organisation of a series of high-profile substantive side events and facilitation of Member-States led consultation 	X	X	X	with BPPS	GPEDC JST	Technical Vendor Support	40,022
							Publication/Editing	70,000
							Advisory/Technical Support	50,000
							LT consultants	40,000
							ST consultant	31,630
<ul style="list-style-type: none"> • Strategic liaison and canning of discussions in relevant UN development process and other fora 	x	X	X	with BPPS	GPEDC JST	Advisory/Technical Support	50,169	
						LT consultants	96,172	
						Travel/Operation	10,000	
							622,706	
<ul style="list-style-type: none"> • On-going secretariat and advisory support 	X	X	X	BPPS and BERA	GPEDC	Advisory/Technical Support	78,225	
						LT consultants	73,808	
						ST consultant	30,782	
							50,926	
<ul style="list-style-type: none"> • Travel for developing country participants to Steering Committee meetings 	X	X	X	BPPS	GPEDC	Travel	13,731	
<ul style="list-style-type: none"> • Tracking of GPIs 	X	X	X	BERA	GPEDC	LT consultants		
Sub-total – Output 4								
Output 4. Global governance structure of the Global Partnership for Effective Development Cooperation strengthened through secretariat and advisory services to the Steering Committee and Co-Chairs								
Indicator 4.1								
Number of SC Meetings successfully concluded with key decisions or agreements.								
Sub-total – Output 4								
Output 5. The second High-Level Meeting of								
6. Advisory and Secretariat Support to HLM of the GPEDC								
	X	X	X	BPPS and BERA	GPEDC	TBD		
Sub-total – Output 5								
247,472								

the Global Partnership	Travel facilitation for developing country participants to the HLM 2 (scope, scale to be further determined)	X		BPPS and BERA	GPEDC	TBD	
Indicator – to be further determined with the host, co-chairs and JST	Logistical Support as determined by the host, co-chair and JST			BPPS and BERA	GPEDC	TBD	TBD
<i>Sub-Total Output 5</i>							TBD
Sub-total							2,571,572
GMS 8%							205,726
TOTAL							2,777,298

Staffing and LT consultants and Allocation of Responsibilities (2015)

	Outputs	Allocation
UNDP Staff (Advisory/Technical Support)		
1. BPPS Global Policy Advisor – Effective Development Cooperation (Team Leader)	Output 1	28%
	Output 2	54%
	Output 4	18%
2. BERA Partnership Analyst	Output 3	70%
	Output 4	30%
Long-Term Consultants		
3. BPPS Policy Support Consultant (Full time on GPEDC)	Output 1	38%
	Output 2	44%
	Output 4	12%
4. BPPS Country Outreach Support Consultant (Full time on GPEDC)	Output 1	41%
	Output 2	59%
5. Communication Specialist Consultant (Full time on GPEDC)	Output 2	31%
	Output 2	63%
	Output 4	6%
6. BERA Outreach and Partnership Support Consultant (Full time on GPEDC)	Output 3	89%
	Output 4	11%
7. BPPS Policy Analyst and Management Support Consultant (60% on GPEDC)	Output 2	19%
	Output 3	13%
	Output 4	28%

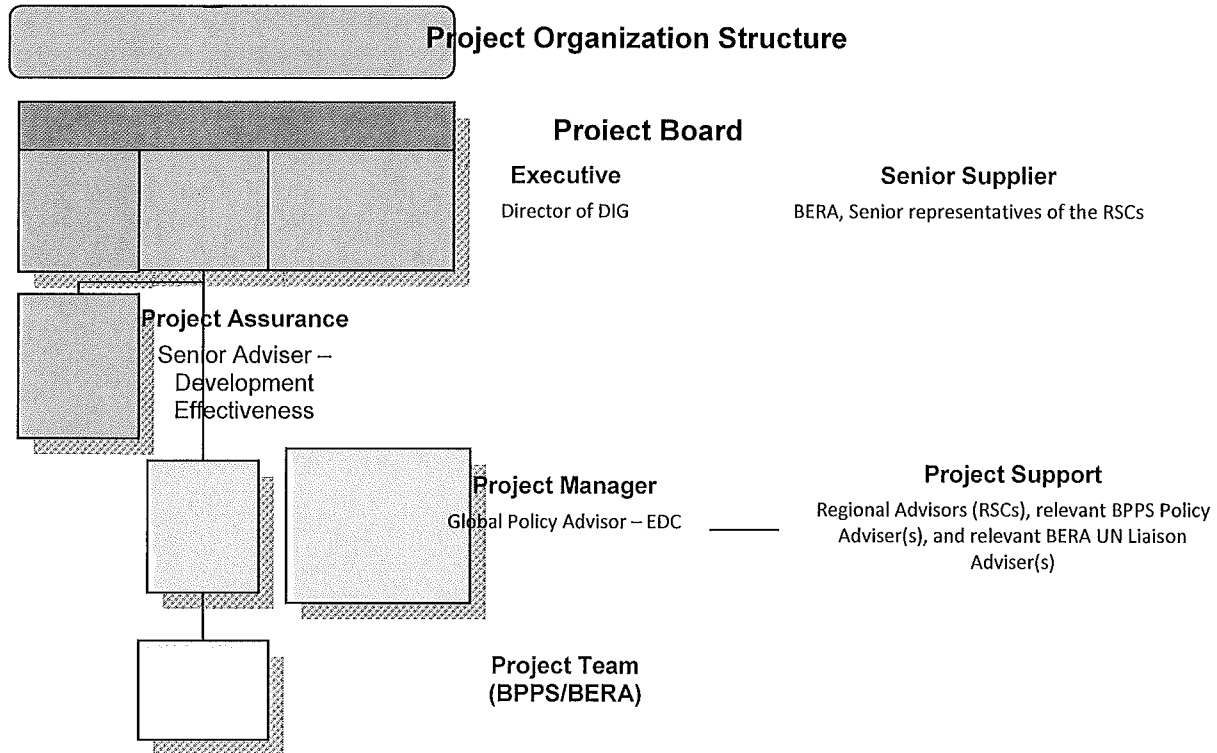
8. BPPS Regional Policy/Country Support Consultant (Asia-Pacific) (Full time on GPEDC)	Output 2	100%
9. BPPS Regional Policy/Country Support Consultant (Africa) (Full time on GPEDC)	Output 2	100%

V. MANAGEMENT ARRANGEMENTS

UNDP Project Management

33. This project will be implemented over a period of 2014-2017 under UNDP Direct Implementation Modality (DIM) by UNDP/BPPS.

Table 1 – UNDP Project Management



34. Further detail for the roles and responsibilities of the Project Board, Project Manager, Project Support and Project Assurance are provided below:

Project Board

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the project manager;
- Provide guidance on new project risks and agree on possible countermeasures and management actions to address specific risks;
- Agree on project manager's tolerances as required;
- Review the project progress and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Review combined delivery reports prior to certification by the implementing partner;
- Appraise the project annual review report, make recommendations for the next annual work plan, and inform the outcome group about the results of the review;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide to proceed on project changes through appropriate revisions;

Project Manager

- Plan the activities of the project and monitor progress against the approved work-plan;
- Mobilize personnel, goods and services, training and micro-capital grants to initiative activities, including drafting terms of reference and work specifications and overseeing all contractors' work;
- Monitor events as determined in the project monitoring schedule plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, through advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Be responsible for preparing and submitting financial reports to UNDP on a quarterly basis;
- Manage and monitor the project risks initially identified and submit new risks to the project board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log;
- Capture lessons learnt during project implementation – a lessons learnt log can be used in this regard (MS Word template)
- Perform regular progress reporting to the project board as agreed to with the board;
- Prepare the annual review report, and submit the report to the project board and the outcome group;
- Prepare the annual work plan for the following year, as well as quarterly plans if required;
- Update the Atlas Project Management module if external access is made available.

Project Assurance

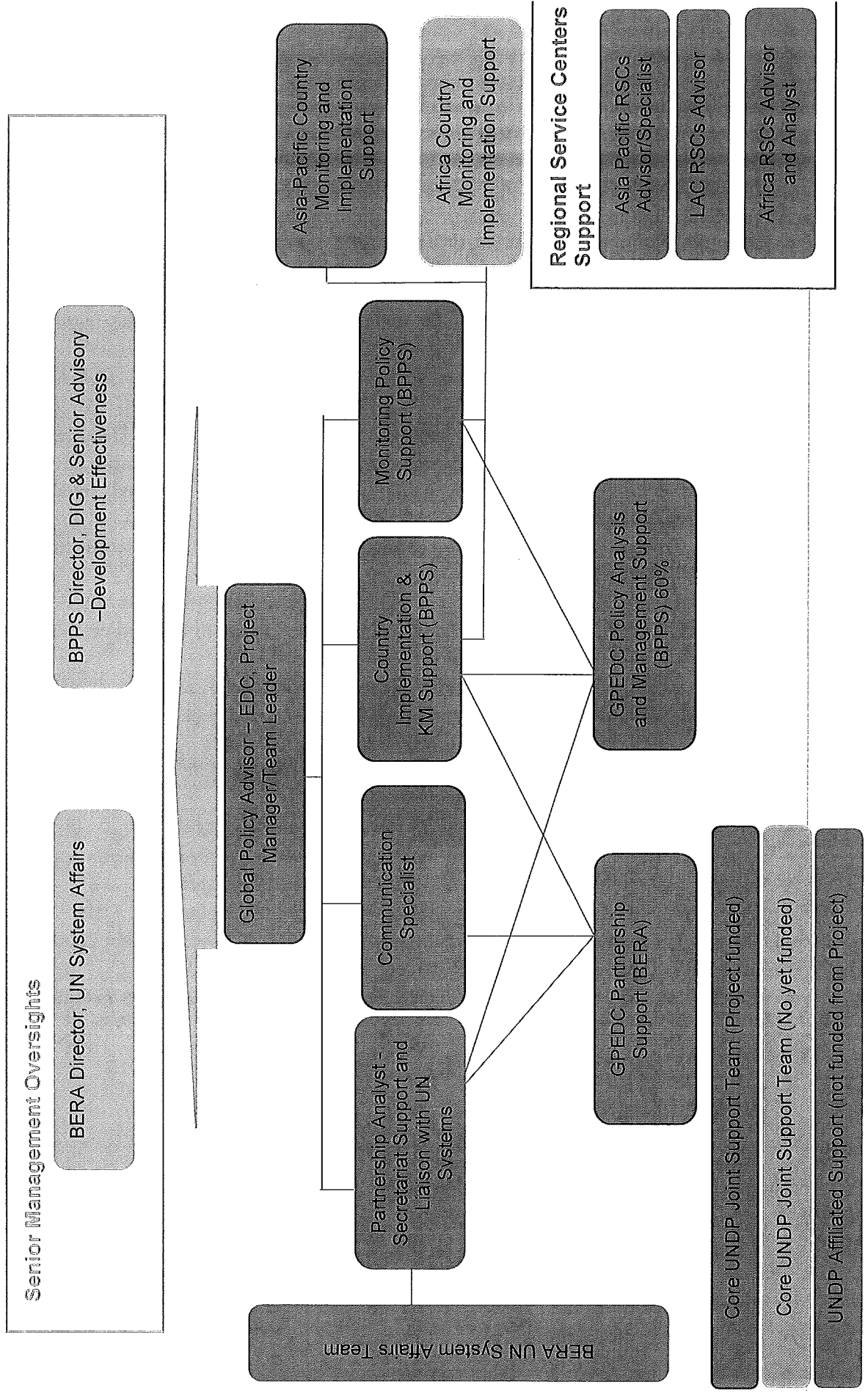
- Ensure that funds are made available to the project
- Ensure the project is making progress towards intended outputs
- Perform regular monitoring activities, such as periodic monitoring visits and “spot checks”;
- Ensure that resources entrusted to UNDP are utilized appropriately
- Ensure that critical project information is monitored and updated in Atlas
- Ensure that financial reports are submitted to UNDP on time, and that combined delivery reports are prepared and submitted to the project board
- Ensure that risks are properly managed, and that the risk log in Atlas is regularly updated

Project Support

- Set up and maintain project files;
- Collect project related information data;
- Assist the project manager in updating project plans;
- Administer project board meetings;
- Administer project revision control;
- Establish document control procedures;
- Compile, copy and distribute all project reports;
- Assist in the financial management tasks under the responsibility of the project manager;
- Provide support in the use of Atlas for monitoring and reporting;
- Review technical reports;
- Monitor technical activities carried out by responsible parties.

Project Implementation Team

35. This DIM Project will be implemented by the below Project Implementation Team (drawing from both BPPS and BERA relevant offices).



Enhancing collaboration with regional bureaus and Regional Service Centres

36. A significant number of activities is implemented in collaboration with and/or supported by UNDP Country Offices and Regional Service Centres. While the Project Board provides a strategic level oversight on project implementation, regular and frequent collaboration with Regional Bureaus and Regional Service Centres is of critical importance to the successful deliberation of the project activities. The EDC team has established a strong network and working relationship with regional advisors and specialists working in the areas of effective development cooperation, and will further systematize this collaboration through a monthly teleconference to review the implementation and identify synergies and opportunities, including identification of country pilots/targeted support. In addition, the EDC team will also enhance its collaboration and communication with regional bureaus, both in terms of strategic briefs on EDC matters as well as selection on country pilots/targeted support. Furthermore, UNDP's community of practice will be utilized to identify demands and areas of relevant policy and programme support.

Enhancing collaboration across central bureaus/units

37. The support for the Global Partnership for Effective Development Cooperation as well as strategic positioning of the UNDP in terms of the International Aid Transparency Initiative requires strong collaboration with central bureaus. For example, the support for the Global Partnership for Effective Development Cooperation is undertaken jointly with the Bureau for External Relations and Advocacy (BERA), with BERA implementing portions of the planned project activities concerning the GPEDC (in particular communication activities, support to the Steering Committee). This collaboration is strengthened through weekly call/meeting between BERA and BPPS on Global Partnership's Joint Support Team. UNDP's positioning of the IATI also works closely with BERA as well as BOM, strengthened through regular/weekly meeting of the UNDP internal transparency group. The project also requires cross collaboration within BPPS professions. Regular and structured planning meeting will also be undertaken with UNDP practice advisors across various relevant practices to strengthen linkages with other global and regional initiatives, such as New Deals, development finance as well as climate finance work. Through these collaboration, the risk log and work plan will also be updated to reflect fast evolving global landscape on development, development finance as well as cooperation.

VI. MONITORING FRAMEWORK AND EVALUATION

38. The project will be subject to UNDP's monitoring and evaluation procedures in accordance with the UNDP Programme Policies and Procedures.

39. The project will be monitored through the following:

Within the annual cycle:

- On a quarterly basis, a progress report assessing the completion of key results will be prepared, based on quality criteria and methods captured in the standard Quality Management procedures.
- An issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see Annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board, using the standard report format available in the Executive Snapshot.
- Lessons learned will be continually shared and incorporated into the annual report to ensure ongoing learning and adaptation within the organisation.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.
- Periodic meetings will be held in order to follow up on the progress of the project and find synergies with other initiatives.

Annually:

- Annual Review Report. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to undertake a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

VII. LEGAL CONTEXT

40. This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the “Project Document” instrument referred to in: (i) the respective signed SBAAAs for the specific countries; or (ii) in the Supplemental Provisions attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof.

41. This project will be implemented by UNDP in accordance with its financial regulations, rules, practices and procedures.

42. To ensure its responsibility for the safety and security of the UNDP personnel and property, UNDP shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to UNDP’s security, and the full implementation of the security plan.

43. The UNDP shall undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list

can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. ANNEX

Annex 1. OFFLINE RISK LOG

Project Title: Global Project – Managing Development Cooperation Effectively		Award ID:		Date: ---						
#	Description	Date identified	Type	Impact & Probability	Countermeasures/ response	Mgmt	Owner	Submitted, updated by	Last Update	Status
1	Policy dialogue in Post-2015 implementation framework and Financing Development conference shift away from the interest on the "quality and effectiveness" of development cooperation for better development results.		Political /substantive	Reduced the impact of the policy and knowledge products on global policy dialogue, and reduced resources availability for programmatic and capacity development support on the ground. P=2, I=4	<ul style="list-style-type: none"> Proactive promotion of, and advocacy around, the on-the-ground evidence and lessons learned and the impact of effective/quality development cooperation on development results. Linking with GPEDC, IATI and other relevant member-led partnerships/initiatives on the progress, impacts and remaining challenges. Linking with Post-2015 and UNDCF communication and consultation strategy 		Project Manager			
2	UNDP role in non-UN processes on development cooperation questioned.		Political	UNDP's mandate in development cooperation questioned. P=4, I=4	<ul style="list-style-type: none"> Clarify the role of UNDP that it focuses on substantive, advisory and technical capacity strengthening in responding to request of programme countries. On global policy work, it focuses on facilitation of substantive knowledge sharing and supporting countries engagement in global dialogue. Proactive collaboration with academia, research institutes, and think-tanks in deepening knowledge-products and analysis for broader support on the work of development cooperation 		Project Manager			
3	Weak RBx and RSCs, COs interest on effectiveness.de velopment cooperation		Political/Substantive	Limited response to country requests and slow process of identification of country demands, pilot country studies/analysis.	<ul style="list-style-type: none"> Proactive promotion of, and advocacy around, the potential impacts on the work on development cooperation and service offers. Frequent consultation and dialogue 		Project Manager			

4	Insufficient resources for implementation of Project activities	Political/financial	P = 3, I = 4	<p>Limited capacity to provide support in response to demands and expectation.</p> <p>P=3, I=5</p>	<p>with relevant colleagues at senior and technical level</p> <ul style="list-style-type: none"> • Full use of UNDP community of practitioners for engagement • Proactive communication of on-the-ground impacts of development effectiveness efforts, progress and challenges of country-implementation. • Focus on one-two concrete pilot examples of actions on the ground to start showing results. • Frequent consultation and dialogue with co-chairs of the GPEDC and IATI, SC members, and other members of the GPEDC and IATI and broader development partners • Reduce the scope of the support. 	Project manager	
5	Insufficient operational capacities for adequate follow-up.	Operational	Slow process of pilot/analysis, and monitoring	P = 4, I = 5	<ul style="list-style-type: none"> • Earlier and frequent consultation and close coordination with UNDP COs. • Collaboration with RSCs for operational and substantive support • Identification of optimal capacity requirements and full use of UNDP community of practitioners for support. • Reduce the scope of the support. 	Project Manager	

