

NAIROBI OUTCOME DOCUMENT

ANNEX 1. RENEWED MANDATE

1. **VISION.** The vision of the Global Partnership is to maximize the effectiveness of all forms of co-operation for development for the shared benefit of people, planet, prosperity and peace.
2. **MANDATE.** The Global Partnership shall contribute to the achievement of the 2030 Agenda for Sustainable Development, and regional strategies for sustainable development by promoting effective development co-operation, geared towards ending all forms of poverty and reducing inequality, advancing sustainable development and ensuring that no-one is left behind. The Global Partnership shall promote mutual accountability to hold each other responsible for more effective development co-operation through (i) a country-focused approach that helps developing countries make the best use of development co-operation to realise their national development goals with support of regional platforms; (ii) data and evidence on development stakeholders' progress in meeting their commitment to more effective development co-operation; and (iii) inclusive dialogue amongst development stakeholders at local, country, regional and global level. In delivering its mandate, the Global Partnership will promote modalities of development co-operation that contribute to the universal objective of leaving no-one behind.
3. **CONSTITUENCY.** The Global Partnership brings together, on an equal footing, key stakeholders of the development co-operation agenda from developing countries (countries receiving development co-operation, as well countries of dual character that both receive and provide development co-operation); developed countries (countries providing development co-operation); multilateral and bilateral institutions; civil society; academia parliaments; local governments and regional platforms and organisations; trade unions; business sector; and philanthropy. The partnership is founded on the recognition that sustainable results and impact of development co-operation depend on joint efforts and investments. The partners are united by their shared commitment to inclusive partnership founded on common principles and goals and building on the comparative advantage of each. Regional platforms and organisations provide input regarding region-specific issues and approaches.
4. **FUNCTIONS.** The Global Partnership has five core functions:
 - (a) *Supporting effectiveness at the country level*
 5. The success of the Global Partnership hinges on its ability to drive global progress and support countries in strategically managing diverse development co-operation resources, steering effective practices to deliver on national development targets. To this end, the Global Partnership will strengthen its country-focused approach, supporting countries to advance the effectiveness principles at the national level. It will ensure that country-level evidence on progress in and challenges to effective development co-operation informs local, national, regional and global multi-stakeholder dialogue to drive political decisions and promote behaviour change to scale up development co-operation results. The work at country level will include support for mainstreaming effectiveness principles into development co-operation practices; support to multi-stakeholder dialogue platforms building on data; and use of data from the monitoring in the United Nations High Level Political Forum on Sustainable Development and Financing for Development review processes.
 - (b) *Generating evidence for accountability and SDG follow-up*
 6. Moving forward, the Global Partnership shall be a recognised source of data, evidence and analysis to track progress on effectiveness commitments. In carrying out its renewed mandate, the Global Partnership shall draw upon its comparative advantages and focus on generating reliable and timely country-level data and evidence to inform decision making on effective development co-operation. To this end, the Global Partnership shall conduct biennial monitoring rounds on the effectiveness of development co-operation. The monitoring will continue to be country-led and supported by regional and global platforms, with support from

regional and global levels, based on mutually agreed and updated indicators to measure all relevant performance. It will promote mutual accountability by highlighting areas of progress and challenges requiring further work. Policy-relevant lessons and innovative solutions produced by Global Partnership Initiatives will complement monitoring findings. The data and evidence generated will feed into the UN-led follow-up and review of the SDGs at the High Level Political Forum on Sustainable Development.

(c) Sharing knowledge and lessons

7. The Global Partnership provides a platform for knowledge exchange and learning on effective development co-operation. Across principles, goals and indicators there are countries, development partners and non-state actors that demonstrate the capacity to progress on agreed effectiveness principles and commitments. Global Partnership Initiatives and regional platforms are also producing lessons and generating evidence around specific commitments and innovative areas of effective development co-operation. This indicates great potential for identifying success factors, sharing lessons and making fuller use of knowledge generated through these efforts to promote mutual accountability and learning.

(d) Facilitating specialised dialogue

8. Policy dialogue is vital to link the evidence generated through monitoring to the formulation of development co-operation policies and instruments that serve country needs. The Global Partnership promotes action-oriented dialogue among relevant development stakeholders, which pools the comparative advantage of relevant public and non-governmental actors to address bottlenecks, develop or scale up innovative development solutions.

(e) Building political momentum for effective development co-operation

9. Producing the behaviour change needed to make development co-operation more effective depends on political leadership informed by sound evidence and policy recommendations. Centring its mission on data and evidence for effective development co-operation will enable the Global Partnership to make a distinct contribution to national, regional and global processes that can build political momentum for change in development co-operation practices. To this end, the Global Partnership shall enhance synergies with the Financing for Development Forum, the High-Level Political Forum on Sustainable Development and the Development Co-operation Forum. The Global Partnership shall contribute to these processes as well as to national and regional dialogue, by generating the country-level data and evidence on development co-operation effectiveness needed to drive behaviour change and steer high-level political commitment for development co-operation policies and practices that are relevant, effective and timely.
10. **DELIVERING FOR A NEW TRANSFORMATIVE DEVELOPMENT AGENDA:** Collective action through the Global Partnership has driven stakeholders to improve the way development co-operation is delivered, contributing to gains in effectiveness. The 2030 Agenda calls for scaling up efforts to improve the effectiveness of development co-operation; action to mobilise the transformative power of private resources to deliver on sustainable development; and for enhanced exchanges between constituencies engaged in North-South, South-South and triangular co-operation to promote knowledge sharing. Carrying out its core functions, the Global Partnership's constituencies must unblock bottlenecks and sustain commitment to implement effectiveness principles at country level. The Global Partnership must do more to shape a meaningful public-private collaboration agenda for effective development co-operation, and intensify its work to facilitate knowledge sharing and learning from diverse modalities of development co-operation. The Global Partnership will address, as follows, these three strategic and interrelated challenges in order to strengthen its contribution to the 2030 Agenda.

(a) Mutual Accountability: Unblocking bottlenecks and sustaining commitment to effective development co-operation

11. Mutual accountability to each other for meeting effectiveness commitments underpins the work of the Global Partnership across all areas of work. Development stakeholders reaffirm the existing effectiveness principles as the accountability framework for measuring the progress of development stakeholders in improving the

effectiveness of their development co-operation. The Global Partnership's constituencies shall commit to unblocking the bottlenecks that hinder progress on the implementation of these principles for effective development co-operation, and to updating its monitoring framework to reflect the challenges of the 2030 Agenda, including the pledge to leave no-one behind. Current effectiveness commitments on alignment, predictability, transparency and accountability relate mainly to public partners. The new development paradigm calls for effectiveness commitments that reflect the distinctive contribution of the increasingly diverse actors in development co-operation. The effectiveness of development co-operation shall also be assessed against the ability of stakeholders to learn from different approaches and modalities of development co-operation; promote synergies between the growing diversity in technical and financial options available to developing countries to drive national development strategies; and respond to the capacity-building needs of countries and local governments struggling with new forms of vulnerabilities, ensuring a better enabling environment for CSOs and local governments and strengthening their engagement, remain a core requirement for a people-centred agenda.'

12. *The way forward:* The renewed mandate of the Global Partnership is an opportunity to unblock bottlenecks on existing effectiveness commitments while also embracing the ambitions of the 2030 Agenda and regional strategies for sustainable development. To this end, the Global Partnership shall continue to promote behaviour change for implementation of existing effectiveness commitments and adapt its framework to ensure that it is relevant for dual countries and southern partners. It will develop targets to assess the effectiveness of partnerships between public actors, including local governments, and businesses and philanthropy, working together to take development results to scale. Effectiveness commitments should also guide adapted modalities of development co-operation to advance the universal goal of leaving no-one behind. The country-level monitoring process shall be strengthened to ensure the integrity and relevance of data, ensuring practicality and cost effectiveness.

(b) Shared Benefit: Unleashing the potential of development co-operation to attract inclusive private investment

13. The SDGs call for 'urgent action to mobilise the transformative power of private resources to deliver on sustainable development;' and to help combat illicit financial flows that deprive the people of the benefits of common resources. They signal the need for the public sector to set a clear direction, monitoring frameworks, regulation and incentive structures to attract private investment that reinforces sustainable development. The Global Partnership is challenged to deepen collaboration with the business sector as part of the effectiveness agenda ensuring checks and balances. The renewed mandate of the Global Partnership provides an opportunity to commit development actors to leverage development co-operation to attract inclusive business investments based on *shared benefit*. Through development co-operation governments at central and local level, bilateral and multilateral partners, philanthropy and civil society can play a catalytic role, helping companies advance innovation and investment that contribute to eradicating poverty and reducing inequality.'
14. *The way forward:* The Global Partnership shall set clear effectiveness commitments as the development community engages in partnerships between governments, civil society and the business sector that generate shared benefit for business strategies and development goals. Accountability and transparency are essential to ensure that these arrangements effectively contribute to economic development and poverty reduction. The Global Partnership shall also promote a mutually agreed framework to monitor that the public-private partnerships deliver results for the people, and to help combat illicit financial flows. Furthermore, the renewed mandate of the Global Partnership will strive to help development partners adapt their practices and instruments for partnership with the business sector, including through the creation of a caucus of likeminded business and foundation representatives to interact with other interested Global Partnership stakeholders. Such a transformation is also vital for middle-income countries that are looking for innovative modalities of development co-operation in their efforts to leave no-one behind.

(c) Mutual Learning: Learning from different approaches to strengthen the effectiveness of development co-operation

15. Drawing smartly together the diversity of options available across stakeholders to mobilise knowledge, technologies and financing can scale up the impact of development co-operation to the level needed to attain the SDGs. Intensified efforts to bring together towards specific development solutions the learning, knowledge and technology available across constituencies – governments, development partners, business sector, philanthropy, CSOs, academia and local actors – can help take development solutions to scale at a faster pace. The renewal of the mandate of the Global Partnership is an opportunity to shape new modalities of mutual learning from diverse approaches to development co-operation and development solutions, recognising their unique characteristics and respective merits.
16. *The way forward:* The Global Partnership needs to build mutual learning from innovative approaches and solutions tried and tested by different stakeholders into its way of working. The Global Partnership shall review its modus operandi to develop a mutual learning loop from country level evidence, to areas of progress, and learning from different modalities of development co-operation with specific attention to southern partners; and partnership options to strengthen the effectiveness of development co-operation. Key modalities for improved mutual learning will include intensified focus on identifying lessons at central and local level, through evidence and technical analysis, and disseminating these; and specialised policy dialogues among diverse constituencies to facilitate knowledge exchange and synergies between diverse development constituencies.

GOVERNANCE AND WORKING ARRANGEMENTS

17. The new global development context and the renewed mandate of the Global Partnership call for adjustments to its technical working arrangements and modalities. The following proposed adjustments are intended to ensure the operationalisation of the renewed mandate and the effective implementation of Global Partnership principles and commitments.
18. The proposed adjustments cover two sets of issues:
 - a. The roles and responsibilities of Co-Chairs, the Steering Committee and Joint Support Team, including the proposed addition of a fourth non-executive Co-Chair; and
 - b. Changes to the way the Global Partnership operates to realise its vision, including the proposal of a biennial programme of work.

Roles and responsibilities

A. Co-Chairs

19. Since its inception, three governmental Co-Chairs have guided the work of the Global Partnership, both personally and through their representatives. To date, the three Co-Chairs represent: (i) recipients of development co-operation; (ii) recipients and providers of development co-operation; and (iii) providers of development co-operation. Co-Chairs are also members of the Global Partnership Steering Committee, advocating on behalf of their constituencies.
20. Under this proposal, the Co-Chairs will continue to represent the Global Partnership externally, guide its work and be responsible for facilitating the delivery of its overall objectives. However, going forward, the role of Co-Chairs will also include the positioning of the Global Partnership within the Follow-up and Review of the Sustainable Development Goals (SDGs) and AAAAA commitments, as well as strengthening the links with the High-Level Political Forum, Financing for Development and Development Co-operation Forum, as well as regional strategies. Additionally, Co-Chairs will focus on guiding Global Partnership operations to strengthen country-level implementation of effective development co-operation principles, as well as to strengthen the

work done by the members of the Steering Committee and the Joint Support Team to ensure delivery of the agreed programme of work.

21. The main functions of Co-Chairs are to:

- a. Ensure that momentum for implementing agreed effective development co-operation commitments is accelerated at the highest political levels among all stakeholder groups;
- b. Spearhead resource mobilisation efforts to meet the financial and in-kind needs necessary for the full implementation of the programme of work of the Global Partnership;
- c. Lead outreach to the full range of partners in development co-operation, including but not limited to, the business sector and emerging development partners;
- d. Represent the Global Partnership in international fora related to development co-operation; and
- e. Apprise the Steering Committee on progress in implementing the costed and agreed programme of work in between official Steering Committee meetings, through biannual updates (between each Committee meeting).

22. Co-Chairs will continue to be appointed for a two-year period. Governmental Co-Chairs are appointed at Ministerial or Vice-Ministerial level and will represent the full spectrum of development co-operation, ensuring adequate regional rotation and balance. Co-Chairs should engage with constituencies in securing a successor, to be endorsed by the Steering Committee through an inclusive and transparent process as early as possible, but no later than one month before the end of their term. Current Co-Chairs will also be responsible for overseeing the transition to the new Co-Chair over the last six months of his / her term, as applicable.

Box. A non-executive Co-Chair in the Leadership of the Global Partnership *(While the Steering Committee has in principle signalled it is open to consider the addition of a fourth, non-executive Co-Chair, a proposal for the modalities and functions of this seat should be presented by the non-executive members of the Steering Committee at the Committee's first meeting post-HLM2) for further consideration.*

Non-executive representatives in the Steering Committee have suggested that a fourth, non-executive Co-Chair could amplify the true multi-stakeholder nature of the Global Partnership. Potential advantages of a fourth, non-executive Co-Chair may include: (i) to make the leadership more inclusive and multi-stakeholder; (ii) to foster mutual accountability at the highest decision-making levels; (iii) bring in additional expertise on improving engagement with non-state development actors; (iv) to promote democratic ownership by example; and (v) to allow for inputs from non-executive stakeholders to shape the agenda of Steering Committee, High-Level and other Meetings of the Global Partnership from a very early stage.

A non-executive Co-Chair would be nominated at the highest possible level (comparable seniority with the government Co-Chairs) and on a rotational basis, mindful of regional balance, from the following constituencies: civil society organisations, trade unions, local governments, parliaments, philanthropy and the business sector, according to consultation among non-executive members of the Steering Committee. The non-executive Co-Chair would represent all these constituencies, striving to build consensus among them as far as possible. These constituencies will all retain their seats as members of the Steering Committee. Rotation would be expected to take place every two years, at the same time as governmental Co-Chairs, and in consideration of the heterogeneity of the non-executive stakeholder group.

B. Steering Committee

23. The Steering Committee is the main decision-making body of the Global Partnership. It provides the strategic leadership and co-ordination necessary for ensuring successful implementation of the programme of work for the Global Partnership. Decision making in the Steering Committee shall strive to be consensus-based through inclusive dialogue and transparent process.

24. The Steering Committee will consist of the Co-Chairs of the Global Partnership and other appointed members.
25. The Steering Committee will focus on the following core responsibilities:
- a. Providing executive guidance to the implementation and monitoring of a costed programme of work of the Global Partnership;
 - b. Championing / co-championing the specific work-streams in the programme of work of the Global Partnership and / or Global Partnership Initiatives to help deliver the programme of work;
 - c. Serving as advocates and ambassadors of the Global Partnership at a national, regional and international levels to ensure that priorities and key messages of the Global Partnership are promoted and reflected in relevant fora;
 - d. Increasing focus on implementing development effectiveness commitments at the country level;
 - e. Consulting with, and therefore providing inclusive and authoritative representation of, constituencies with a stake in the work of the Global Partnership; and
 - f. Undertaking other tasks as may arise from High-Level Meetings or as agreed at Steering Committee meetings.
26. Members of the Steering Committee will be nominated by their respective constituencies for review and endorsement at Steering Committee meetings in order to ensure regional balance and continuity as a whole. The Steering Committee will represent all actors with a stake in development, wishing to engage in the work of the Global Partnership. A matrix to ensure representation throughout all regions will be annexed to the programme of work for the 2017-2018 period.

Structure and composition

Co-Chairs	
3	Governments representing the full spectrum of development co-operation, respecting rotational regional representation
1	Non-State stakeholder (to be agreed based on the proposal made by the non-executive Steering
Members of the Steering Committee	
7	Representatives of recipients of development co-operation, one of which is a representative from the African Union, one of the g7+ group of fragile and conflict-affected states, two from Africa, one from Latin America, one from Asia, and one from the Pacific.
2	Representative of dual-character countries
3	Representatives of DAC countries as providers of development co-operation
1	Representative of the business sector
1	Representative of parliaments
1	Representative of civil society
1	Representative of multilateral development banks
1	Representative of the UNDP/UNDG
1	Representative of the OECD/DAC
1	Representative of Arab providers
1	Representative of trade unions
1	Representative of foundations
1	Representative of sub-national governments

Joint Support Team

27. The ambitions of the Global Partnership set out in the Nairobi Outcome Document and mandate require a strong support structure in the form of the Joint Support Team, which will continue to be sourced by the OECD

and UNDP. Both organisations will continue to draw on their existing structures, respective mandates and areas of comparative advantage to work together in an efficient and complementary manner. Their support to the Global Partnership is contingent upon continued and adequate funding being made available to both organisations from stakeholders invested in the Global Partnership.

28. Members of the Global Partnership and its Steering Committee will be expected to lead in the implementation of commitments as well as contributing to the substance of the Global Partnership's work. The main responsibilities of the Joint Support Team build on the deliverables agreed in the 2012 Global Partnership mandate:
 - a. develop, refine and implement the global methodology for monitoring the implementation of agreed commitments for endorsement by the Steering Committee;
 - b. produce and disseminate relevant analytical work, including regular global reports based on monitoring of agreed commitments and scoping of analytical work produced by the Global Partnership Initiatives to inform political dialogue and facilitate knowledge sharing to make co-operation more effective at country level;
 - c. carry out periodical 'horizon-scanning' analyses of the evolving development co-operation context and the incentives for engagement by each Global Partnership stakeholder;
 - d. provide demand-driven advisory support at country level on the implementation of partnership and accountability frameworks in developing countries (contingent on adequate resourcing and prioritisation by the Steering Committee in the costed programme of work);
 - e. organise ministerial-level and other meetings of the Global Partnership; and
 - f. deliver Secretariat and Advisory Services to the Steering Committee and Co-Chairs.
29. Each biennial programme of work will specify more detailed roles for the Joint Support Team based on operational objectives (see below).

Operational changes

Meetings

30. The renewed mandate calls for greater support to making development cooperation more effective at country level and targeted policy dialogue, data and evidence for global follow-up and review of the 2030 Agenda at the United Nations.
31. The Global Partnership's High-Level meetings will continue to provide an instrumental platform to uphold accountability and generate new momentum to implement commitments. Under the guidance of the Steering Committee, Stand-alone High-Level Meetings will be held in an extended cycle adapted to the calendar of global level conferences and meetings in order to solidify political support for effective development co-operation, as a prerequisite for sustainable progress in the implementation of the 2030 Agenda and broader sustainable development agendas. The stand-alone High-Level Meetings will be interspersed with high-level segments, to take place in the margins of relevant meetings on development finance and co-operation. Senior Level Meetings at the Director-General level will also be considered to keep political momentum high in between stand-alone HLMs.
32. Steering Committee meetings will be held twice a year, if possible back-to-back with other meetings, and will focus on the implementation of the agreed programme of work. These meetings will be informed by annual technical exchanges and by specialized policy dialogues that will help to identify practical solutions to accelerating progress on specific bottlenecks among communities of interest, coordinated with the work of Global Partnership Initiatives and their workshops, regional platforms and dialogues to engage actors with similar interests and objectives to build consensus and strengthen advocacy around their priorities for effective development co-operation.

33. In addition, national multi-stakeholder dialogues on development effectiveness and regional meetings will be promoted through the Co-Chairs, Steering Committee members and wider Global Partnership membership, which will aim to translate deliberations into action at country level.

Programme of work

34. The work by the Co-Chairs, Steering Committee and Joint Support Team will be guided by a biennial, costed programme of work. The programme of work should be underpinned by a comprehensive theory of change and will be the main instrument to ensure clear targets and responsibilities for the implementation of all aspects of the work of the Global Partnership in any two-year period. It will contain costed lines of activity and will be approved by the Steering Committee. It will also include the critical threshold of resources that need to be secured/guaranteed for the Joint Support Team to enable its core support. It is proposed that logistic and operational support relating to Steering Committee meetings and High-Level Meetings be included in the biennial programme of work, if available from the identified HLM host, and provided through voluntary contributions specific to these activities to ensure their financing alongside substantive work and deliverables. Resource mobilisation for High-Level Meetings will be driven and strongly encouraged by Steering Committee members.
35. The Steering Committee will agree on the process and content of the work programme.
36. The responsibility for ensuring progress within specific areas of the costed programme of work will be delegated to working groups led by Steering Committee members. Each of these components are subject to periodic review in order to ensure their continued relevance to the work of the Global Partnership as a whole. The Steering Committee may request the engagement of specialised advisory bodies to support the accomplishment of the programme of work, insofar as resources allow.
37. The Co-Chairs and Steering Committee members share the responsibility to mobilize resources to meet any funding shortfall and prioritise the programme of work in line with available funding. The programme of work will also contain an explicit provision for periodic independent evaluations of the work of the Global Partnership to be conducted at determined times, e.g. every four years.