

Analytical Framework for DAC Peer Reviews

Components of analysis

Pillars

I. Global and domestic efforts The member uses a strategic approach in its global and domestic engagement to achieve the 2030 Agenda for Sustainable Development, including by supporting global public goods and addressing global challenges.	II. Partner country engagement The member's partner country engagement supports the achievement of sustainable development outcomes while addressing humanitarian needs; is adapted to individual country contexts, priorities and needs; complements its regional and global engagement; and reflects the principles of effective development co-operation and Good Humanitarian Donorship (GHD), as well as DAC norms and standards, including the Humanitarian-Development-Peace (HDP) Nexus.	III. Inclusive development partnerships The member's approach to partnering with development co-operation actors supports their diversity and complementarity and the role and capacity of each; and is in line with the principles of effective development co-operation, DAC norms and standards, and the 2030 Agenda for Sustainable Development.
I.1 Global goods and challenges for sustainable development I.2 Policy coherence for sustainable development I.3 Global education, awareness-raising and public support	II.1 Bilateral partnership II.2 Achieving lasting sustainable development results II.3 Fit for fragility and humanitarian contexts	III.1 Multilateral institutions III.2 Other bilateral development partners III.3 Sub-national entities in provider countries III.4 Civil society (incl. foundations) III.5 Private sector III.6 Research and academia

Foundations

A. Policy Political directives, policies and strategies that shape the member's development co-operation and humanitarian assistance are based on a long term vision and geared towards clear, intended results. They are in line with international and domestic commitments, including the 2030 Agenda for Sustainable Development and the GHD Principles.	B. Institutional arrangements The member has coherent, co-ordinated whole-of-government arrangements in place to deliver effective and efficient development co-operation and humanitarian assistance.	C. Financing for sustainable development The member allocates and mobilises financial resources in line with its international and domestic commitments to sustainable development and the Addis Ababa Agenda for Action.	D. Management systems The member has effective and transparent processes and mechanisms in place to deliver its development co-operation and humanitarian assistance.
A.1 Policy framework A.2 Guidance and basis for decision making	B.1 Leadership, responsibility, complementarity and accountability for whole-of-government development co-operation B.2 Human resources, capabilities and skills B.3 Stakeholder consultation and participation	C.1 ODA volume and allocations C.2 Approach to financing sustainable development C.3 Incentivising additional development finance	D.1 Quality assurance D.2 Risk management and due diligence D.3 Adaptation and innovation D.4 Results, evaluation, knowledge management and learning

PILLARS

PILLAR I. Global and domestic efforts

The member uses a strategic approach in its global and domestic engagement to achieve the 2030 Agenda for Sustainable Development, including by supporting global public goods and addressing global challenges.

I.1 Global goods and challenges for sustainable development

The member engages in partnership and contributes actively to promoting global and regional goods and addressing challenges.

- Commensurate with its capacity, the member engages in collective efforts to promote global goods and address global challenges of relevance to developing countries, by advancing international debate, helping to agree or enhance collective frameworks, and using evidence and leadership to encourage others to implement them. Where its level of engagement on an issue permits, it has enabled significant progress for the poorest and most vulnerable people in the world.

I.2 Policy coherence for sustainable development

- The member takes into account the objectives of development co-operation in external and domestic policies in areas which are likely to affect developing countries, consistent with the OECD Recommendation on Policy Coherence for Sustainable Development. The member ensures that synergies and trade-offs between its policies and the sustainable development prospects of developing countries are assessed; it engages stakeholders effectively and adjusts its policies to enhance coherence in areas likely to affect developing countries.

I.3 Global education, awareness-raising and public support

The member enables public awareness, critical engagement and support for global sustainable development.

- The member enables the public and stakeholders to be aware of, understand, support and take action towards global commitments on sustainable development;
 - The member enables the public and organisations who hold governments to account to understand and critically engage with how the member's development co-operation efforts contribute to global sustainable development.
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PILLAR II. Partner country engagement

The member's partner country engagement supports the achievement of sustainable development outcomes while addressing humanitarian needs; is adapted to individual country contexts, priorities and needs; complements its regional and global engagement; and reflects the principles of effective development co-operation¹ and Good Humanitarian Donorship (GHD), as well as DAC norms and standards, including the Humanitarian-Development-Peace Nexus.

II.1 Bilateral partnership

In partner countries the member's political engagement, strategy and programming support *country ownership* and are based on the country context, reflecting partner countries' sustainable development priorities, needs and capacity across all levels of government and stakeholders, as well as international agreements.

- The member has a comprehensive, public document based on broad consultation and robust analysis that sets out its full engagement in each partner country. The document indicates how the member's interventions will collectively contribute to the 2030 Agenda, what development results are expected, and the resources the member will provide.
- The member clearly articulates its thematic and geographic priorities in each country, in line with its strengths and taking into account the contribution of other providers.
- The member engages with stakeholders – both individually and in multi-stakeholder partnerships – to deliver on and ensure synergies with its country strategy and other regional, global, multilateral and country initiatives and partnerships.
- The member participates in *mutual accountability* mechanisms and is *transparent* about its development co-operation activities.

II.2 Achieving lasting sustainable development results

The member's engagement in partner countries enhances conditions for lasting sustainable development results and resilience in line with the guiding principles on managing for sustainable development results.

- The member supports lasting sustainable development results in accordance with global and regional frameworks, countries most in need and partner country development priorities.
 - The member aligns its indicator framework to *partner country results* frameworks.
 - The member's partnerships with partner governments at all levels, and other stakeholders, contribute to building their capacity; the member enables and encourages all its partners to build institutional capacity and to strengthen and use country systems.
 - The member's engagements demonstrate a clear and deliberate strategy to address poverty and to respond to the pledge to leave no one behind, with a particular focus on benefiting and empowering women and girls.
 - The member promotes and supports locally driven innovations and fosters participatory approaches.
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¹ The four principles are: Country ownership; Focus on results; Inclusive partnerships; Transparency and mutual accountability. Italics are used to highlight these in text.

II.3 Fit for fragility and humanitarian contexts

The member's engagement in fragile and crisis-affected contexts addresses immediate vulnerabilities and helps partner countries to create the conditions for making progress towards resilience in addressing the different dimensions of fragility.

- The member's global efforts and engagement in fragile and crisis-affected contexts contributes to reducing the risk and impact of crises and conflict, supports building resilience at local and national level and focuses on strengthening peace and conflict prevention.
- The member's strategy and programming aligns to the principles of the DAC Recommendation on the Humanitarian-Development-Peace nexus in addressing risks and vulnerabilities.
- The member contributes to minimising the humanitarian impact of shocks and crises, and saves lives, alleviates suffering, and maintains human dignity in crisis and disaster settings. It bases its humanitarian funding on an objective needs assessment, taking into account the capacity of potential partners, and improves the predictability, timeliness and flexibility of its funding. The member has relevant mechanisms for rapid crisis response, including early warning, preparedness and civil protection, as well as mechanisms to address protracted humanitarian needs.

PILLAR III. *Inclusive development partnerships*

The member's approach to partnering with development co-operation actors builds on and supports the diversity and complementarity and the role and capacity of each, encourages multi-stakeholder approaches, and is in line with the *principles of effective development co-operation*,² DAC norms and standards, and the 2030 Agenda for Sustainable Development.

- The member's approach to partnerships is coherent, consistent and enables the member to deliver on its vision, mission and strategy.
- The member presents a rationale to guide partner identification and articulates a clear vision of the role of each actor, with a clear understanding of each parties' contribution to achieving shared outcomes and sharing risks.
- The member's partnerships, individually and as a whole, contribute to achieving its policy objectives, reflecting a coherent approach to policies, initiatives and processes.
- The member recognises the independent mandate of each actor, supports an enabling environment for them to fulfil their mandates, encourages innovative approaches and invests in partnerships in ways that build capacity and strengthen institutions.

III.1 Multilateral system

The member's multilateral partnerships are coherent across government and complementary to the member's portfolio. Co-operation across boards and between members as well as engagement with multilateral partners respects their mandate, promotes agreed system-wide reforms, and supports joint approaches, making individual organisations and the multilateral system as a whole more effective.

- The member's engagement and funding support the governance and effectiveness of multilateral organisations and reinforce their ability to fulfil their mandate, including by providing core and earmarked funding in accordance with commitments made as part of the international reform agenda and good practice principles.
- The member has feedback loops in place that ensure its bilateral and multilateral efforts are aligned, complementary and, where possible, mutually reinforcing, in support of its overall development co-operation policy.
- Engagement and funding decisions are informed by joint assessments of multilateral entities' effectiveness, such as those of the Multilateral Organisation Performance Assessment Network, and allow for flexibility and adaptive programming in support of the Humanitarian-Development-Peace Nexus.

² The four principles are: Country ownership; Focus on results; Inclusive partnerships; Transparency and mutual accountability.

III.2 Other bilateral development partners

The member explores and supports partnerships to build trust, leverage expertise and increase the impact of development co-operation.

- The member builds trust among development partners by contributing to shared understanding of how each partner operates and how sustainable development results are achieved.
- The member engages in partnership with other bilateral providers that promote complementarity; leverage the expertise, resources and experiences of each partner; and increase the volume, impact and scope of development co-operation efforts.
- The member engages in trilateral co-operation partnerships that facilitate exchanges and build the capacity of each partner.
- The member prioritises programme-based approaches and joint programming with other development partners and uses multi-donor funding approaches, joint advocacy and shared analysis to the maximum extent possible.

III.3 Sub-national entities in provider countries

The member enables its sub-national entities to engage in effective development co-operation.

- The member provides support and advice to sub-national entities so that decentralised development co-operation respects the *principles of effective development co-operation*, adds value by mobilising sub-national expertise and resources adapted to the local partner country context, and is based on partnerships and mutual learning. The member encourages sub-national entities to align behind a single national development framework.

III.4 Civil society

The member leverages and enables the independent role of international, member country and local civil society in all its diversity as a source of expertise, resources and services, and a channel for representation, and supports civil society space in partner countries.

- The member's work to support and engage with civil society, incentivise civil society to be accountable, and promote and protect civic space is in line with DAC values and standards³

III.5 Private sector

The member leverages the contributions, expertise and innovation potential of the private sector for sustainable development that benefits all elements of society, including in least developed and fragile countries and contexts.

- The member engages at policy and operational levels to improve the enabling environment for business and increases the level and impact of development-oriented private investment in, and trade with, partner countries in line with the 2030 Agenda, national development priorities, and principles of effective development co-operation.
- The member provides financial support and capacity development, including for knowledge and technology transfer, to private sector partners in partner countries that is based on a robust understanding of the country context and barriers to private sector development and focuses on micro, small and medium enterprises.
- The member strengthens dialogue and co-ordination between stakeholders to maximise the private sector contribution to sustainable development.

³ Peer reviews will use the OECD definition of civil society organisations i.e. to include all non-market and non-state organisations outside of the family in which people organise themselves to pursue shared interests in the public domain [OECD (2010), *Civil Society and Aid Effectiveness: Findings, Recommendations and Good Practice*, Better Aid, OECD Publishing, Paris]

III.6 Research and academia

The member supports an enabling environment for research, including in developing countries, to build knowledge and inform policies and practices on development challenges.

- Partnerships with academia and research institutes in the member country and in developing countries strengthen the research ecosystem in partner countries.
 - Research contributes to knowledge on development challenges with a focus on least developed, fragile, low- and middle-income countries and provides evidence, tools and guidance to inform policies and practices.
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FOUNDATIONS

A. Policy

Political directives, policies and strategies that shape the member's development co-operation and humanitarian assistance are based on a long term vision and geared towards clear, intended results. They are in line with international and domestic commitments, including the 2030 Agenda for Sustainable Development and the GHD Principles.

A.1 Policy framework

- The member has a top-level policy framework setting expected results aligned with the 2030 Agenda for Sustainable Development; and enabling a coherent, whole-of-government approach to all its development co-operation activities.
- The member's policy recognises social, economic and environmental aspects of sustainable development; includes a commitment to policy coherence for sustainable development; sets out a clear approach to poverty reduction, reducing gender inequalities, and leaving no-one behind; and includes clearly-defined thematic and geographic priorities which draw on the member's strengths.
- The member has a cross-government policy for humanitarian assistance, respecting the GHD principles, the humanitarian principles, and other international agreements, including outcomes of the 2016 World Humanitarian Summit. This policy is anchored in relevant legislation and accompanied by a realistic implementation plan.

A.2 Guidance and basis for decision-making

- Specific guidance is provided and used to integrate cross-cutting issues such as poverty, gender equality and women's empowerment, human rights, environment and climate change, and conflict and fragility.
 - The member presents a clear rationale for deciding when to engage at global, regional and country levels, and for choosing appropriate channels, instruments and partners with which to engage.
 - Geographic, thematic and sectoral allocations – globally, regionally and at partner country level – are consistent with the member's policy commitments and strategic priorities, including on countries most in need (least developed countries, low-income countries, small island developing states, land-locked developing countries, and fragile and conflict affected situations).
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B. Institutional arrangements

The member has coherent, co-ordinated, whole-of-government arrangements in place to deliver effective and efficient development co-operation and humanitarian assistance.

B.1 Leadership, responsibility, complementarity and accountability for whole-of-government development co-operation

- The member has a designated point of leadership for its development co-operation and humanitarian assistance efforts and appropriate internal and external oversight mechanisms.
- Government actors have clear, complementary mandates, responsibilities and accountabilities.
- Comprehensive and *transparent* information about the member's activities is publicly available.

B.2 Human resources, capabilities and skills

The member has the necessary diversity, gender balance, skills, capacity for self-reflection and critical thinking, and knowledge at all levels to manage and deliver its efforts effectively, and ensures the right skills are located in the right places.

- The member builds and maintains adequate capacity to deliver on its objectives in terms of numbers, diversity, seniority, location and skills.
- The member leverages expertise and capacity across its system and devolves appropriate responsibility and resources to country offices, with incentives in place to ensure sufficient capabilities in fragile or crisis contexts.
- The member's human resource management system includes a code of conduct and ethical standards, proactive measures to engage staff and promote well being, including for locally recruited staff, and enables strategic workforce planning to develop, retain and attract appropriate personnel for current and future needs, drawing on external skills where appropriate.

B.3 Stakeholder consultation and participation

The member's policies, systems and programmes and its global advocacy efforts are informed by the views of stakeholders, including beneficiaries.

- The member engages in two-way dialogue with a representative group of external stakeholders on both strategic and operational levels and provides access to relevant information to enable meaningful participation.
- The member makes a concerted effort to ensure that stakeholders are included in key policy discussions and governance mechanisms at global and country level.

C. Financing for sustainable development

The member allocates and mobilises financial resources in line with its international and domestic commitments to sustainable development and the Addis Ababa Agenda for Action.

C.1 ODA volume and allocations

- The member has a clear statement and plan to achieve desired ODA volume, in line with its international commitments.
- ODA allocation matches the member's thematic, geographic, and partnership priorities; wherever possible, funding is predictable, flexible and multi-year.
- The member complies with DAC Recommendations on untying and terms and conditions of ODA and conforms to the DAC reporting directives.

C.2 Approach to financing sustainable development

- The member effectively uses an array of official financial instruments to support the mobilisation of domestic resources, combat corruption and reduce illicit financial flows; the member focuses the most concessional resources on those with the greatest needs and least ability to mobilise other resources.
- The member seeks to align its resources either directly or through its development finance institute to evidence-based humanitarian, development and peace financing strategies to mobilise the full range of financial flows, ensuring that these do not contribute to conflict, inequality or instability.

C.3 Incentivising additional development finance

- The member offers financial tools (such as equity, guarantees and insurance, debt, mezzanine instruments, hedging, grants, and technical co-operation) and mechanisms (including investment funds, syndicated loans, public-private partnerships, blended finance facilities and other innovative finance mechanisms) that work to leverage international and domestic private sector funds and capacities to maximise development outcomes and impact, in line with the OECD DAC blended finance principles and guidance.
- The member encourages other actors such as sovereign wealth and pension funds to invest in sustainable development and works with investors to identify opportunities that can contribute to sustainable development.

D. Management systems

The member has effective and transparent processes and mechanisms in place to deliver its development co-operation and humanitarian assistance.

D.1 Quality assurance

The member assures quality in a way that maximises the achievement of its objectives.

- The member controls the quality of its interventions against its guidance and international standards during preparation and implementation, and adapts interventions where needed.

D.2 Risk management and due diligence

The member's risk management maximises the achievement of its objectives while safeguarding the integrity of its efforts.

- The member identifies and assesses relevant risks (i.e. strategic, reputational, programmatic, financial, political, security), implements and monitors a risk response that balances risk and reward and is compatible with institutional and developmental objectives, and communicates with stakeholders at home and in partner countries on risks and responses. Its risk management notably reflects the OECD Recommendation on managing risks of corruption; the DAC Recommendation on ending sexual exploitation, abuse, and harassment; and the DAC Recommendation on the Humanitarian-Development-Peace Nexus.

D.3 Adaptation and innovation

- The member's leadership and internal system promotes a culture of experimentation and adaptation to changes in the development and humanitarian landscape.
- The member has capabilities to introduce, incentivise and enable, measure the impact of, and potentially scale, innovation in its policies and programmes.

D.4 Results, evaluation, knowledge management and learning

The member learns from results, evaluation and research, using evidence to improve its own efforts, to build partner capacity, and to promote learning across the broader system.

- The member is able to identify what results are being achieved, where, how and for which groups and how its combined efforts are contributing to the SDGs, national plans in partner countries, humanitarian objectives and its own policy objectives. Data is drawn from national systems and disaggregated to the greatest extent possible to be able to monitor progress on all forms of poverty, inequality and those most left behind.
- In its development co-operation, the member *plans and manages for sustainable development results*. The member uses evaluations and results information for strategic direction, accountability, communication and adaptive programme management.
- The member develops and keeps its results and evaluation systems manageable and reliable, in line with DAC and other international norms, criteria, guidance and good practice.
- The member enables a flow of information across its system, drawing on quantitative and qualitative evidence from programme monitoring, evaluations, research, partners and other sources. It ensures enough space to identify what is working and what improvements or adjustments are needed to policies, systems or programmes, and thus fosters a culture of measuring results and learning.
- The member strategically collects and uses institutional knowledge and experience as a management tool to achieve objectives, enhance systematic learning, take stock of lessons learned, and generate new knowledge and innovative approaches to challenges.
- The member supports the capacity of partner countries to manage for results, successfully evaluate programmes, manage data and produce statistics.

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Further references are available in the DAC Peer Review Methodology at [www.oecd.org/officialdocuments/publicdisplaydocumentpdf/?cote=DCD/DAC\(2020\)69/FINAL&docLanguage=En](http://www.oecd.org/officialdocuments/publicdisplaydocumentpdf/?cote=DCD/DAC(2020)69/FINAL&docLanguage=En).