

Improving the Global Partnership Monitoring Process

Report on virtual consultation results

OECD-UNDP Joint Support Team

Date: 25 / 11 / 2020

I. Introduction

In order to begin the review of the Global Partnership monitoring exercise, Co-Chairs initiated a virtual consultation to seek the views of stakeholders on the incentives and features of the monitoring process that they value most. This report presents the findings of the consultation, conducted in early 2020, and highlights the considerations which most influence stakeholders' decisions to participate in the Global Partnership monitoring, thus pointing to how a future monitoring exercise could continue to incentivise participation. Key findings include:

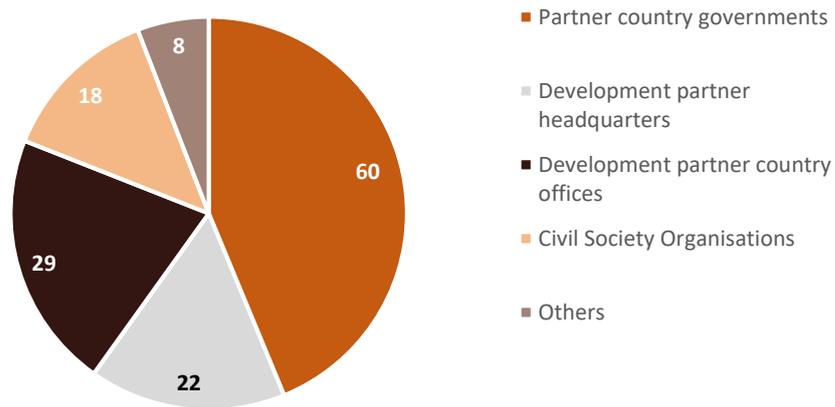
- **Stakeholders prefer a monitoring exercise that spurs country-level behaviour change, balanced with a focus on global accountability and political momentum.** In considering the reform of the monitoring process, stakeholders prefer a monitoring approach geared more towards country-level behaviour change and institutionalisation. However, when considering factors that inform their decision to participate in the monitoring exercise, stakeholders clearly also value global accountability and building political momentum. This emphasizes stakeholder interest in aligning the monitoring process towards better realization of the original two-fold vision of the monitoring exercise: *(i) to stimulate dialogue and drive behaviour change towards more effective development co-operation at country level; and (ii) to support global accountability for implementation of the Busan commitments.*
- **Through this consultation, stakeholders have expressed that they value the following elements to strengthen the country-level orientation of the exercise –** *(i) in-depth analysis at country level (ii) tailored context-specific support; (iii) ability to draw on existing country data systems; (iv) reliance on established dialogue or co-ordination mechanisms.*
- **Similarly, to promote global accountability and build political momentum around the effectiveness agenda, stakeholders value –** *the ability of the monitoring exercise to generate a comparable dataset and inform global reporting to the SDGs.*
- **There was not a significant divergence in the views of stakeholder groups¹, when considering the value of different monitoring exercise characteristics independently.**

The virtual consultation collected stakeholder opinions on the implications of possible changes to the Global Partnership monitoring on their future participation in the exercise. It posed questions around the two major elements of the monitoring, namely the ability of the exercise to promote both (1) institutionalisation and country-level behaviour change; and (2) global accountability and political momentum. It also included some questions related to support to stakeholders' participation in the exercise. The consultation was circulated widely among Global Partnership stakeholders, including partner country national co-ordinators, monitoring focal points of development partners, civil society organizations, private sector representatives and others that participated in the 2018 monitoring round as well as Steering Committee members. Responses were collected from 31 January to 3 March 2020. Consultation materials were available in English, French and Spanish, with webinars conducted in these three languages to assist survey participants.

The virtual consultation produced **137 complete responses**, among which, 60 responses were submitted by partner country governments, 51 responses were from development partners, and 18 responses were from civil society organisations. The remaining 8 responses were from "Others", comprised of two private sector actors, one foundation representative, one parliamentary actor, one sub-national governance representative and three trade union representatives.

¹ In order to aggregate views by stakeholder, responses have been grouped into the following: Partner countries, Development partners, Civil Society Organisations (CSOs) and Others

Figure 1. Virtual Consultation - Respondent Composition



In order to aggregate views by stakeholder group, responses have been grouped into the following – Partner countries, Development partners, Civil Society Organisations (CSOs) and Others².

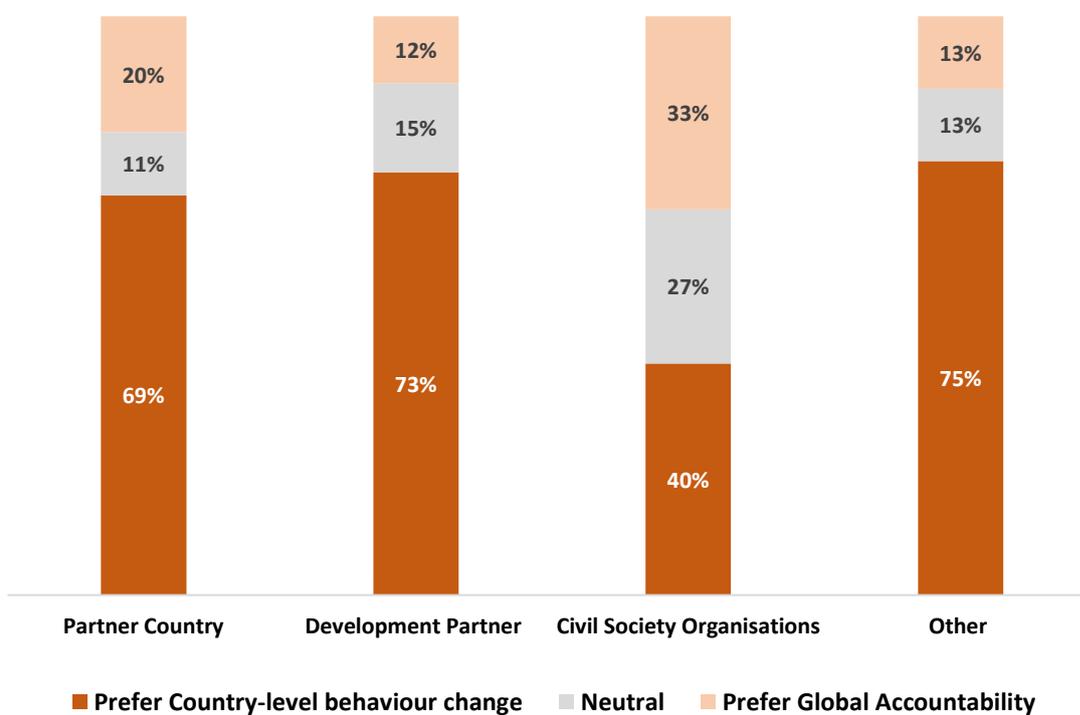
² Approach to aggregating responses by stakeholder group: – *Up to two responses per Partner Country; HQ & Country Office responses aggregated to one response per development partner; up to one response per CSO.* Prominence to partner country responses is owed to the country-led nature of the monitoring exercise. HQ & Country Office responses were received in the case of six development partners, which were aggregated to reflect a single response and amounted to 22% of total responses received from development partners. More than one response was received in only one case for CSOs and was accordingly aggregated.

II. Global Partnership Stakeholder Views: What facilitates participation in the monitoring exercise

Stakeholders prefer a monitoring exercise that spurs country-level behaviour change, balanced with a focus on global accountability and political momentum.

As shown in figure 2, most respondents from all stakeholder groups expressed strong preference for a monitoring process geared towards country-level behaviour change when compared with global accountability. However, when the importance of global accountability was evaluated independently (figure 3), most stakeholders also attached strong importance³ to this aspect of the monitoring exercise. This points to a need for increased attention to the country-level focus but in way that does not diminish the role of the monitoring as an instrument for global accountability on effectiveness commitments.

Figure 2. Preference between country-level behaviour change and global accountability
(by stakeholder)



³ Rating of importance on a scale of: *Not Important – Limited Importance – Somewhat Important – Very Important*

Figure 3. The importance of Global Accountability in the decision to participate in the Global Partnership monitoring
(by stakeholder)

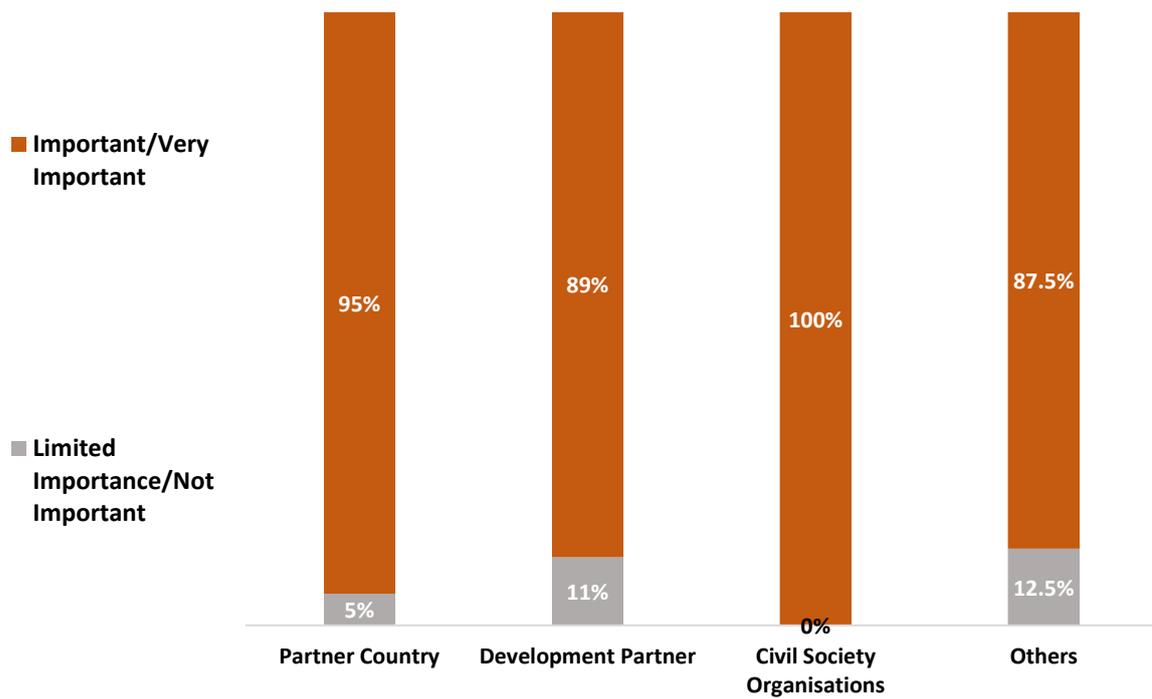
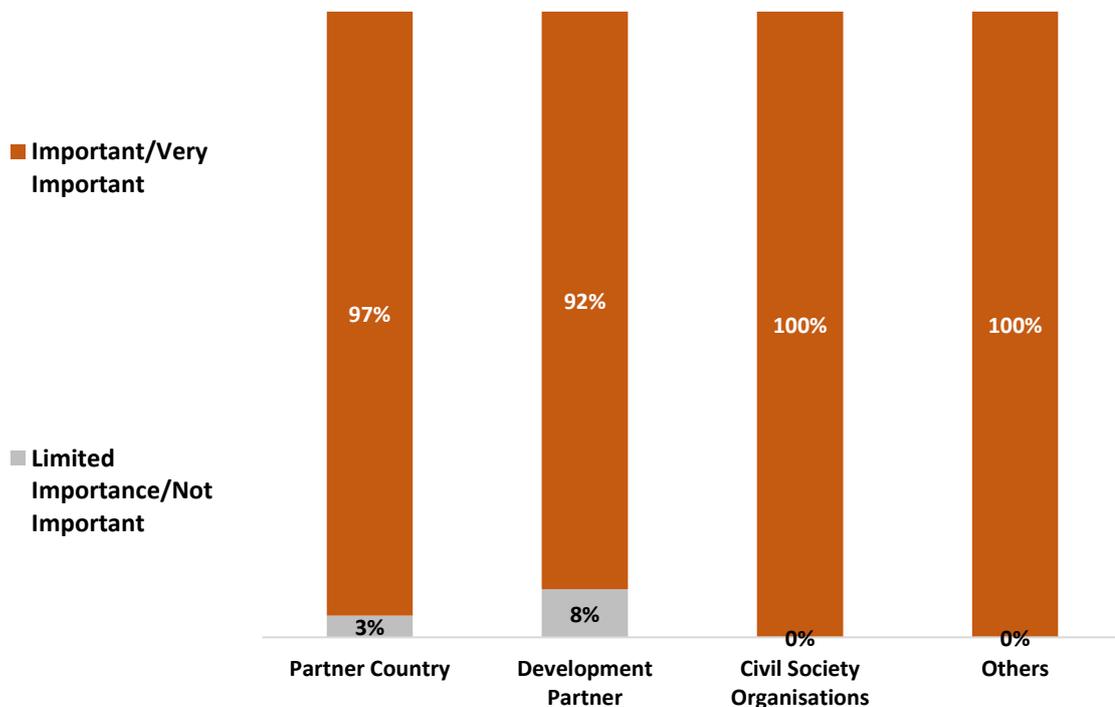


Figure 4. The importance of Country-Level behaviour change in the decision to participate in the monitoring exercise
(by stakeholder)



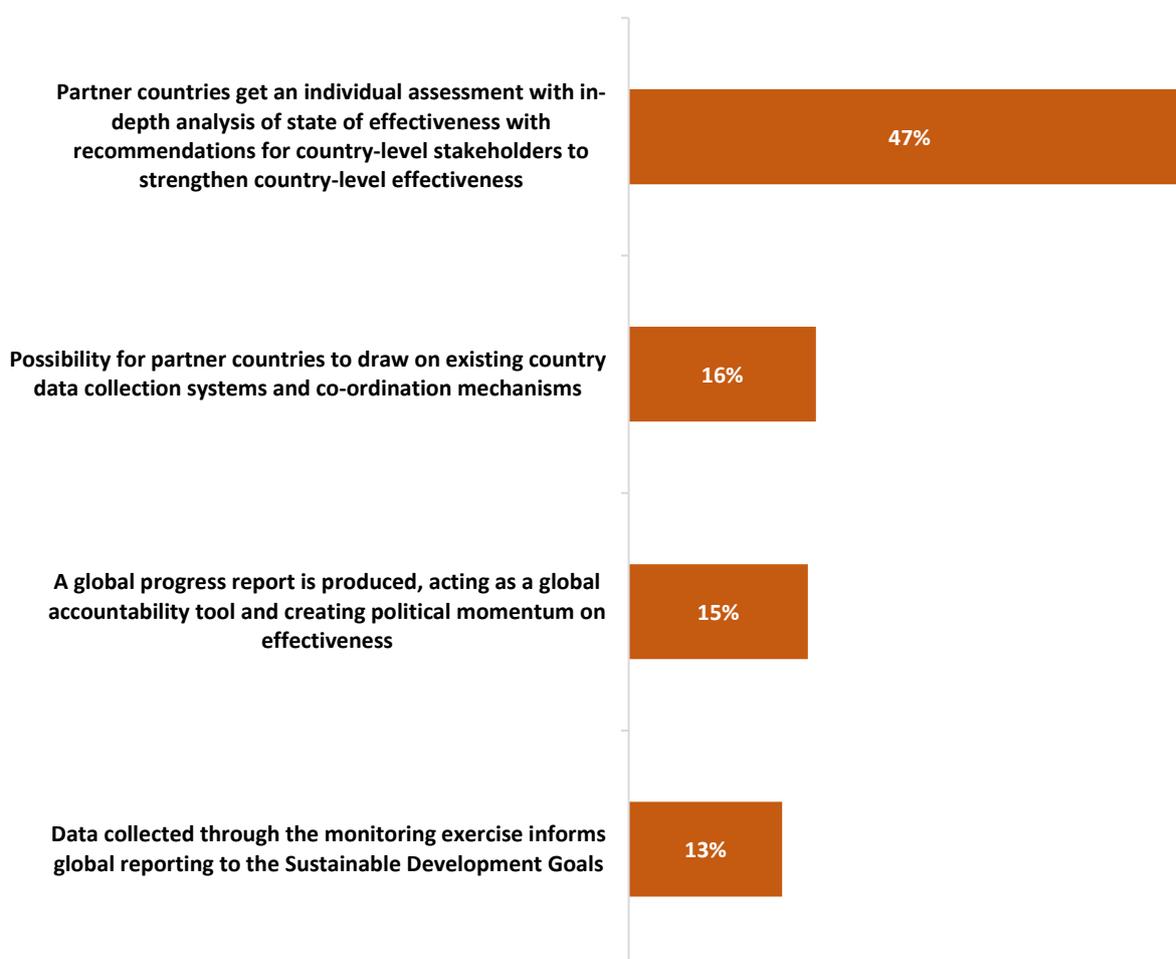
As shown in figure 5, respondents were asked to rank, in order of importance, four distinct considerations for their participation in the monitoring exercise. **Among these, most stakeholders indicated that the most important⁴ consideration was the possibility to obtain in-depth analysis on results for a partner country, including recommendations for country-level actors to strengthen country-level effectiveness.**

Most stakeholders (*aggregated*) ranked the other three considerations for participation in the monitoring exercise, as most important, in the following order (*mutually exclusive choice*):

- Possibility for partner countries to **draw on existing country data collection systems or co-ordination mechanisms**;
- A **global progress report** is produced, acting as a global accountability tool and creating political momentum on effectiveness;
- Data collected through monitoring exercise informs **global reporting to the Sustainable Development Goals**.

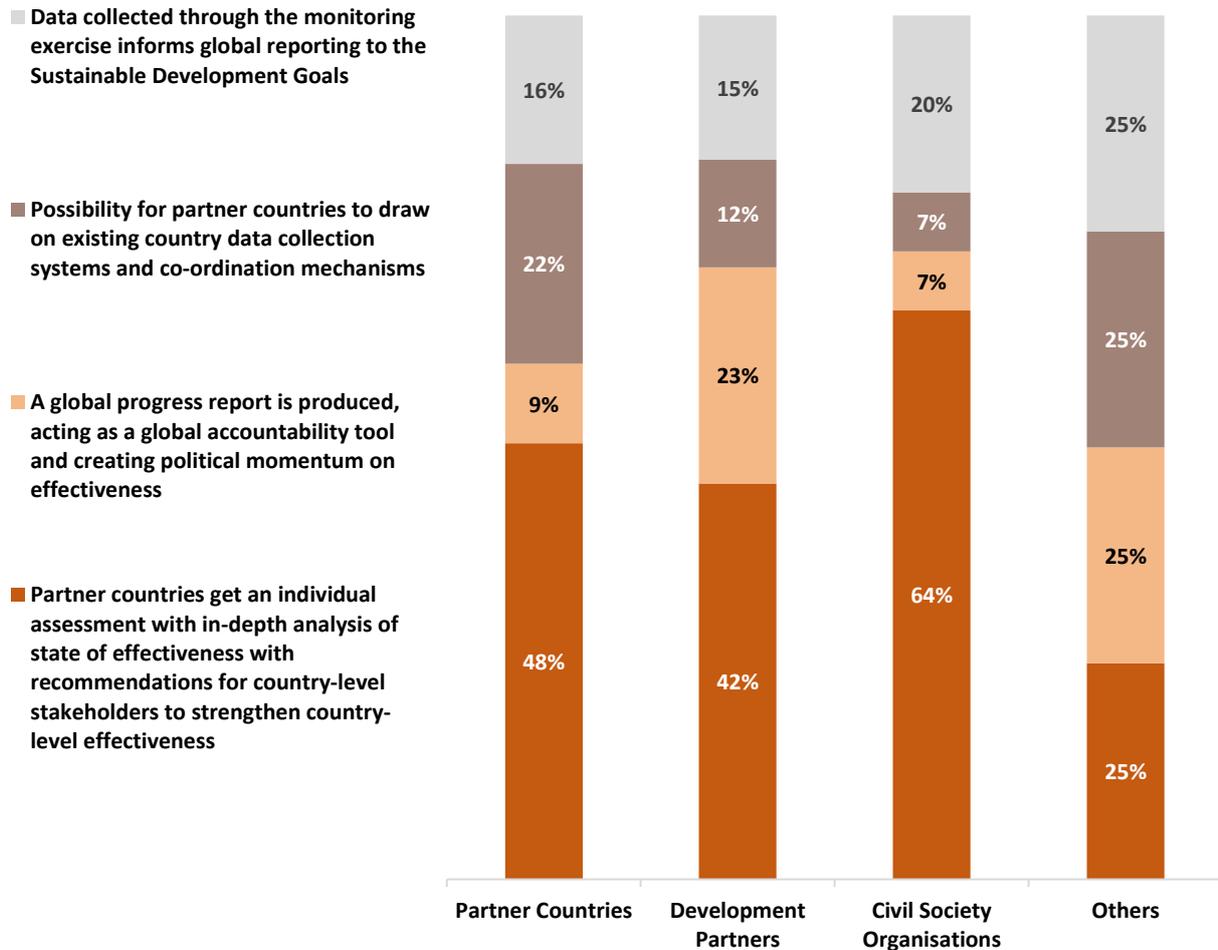
The ranking of these considerations, which inform stakeholders’ decisions to participate in the monitoring exercise, highlights the need to drive country-level behaviour change through increased focus on analysis of country-specific results and the driving factors behind them, including showing how each stakeholder performs in a specific country.

Figure 5. Considerations for participation in monitoring exercise - ranked in order of importance (*aggregate of all stakeholders' preference*)



⁴ Rating of importance on a scale of: *Not Important – Limited Importance – Somewhat Important – Very Important*

Figure 6. Considerations for participation in the monitoring exercise - ranked in order of importance (by stakeholder)



As illustrated in figure 5, when compared with other considerations, **producing a global progress report** to act as a tool to promote global accountability was ranked as very important⁵ by only 15% of all stakeholders. However, when considering this independently of other considerations, it was rated as very important by 64% of all stakeholders⁶. Furthermore, when considering the importance of **generating comparable data** to keep all development actors globally accountable, independently of other considerations, 69% of all stakeholders rated it as very important⁷.

Similarly, as shown in figure 5, when compared with other considerations, **informing global reporting to the SDGs through results collected in the monitoring exercise** was ranked as very important by only 13% of all stakeholders. However, when considering this independently of other considerations, it was rated as very important by 64% of all stakeholders⁸. Furthermore, when considering the importance of **having monitoring results in line with a country's Voluntary National Review (VNR)**, independently of other considerations, it was rated very important by 69% of all stakeholders⁹.

⁵ Rating of importance on a scale of: *Not Important – Limited Importance – Somewhat Important – Very Important*

⁶ Figure illustrated in Annex – *Figure 13*

⁷ Figure illustrated in Annex – *Figure 14*

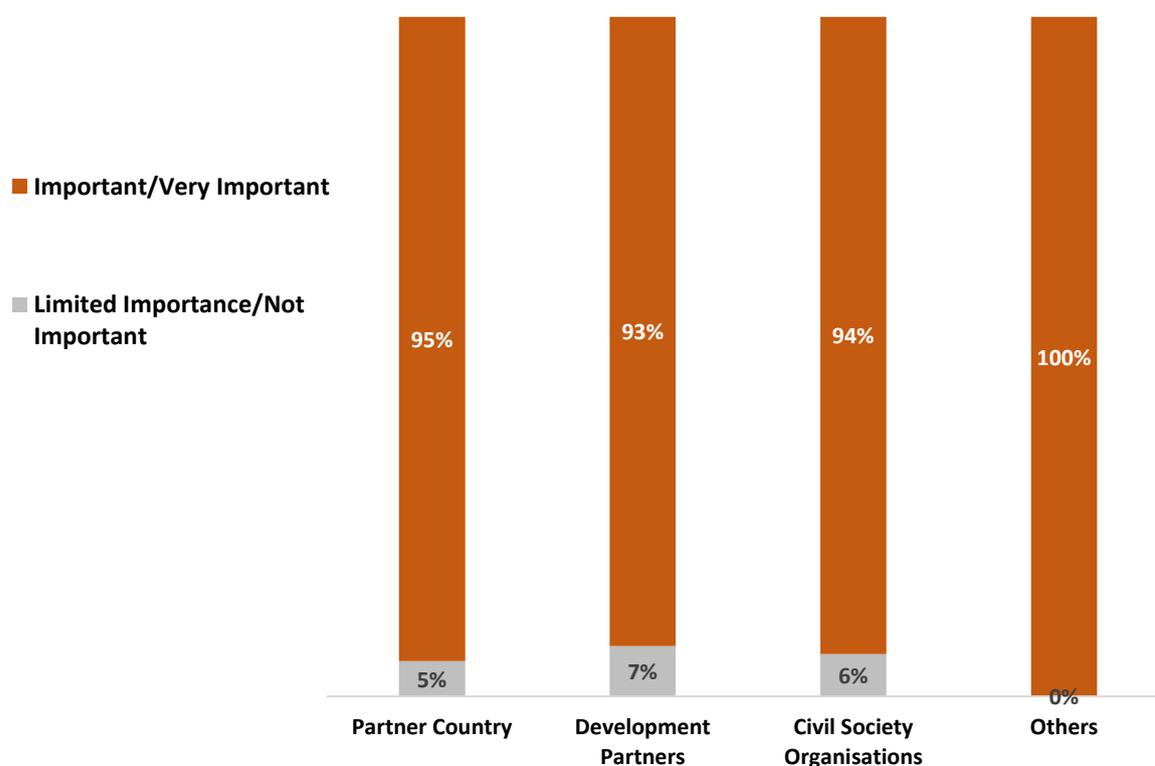
⁸ Figure illustrated in Annex – *Figure 15*

⁹ Figure illustrated in Annex – *Figure 16*

When comparing considerations, there is strong stakeholder preference for those that strengthen country-level effectiveness. However, stakeholders also value considerations that promote global accountability, when evaluated independently. This iterates the value stakeholders assign to the original vision of the Global Partnership monitoring to maintain a “global light and country focused” approach, when considering their decision to participate in the monitoring exercise.

The ability to draw on existing data systems to collect monitoring data was indicated as very important¹⁰ by all groups of stakeholders. Further to its ranking as the second most important consideration for stakeholder participation in the monitoring exercise (figure 5) – when evaluated independently, more than three fourths of the respondents from all stakeholder groups consider the ability to draw on existing data systems to build on existing country-level efforts, as important for the future monitoring exercise (figure 7).

Figure 7. The importance of ability to draw on existing country data systems in future monitoring exercise
(by stakeholder)



BOX.1 Stakeholder voices: Priorities for data collection process

“The most important element to my view is that [the monitoring exercise] should be country-driven: it is crucial that data is collected as much as possible at country level”

Development partner

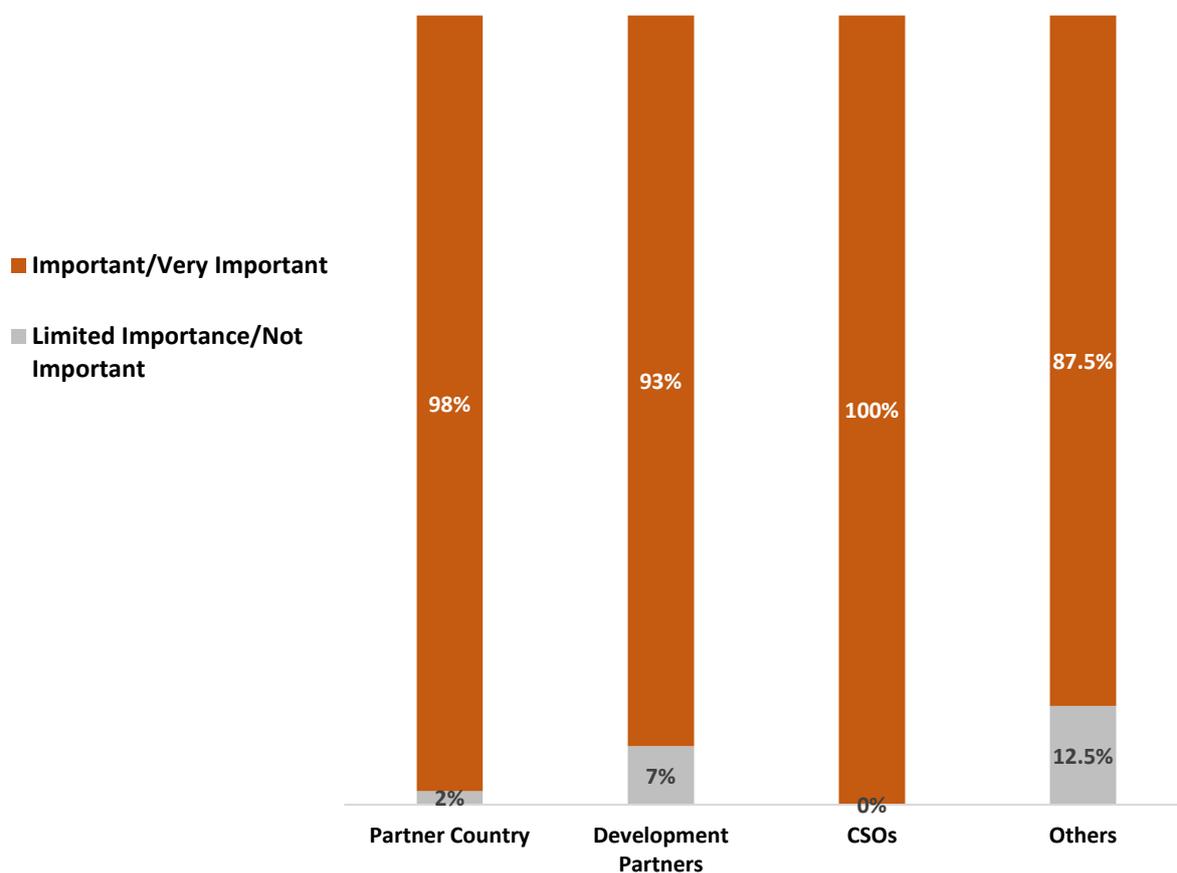
“For Global Partnership monitoring process to be more effective it needs to continue its support to the participating countries and enhance their national capacities and database systems, in order to help them to conduct a proper internal analysis and assessments”

Partner country

¹⁰ Rating of importance on a scale of: *Not Important – Limited Importance – Somewhat Important – Very Important*

All stakeholder groups indicated strong importance for reliance on established dialogue or co-ordination mechanisms for the future monitoring exercise. As illustrated in figure 8, more than three fourths of the respondents from all stakeholder groups consider reliance on established dialogue or co-ordination mechanisms as important for the future monitoring exercise.

Figure 8. The importance of relying on established dialogue or co-ordination mechanisms for future monitoring exercise (by stakeholder)



The participation of a large number of countries in the monitoring exercise, leading to a globally comparable dataset, was preferred (47%) over an exercise with fewer countries that would be able to draw on national processes and systems (44%) (figure 9). While this aggregate trend reflects partner countries’ preference (55% against 38%), development partners preferred the participation of fewer countries (31% against 58%) (figure 10).

Further analysis of responses reveals a preference for fewer countries among development partner respondents at the headquarter (HQ) level (53%), while development partner respondents from country offices were evenly split in their preference between larger or fewer numbers of participating countries (45% and 45%).

Additionally, in a separate question, less than half of all respondents (45%) indicated that all stakeholders undertaking the monitoring exercise at the same time was very important.

These findings present important considerations for the design of a future improved monitoring exercise, including around the value of generating a globally comparable dataset, preferred by partner country governments over the option of an exercise that may have fewer participating countries but which focuses on use of their own national processes and systems. At the same time, the small aggregate margin of difference (47% and 44%) points to the need for a future exercise to reflect the benefits associated with both these options, also based on an understanding of the roles of different stakeholders, including both at global and country level, in the monitoring exercise.

Figure 9. Preference for number of participating countries in monitoring exercise

(aggregate of all stakeholders' preference)

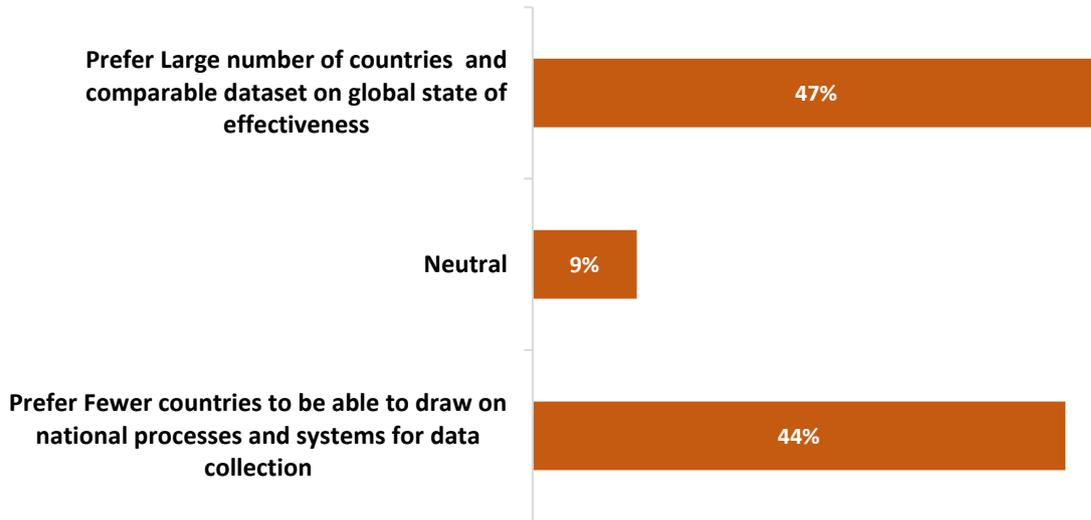
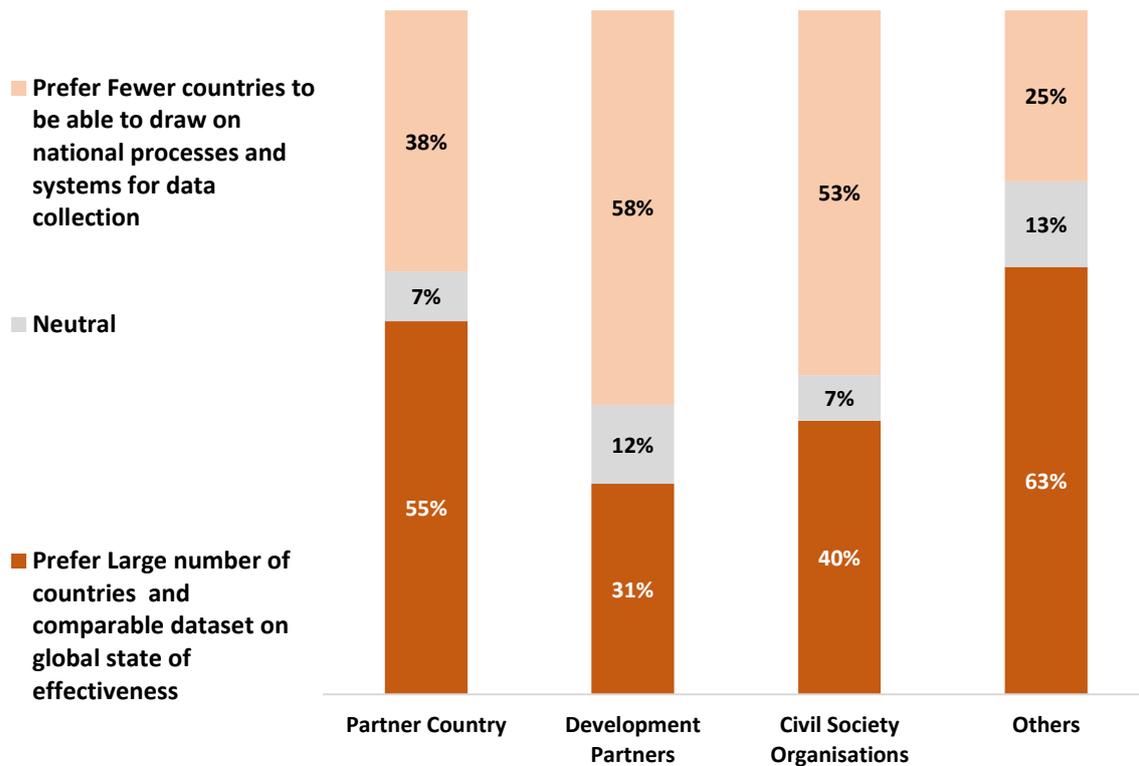


Figure 10. Preference for number of participating countries in monitoring exercise

(by stakeholder)



Most stakeholders value in-depth analysis at country level when considering the type of product that will reflect monitoring results. When respondents were asked to make a mutually exclusive choice between in-depth analysis with recommendations for different country-level stakeholder groups and a global progress report – 67% preferred in-depth analysis at country level in comparison to the latter which was preferred by only 26% of respondents from all stakeholder groups.

Figure 11. Preference for type of monitoring product
(aggregate of stakeholders' preference)

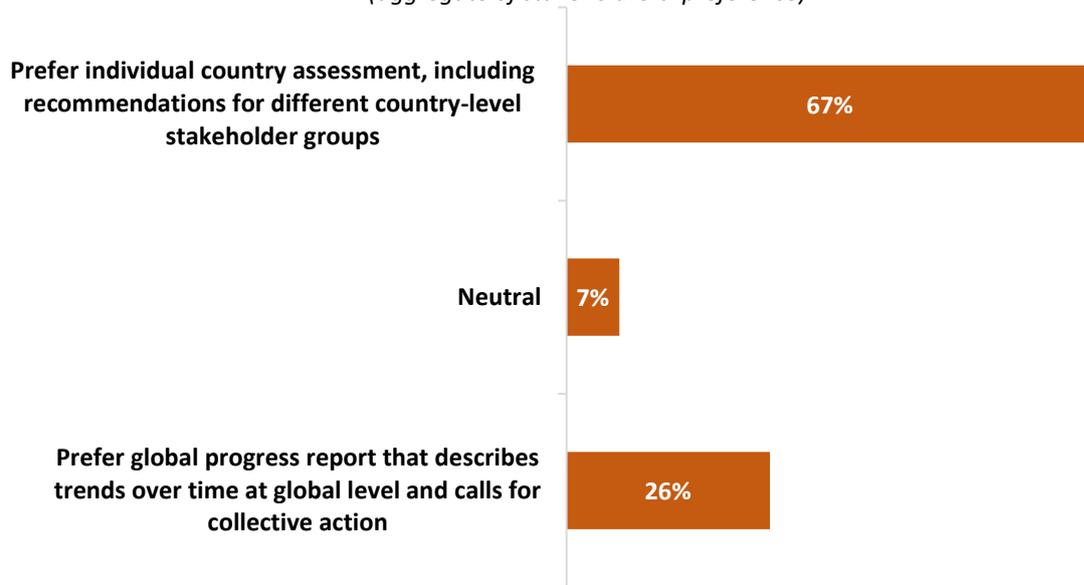
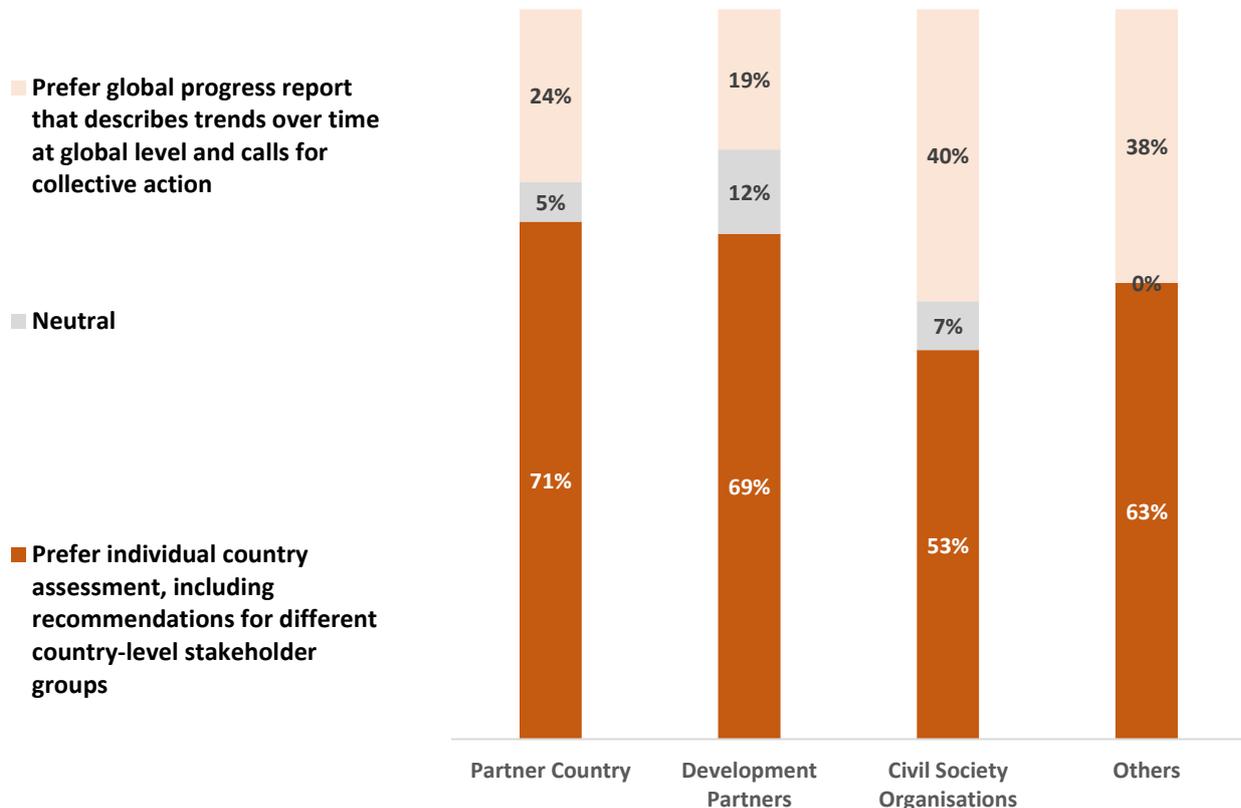


Figure 12. Preference for type of monitoring product
(by stakeholder)



When the usefulness¹¹ of the two products in promoting global accountability and building political momentum was evaluated independently (*non-mutually exclusive choice*) – both **in-depth analysis at country level** and a **global progress report** were equally considered very useful (*65% and 64% of all respondents respectively*)

When considering the role of the exercise in promoting country-level behaviour change, respondents were asked to evaluate independently (*non-mutually exclusive choice*) the usefulness of the following country-specific products: (a) **country assessments for a limited number of countries with in-depth analysis** and (b) **standardised country profiles for a large number of countries** (*as produced in the 2016 and 2018 monitoring rounds*). More stakeholders (55%) indicated country assessments with in-depth analysis at country level as most useful, while 30% stakeholders indicated standardised country profiles as most useful.

Stakeholders prefer the offering of in-depth analysis at country level when considering future monitoring products. Additionally, they largely value the importance of a global progress report in promoting global accountability, indicating the need for future monitoring products to serve both global and country-level interests and needs.

Most stakeholders indicated preference for tailored context specific support. When the importance of two types of support was evaluated independently (*non-mutually exclusive choice*) – 66% considered tailored context specific support for data collection as very important, whereas remote helpdesk support was considered very important by 35% of all respondents.

BOX.2 Stakeholder voices: Type of support for data collection, validation and analysis

“Capacity-building seminars on collection tools and advocacy on the importance of the exercise could be organized particularly for the least developed countries”

Partner country

“Quality data is always a challenge in developing countries. Support to strengthen monitoring and data collection institutions is needed. Please consider to allocate resources to achieve”

Development partner

¹¹ Rating of utility on a scale of: *Not useful – Limited usefulness – Somewhat useful – Very useful*

III. Other considerations

There was not a significant divergence (*+/- 10 percentage points*) in the preferences expressed by development partners' headquarters and country offices. The only instance where the divergence exceeded 10% was in the degree of preference for an exercise focused on country-level behaviour change, with country offices more strongly favouring this option than headquarters (91% and 63%)

Most responses to this consultation were received from country-level stakeholders (78%), which allows this consultation to legitimately reflect on the purpose of the monitoring exercise to complement and build on existing country-level efforts around effectiveness, as well as to capture country-level perspectives on the role of the exercise in promoting global accountability.

While questions in the virtual consultation quantified views around changes to the monitoring process, there was also an opportunity for respondents to provide qualitative inputs - to which more than half of all respondents contributed. Many stakeholders used qualitative inputs to detail their views on the reform of the monitoring process as well as other aspects of the Global Partnership monitoring.

These comments included some useful general observations on **the monitoring exercise**:

BOX. 3 Stakeholder voices: General observations

"There are several survey tools that would reduce the burden of carrying out the exercise. In addition, the language could be simplified so that it would be easier for non-native English speakers to understand the purpose and importance of the [monitoring] survey."

Partner country

"[There needs to be a continued effort for] raising awareness of development partners headquarters so that they get more engaged in the monitoring exercise."

Partner country

"[I would like to see more] in-person trainings for national coordinators about the monitoring process of the GPECD."

Partner country

IV. Conclusion

Stakeholder views collected through this virtual consultation have provided valuable insights on both potential benefits and drawbacks to any revisions to the monitoring process. Looking ahead, changes to the process will be considered in a balanced way, weighing anticipated gains against the risks of eroding the considerable strengths of the monitoring exercise. The views expressed through this virtual consultation will also be taken into consideration together with other consultations, country-level piloting, and insights from stakeholders on how they have taken action on their results from the 2018 round, as part of the overall reform process for the Global Partnership monitoring during 2020-2022.

Annex

The Global Partnership Monitoring Exercise

The Global Partnership for Effective Development Co-operation drives more effective development efforts based on concrete evidence. Its flagship instrument is its monitoring exercise, which since 2013 has tracked progress towards the effectiveness principles and is a recognised source of data and evidence for follow-up and review of the Sustainable Development Goals (SDGs).

The Global Partnership monitoring exercise was intended to complement and build on existing country level efforts around effectiveness and mutual accountability, providing a global reference point for negotiating more detailed and relevant in-country frameworks (a “global light and country focused” approach)¹². The monitoring process was meant to be flexible, allowing partner countries to collect data using existing systems and according to their own calendars. However, even with this country level focus, the exercise was intended to also support global accountability.

Why change is needed

While there is broad appreciation for the monitoring exercise as a core asset of the Global Partnership, it is understood to be a ‘living’ exercise, continually adapting to ensure it delivers on its original promise while meeting the evolving needs of its stakeholders. The 2018 Monitoring Round reaffirms the rapid changes in development co-operation modalities and coordination structures in the era of SDG implementation. Global Partnership’s Co-Chairs also recognised the need to review the monitoring exercise and, at the 18th Steering Committee Meeting (Korea, December 2019), members expressed appreciation for the fact that undertaking a review and reform of the monitoring would preclude going ahead with a monitoring exercise in the same way it has been done in the past.

This calls for reflections on how the monitoring exercise has been implemented in line with the original vision – in a way that institutionalises effectiveness monitoring at the country level and facilitates meaningful dialogue and behaviour change, while also providing a tool for global accountability, political momentum around effective development co-operation and results to follow-up on the implementation of the SDGs. This inflection point will comprise re-examination of the monitoring framework (what we measure) and process considerations (how we measure), informed by consultations and engagement with stakeholders.

Consultation participation details:

The virtual consultation generated **137 complete responses**:

1. 60 responses, from 53 countries, were submitted by **partner country governments**;
 - Of these, 52 participated in the 2018 monitoring round.
2. 51 responses were from **development partners**:
 - 22 from the headquarter level - including 16 bilateral partners and 6 multilateral partners.
 - 29 responses from country offices.
3. 18 **civil society organisations** responded, all from different countries
4. Two **private sector actors**, one **foundation** representative, one **parliamentary actor**, one **sub-national governance representative** and three **trade union representatives** responded: in total eight “Others”

¹² Further information on the 2012 proposal by the post Busan interim group for the Global Partnership Monitoring can be found [here](#)

Figures referenced in report:

Figure 13. Importance of Global Progress Report in promoting global accountability *(aggregate of all stakeholders' preference)*

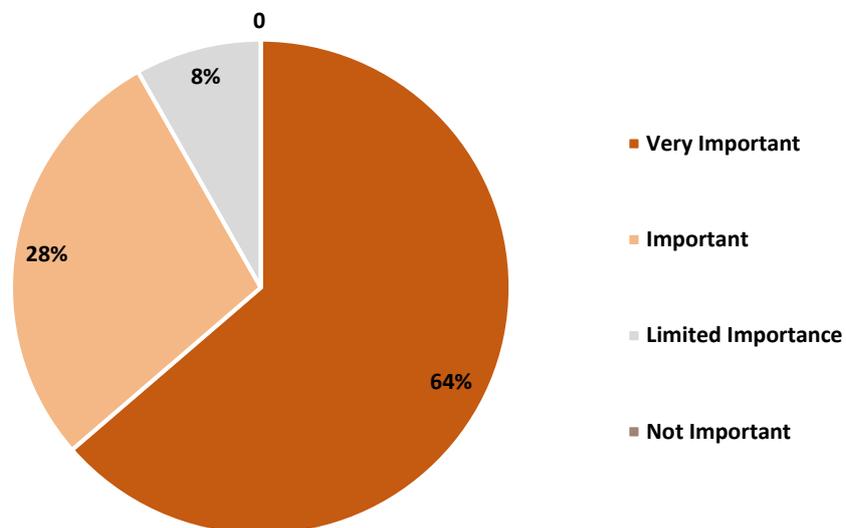


Figure 14. Importance of generating a comparable data to keep all development actors globally accountable *(aggregate of all stakeholders' preference)*

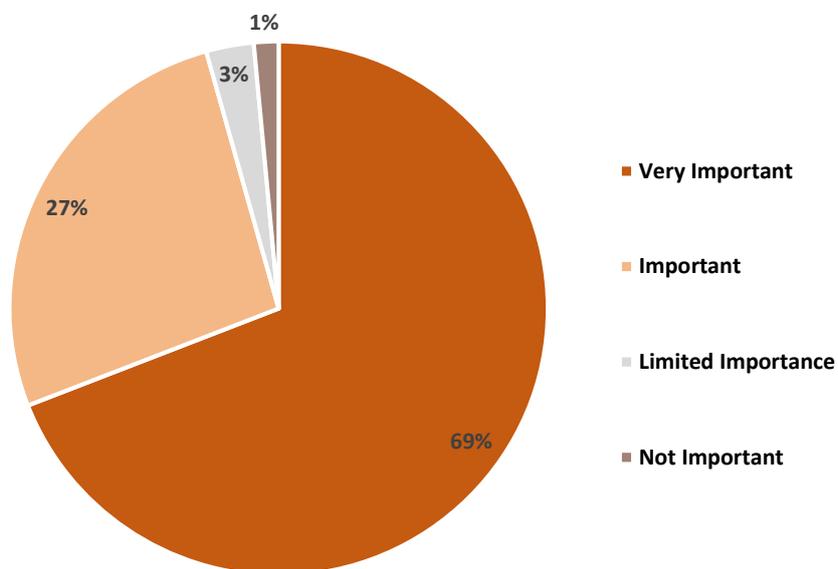


Figure 15. Importance of informing global reporting to SDGs through monitoring results (aggregate of all stakeholders' preference)

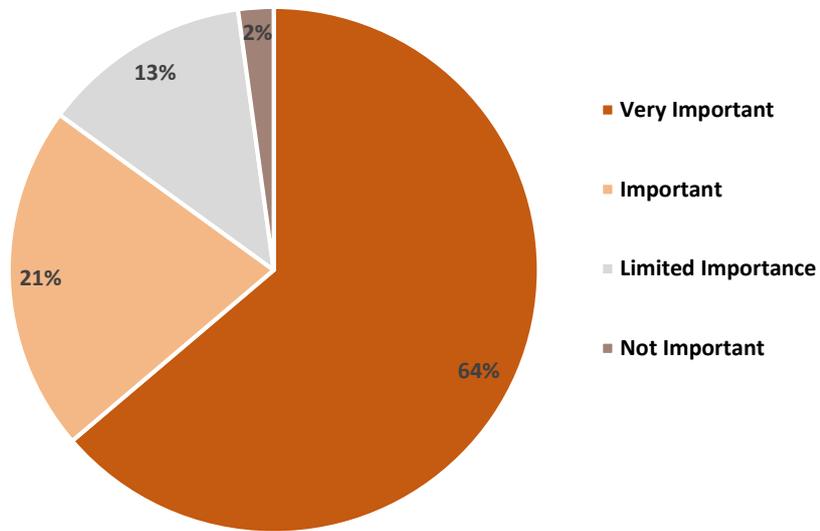


Figure 16. Importance of availability of monitoring results in line with VNR cycle (aggregate of all stakeholders' preference)

