

## Proposal: Strategic Priority 3 – Leveraging Monitoring for Action

The original vision of the Global Partnership monitoring exercise was to support accountability for Busan commitments and to stimulate dialogue and drive behaviour change towards more effective development co-operation. The monitoring exercise was intended to complement and build on existing country-level efforts (a ‘global light and country heavy’ approach).

Stakeholder feedback suggests that while the vision remains valid, the monitoring exercise has not been implemented such that its aims have been fully met. Rigidity in the process has, in many cases, not adequately facilitated institutionalisation at country level, and there is demand for more emphasis on following up on findings (Annex A has additional background and history of the monitoring exercise).

At the 18<sup>th</sup> Steering Committee (SC) Meeting (Korea, December 2019), leadership re-affirmed the monitoring as a valuable and core function of the Global Partnership. Over three rounds, 99 partner countries and territories in total have participated in Global Partnership monitoring, including 86 in the 2018 round, with results informing dialogue at the 2019 Senior Level Meeting as well as SDG review processes including at the High Level Political Forum. At the same time, SC members recognised that the exercise cannot continue as it has been done in the past. Against this backdrop, it is proposed that **2020-22 will be a “*period of transition*”** for the Global Partnership monitoring. **Under Strategic Priority 3**, and building on the commitment made in the Nairobi Outcome Document<sup>1</sup> to update the monitoring framework, there will be a comprehensive reform of the monitoring exercise. This reform will lead to **a new monitoring proposal** – inclusive of an improved monitoring process and an adaptation of the framework, as well as a demonstration of the value of monitoring results –for endorsement at the Third High-Level Meeting (HLM3) in 2022. **While there will not be a global monitoring round and a global progress report ahead of HLM3, this new monitoring proposal will be complemented by evidence of the state of effectiveness generated through piloting of elements of the new monitoring proposal as well as country-level success stories of action on results, to spur political momentum.**

### Strategic Priority 3: The Proposal

Component I (Action Area 3.1): Facilitating the use of results from the 2018 Monitoring Round – to support country-level dialogue and action; to gather intelligence and test concepts to inform the reform of the monitoring exercise; to generate learning and insights that will inform dialogue and spur political momentum at, and in the lead-up to, HLM3:

1. **Global light support to stakeholders to use monitoring results in both political and technical contexts:**
  - **A helpdesk by the Joint Support Team (JST)** will provide support to all Global Partnership constituencies in using results for consultations, reports, international forums and events;
  - **An online toolkit** will include guidance documents and contextual information on use of results, as well as customisable presentation templates/infographics that stakeholders can use for the dissemination and presentation of their results;
  - **A use of results space established in the Knowledge Sharing Platform**, to collect and exchange how stakeholders and countries are using monitoring results.

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<sup>1</sup> The Nairobi Outcome Document (NOD) spelled out a renewed mandate for the Global Partnership, calling to “*update the Monitoring Framework to reflect the challenges of the 2030 Agenda, including the pledge to leave no-one behind*”. More on the history and background of the monitoring is in Annex A of this document.

Rollout of this global support will pursue partnership and co-ordination with stakeholders at the global and country levels, in-building elements of outreach and stakeholder engagement in this initiative. Development of the support approach will take into account the importance of encouraging stakeholders to use monitoring results for action and engagement on effectiveness at both technical and political levels. Steering Committee members and other constituency leaders will be expected to spearhead efforts to reflect and act on monitoring results, signalling a renewed emphasis on this critical element of the monitoring exercise and its intent.

2. **Country-level deep dives** (*in a number of countries, depending on resources*), comprised of support to use-of-results processes (*over the life of the work programme*) which are led by countries and shaped based on their needs and demands, while encouraging a focus on generating learning and insights to inform global dialogue and spur political momentum around effectiveness. The aim will be to understand and address the underlying causes of development effectiveness challenges, including how changes in the country-level co-operation landscape are impacting implementation of effectiveness principles. With this, linkages with existing in-country dialogue and co-ordination structures will be explored. The deep dives will provide a vital source of evidence for HLM3. They will showcase concrete actions undertaken on the basis of monitoring results, in turn demonstrating the added value of the evidence generated through Global Partnership monitoring. Identification of countries will be foremost based on demand, also representing to the degree possible a range of country contexts, geographical balance, and diversity of effectiveness and co-operation landscapes. The approach to supporting and engaging with countries pursuing deep dives will also be consistent with the *country anchoring approach* of the Global Partnership work programme, which is described in that document.
3. **Stakeholder-driven dialogues and actions to identify and address key effectiveness bottlenecks.** Facilitating use of monitoring results provides an opportunity for renewed focus on the ‘unfinished business’ of the effectiveness agenda and the Global Action Plan proposed under the first Global Partnership work programme, as dedicated efforts to address monitoring evidence in a particular country or context may offer an updated perspective on which aspects remain most relevant.

The implementation of these three elements will also capture demand from Global Partnership constituencies, contributing to a more nuanced understanding of the value of the monitoring exercise to stakeholders and what needs to be considered for the institutionalisation of the monitoring in various country contexts, as well as for the monitoring to produce evidence well-suited to promote global accountability through political dialogue. This will be an important source of information for the monitoring reform, together with other inputs such as the 2018 post-monitoring survey and views expressed in consultations.

There are also promising opportunities to forge synergies with other Action Areas, including with country-level work on demonstrating the impact of effectiveness (1.1) and the use of data for development and accountability (1.3), among others. The deep dives will also harvest insights to contribute to a better understanding of how to address systemic effectiveness issues in the evolving development financing and co-operation landscape, originally envisioned as a standalone Action Area.

Component II (Action Areas 3.2 and 3.3): Reforming the monitoring exercise – steering a period of transition during 2020-2022 in order to deliver a new monitoring proposal, for endorsement at HLM3, to take forward the Global Partnership monitoring exercise to 2030.

This component will focus on the continued adaptation of the **monitoring framework (what we measure)** and improvements to the **monitoring process (how we measure)**, together with a focus on renewed incentives for engagement of stakeholders at technical and political levels. With the **intention to put forth a new monitoring proposal for HLM3**, the scope of the reform will be informed, early on, by **guidance from the Steering Committee on the strategic ambition level for the new monitoring proposal**, reflecting on the existing challenges and gaps of the monitoring which are to be addressed through the reform. The approach to this component will also be guided by the fact that major decisions on the monitoring are taken at HLMs, and informed by the leadership of the Global Partnership. 2020-22 is thus proposed as a period of transition, drawing from the mandate of the Nairobi Outcome Document to ensure the monitoring framework is adapted to the challenges of the 2030 Agenda, and responding to stakeholder needs and expectations for the process to facilitate institutionalisation at country level and promote global accountability for commitments.

In this period of transition, while there will not be a global monitoring report as in the past, piloting of elements of the monitoring proposal (process and adaptations to the framework) will generate evidence of the state of effectiveness to be presented at the HLM3. As with the country-level deep dives, this country piloting will align with the *country anchoring approach* of the work programme, taking into account country demand while also giving consideration to contextual diversity. **Recognising the importance of ensuring a robust country piloting – one which will serve to sufficiently test elements of the monitoring proposal while also generating political buy-in and demand – the Steering Committee will be asked to provide guidance on the country piloting approach ahead of its roll-out in 2021.**

In the context of developing the monitoring proposal, process and framework considerations will, at different times, be considered as distinct elements and in alignment with each other. The work to develop a tailored approach to monitoring effective development co-operation in fragile and conflict-affected situations - initiated in 2017 - will also be taken forward as part of the monitoring reform.

The monitoring reform will advance over three phases, broadly aligned to a three-year period. Learning and insights from support to use of results, both through global light support and through implementation of country-level deep dives, will feed into all phases of the reform:

- **Conceptual work (2020):** This includes identifying and reflecting on the challenges to be addressed through the monitoring reform, and defining the strategic ambition level for the reform. This will require deliberate attention to the question of what role the *monitoring* can and should be expected to play in facilitating evidence-based behaviour change for the 2030 Agenda. Based on the Steering Committee's strategic ambition for the reform, work will advance, through desk work and consultations to align with needs of constituencies, on more detailed scoping of both process and framework elements of the reform.
- **Refinement and piloting (2021):** Detailed design of the new monitoring process and methodological review of framework, furthering work based on decisions around new indicators, indicators to drop, and other framework adaptations, in response to constituency needs. This phase also includes developing – with Steering Committee guidance - the overall testing and country piloting approach, preparing the ground for piloting, developing the tools needed, and the actual implementation of country pilots.
- **Consolidation of evidence and preparation for HLM3 (2022):** Evidence from the country pilots and testing will be consolidated, validated through final stakeholder consultation, and

developed into the new monitoring proposal, packaged for endorsement at HLM3. Evidence emerging from the use of results work and from the piloting and consultations underpinning the monitoring reform will be consolidated to inform dialogue at HLM3. Ahead of HLM3 there will be a focus on generating political buy-in and laying the ground for endorsement, building on political advocacy efforts throughout the work programme implementation period.

Throughout the monitoring reform process, which will respond to the needs of constituencies, the Steering Committee will provide strategic guidance and take key decisions. Decisions expected from the Steering Committee can be seen in more detail in the “Roadmap to 2022 HLM3” (below). Political support from different constituencies during the implementation of all phases of the monitoring reform will also be crucial to facilitate endorsement of the monitoring proposal at HLM3.

**Improving the monitoring process and framework will:**

- take into account **demand from partner countries and development partners** as expressed in the post monitoring surveys and various consultations (e.g. need for flexibility on the timing of the exercise, avoiding duplication in data collection); **the changing contexts for effectiveness policy and practice; lessons from previous monitoring rounds**
- aim to (a) **incentivise participation in the monitoring exercise**, and (b) **reinforce institutionalisation** of effectiveness monitoring primarily at **country-level, drawing on existing country co-ordination mechanisms**, as well as at regional and global levels where possible
- consider potential impact on the Global Partnership’s positioning in the **SDG follow-up and review** process (as the recognised source of evidence for three SDG targets)
- be **cognisant of previous commitments made in the course of High-Level Forums on Aid Effectiveness and Global Partnership High-Level Meetings; commitments associated with the ‘unfinished business’ agenda will be explicitly considered through the review of the indicator framework**
- be **open to indicator changes on the basis of different contexts/needs**, building on the refinement of the framework and its existing indicators already carried out following HLM2
- ensure decisions on any additional assessment areas consideration what type of evidence will be (a) **most relevant for driving behaviour change, particularly at country level**, and (b) **most relevant for spurring political dialogue and promoting accountability at both country and global levels**, as we approach the midpoint of Agenda 2030 implementation
- **build on and not duplicate work across other Action Areas of the Global Partnership work programme**, as well as that of other assessments/monitoring work external to the Global Partnership
- be mindful of **stakeholders’ concerns to limit** the complexity of the exercise, especially when deciding on additional measurements/indicators

**It is well recognised that the monitoring exercise is owned by the Global Partnership community; the process of reforming it must be undertaken in an inclusive way.** Co-Chairs will ensure a transparent process through regular communication and a deliberate approach to engaging and consulting all constituencies to the extent feasible. Communications will be tailored to the different stakeholders of the monitoring to ensure inclusiveness. The strategy to engage stakeholders will feature consultation and validation with stakeholders at different points and through different modalities. These include not only two envisaged global consultation workshops, but also an investment in smaller formal and informal consultations, virtual outreach (e.g. webinars, online surveys), use of the Global Partnership Knowledge Sharing Platform, and exploration of relevant events and activity fora of other Action Areas where linkages with monitoring can be made.

<b>Strategic Priority 3: Leveraging Monitoring for Action</b>
<p><i>Action Area 3.1: Moving beyond monitoring evidence to increased use of results</i></p> <p><i>Action Area 3.2: Continued adaptation to critical 2030 adaptation challenges</i></p> <p><i>Action Area 3.3: Improving the monitoring process</i></p>
<b>List of lead/s of the action area (in bold) and all participants (from Steering Committee and beyond, including GPIs)</b>
<p><b>Co-Chairs: Bangladesh, Switzerland, Democratic Republic of the Congo, Non-executive Co-Chair</b></p> <p><b>Implementation arrangements for Strategic Priority 3 (SP3):</b></p> <p><u>Overall Steering/Leadership:</u> The Co-Chairs will provide overall leadership of SP3, and, with technical and advisory support from the JST, oversee the implementation of activities and overall process. The Steering Committee will be consulted and make key decisions. As part of their leadership role, Co-Chairs will explore ways to support political-level advocacy and consensus building around the monitoring work, during implementation of SP3 and with a view towards successful uptake at HLM3.</p> <p><u>Constituency Engagement:</u> Throughout the implementation of SP3, all decisions to make any adjustments to the monitoring process and/or framework, will be underpinned by constituency outreach and engagement, at different points and in different forums. There will be a dedicated focus on ensuring strong partner country voice as part of overall attention to constituency engagement and balance between partner countries, development partners and non-executive constituencies. The Co-Chairs also take note of stakeholders who have proactively expressed interest in SP3 and will explore opportunities to engage them at appropriate points based on their expertise and nature of their interest. Stakeholders engaged in other Action Areas will be invited to support the monitoring reform as relevant.</p> <p><u>Technical Support:</u> The Co-Chairs provisionally anticipate the need to draw on technical expertise to support the framework review, complementing the role of the JST. Under the co-ordination of the JST and with guidance from the Co-Chairs, technical experts will be identified to provide as-needed guidance on specific technical considerations related to the monitoring reform, be they thematic, regional, or linked to other Action Areas of the work programme. Sources of such expertise will be determined based on the parameters of the reform and the specific technical problems and issues to be addressed.</p>
<b>Objective (capture in <u>one</u> objective, maximum 200 - 300 words)</b>
<p>To develop a new monitoring proposal, for endorsement at HLM3, that reinforces and reincentivises multi-stakeholder engagement on effectiveness at the country and global levels, and serves to generate political momentum and behavior change towards more effective partnering to deliver the SDGs. Such a modernised monitoring, reflecting what effectiveness means today for different partners and modalities of co-operation across diverse country contexts, coupled with evidence generated from country deep-dive efforts and pilots, will help reinforce engagement and commitments from a wide range of stakeholders, reaffirming the Global Partnership monitoring as a unique contribution to track and advance development efforts.</p>
<b>Outcomes (maximum <u>two</u>)</b>

A new monitoring proposal (framework and process, which incentivise stakeholder engagement), together with evidence generated at country level, addresses effectiveness challenges in the evolving development co-operation landscape, repositions Global Partnership evidence as informing dialogues, policies and practices around effectiveness, and gains political traction for generating evidence and action-oriented dialogue on effectiveness.

**List of specific activities and expected outputs** (contributing to the relevant outcome, to describe specific expected achievements at the end of the implementation period)

*The implementation of SP3 will take place through different modalities, in line with the overall frame and roadmap outlined in this proposal. Indicative outputs and activities include the following:*

***Output 1: Increased use of results by countries and stakeholders, that generates evidence for promoting behavioral change and political momentum; inform the reform of the monitoring framework and process; and provide a better understanding of how to address systemic effectiveness challenges***

*Activity 1.1. Develop and implement global light support for stakeholders for use of results in their context (helpdesk, toolkit, Knowledge Sharing Platform)*

*Activity 1.2. Design an approach and support package for and co-ordinate implementation of country deep dive efforts*

*Activity 1.3. Facilitate stakeholder-driven dialogues and actions to identify and address key effectiveness bottlenecks, with linkages to Activities 1.1 and 1.2*

***Output 2. A new monitoring proposal – inclusive of improved monitoring process and adapted monitoring framework – developed for endorsement at HLM3***

*Activity 2.1 Informal /mini-consultations and virtual consultations*

*Activity 2.2. Global and/or more targeted consultation workshops*

*Activity 2.3 Design monitoring modules and tools for country piloting, and refined methodological approach if relevant*

*Activity 2.4. Country piloting of framework/process revisions*

*Activity 2.5. Stakeholder validation of framework/process*

*Activity 2.6. Consolidation of evidence and packaging of new monitoring proposal for HLM3*

**Measures of success, risks, other key reflections and assumptions**

*Measures of success (in addition to achieving the overall objective and outcomes):*

- A new monitoring proposal of the Global Partnership endorsed at HLM3; new proposal is adopted with greater buy-in from partner countries, development partners, and non-executive stakeholders
- Global Partnership constituencies are engaged and there is buy-in for and during the reform process
- The work generates better understanding of systemic issues, sharing lessons and good practices on the implementation of effectiveness principles in a changing development co-operation landscape
- Global Partnership results are used by international organisations and research centres and inform studies and recommendations to improve effectiveness (e.g. OECD Peer Reviews of DAC members, Centre for Global Development and its QuoDA Index)

- Partner countries and development partners express satisfaction with the toolkit and guidance on use of results; evidence of action at country level
- Efforts to support the use of results – both through the global support and the country-level deep dives – produces country-level learning and insights, and evidence to inform global dialogue and behavior change and spur political momentum around effectiveness; this includes informing technical/political dialogue on the “unfinished business” agenda
- The use of results and the reform process find synergies across the rest of the work programme – both contributing to and drawing from the other Action Areas as well as the review/evaluation of the Global Partnership (depending on timing and structure of the review)

*Risks:*

- Resource constraints and/or time limitations could limit the ability to service all demand for support on use of results
- Expectations for adding new indicators/measurement areas to the framework have risks for adding complexity to the exercise
- Global Partnership constituencies have conflicting interests and expectations that require additional negotiation, with implications for the timing of the process
- Different levels of engagement and representation across constituencies may lead to an unbalanced approach to the monitoring reform
- Reform of the monitoring framework/process may entail adjustments to the Global Partnership’s positioning in SDG follow up and review (three SDG targets)
- Inadequate time to undertake the necessary consultative and piloting work to produce a new monitoring proposal for endorsement at HLM3
- Challenges and constraints introduced due to the COVID-19 crisis, for example related to piloting work and in-person consultations, as well as resource availability

*Assumptions:*

- Delivery of the proposal assumes:
  - Sufficient resourcing, both in terms of core JST institutional support, as well as funding for specific activities such as global workshops, country-level deep dives and testing
  - Significant engagement of different constituencies; political buy-in

**Proposed timeline** (either to reflect in log-frame below or, activities in chronological order)

Details of the phases for SP3 are described in the proposal and in the “Roadmap to 2022 HLM3” (below)

**Fundraising strategy (to explain how to mobilise resources)**

Successful implementation of the scope of work outlined in SP3 assumes sufficient resourcing of the core institutional support provided by the JST. This is in line with the mandate of the JST, which includes to develop, refine and implement the global methodology for monitoring the implementation of agreed commitments, for endorsement by the Steering Committee. Resource requirements associated with the effort to anchor SP3 at country level will also require sufficient consideration, as will the resourcing of specific activities.

**Contributions/ inputs to foundational elements**

**1. How do you ensure that the activities are anchored at country level?**

The success of SP3 will hinge very much on the significant and representative engagement of partner countries in various aspects of the programme. It is anticipated that the number of partner countries involved will incrementally increase over the life of the programme, but that there will also be differentiated modalities for

engagement. Some countries may express interest (in response to broader country anchoring approach to generate partner country demand across the entire work programme) to be involved in specific activities. There are very specific, and important, references to how country-level work will drive the success of SP3. These include the country-level deep dives which will produce evidence for HLM3; consultations including with countries on the monitoring reform; consideration of systemic effectiveness challenges at country level in informing the monitoring reform; and country-level piloting of framework and process revisions. In addition, there will be active exploration of opportunities to align and collaborate with existing country-level co-ordination forums, as well as institutional structures and mechanisms such as those of the UN development system and MDBs. Efforts to anchor activities of SP3 at country-level will not preclude attention to seeing that SP3 produces evidence and generates momentum for political dialogue including at HLM3.

## **2. How do you strengthen the constituencies and/or engage with GPIs?**

The implementation of SP3 will be undertaken in an inclusive manner to ensure involvement of all constituencies, beginning with a virtual consultation on improving the monitoring process (February 2020), concerted efforts to consult across stakeholder groups during the virtual workshop (March 2020) held ahead of the work programme finalisation. Throughout the life of SP3, communication and engagement will be tailored to different groups of stakeholders. GPIs which express interest in SP3, such as “Advancing the CSO Enabling Environment & CSO Development Effectiveness” (lead by the Task Team CSO) and “Social Dialogue in Development” (led by ITUC), will be encouraged to actively participate. The adaptation of the monitoring framework also provides an opportunity for engagement of constituencies across Action Areas of the work programme. For example, any exploration of monitoring around private sector partnerships, or in connection with triangular co-operation modalities, would move forward in tandem with work under those Action Areas and their respective constituencies. Opportunities will also be sought for learning and consultations related to the monitoring reform to be integrated with the activities of other Action Areas.

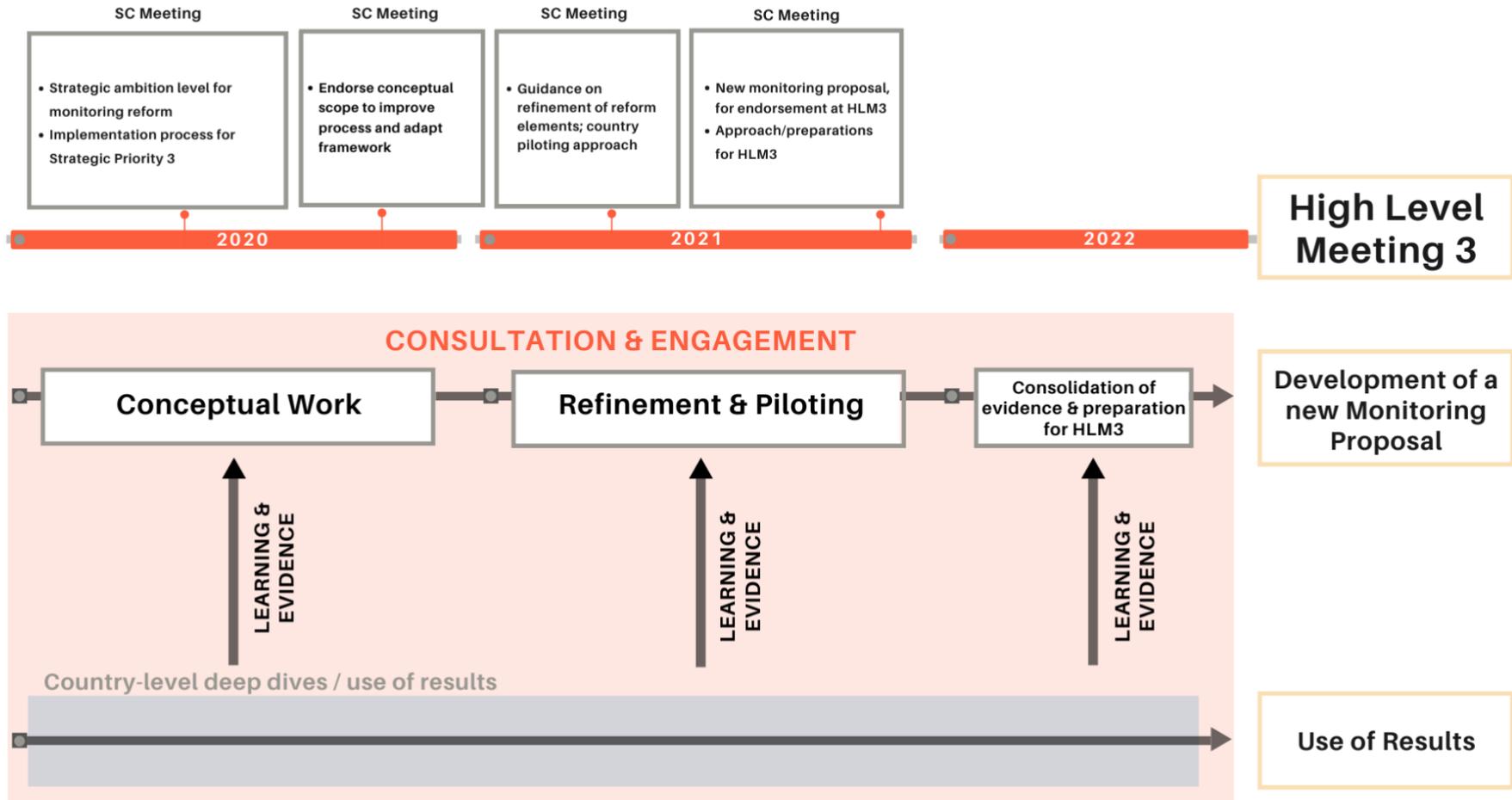
## **3. How do you mainstream learning?**

SP3 implementation will be transparent and inclusive, thereby creating good conditions for promoting learning. Stakeholder engagement in SP3, together with regular sharing of information will allow for collective reflection and learning and will be an opportunity for stakeholders to provide feedback towards course corrections on the process if needed (e.g. disseminating consultation outcomes helps sharing views and builds capacities of stakeholders). In addition to mainstreaming learning throughout the process, opportunities for learning and knowledge sharing are foreseen (e.g. monitoring workshops where participants can exchange good practices and learn from each other; toolkit for the use of results; knowledge exchange and learning through a dedicated space within the Global Partnership Knowledge Sharing Platform; drawing on communities of practice within other action areas to share their learning relevant to SP3 objectives). As concrete scenarios are developed for the reform of the monitoring process, there will be attention to how country-country/peer learning can be in-built as a core part of an improved monitoring process.

## **4. How do you enhance stakeholder-led outreach and advocacy?**

Regular consultations at global/other levels will be a key vehicle for enhancing stakeholder-led outreach and advocacy. The proposed approach of contributing to and drawing from the work happening across other action areas, with different stakeholder groups, is also relevant. As described in the proposal, for the use of results as well as the monitoring reform, there will be outreach to co-ordinate and engage with existing dialogue, co-ordination and policy structures at country level.

# Roadmap to 2022 HLM3



## Annex A. Background information

### The Global Partnership monitoring: brief history

The monitoring exercise is the flagship instrument of the [Global Partnership for Effective Development Co-operation](#). Since 2013, it has tracked progress towards the effectiveness principles, and it is the recognised source of data and evidence on upholding effectiveness commitments made with the [Busan Partnership Agreement](#) signed at the [Fourth High Level Forum on Aid Effectiveness](#) (Busan, South Korea, 2011).<sup>2</sup>

The original monitoring framework was developed by the [Post-Busan Interim Group](#). It is comprised of indicators from the 2005 [Paris Declaration on Aid Effectiveness](#) that were identified as particularly important by developing countries, together with indicators introduced in 2012 that aimed to capture the broader dimensions of the Busan Partnership Agreement ([list of indicators](#)).<sup>3</sup>

In the 2012 [proposal of the Post-Busan Interim Group](#), the purpose of the monitoring was articulated as twofold: to (1) support accountability for the implementation of the Busan commitments and actions by providing a snapshot of progress at the international level; and (2) stimulate broad-based dialogue at both the country and international levels on how to improve the effectiveness of development co-operation. Both these objectives contribute to the overall aim of driving behaviour change that in turn contributes to better development results. The monitoring is 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-heavy approach).

As such, the monitoring is a critical tool for global accountability and political momentum around effective development co-operation and provides results to follow-up on the implementation of the 2030 Agenda for Sustainable Development, as well as the Addis Ababa Action Agenda (AAAA) of the Third International Conference on Financing for Development.<sup>4</sup>

The Global Partnership monitoring has been understood as a living exercise, with regular adjustments and adaptation needed to ensure it delivers on its original promise while meeting the evolving needs of its stakeholders. In response to the adoption of the 2030 Agenda and the AAAA, in 2015 the Steering Committee (SC) of the Global Partnership agreed on the need to refine the monitoring framework:

- **A Monitoring Advisory Group provided technical expertise and advice to strengthen the monitoring framework and ensure its relevance in the rapidly evolving post-2015 landscape.** The Monitoring Advisory Group (MAG), established by the [Steering Committee in 2015](#), was composed of 12 high-level experts from developing country governments, development co-operation providers, think tanks and civil society organisations. It provided recommendations of areas of revision of the monitoring framework in the post-2015 context, including technical expert guidance on relevant and appropriate methodologies.<sup>5</sup>

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<sup>2</sup> In Busan, Korea, at the Fourth High Level Forum on Aid Effectiveness (HLF-4, 29 November-1 December 2011), over 3,000 delegates met to review progress on implementing the principles of the [Paris Declaration](#). The forum culminated in the signing of the Busan Partnership Agreement by ministers of countries providing and receiving development co-operation, emerging economies, providers of South-South and triangular co-operation and civil society - marking a critical turning point in development co-operation.

<sup>3</sup> Further information on the 2012 proposal by the Post-Busan Interim Group can be found [here](#).

<sup>4</sup> In 2016, the Global Partnership monitoring was recognised as the official source of evidence to monitor progress on SDG targets [17.15](#) and [17.16](#). More recently, (2017), another Global Partnership indicator became the source for monitoring SDG target [5c](#). Monitoring results are regularly featured in the United Nations Report of the Secretary-General on SDG Progress and in the annual report of the Inter-agency Task Force on Financing for Development.

<sup>5</sup> More information on work of the MAG and their final report and recommendations can be found at this [link](#).

- **A comprehensive review of the existing monitoring indicators was undertaken from April 2017 to May 2018.** This was guided by the [Nairobi Outcome Document](#)<sup>6</sup>, [technical advice from the MAG](#) and the OECD-UNDP Joint Support Team (JST), as well as lessons learned from the Second Monitoring Round (2016), which included feedback from participating countries. The refinement process drew on technical assistance from expert groups on specific thematic areas, iterative consultations with relevant stakeholders, and country-level testing. The resulting revised framework guided the Third Monitoring Round (2018).
- **Work to update the monitoring to reflect the challenges of the 2030 Agenda started in 2017.** Among several pressing calls to adapt the monitoring to new and emerging challenges, the Steering Committee [decided](#) to first develop a tailored approach to monitoring effective development co-operation in [fragile and conflict-affected situations \(FCAS\)](#). Over 2018 and 2019, an [open working group](#) was convened to guide the development of a [tailored approach to monitoring effectiveness in fragile contexts](#) that was presented at the Senior Level Meeting (New York, 2019). Further, the Global Partnership supported work led by Mexico to [pilot an approach to monitor the effectiveness of South-South co-operation](#) (SSC) from the provider's perspective.

### **The Third Monitoring Round (2018): successes and challenges**

The Third Monitoring Round (2018) saw the record participation of 86 partner countries and territories together with over 100 development partners, and hundreds of representatives from civil society organisations and the private sector. The round covered USD 58.8 billion of development co-operation funding disbursed in the form of grants and loans, and more than 3,300 projects and programmes. However, these achievements were accompanied by constraints, which offer an opportunity for reflection in looking ahead to the next phases of work:

- **Structural changes in government institutions affected the way the round was undertaken at country level.** Centralised aid units through which the monitoring exercise had traditionally been co-ordinated across all stakeholders seem to be evolving, as development co-operation structures move towards more whole-of-government/society engagement. At the same time, an “institutionalisation” of the monitoring process into existing systems and mechanisms – including embedding the monitoring into country-level SDG follow-up and review process – is still needed in the majority of countries and requires continuous support from a wide range of stakeholders. This has resulted in many countries participating in the monitoring as a stand-alone exercise, not always linked to existing co-ordination systems and processes, as originally envisaged.
- **The Third Monitoring Round (2018) required heavy remote support to the process in some partner countries.** In some countries, poor responsiveness of development partners and non-executive stakeholders in providing data at country level, as well as national capacity constraints, led to heavier backstopping from the JST and headquarters of development partners. This links to challenges around timing, context and capacity and further highlights the need for institutionalisation of the process, as greater reliance on countries' own systems will reduce the need for outside support. Considerations around the time allocated for the process are also key. The implementation period for the Third Round<sup>7</sup> was too tight, with many requests for extensions of data submission deadlines.
- **Monitoring indicators were considered complex and relevant to differing degrees depending on country contexts and development co-operation modalities.** In addition to changes to the process, constituents of the Global Partnership have voiced an expectation of further adaptations to the monitoring framework to

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<sup>6</sup> While reaffirming the importance of a biennial monitoring exercise, the Nairobi Outcome Document (NOD) recognised the “need to refine the existing Monitoring Framework, taking into account emerging issues and new methods of development co-operation” (NOD §102). The NOD spelled out a renewed mandate for the Global Partnership, calling to “update the Monitoring Framework to reflect the challenges of the 2030 Agenda, including the pledge to leave no-one behind”.

<sup>7</sup> The Third Monitoring Round (2018) was launched in June 2018. Data collection and validation continued until March 2019.

ensure it better reflects the current development co-operation modalities and landscape. This will have to be balanced with the need not to add further complexity, to avoid duplicating other reporting efforts, and to consider the benefits of maintaining data comparability over time.

In light of the challenges above, the Global Partnership's Co-Chairs, at the Senior Level Meeting, recognised the need to review the monitoring ([Co-Chairs' Statement](#)). They called for more emphasis on the usability of data, peer-learning facilitation, and translating monitoring evidence into action. They suggested consideration of a process with smaller and targeted samples, selective monitoring to test new indicators, and pilot studies to complement a broader exercise. Other stakeholders' suggestions included exploring means to further simplify the process; revisiting the frequency of monitoring rounds; and improving the alignment between the monitoring exercise and the SDG follow-up and review process, including with Voluntary National Reviews.<sup>8</sup>

### **The 2020-2022 Work Programme: towards a new monitoring proposal**

At the [18th Steering Committee Meeting of the Global Partnership](#) (South Korea, December 2019), members endorsed the [Co-Chairs' proposal for the Global Partnership's 2020-2022 work programme](#)<sup>9</sup> which includes one strategic priority for the monitoring: Strategic Priority 3, "Leveraging monitoring for action". While re-affirming the monitoring as a core function of the Global Partnership, members recognised that the exercise could not continue in the same way it has been done in the past. They also appreciated that the review of the monitoring exercise itself would have implications on the timing of future monitoring rounds.

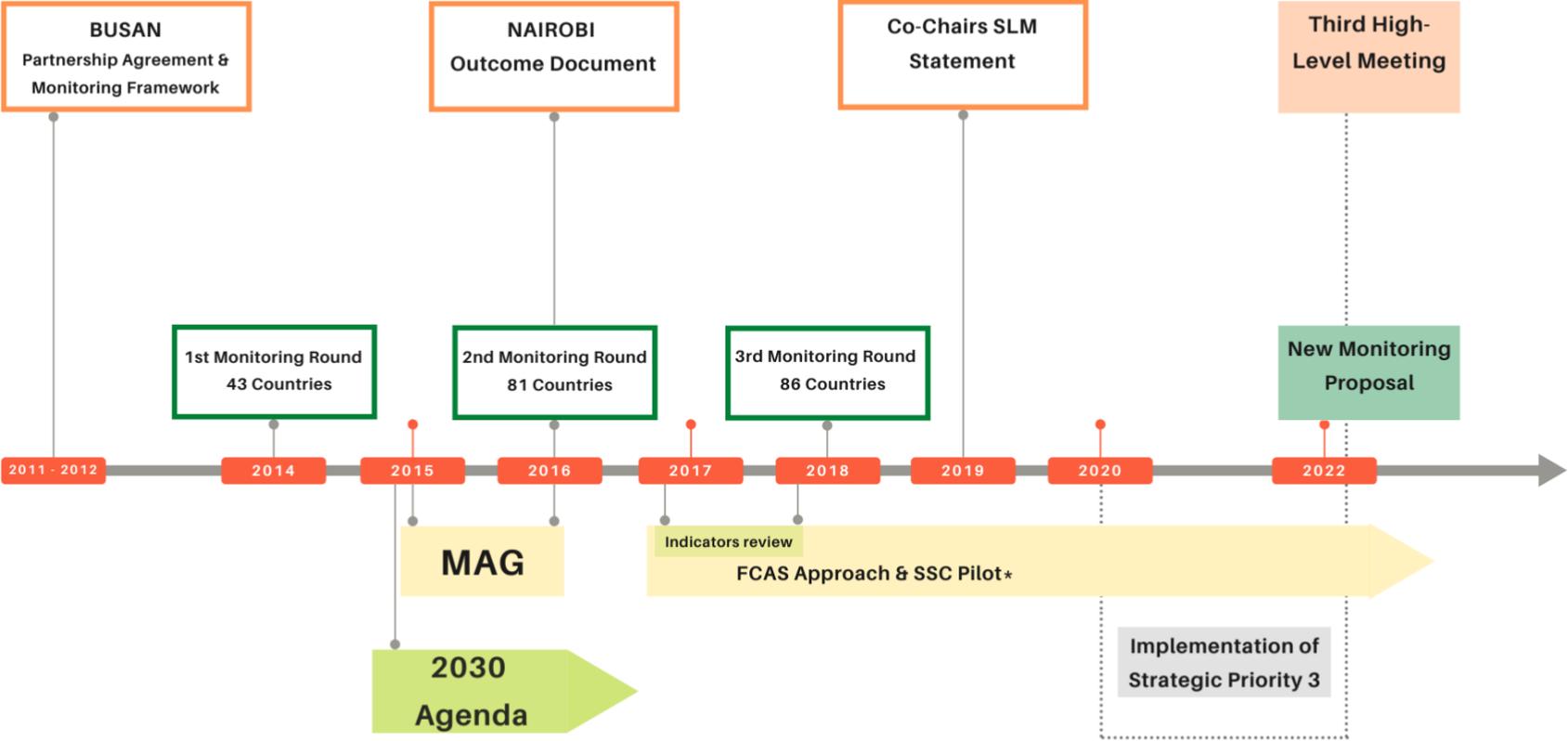
Strategy Priority 3 foresees the development of a new monitoring proposal to be endorsed at the Third High-Level Meeting (HLM3), envisioned for 2022. This proposal will include a revised monitoring framework and process, and a demonstration of the value of monitoring results (see the main document for details)

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<sup>8</sup> OECD/UNDP, Making Development Co-Operation More Effective, 2019 Progress Report (Paris, OECD Publishing, 2019), Part III *Reflections of Global Partnership's Stakeholders*.

<sup>9</sup> The Co-Chairs' proposal for the 2020-2022 Work Programme envisages three strategic priorities: 1) Accelerating implementation of the 2030 Agenda; 2) Building better partnerships; 3) Leveraging monitoring for action.

# Global Partnership monitoring: key milestones



\*FCAS: fragile and conflict affected situations  
 SSC: South-South co-operation