

Specific guidance for trade unions participating in the Global Partnership monitoring at the country level

ENGLISH March 2023

This document provides specific information for trade unions engaged in the GPEDC monitoring exercise at the country level. It should be read in conjunction with the [Monitoring Guide](#), which provides comprehensive information about the monitoring process and framework.

BACKGROUND ON THE GLOBAL PARTNERSHIP MONITORING

What is the Global Partnership?

The Global Partnership for Effective Development Co-operation (Global Partnership, or GPEDC) was established by 162 country governments and 52 international organisations in Busan, Korea, in 2011 as a multi-stakeholder platform aimed at advancing the effectiveness of development co-operation and contributing to the achievement of sustainable development. The Global Partnership monitoring exercise is an internationally recognised instrument to track progress on the effectiveness commitments, which are based on the four principles of effective development co-operation: 1) country ownership; 2) focus on results; 3) inclusive partnerships; and 4) transparency and accountability. Since 2011, there have been three rounds of Global Partnership monitoring: 99 partner country governments¹ have participated, together with their development partners² and other development actors³.

How does the Global Partnership monitoring work in practice?

The monitoring is voluntary and multi-stakeholder in nature. It is led by national governments of partner countries (typically by a ministry of planning, finance or foreign affairs) and brings together bilateral and multilateral partners, trade unions, the private sector, civil society, philanthropies, and other development actors to discuss, share information and reflect on results. At the country level, the exercise is organised in five phases (Figure 1), with participating governments encouraged to define an implementation road map to anchor and integrate the monitoring into relevant national processes and/or existing institutional arrangements.

FIGURE 1 | PHASES OF THE GLOBAL PARTNERSHIP MONITORING



1. Partner countries refers to countries and territories that receive development co-operation.

2. Development partners refers to official agencies, including state and local governments, or to their executive agencies that provide development co-operation. This includes Development Assistance Committee (DAC) members and non-DAC bilateral partners, as well as multilateral development partners including, for example, multilateral development banks and vertical funds.

3. Includes civil society, the private sector, trade unions, philanthropies, parliaments and subnational governments.

When a country government decides to participate in the monitoring, a government official is appointed to co-ordinate the implementation of the exercise, including convening meetings and managing the data collection. The list of countries undertaking the exercise, their country-specific road maps and the contact information of the leading officials (referred to as national co-ordinators) are published on the [Global Dashboard](#) as they become available.

In an effort to institutionalise the monitoring process in country-level systems and processes, governments are encouraged to use existing frameworks, dialogue platforms, co-ordination groups and information management systems both to gather the required data and anchor dialogue on the results.

Why is trade union engagement in the monitoring so important?

The monitoring exercise provides a unique opportunity to engage in multi-stakeholder dialogue and identify joint solutions to overcome challenges to effective development co-operation. All domestic development actors are encouraged to participate, including development partners, civil society organisations (CSOs), the private sector, philanthropies, trade unions, parliaments and subnational governments. While they do not all have a role in reporting data, they can all engage in discussions about the country's results and identify ways to improve the effectiveness of partnerships and development co-operation in the country.

The monitoring offers three distinct but complementary roles for engaging trade unions at the country level. The **first** is through overall engagement in the process and active participation in multi-stakeholder dialogues, action planning and follow-up. This typically happens in Phases 1 and 5 of the monitoring process. Several trade unions or unionists could be engaged in this role. A **second role** is through indirect reporting of data to the assessment of the enabling environment for CSOs during Phase 2. While several trade unions can participate, the actual reporting is made through a "CSO focal point", who is responsible for consulting different types of organisations in the country, including trade unions, and for providing representative views to the assessment. A **third role** is through the direct reporting of data to the **optional** Kampala Principles Assessment (KPA) on effective private sector engagement (PSE) in development co-operation. This also takes place in Phase 2. Again, several trade unions can participate in this role, but the reporting happens through a "trade union focal point", who is responsible for consulting others and providing representative views to the assessment. More details on these three roles, and what they entail, are provided below.

What are the key outputs and expected results of the monitoring?

The Global Partnership provides timely and relevant evidence on the effectiveness of development co-operation: to inform dialogue, change policies and practices, and garner political traction, at both the global and country levels. In addition to the key outputs listed in Table 1, the Global Partnership monitoring results inform other processes and reports, including on the implementation of the Sustainable Development Goals.

TABLE 1 | **KEY OUTPUTS OF THE GLOBAL PARTNERSHIP MONITORING EXERCISE**

At country level	At global level
Evidence is provided through country results briefs and country data sets , which contain detailed results of the monitoring per participating country. These country-specific outputs serve as a basis for interested actors to discuss and understand country results, and to jointly craft and implement action plans to increase the effectiveness of development co-operation and achieve greater development impact.	A Global Progress Report , produced every four years, presents evidence on the global state of effectiveness based on data collected from all the countries and partners that carried out the monitoring in the period. This report informs political dialogue at Global Partnership High-Level Meetings. Periodic summaries of results outlining global key trends and findings are also planned.

Note: For more details on the Global Partnership monitoring process and outputs, refer to Part 2 of the Monitoring Guide.

KEY ACTIVITIES IN WHICH TRADE UNIONS ARE EXPECTED TO PARTICIPATE

1. During the inception phase

The inception phase is when the monitoring process starts in the country. In consultation with the Global Partnership Joint Support Team (JST), the national co-ordinator prepares a road map to plan the monitoring implementation, linking with and integrating other relevant ongoing processes in the country and ensuring adequate time for each phase. In this phase, the national co-ordinator **identifies focal points** for several stakeholder groups to raise awareness about the effectiveness agenda and the monitoring exercise and to mobilise them to participate. The phase results in a **kick-off meeting** at a strategic and political level, which brings together all the relevant stakeholders to agree on the road map and scope of the monitoring and secure a high-level commitment for the exercise. This phase is also key for these various stakeholders to organise themselves and prepare their engagement.

It is also during the inception phase that the government undertaking the monitoring needs to consider and decide whether it will undertake the KPA. **The KPA is optional.** If undertaken, it is conducted as an integral part of the monitoring and is carried out according to the phases of the monitoring exercise. The inception phase is critical to the successful roll-out of the KPA to mobilise all the relevant stakeholders and raise awareness. More details of what the KPA covers are available below in 2.2.

1.1 Identification of trade union focal point

The government identifies focal points from different development actors during the inception phase so they can engage from the start and join the kick-off meeting (see 1.2). This includes a CSO focal point who provides inputs to the assessment of the enabling environment on behalf of different types of CSOs. A specific focal point is identified for trade unions **only if the government has decided to undertake the KPA.**

The role of the trade union focal point in the KPA is explained in 2.2, but it typically includes reaching out to and consulting a variety of unions in the country to collect their perspectives to be able to represent their collective views in the assessment. The ideal profile of a trade union focal point is:

- i. Someone affiliated to a country-level trade union. In particular, individuals and organisations that are part of national trade union networks or platforms are encouraged to participate.
- ii. Someone who maintains a solid network of contacts across other trade unions in the country.
- iii. Someone who possesses a good understanding of PSE in development co-operation.

Note: It is crucial that the focal point is indeed from a trade union and not from an employer organisation or other types of organisations. To identify a trade union focal point, the national co-ordinator leading the exercise may choose to use existing in-country dialogue platforms or other ongoing processes. If these platforms do not exist, are not functional, or do not offer the capacity and knowledge required, the national co-ordinator may ask the Global Partnership's global trade union constituency leads to help identify potential trade unions in the country and/or a trade union focal point. This request is made through the JST.

1.2 Kick-off meeting

An important activity involving country-level actors, including trade unions, is the monitoring kick-off meeting. This meeting is organised by the government implementing the exercise and its objective is to officially launch the exercise in the country; raise awareness about the monitoring; and build a common understanding of its objectives, timeline, and roles and responsibilities. The kick-off meeting typically takes place at a strategic and political level and convenes all the relevant country-level development actors. As such, it helps develop relationships at a technical level to secure contributions from the various stakeholders throughout the exercise.

To raise awareness widely in the country about this exercise and effectiveness issues, the government is encouraged to invite a range of stakeholders and organisations to attend the meeting, including trade unions. Preparation for this meeting on the side of the invited unionist(s) would include becoming familiar with the monitoring (by reviewing this document and the detailed Monitoring Guide) and co-ordinating with peers to collect inputs and views to be taken to the kick-off meeting. Feeding back after the meeting to those consulted might also be envisioned.

2. During the data collection phase

2.1 Assessment of the enabling environment for CSOs

The political, financial, legal and policy context in which CSOs work, as well as the ways in which they organise themselves and work with governments and development partners, deeply affects their development effectiveness and contributions to achieve development results. This assessment aims to capture governments', CSOs' and development partners' perceptions about the environment in which CSOs operate in partner countries. Although trade unions have unique characteristics compared to other CSOs, they are considered CSOs for the purpose of this assessment.

These perceptions are collected through a questionnaire that is ideally answered in the context of a dialogue co-ordinated by the government with a focal point from CSOs and a focal point from development partners. The questionnaire's 17 questions are organised in 4 thematic modules (see section C. [here](#)). [Characteristics of practice are available](#) to help respondents choose the answer to each question that best matches the situation in the country. There is no need to reach a consensus between the government, the CSO focal point and the development partner focal point since each group's answers are captured separately. A constructive discussion of the different perspectives is, however, encouraged. The questionnaire can also be answered after the dialogue, if preferred.

The CSO focal point identified by the government in the previous phase receives an email with a link to the online reporting tool which contains the questionnaire. When logging in for the first time, the CSO focal point is prompted to complete their identification details (name, email and organisation). They can circulate the [questionnaire](#) to other relevant organisations for information and consultation, but cannot share the link. After answering the questionnaire, the CSO focal point can save the answers and come back to them later or they can submit them. Once the answers are submitted they can no longer be modified. After submission, the answers are visible to the national co-ordinator, who submits the data to the JST.

To provide representative views in the dialogue and the questionnaire, the CSO focal point is expected to consult widely within the country, reaching out to diverse types of organisations that form civil society, **including trade unions** and domestic philanthropic organisations. Views from all those consulted need to be consolidated into one representative CSO answer for each of the 17 questions. Although trade unions are a segment of civil society, there may be areas assessed in the questionnaire that affect them differently, or that are particularly relevant for them due to their nature. Therefore, a separate optional question is offered for trade unions if they have different views about an issue that is particularly relevant to them. Their answers to the optional question are also reported through the CSO focal point. If the CSO focal point finds it helpful, the Global Partnership's global constituency leads may be able to provide country contacts for trade unions. These contacts can be organised through the JST.

> For more details about the content of this assessment, refer to Part 3 of the Monitoring Guide. The full questionnaire can be found in [Annex 1](#).

2.2 Assessment of the Kampala Principles on effective private sector engagement in development co-operation

The overall objective of the KPA is to gather evidence at the country level on whether the “building blocks” are in place for effective engagement of the private sector in development co-operation. The [KPA questionnaire](#) compares and contrasts the views of five stakeholder groups – the partner country government, the private sector, CSOs, trade unions and development partners – on four key metrics of PSE in development co-operation:

- i. PSE-related policies and strategies
- ii. the relevance, inclusiveness and impact of PSE-related country-wide dialogues
- iii. the contribution of PSE to development outcomes and the extent to which results are transparent and support collective accountability
- iv. the ease of partnering in PSE in development co-operation.

Views are collected through separate questionnaires that are shared across the following groups:

- i. the government, which responds through the national co-ordinator
- ii. the private sector, which responds through a focal point for large multinational companies and another focal point for small and medium-sized enterprises (including representatives from the informal economy and from social enterprises, etc.)
- iii. civil society, which responds through a focal point
- iv. **trade unions, which respond through a focal point**
- v. development partners, which can each provide their individual views.

The trade union focal point identified by the government in the previous phase receives an email with a link to the online reporting tool which contains the questionnaire. When logging in for the first time, the trade union focal point is prompted to complete their identification details (name, email and organisation). After answering the questionnaire, the trade union focal point can save the answers and come back to them later or they can submit them. Once the answers are submitted, they can no longer be modified. After submission, the answers are visible to the national co-ordinator, who submits the data to the JST.

To provide representative views in the questionnaire, the trade union focal point is expected to consult widely with trade unions within the country. Target organisations or groups should have exposure to PSE in development co-operation. While a consultation with trade unions might be useful, the focal point should identify the best strategy to collect and collate information from the relevant organisations. Views from all those consulted by the trade union focal point are then consolidated by the trade union focal point into one trade union answer for each of the questions.

> For more information about the content of this assessment, refer to the Guidance for the KPA [here](#), which explains this process and metrics in more detail.

3. During the data review and submission phase

During this phase, the JST reviews all the information collected and submitted in the previous phase to ensure the data are comprehensive and accurate, and requests clarifications to the national co-ordinator if needed. To respond to the JST, the national co-ordinator may consult the trade union focal point and ask for clarifications or additional information. If anything needs to be corrected in the online answers from the trade union focal point, the link to the tool is reopened and the trade union focal point is informed. The final data set for all monitoring questions is then submitted and no more changes are possible.

4. Dissemination of the results and transition to action

Following the final data submission, the JST closes and collates the data from all monitoring components to allow for aggregation and analysis. Within three weeks from when the national co-ordinator submits the final data to the JST, a final data set⁴ in Excel containing the key results for the country and the underlying raw data is made publicly available in the Global Dashboard. In parallel, the JST develops a country results brief,⁵ providing a more comprehensive and user-friendly overview of the country's results. This brief is made available in the Global Dashboard within three months of the submission of final data to the JST. The trade union focal point is encouraged to review the country results and to disseminate them widely to raise awareness in preparation for the reflection, dialogue and action phase.

5. During the reflection, dialogue and action phase

After the comprehensive country results brief is made available, a process of reflection, dialogue and action can begin. The duration and exact format of this action-oriented phase varies and is adapted to the country-specific context. Ultimately it focuses on using the monitoring results⁶ to generate action. This phase should be championed at a high political level, involve multi-stakeholder dialogue, link to relevant national processes and issues, and be continuous such that it informs and links to participation in a subsequent monitoring round.

Like the kick-off meeting, the national co-ordinator leading this process is encouraged to engage with and invite several trade unions throughout this phase but could also prefer to engage the trade union focal point who would represent trade unions in the country. Preparation by trade unions for dialogues and meetings with the government and other actors includes reaching out to and co-ordinating with diverse unions in the country to collect their inputs and views. Feeding back to those consulted afterwards should also be envisioned, especially on actions emerging from the joint planning and potential follow-up mechanisms.

FREQUENTLY ASKED QUESTIONS

i. Is it guaranteed that trade unions will be invited to participate in these activities?

Multi-stakeholder engagement is an essential feature of the Global Partnership monitoring. Carrying out this process in a country without engaging trade unions and other actors certainly weakens its quality and defeats its purpose. When the government plans the monitoring implementation with the JST, it is strongly encouraged to include trade unions and other actors. Guidance on how to do this in a meaningful manner is also provided. Nonetheless, as the government leads the monitoring, it has the prerogative to decide whether to do this, how to go about it and which stakeholders to engage. It may be that trade unions in a country are not invited to engage in the monitoring or that the trade unions invited by the national co-ordinator are not well known and/or are not those which some would see as the most suitable for this role.

ii. Can several trade unions participate?

For the kick-off meeting and dialogues around results and action planning, it is possible and encouraged to invite a variety of organisations. The decision of whether to do this and who is invited rests with the government leading the exercise in their country.

Reporting to the assessment of the enabling environment for CSOs takes place through a CSO focal point, so only one person completes the questionnaire, ideally providing consolidated views.

4. Inclusive of the KPA results if the country has decided to undertake this assessment.

5. Inclusive of the KPA results if the country has decided to undertake this assessment.

6. Including results from the KPA, if undertaken.

Typically one person also brings these views to the dialogue. However, to prepare for answering the questionnaire and attending the dialogue, the CSO focal point is expected to engage and consult a wide variety of organisations, including trade unions, so a range of trade unions can participate at this stage.

Reporting to the KPA also happens through a focal point. Though a dialogue is not required, the trade union focal point is expected to engage and consult a wide variety of trade unions to be able to provide consolidated views in the questionnaire.

iii. Can the focal point distribute copies of the KPA questionnaire to others?

The trade union focal point who receives the link to answer the KPA in can print the questionnaire and can download it, which can then be shared with others. The questionnaire is publicly available [here](#). Being familiar with this material can help others who wish to provide inputs to the focal point prepare themselves. However, the trade union focal point cannot share the link. Every link is unique and only allows for one answer.

iv. Does the same trade union/unionist have to respond to the two assessments?

It is possible that the unionist invited by the CSO focal point to provide inputs to the assessment of the enabling environment for CSOs is also the focal point identified by the government to respond to the KPA, but these may also be two different people. It is important that those responding have a solid understanding of the respective issues addressed in these two distinct assessments so someone working on issues on the CSO enabling environment may be identified to respond to the first assessment and someone with knowledge on PSE in development co-operation to respond to the latter.

v. Can trade unions engage at the regional and global levels?

Trade unions participating in the monitoring at the country level could potentially be invited to discuss and share experiences at regional or global encounters. Global Partnership High-Level Meetings, which take place every four years, are an example of a multi-stakeholder dialogue that addresses effectiveness issues and where trade unions play a fundamental role. The monitoring Global Progress Report provides important evidence to these meetings, including about the CSO enabling environment and how many countries have undertaken an inclusive dialogue as part of the monitoring.

vi. What support is available for participating trade unions?

The following support materials provide valuable information to trade unions:

- [Monitoring Guide](#): Provides comprehensive information about the full monitoring process and framework.
- [Questionnaire](#): Contains all questions that are part of the Global Partnership monitoring, including also those that are not answered by trade unions.
- [Glossary](#): Defines terms used in the questionnaire.
- [Global Dashboard](#): Contains country pages with country-specific monitoring information, including the implementation road map, the data set with results and the country results brief.
- [Characteristics of practice](#): This is specific to the assessment of the enabling environment for CSOs. It provides a detailed description of each answer option for each of the 17 questions.
- [Guidance for the KPA](#): This is specific to the KPA and includes details about this optional assessment and the questionnaires for the five stakeholder groups that report data to it.

The Global Partnership Joint Support Team also offers a virtual Help Desk. Questions, requests or technical issues with the online reporting tool can be sent to: monitoring@effectivecooperation.org.