

## Specific guidance for private sector actors participating in the Global Partnership monitoring at the country level

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This document provides specific information for private sector actors 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 governments<sup>1</sup> have participated, together with their development partners<sup>2</sup> and other development actors<sup>3</sup>.

#### How does the Global Partnership monitoring work in practice?

The monitoring is voluntary and multi-stakeholder in nature. It is led by the national government of partner countries (typically by a ministry of planning, finance or foreign affairs) and brings together bilateral and multilateral partners, the private sector, civil society, trade unions, 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 private sector 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 their country.

The monitoring offers two distinct but complementary roles for private sector engagement 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 private sector actors may be engaged in this role. A **second role** they play is through the direct reporting of data (in Phase 2) to the **optional** Kampala Principles Assessment (KPA) on effective private sector engagement (PSE) in development co-operation. A novel part of the Global Partnership monitoring exercise, the KPA compares and contrasts stakeholders' views on good practices, challenges and opportunities for PSE in development co-operation. The evidence generated by the KPA supports inclusive, multi-stakeholder dialogue and enables all involved partners to improve their policies, programmes and operational procedures in line with the Kampala Principles. In this second role, reporting is entrusted to two "private sector focal points" who are responsible for consulting widely across their networks and/or constituencies and providing representative views to the assessment. More details on these two roles, and what they entail, are provided below.

**Private sector engagement (in development co-operation):** The aim of private sector engagement (PSE) in development co-operation is to leverage the private sector to achieve development objectives while at the same time recognising the private sector's need for financial return. In 2016, the OECD defined PSE in development co-operation as "an activity that aims to engage the private sector for development results, which involves the active participation of the private sector." The definition is broad and includes all modalities – such as finance, policy dialogue, capacity development, technical assistance, knowledge sharing and research. These efforts and actions range from informal collaboration to more formalised arrangements, and encompass many sectors (e.g. health, education, private sector development, etc.).

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

The Global Partnership monitoring 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 monitoring results inform other processes and reports, including on implementing the Sustainable Development Goals.

TABLE 1 | KEY OUTPUTS OF THE GLOBAL PARTNERSHIP MONITORING EXERCISE

At country level	At global level
<p>Evidence is provided through <b>country results briefs</b> and <b>country data sets</b> (including results of the Kampala Principles Assessment), which contain detailed results of the monitoring per participating country.</p> <p>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.</p>	<p>A <b>Global Progress Report</b>, 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.</p> <p><b>Periodic summaries of results</b> outlining global key trends and findings are also planned.</p>

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

## KEY ACTIVITIES IN WHICH THE PRIVATE SECTOR IS 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** from several stakeholder groups to raise awareness about the effectiveness agenda and the monitoring exercise and 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 to secure a high-level commitment to the exercise. This phase is also key for these various stakeholders to organise themselves and prepare their engagement.

During the inception phase, the government undertaking the monitoring needs to decide whether it will undertake the Kampala Principles Assessment (KPA). **The KPA is optional.** If undertaken, the KPA 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 relevant stakeholders and raise awareness. More details of what the KPA covers are available below in 2.1.

#### 1.1 Identification of private sector focal points

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). For the private sector, specific focal points are identified **only if the government has decided to undertake the KPA.**

To identify the private sector focal points, the national co-ordinator may choose to use existing in-country dialogue platforms or other ongoing processes. Depending on the country context, focal points may be identified in representative chambers of commerce, business associations, or other representative umbrella organisations or networks. If these 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 private sector constituency leads to help identify potential representatives in the country and/or private sector focal points. This request is made through the JST.

The role of the private sector focal points in the KPA is explained below in 2.1, but it typically includes reaching out to and consulting widely in the country to collect the perspectives of peers to be able to represent their collective views in the assessment. Considering this, two focal points should be identified to represent, respectively:

- i. **export-oriented firms and multinational companies**
- ii. **formal and informal micro, small and medium enterprises, including social enterprises and co-operatives.**

Though nomination of the focal points is at the national co-ordinator's discretion, an ideal candidate should be:

- i. someone who possesses a good understanding and/or experience of PSE engagement in development co-operation
- ii. someone affiliated to a country-level private sector network/business association/chamber of commerce/umbrella organisation engaged in policy dialogue and/or development programmes; individuals and organisations that are part of pre-existing public-private dialogue platforms are particularly encouraged to participate
- iii. someone who has knowledge of other national, developmental or sector-specific processes the KPA can synergise with
- iv. someone who maintains a solid network of contacts across the private sector in the country.

### **1.2 Kick-off meeting**

An important activity involving country-level actors, including the private sector, is the monitoring kick-off meeting. This meeting is organised by the government implementing the exercise. 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, convening 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 people and organisations to attend the meeting, including the private sector. Preparation for this meeting on the side of the private sector representatives would include becoming familiar with the monitoring exercise (by reviewing this document and the detailed Monitoring Guide) and co-ordinating with other 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 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 PSE in development co-operation. The [KPA questionnaire](#) compares and contrasts the views of five stakeholder groups – the partner country government, the private sector [two sub-sets as described above], CSOs, trade unions and development partners – on **four key metrics** related to important dimensions of PSE in development co-operation.

TABLE 2 | **KEY METRICS OF PRIVATE SECTOR ENGAGEMENT IN DEVELOPMENT CO-OPERATION COVERED IN THE KAMPALA PRINCIPLES ASSESSMENT**

Key metric	Explanation
<b>Key Metric 1:</b> The state of policies on private sector engagement (PSE) in development co-operation	Assesses partner countries' and development partners' PSE-related strategies and policies, including their rationale, priorities (including vis-à-vis vulnerable and marginalised groups) as well as the inclusiveness of the processes to develop the strategies/policies.
<b>Key Metric 2:</b> Inclusive dialogue on private sector engagement in development co-operation	Tracks dialogues on PSE in development co-operation at the country level, and assesses whether these are inclusive, topically relevant and lead to joint collaboration.
<b>Key Metric 3:</b> The quality of private sector engagement in development co operation	Compares and contrasts stakeholders' views on the contribution of PSE to development results and the extent to which results are transparent and support collective accountability.
<b>Key Metric 4:</b> The ease of partnering in private sector engagement in development co-operation	Assesses the perception of the different stakeholders on the ease of partnering in PSE in development co-operation, enabling stakeholders to identify improvements to facilitate these partnerships.

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

- i. the government itself, which responds through the national co-ordinator
- ii. the private sector, which responds through two focal points:
  - **one for large multinational companies**
  - **another for small and medium-sized enterprises (including representatives from the informal economy and 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 two private sector focal points identified by the government in the previous phase each receive an email with a link to the online reporting tool which contains the questions to be answered. When logging in for the first time, each focal point is prompted to complete their identification details (name, email and organisation). After answering the questionnaire, each 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 private sector focal points are expected to consult widely within the country. Target organisations or groups should have exposure to PSE in development co-operation. While a consultation might be useful, the focal points should identify the best strategy to collect and collate information from the relevant organisations. Views from all those consulted by the focal points are then consolidated by each focal point into one answer for each of the questions of the KPA. The KPA questionnaire has been developed in such a way that focal points can complete them online with minimal transaction costs if this is deemed more suitable and convenient.

> For more information about the content of this assessment, refer to the Guidance for the KPA [here](#), which explains the 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 from the national co-ordinator if needed. To respond to the JST, the national co-ordinator may consult the private sector focal points and ask for clarifications or additional information. If anything needs to be corrected in the online answers from the private sector focal points, the link to the tool is re-opened and the relevant 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 the 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 set<sup>4</sup> 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,<sup>5</sup> 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 private sector focal points are encouraged to review the country's results and 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 results<sup>6</sup> 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.

To help improve partnerships with PSE in development co-operation, a **Kampala Principles Toolkit** is available [here](#). It draws on international best practices to provide action-oriented guidance with a strong focus on the policy and project level of partnerships. The Kampala Principles Toolkit offers comprehensive guidance to act on the findings from the KPA, along with the qualitative information gathered in Key Metric 3 (the quality of PSE in development co-operation). The Toolkit presents the priority actions suggested, common pitfalls to consider and examples of good country-level practices to undertake.

Like the kick-off meeting, the national co-ordinator leading the monitoring process is encouraged to engage with and invite several private sector representatives throughout this phase, but could also prefer to engage the focal points who would represent the private sector in the country. Preparation by the private sector for dialogues and meetings with the government and other actors includes reaching out to and co-ordinating with others 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.

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.

## FREQUENTLY ASKED QUESTIONS

### **i. Is it guaranteed that the private sector 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 the private sector 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 the private sector 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 the private sector is not invited to engage in the monitoring or that the representatives 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 private sector representatives participate?**

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

Reporting to the KPA happens through two focal points, so only two people complete the questionnaire, ideally providing consolidated views. However, to prepare for responding to the questionnaire, the focal points are expected to engage and consult a wide variety of organisations and companies, allowing other private sector representatives to share their views and experience in partnerships in development co-operation.

### **iii. Can a private sector focal point distribute copies of the KPA questionnaire to others?**

Each of the two private sector focal points who receive the link to answer the KPA can print the questionnaire and download it, which can then be shared with others. The questionnaire is available publicly [here](#). Being familiar with this material can help those that wish to provide inputs to the focal point prepare their responses. However, the private sector focal points cannot share the link. Every link is unique and only allows for one answer per question of the KPA: it is ultimately the responsibility of the two focal points to each respond to the questionnaire.

### **iv. Can the private sector engage at the regional and global levels?**

Private sector representatives 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 the private sector plays a fundamental role. The monitoring Global Progress Report provides important evidence to these meetings, including the extent to which country governments engage the private sector in national development planning and development co-operation.

### **v. What support is available for participating private sector representatives?**

The following support materials provide valuable information to private sector participants:

- [Monitoring Guide](#): Provides comprehensive information about the full monitoring process and framework.
- [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.
- [Kampala Principles Toolkit](#): Offers guidance to act on the findings from the KPA.

- [Questionnaire](#): Contains all the questions that are part of the Global Partnership monitoring, including also those that are not answered by private sector representatives.
- [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.

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](mailto:monitoring@effectivecooperation.org)