Multi-stakeholder Partnerships for Sustainable Development Goals

6th North-East Asia Multistakeholder Forum on SDGs 2022
7-8 September 2022

Prabin Maharjan
United Nations Project Office on Governance (UNPOG)
Division for Public Institutions and Digital Government (DPIDG)
United Nations Department of Economic and Social Affairs (UN DESA)
Contents

I. Multi-stakeholder Partnerships
II. How do partnerships create value?
III. Designing And Implementing A Partnership
IV. Partnership Platforms
V. Toolkit on Effective National to Local Public Governance
I. Multi-stakeholder Partnerships

Partnership Spectrum

1. Leveraging others’ resources for my organisation
   - One partner donates to another, or partners exchange resources of all kinds to deliver benefits to each of the partners, enabling them to deliver more or deliver better.

2. Doing ‘traditional’ development better
   - Multiple partners combine their complementary or similar resources in ways which directly or indirectly deliver traditional development impact more effectively, efficiently, innovatively, or at greater scale. Together the partners are able to deliver more than the sum of their parts.

3. ‘Transformational’ development
   - Multiple actors bring together essential complementary resources that together create the levers required to deliver system transformation, which could not have been achieved by any one actor working alone.

Source: UN DESA 2022
II. How do partnerships create value?

1. Value-add of a partnership as a whole

2. Benefits\value created for an individual partner

Mission Value
Direct or indirect achievement of strategic objectives

Organizational gain
a. Leveraging resources
b. Indirect & intangible gains

Source: UN DESA 2022
III. Designing And Implementing A Partnership

The Partnering Process

ENTRY POINT
Imperative to partner

EXIT POINT

1 Scoping and Building

2 Managing and Maintaining

3 Reviewing and Revising

4 Monitoring on Renegotiation Sustaining

*Phases 2 and 3 together make up the implementation phase, with ongoing review, revision and iteration of the partnership.

Source: UN DESA 2022
III. Designing And Implementing A Partnership

Typical early cycle in partnerships

1. Honeymoon period
   Initial excitement; creative and innovative thinking and planning, senior leader attention, launch publicity

2. Rubber hits the road
   Implementation challenges become evident; difficult management; slow pace of progress; frustration from organisational cultural differences; internal pushback; some disengagement from partners not seeing value being created

3. Building up
   Partners begin to understand each other better; some quick wins demonstrate progress; management systems settle in; building blocks of effective partnerships put in place

4. Performance
   Partnership finds its rhythm; system and processes working effectively; strong engagement and relationship among partners; delivery is effective.

Source: UN DESA 2022
III. Designing And Implementing A Partnership

### Value maximization negotiation

<table>
<thead>
<tr>
<th></th>
<th>ADVERSARIAL</th>
<th>INTEREST-BASED</th>
<th>VALUE-MAXIMISATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal</strong></td>
<td>Maximizing the value to my organization at the expense of the other:</td>
<td>Ensuring all parties in the negotiation gain sufficient value to have their</td>
<td>Maximizing the added-value, collaborative impact of the partnership along with the</td>
</tr>
<tr>
<td></td>
<td>WIN – LOSE</td>
<td>interests met:</td>
<td>value gained by all parties:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MIN WIN – MIN WIN</td>
<td><strong>MAX WIN – MAX WIN – MAX IMPACT</strong></td>
</tr>
<tr>
<td><strong>Focus</strong></td>
<td>Focuses on individual self-interest</td>
<td>Focuses on all parties’ stated interests</td>
<td>Focuses on the Collaborative Advantage of the partnership, along with the widest</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>set of partner interests towards which the partnership could contribute</td>
</tr>
<tr>
<td><strong>Style</strong></td>
<td>Argument</td>
<td>Conversation and enquiry</td>
<td>Brainstorming and co-creation</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Effect</strong></td>
<td>Negative effect on relationship</td>
<td>Positive effect on relationship</td>
<td>Highly positive effect on relationship</td>
</tr>
</tbody>
</table>

Source: UN DESA 2022
III. Designing And Implementing A Partnership

Building Blocks of Effective Partnerships

- **Fundamentals**
  - Partnerships must be able to create significant value and the ‘right’ partners at the table must be included to be successful.

- **Partnership Relationship**
  - The complex, multifaceted dynamic relationship among partners must be kept strong.

- **Structure and Set-up**
  - The partnership’s structure should be fit for purpose.

- **Management and Leadership**
  - The partnership should be well managed and requires the application of leadership at multiple levels.

Source: UN DESA 2022
**IV. Partnership Platforms**

The 2030 Agenda Partnership Accelerator

- **Objectives**
  - Supporting effective country-driven partnership platforms for SDGs
  - Building partnership skills and competencies

Source: UN DESA 2020
IV. Partnership Platforms

Typology of stakeholder engagement platforms

1. Dialogue
   - Stakeholder engagement and consultation
   - Usually, one dominant stakeholder

2. Knowledge Exchange
   - Exchanging knowledge and experience across multiple stakeholders

3. Reporting and Standard-setting
   - Shared measurement and reporting frameworks
   - Development of new norms and standards

4. Transformative Partnerships
   - Catalyzing and brokering partnerships for the SDGs
   - Supporting SDG-aligned investments

Less engagement
Less commitment to shared goals
Less trust required

Strong engagement
Strong commitment to shared goals
Greater trust required

Source: Sources: TPI partnership typology; Building multi-stakeholder platforms with private sector and philanthropy for the sustainable development goals, IICSD and UNDP (2017); Comparative Studies of Multi-Stakeholder Initiatives (Biekart and Fowler, 2016, p.)
IV. Partnership Platforms

Key characteristics of effective partnership platforms

1. A dynamic leader
2. Strong champions
3. Entrepreneurial management
4. Risk-tolerant hosts
5. Adaptable business model
6. Flexible support systems
7. Strong connectivity
8. Investment in enabling environment
V. Toolkit on Effective National to Local Public Governance

**Setting Up a Stakeholder Engagement Plan**

1. Setting Up a Vision for Stakeholder Engagement
2. Justification for Stakeholder Engagement: Who Stands to Gain What?
3. Who Should Be Engaged?
4. How Should They Be Engaged?
5. What Challenges are Envisaged and How Might These Be Overcome?
6. What are the planned outcomes, outputs and activities?
7. What resources are needed?
8. Timeline
9. Registering the process
10. Evaluating the process
V. Toolkit on Effective National to Local Public Governance

Topics
• Effective, Inclusive and Accountable Institutions
• Institutional Arrangements – horizontal and vertical coordination
• Whole-of-Government Approach and Whole-of-Society Approach
• SDG localization strategy
• Vertical Integration for Policy Coherence
• Localization from national to Sub-national
• Financing
• Monitoring, Evaluation, and Reporting
• Action Plan for Accelerating Change

Expected outcomes
• Applied the principle of effective governance
• Enhanced understanding of whole-of-government and whole-of-society approach
• Identified and applied various innovative financing mechanisms
• Developed a governance strategy and roadmap on monitoring, evaluating and accelerating SDG implementation at the local level.

For details on UN DESA/DPIDG’s Toolkit, please contact: unpan@un.org
Thank You!

CONNECT WITH US
Follow us on Facebook, Twitter, and LinkedIn to keep up to date on events, schedules, news, and more.