

**SMALL  
ISLAND  
DEVELOPING  
STATES  
PARTNERSHIP  
TOOLBOX**



# SMALL ISLAND DEVELOPING STATES PARTNERSHIP TOOLBOX

Division for Sustainable Development Goals  
Department of Economic and Social Affairs  
United Nations  
June 2019

Co-authors:

Mr. Ola Goransson, Ms. Marjo Vierros, Ms. Camilla Borrevik

Layout & Design:

Mr. Pedro Scudeller



United Nations



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# INTRODUCTION

## WHY A PARTNERSHIP APPROACH?

Today's complex development challenges require genuine collaboration between sectors and organizations in order to successfully support the achievement of sustainable development in all countries.

This is also very much true in the case for Small Island Developing States (SIDS), who are faced with vulnerabilities and characteristics of being small in size, remoteness, narrow resource and export base, and exposure to global environmental challenges and external economic shocks, including to a large range of impacts from climate change and potentially more frequent and intense natural disasters.

At the SIDS Conference in 2014, Member States recognized the need to implement expeditiously, through genuine and durable partnerships, the global effort in support of the sustainable development of SIDS through concrete, focused, forward-looking and action-oriented programmes.

The SIDS Partnership Toolbox builds on consultations made through a series of partnership dialogues for SIDS that were held in 2018 in support of the SAMOA Pathway High-level Review<sup>1</sup>, made possible through generous funding provided by the government of Italy.

The present SIDS Partnership Toolbox, prepared by the Division for Sustainable Development Goals of the United Nations Department of Economic and Social Affairs (UN DESA), includes a set of policy tools for enhancing capacity around the design of partnerships for SIDS, and for assisting stakeholders in monitoring and review of partnerships.

The online version of the Toolbox can be found on the SIDS Action Platform at [sidspartnerships.un.org](https://sidspartnerships.un.org).

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<sup>1</sup> <https://sustainabledevelopment.un.org/sids/samoareview>



**PARTICIPATE  
AND  
CONTRIBUTE**



# THE SIDS PARTNERSHIP FRAMEWORK

A key request from the SAMOA Pathway was the request to establish a *SIDS Partnership Framework* to monitor progress of existing, and stimulate the launch of new, genuine and durable partnerships for the sustainable development of SIDS.

The components of the SIDS Partnership Framework, which formally was established in 2015, are:

A Member States driven Steering Committee on Partnerships for SIDS

The organization of an annual action-oriented and results-focused Global Multistakeholder SIDS Partnership Dialogue

The organization of Regional and National SIDS Multi-Stakeholder Partnership Dialogues

A standardized Partnership Reporting Process for Partnerships

# STEERING COMMITTEE ON PARTNERSHIPS FOR SIDS

The Steering Committee, open to all States Members of the United Nations or members of the specialized agencies, meets several times a year both on expert and ambassadorial level to plan and discuss its yearly work programme aimed to support the follow-up of existing and promote and advocate the launching of new SIDS partnerships. Entities of the United Nations system, international and regional organizations, major groups and other stakeholders are invited to contribute, as appropriate.

All meetings of the Steering Committee are announced on the SIDS Partnership Framework website and in the UN Journal. The meetings held at ambassadorial level are often broadcast live on UN Webcast.

## GLOBAL MULTI STAKEHOLDER SIDS PARTNERSHIP DIALOGUE

A key part of the SIDS Partnership Framework is the organization of the action-oriented and results-focused Global Multi stakeholder SIDS Partnership Dialogue (Dialogue). The Dialogue, which is held once a year, provides opportunities for reviewing progress made by existing partnerships, including, where applicable, hearing inputs from regional and national partnership dialogues, for sharing of good practices, lessons learned and challenges and solutions from SIDS partnerships, and for encouraging the launch of new partnerships in line with priorities of SIDS.

The Dialogue is traditionally held in New York in the margins of international meetings or conferences on sustainable development, thus broadening its participation and contributing to the thematic focus of those meetings.

In the past, the Dialogue has been held in the margins of the high-level week of the General Assembly, during the High-level Political Forum on Sustainable Development, and as a special event during the 2017 UN Ocean Conference.

The UN Secretariat, through UN DESA and the OHRLLS, is in charge of organizing the Dialogue in close consultation with the Steering Committee. All relevant stakeholders involved in partnerships for SIDS are encouraged to engage in the meeting as appropriate.



# REGISTERING & REPORTING

The SIDS Action Platform is the main online resource for SIDS partnerships. It includes options to:



**REGISTER A NEW  
PARTNERSHIP FOR  
SIDS**



**PROVIDE A PROGRESS  
REPORT OF A  
PREVIOUSLY REGISTERED  
PARTNERSHIPS**



**BROWSE AND LEARN  
FROM EXISTING  
PARTNERSHIPS**

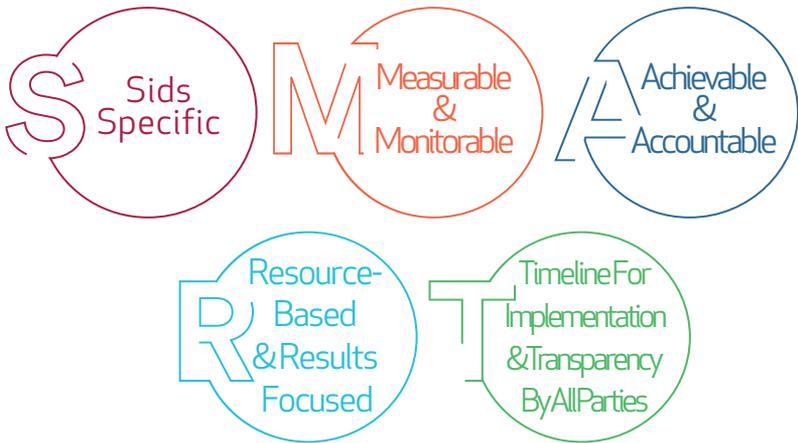
At the time of writing, there were over 500 SIDS partnerships registered in the platform. A large number of those partnerships originated from the 2014 SIDS Conference, while many others were made in connection with the 2017 UN Ocean Conference.

# REGISTER A NEW PARTNERSHIP

Stakeholders wishing to be part of the processes related to the SIDS Partnership Framework should as a first step make sure their SIDS specific partnerships are registered on the platform. By doing so, they not only become part of a broad community of SIDS practitioners, but also ensures that others may learn from their experiences, as well attract broad attention by the international community to the work on partnerships. The platform is also a key source for the UN Secretariat when identifying speakers to various SIDS partnership related events, including the Global Multi stakeholder SIDS Partnership Dialogue.

The *partnership registration form* seeks information around the design and implementation phase of the partnership, such as title, partners involved, geographic location, its objectives, coordination and implementation methodologies, concrete and timebound deliverables, devoted resources, planned capacity building activities, and SAMOA Pathway priority areas and SDGs being addressed.

The information collected forms the basis for fulfilling the SIDS Partnership Criteria and Norms – a partnership that is:



Once the registration process is completed, the UN Secretariat will review the information from an editorial point of view and publish the information on the platform within a few business days. If any information is missing, the Secretariat will follow up to get the necessary details to complete the registration.

# REPORT ON PROGRESS BY INDIVIDUAL PARTNERSHIPS

Once a partnership is registered, reporting on its progress should be done once a year until the partnership has completed its activities. The progress report allows stakeholders to report on their achievements and challenges to a broad global audience, to share lessons learned, and maintaining engagement with the process. The progress reports also assist the Secretariat in consolidating achievements on the global level and assessing how partnerships collectively support the implementation of the SAMOA Pathway and SDGs in SIDS.

As part of the reporting process, a traffic light system has been introduced to indicate status of reporting for each partnership (as long as it's in active state).



Green light indicates a timely submitted report (within a year of registration); a yellow light indicates that a report is now due (over a year since registration), and a red light indicates that two years have passed without any report received. Once a partnership goes into “red light”, it is automatically considered inactive.

The partnership reporting form seeks information from individual partnerships on:

- implementation status of the partnership;
- recent achievement of the partnership;
- any challenges faced in implementation;
- next steps for the partnership;
- description of who the beneficiaries of the partnership are; and
- specific actions taken to positively impact beneficiaries.





# REGIONAL PARTNERSHIP REPORTING

Regional organizations in SIDS play a vital role in understanding and driving implementation of partnerships in the regions of SIDS.

Responding to a call from member States to emphasize the regional dimension in the organization of the annual Global Multi-stakeholder SIDS Partnership Dialogue, a regional partnership reporting template has been developed as a way for regional organizations to engage with the global processes related to SIDS partnerships.

*Regional partnership reports* should be submitted to the UN Secretariat<sup>2</sup> ahead of the annual Global Multi-stakeholder SIDS Partnership Dialogue. Received reports will be shared with members of the Steering Committee and feed into the discussions of the Dialogue. The reports are also posted publicly on the SIDS Action Platform and the meeting webpage of the Dialogue.

Regional organizations wishing to present their regional partnership report in person at the Dialogue should liaise with the UN Secretariat well in advance.

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<sup>2</sup> <http://sustainabledevelopment.un.org/contact>

# REGIONAL REPORTING REPORT

1. SIDS Region addressed
2. Name of regional organization submitting the report
3. Contributors to the report
4. Partnerships included in the report

NO	PARTNERSHIP NAME	COUNTRY

5. Which of these SAMOA Pathway priority areas are collectively addressed through partnerships (check all that apply)?

PRIORITY AREA	ADDRESSED (Y/N)
Sustained and Sustainable, Inclusive and Equitable Economic Growth with Decent Work for All	<input type="checkbox"/>
Climate Change	<input type="checkbox"/>
Sustainable Energy	<input type="checkbox"/>
Disaster Risk Reduction	<input type="checkbox"/>
Oceans and Seas	<input type="checkbox"/>
Food Security and Nutrition	<input type="checkbox"/>
Water and Sanitation	<input type="checkbox"/>
Sustainable Transport	<input type="checkbox"/>
Sustainable Consumption and Production	<input type="checkbox"/>
Management of Chemicals and Waste, including Hazardous Waste	<input type="checkbox"/>
Health and NCDs	<input type="checkbox"/>
Gender Equality and Women's Empowerment	<input type="checkbox"/>
Social Development	<input type="checkbox"/>
Biodiversity	<input type="checkbox"/>
Invasive Alien Species	<input type="checkbox"/>
Means of Implementation, including Partnerships	<input type="checkbox"/>
SIDS Priorities for the Post-2015 Development Agenda	<input type="checkbox"/>
Monitoring and Accountability	<input type="checkbox"/>

**OBSERVATIONS ON PARTNERSHIP'S COLLECTIVE ACHIEVEMENTS AND IMPACTS ON EACH PRIORITY AREA**

(Max 300 words each)

**6.** Provide examples of the concrete impacts that the partnerships in your region have collectively had (max 500 words)

**7.** Provide examples of some best practices of partnerships in the region (max 500 words)

**8.** List some of the major challenges that the partnerships in your region are facing (max 500 words)

**9.** Identified gaps of the SAMOA Pathway where more partnerships are needed (max 500 words)

**10.** What entity types/sectors are lacking involvement in partnerships in your region? (max 500 words)

**11.** Any other issues to be raised at the Global Multi-stakeholder SIDS Partnership Dialogue (max 500 words)



Collect information from partnerships in the region, and fill out the **regional partnership form**

Submit to the **UN Secretariat**

Share and present at the annual **Global Multi-stakeholder SIDS Partnership Dialogue**

Gather feedback from the **SIDS community and share with stakeholders**



# DESIGNING A PARTNERSHIP FOR SMALL ISLAND DEVELOPING STATES



# GETTING STARTED WITH A PARTNERSHIP



## THE PARTNERING CYCLE

While each partnership is unique, its timeline – the Partnering Cycle – is likely to include the following elements:

1

## SCOPING THE PARTNERSHIP

Explore the idea of working together, examine how interests might align, explore and identify risks and benefits of partnering, agree on overall vision, goals and principles, determine roles for each partner, and draft up a partnering agreement.

2

## BUILDING THE PARTNERSHIP

Decide on how the partnership will be governed; how partners will communicate, both internally and to the public; identify options for financing; scope out the need for human resources; develop a monitoring and evaluation programme; and identify stakeholders and beneficiaries.

3

## IMPLEMENTING AND MAINTAINING THE PARTNERSHIP

Partners start delivering on their commitments, while jointly communicating and monitoring the process. External communication will also commence.

4

## REVIEWING THE PROGRESS

Based on the established monitoring and review process, partners will take stock of their progress towards their agreed-upon goals. They will also assess the impact of the partnership on its beneficiaries. Regular monitoring and review throughout the partnership will allow the partners to learn from their experiences and adapt as needed.

5

## PARTNERSHIP END

If the timeline for the partnership has come to an end, the partners will need to evaluate whether to close the partnership, continue in its current format, change the format to something different, or expand or scale up the partnership. This is a time of reflection for the partnership, where lessons learned should be recorded, and a final evaluation undertaken.

# GETTING STARTED



When scoping the partnership, it is important to understand the motivations of each partner, their specific interest in the partnership, including how the partnership goals might align with their institutional mandate.

Each potential partner may wish to evaluate both the advantages and risks of partnering before committing to the partnership. Potential advantages include increased capacity, visibility, access to information and resources. Potential risks include loss of autonomy, conflicts of interest, and drain on resources.

It is also important to explore what resources or knowledge each partner will bring to the partnership, as well as what they hope to get out of it.

The below table might assist in understanding the interests of each partner, how the partnership aligns with their current mandates, what they can contribute to the partnership, and how the aspirations of each of the partners intersect.

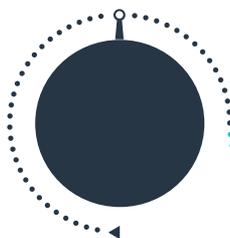
<b>PARTNER</b>	<b>SPECIFIC INTEREST IN THE PARTNERSHIP</b>	<b>HOW THE PARTNERSHIP ALIGNS WITH THEIR CURRENT MANDATE</b>	<b>CONTRIBUTIONS THE PARTNER CAN PROVIDE TO PARTNERSHIP</b>	<b>WHAT THE PARTNER HOPES TO GET OUT OF IT</b>
<b>PARTNER 1</b>				
<b>PARTNER 2</b>				
<b>PARTNER 3</b>				
<b>PARTNER 4</b>				
<b>PARTNER 5</b>				

# PARTNERSHIP PRINCIPLES

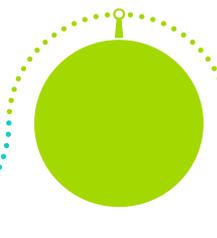
Partnerships operate differently from many other relationships. They are not hierarchical relationships. Rather, they are relationships among equals, where everyone contributes, shares responsibilities, is accountable for agreed upon tasks, and gains something of value in the end.

Partnerships for SIDS that are genuine and durable should:

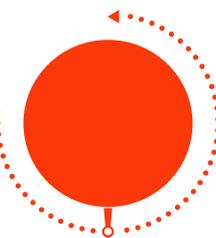
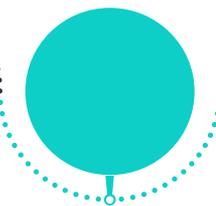
Ownership and buy-in  
from all partners



Mutual trust between  
partners



High degree of participation  
by stakeholders and  
beneficiaries



Transparency and  
accountability

The following also support building genuine and durable partnerships:

- **All partners add value** – all partners bring something valuable to the partnership and should be treated with respect and as equals. Partnerships are about shared responsibilities and mutual accountability.
- **Transparency** – inclusiveness and openness, including in communication, supports building trust and accountability among partners, stakeholders and beneficiaries.
- **Engage more, gain more** – all partners are expected to contribute to the partnership, but at the same time, it is also expected that all partners benefit from it. A partnership should be a win-win-win; between partners and beneficiaries.

# SETTING PARTNERSHIP GOALS AND OBJECTIVES

Once there is initial agreement about partnering, it is time to define what the partnership is meant to achieve. It is crucial to conduct face to face meetings where all prospective partners sit down together to determine the goals and objectives of the partnership, the roles and responsibilities of each partner, and how the partnership will work together.

A partnership will have shared goals and objectives, which are set by all partners together. In a partnership for SIDS, the goals and objectives should be SIDS specific - they should bring positive impact and benefits to SIDS and align with priority areas of the SAMOA Pathway and the Sustainable Development Goals (SDGs) for SIDS.

Setting the partnerships goals and objectives early on will help define the roles and responsibilities of each partner. Each individual partner may also wish to set their own goals and objectives to support the overall partnership effort.

The table below might be helpful for outlining goals and objectives:

GOAL	OBJECTIVE	EXPECTED IMPACT FOR SIDS	KEY PARTNERS INVOLVED
GOAL 1	OBJECTIVE 1	EXPECTED OUTCOME 1	PARTNERS 1 AND 2
	OBJECTIVE 2	EXPECTED OUTCOME 2	PARTNER 3
	OBJECTIVE 3	EXPECTED OUTCOME 3	PARTNERS 1 AND 3
GOAL 2	OBJECTIVE 1	EXPECTED OUTCOME 1	
	OBJECTIVE 2	EXPECTED OUTCOME 2	
	OBJECTIVE 3	EXPECTED OUTCOME 3	
GOAL 3	OBJECTIVE 1	EXPECTED OUTCOME 1	
	OBJECTIVE 2	EXPECTED OUTCOME 2	

# DRAFTING ACTIVITIES AND TIMELINES

When planning for the activities of the partnership, the following should be taking into consideration:

- **Plan specific project activities** that are required to reach the goal or objective
- **Agree which partner or combination of partners will implement the activities.** If several partners, will one partner take the role of a coordinator? Or will there be joint coordination?
- **Agree on a timeline** for implementation

The activities and timelines could be added to the previous table.

GOAL	OBJECTIVE	ACTIVITIES	TIMELINE	EXPECTED IMPACT FOR SIDS	KEY PARTNERS INVOLVED	
GOAL 1	OBJECTIVE 1	ACTIVITY 1	BEGINNING/END	EXPECTED OUTCOME 1	PARTNERS 1 AND 2	
		ACTIVITY 2	BEGINNING/END		PARTNER 3	
		ACTIVITY 3	BEGINNING/END		PARTNERS 1 AND 3	
	OBJECTIVE 2	ACTIVITY 1	BEGINNING/END	EXPECTED OUTCOME 2	PARTNER 2	
		ACTIVITY 2	BEGINNING/END		PARTNERS 1 AND 2	
		ACTIVITY 3	BEGINNING/END		PARTNER 3	
	OBJECTIVE 3	ACTIVITY 1	BEGINNING/END	EXPECTED OUTCOME 3	PARTNERS 1 AND 3	
	GOAL 2	OBJECTIVE 1	ACTIVITY 1	BEGINNING/END	EXPECTED OUTCOME 1	PARTNER 2
			ACTIVITY 2	BEGINNING/END		PARTNERS 1 AND 2
OBJECTIVE 2		ACTIVITY 1	BEGINNING/END	EXPECTED OUTCOME 2	PARTNER 3	
GOAL 3	OBJECTIVE 1	ACTIVITY 1	BEGINNING/END	EXPECTED OUTCOME 1	PARTNERS 1 AND 3	
	OBJECTIVE 2	ACTIVITY 2	BEGINNING/END	EXPECTED OUTCOME 2	PARTNER 2	

# MAPPING PARTNER RESOURCES

It is vital for partners to consider what resources will be required to achieve the partnership goals and objectives. Each partner should be able to determine what resources they bring to the table. Once these are assessed and decided upon, the requirements for external resources could be identified.

Resources may include:

- Human resources
- Technical expertise
- Relationships
- Access to knowledge, information, intellectual property
- Office space/products/equipment/logistics
- Financing

Partners can collectively identify what resources are needed for implementing the various partnership activities, and what each of them can provide. This can be done during a meeting, with each partner writing down what they can provide under identified priority areas, as demonstrated in the example below.



# PARTNERSHIP DECISION-MAKING AND INCLUSIVENESS

Partnership leadership will, by its nature, be collaborative. However, there are many variations of how leadership can be structured:

- A single partner organization may act as the lead, coordinating the work of the partnership. This can be done on a rotational basis, if needed.
- Each goal and/or objective may have a lead organization. Overall leadership may be given to a separate governing body, such as a steering committee, where all partners are represented.

Regardless of how leadership is handled, it is important that it responds to the needs of all partners and with overall responsibility of driving the partnership work forward to achieving the agreed-upon goals and objectives.

Ensuring no one is left behind within the partnership is another crucial element to consider. Inevitably, there will be various imbalances between partners, which are important to recognize. Genuine partnerships actively encourage the participation of all partners and stakeholders. Raising the capacity of partners and stakeholders on various issues might be required in order to enable all partners to participate fully.

## GETTING MORE SPECIFIC: PUTTING THE DETAILS ON PAPER

Once there is agreement that a partnership will be established, and the details have been discussed, it is time to put it on paper. This can be in a form of a partnering agreement, memorandum of understanding, a governing document, or some other type of agreement. Some partnerships may be established with minimal formality, focusing on pragmatic needs associated with addressing shared goals. Other partnerships may be more formalized and may require individual partners to seek legal advice.

Regardless of the degree of formality, it is recommended to have something written in place. A written agreement provides clarity to all involved on the objectives, expectations of partners, governance structure and coordination mechanisms, among other elements designed to run the partnership smoothly and as effectively as possible. This checklist below outlines the items that could be considered in drafting a partnering agreement:



# THE PARTNERING CHECKLIST

- Who the partners are
- What the partnership aims to achieve (the vision of the partnership, its goals and expected outcomes)
- How the partnership will respond to the stated needs of SIDS (including relationship to Samoa Pathway and SDGs)
- How the partnership will operate to achieve its stated outcomes
- What the roles and responsibilities of each partner are, including the following:
  - Who will represent each partner in the partnership
  - What resources, including staff and financial resources, will each partner bring to the partnership
  - How can the partnership maintain a degree of flexibility so that each partner can participate in the partnership without having to unnecessarily change what it is already doing or wants to do in the future
- How will decisions relating to the partnership be made
- How will the partnership be administered
- How will partnership communication be carried out
- Will there be regular partnership meetings
- How will capacity building be undertaken within the partnership
- What is the duration of the partnership
- How will the partnership monitor whether it is reaching its desired outcomes and what its impacts are on the ground
- How and to whom will the partnership report (e.g. what kind of reporting mechanism will it have)
- How will new partners be added
- If a partner wants to leave the partnership, how will this be handled
- Does the partnership governing document need to regularly be reviewed and updated

# BEST PRACTICES

A new partnership might also benefit from the experiences of others. Some best practices that were identified through the partnership dialogues include:

A partnership should have a **clear set of goals, objectives, outputs and outcomes, with clearly built in and defined monitoring and evaluation framework.**

A partnership that **makes use of existing practices** (e.g. reporting and communication mechanisms and channels) will be more efficient and will make it easier for partners to participate by not burdening them unduly.

**Partnerships have also benefited greatly from having a clear plan for how stakeholders should be involved,** and making sure that capacities and perspectives from a range of different partners are heard and taken seriously. The importance of leaving no one behind is vital here, and can be ensured through having an open and inclusive process that allows room for different stakeholders to take on different roles in which they can thrive. This ensures a level of ownership among partners, as well as serving as examples for others and building cross-cutting capacity.

**The partnership should have clear baselines, targets and indicators of achievement** linked to SAMOA Pathway priority areas and the SDGs, as well as generate appropriate data for monitoring and evaluation. In this regard, several partnerships have benefited greatly by creating an overview of how the partnership priorities and goals connect to those of the SDGs and the SAMOA Pathway. Some issues are cross-cutting and link across the SDGs and the SAMOA Pathway, while others focus more on a few. As an example, one partnership divided up the different SDGs and SAMOA Pathway priorities they wanted to cover and split the sub-projects of the partnership accordingly as a way to make sure they answered to SIDS needs.

**A timeline for the partnership** means that it should have clear start and end dates, that the partnership sets timelines for its deliverables, and has clearly defined roles for its partners and stakeholders. This may include developing a set of development phases of the partnership, of setting continuous goals along the way, or having a timeline that includes clear goals of achievements within a certain timeframe.

**Having publicly available information about the partnership, for example through a website, is important.** This may include information on the partnership governance structure, procedures, partner composition, and expected results. The benefits of doing this including attracting partners and resources, as it ensures a greater level of transparency and openness. It makes the partnership easy to understand, and partners remember it more easily. This can also include having a dedicated plan or outcome area for communication outside of the partnership to reach a broader audience.

**Partnerships should finally make sure to engage with the Steering Committee on Partnerships for SIDS and the annual Global Multi-Stakeholder SIDS Partnership Dialogue.** This is important in order to share good practices and lessons learned, as well as challenges and solutions from SIDS partnerships. This includes launching and registering new partnerships for SIDS in the SIDS Action Platform in line with their priorities. To ensure transparency, the SIDS partnership framework has developed a reporting template that includes necessary information on overall status, achievements, challenges, best practices, impact for its beneficiaries. This report is to be submitted through the SIDS Action Platform once a year until completion of its activities.





# BEING SIDS SPECIFIC

Being SIDS specific means that a partnership contributes to the sustainable development of SIDS. This contribution can be on the local, national, regional, inter-regional, or global level. The SAMOA Pathway provides the overall blueprint for achieving sustainable development in SIDS, outlining priority areas for SIDS around climate change, sustainable energy, ocean and seas, disaster risk reduction, water and sanitation, among other priorities.

SIDS specific partnerships are ones that:



The below table will assist a partnership in understanding how it contributes to the sustainable development of SIDS. It will also assist in identifying unintended, but positive, spill-over effects into other priorities.

GOALS AND/OR OBJECTIVES	PARTNERSHIP OUTCOMES	SAMOA PATHWAY PRIORITY AREAS	RELEVANT SDGs	OTHER SIDS RELEVANT POLICY GOALS	NATIONAL DEVELOPMENT PRIORITIES

Partnerships should also early on identify their intended beneficiaries, impacts on beneficiaries, and how beneficiaries can be involved in the partnership. Common beneficiaries include:

- Specific groups of people (e.g. youth, women, a specific village...)
- Environment (e.g. the ocean, fisheries, terrestrial biodiversity...)
- Organizations (e.g. community groups, schools, coordination processes...)
- Policies (e.g. sustainable tourism policies, new regulations on marine plastics...)

BENEFICIARY	INTENDED IMPACT	INVOLVEMENT

Aligning partnership goals, objectives and impacts with the SAMOA Pathway priority areas, SDGs and other national development priorities will help quantify impact. It will also help explain to government officials, stakeholders, donors and others what kind of tangible contribution the partnership aims to make for SIDS.

The specific policy documents can be found online at:

- SAMOA Pathway: <https://sustainabledevelopment.un.org/sids2014/samoapathway>
- 2030 Agenda for Sustainable Development and the Sustainable Development Goals: <https://sustainabledevelopment.un.org/sdgs>
- Sendai Framework: <https://www.unisdr.org/we/coordinate/sendai-framework>



# SETTING UP A GOVERNANCE FRAMEWORK

A robust governance framework is a characteristic of several successful SIDS partnerships. While the level of complexity and formality varies, a partnership usually needs some structure in order to be productive.

Good governance requires the proper human capacities and behaviour (the people); institutional structures and incentive structures (the mechanisms); and the day-to-day processes of development (the processes). Governance provides the overall structures for decision-making, and will need to consider the roles, responsibilities and institutional structures for the partnership to achieve its goals. With these in place, it is easier to achieve the desired outcomes.

Good governance also requires an accountability mechanism. Setting up internal partnership monitoring and review will help achieve accountability.

Both good governance and flexibility are important for partnerships, and a balance needs to be found between these aspects. While an agreed organizational structure and process is important for a partnership to be successful, it should not stifle the overall and individual creativity and effectiveness of the partnership and its partners.

Some questions to consider when developing a governance mechanism include:

- How are decisions made, and by whom?
- What kind of institutional/management structure will be in place?
- Will there be a coordinating body, such as a secretariat? Will there be a steering committee or similar to provide advice and guidance?
- How often will the partners meet, and should there be a budget for meetings?
- What kind of communication structure will be in place? Who will communicate? How will they communicate? And to whom will they communicate? (internally and/or to an external audience?)
- How will monitoring and reporting be handled?
- Who oversees finances and reports to donors?
- Are there sufficient human and financial capacities in place to undertake all of the required tasks?

Governance structures vary greatly depending on the degree of formality in a partnership, and the backgrounds and desired operating procedures of individual partners. However, some of the following elements are often included:

## THE MECHANISMS

- A partnership Secretariat or a lead organization that coordinates the entire partnership
- Lead organizations for partnership sub-components, where those exist
- A Steering Committee and/or a Board consisting of partner representatives and others who can provide guidance
- Institutional capacity: Ensuring that institutional capacity building is available where required

# THE PROCESSES

- Clearly defined roles for all partners and stakeholders
- An inclusive participatory structure for all partners, relevant stakeholders and beneficiaries. This may include the following:
  - Regular communication between partners
  - Regular meetings and follow-ups that provide partners a chance to share experiences
  - Other partner engagement strategies
- A financial strategy and ways to administer partnership finances
- Clearly established timelines for partnership deliverables and outcomes
- Established monitoring and reporting procedures

# THE PEOPLE

- Human resources: The right people and stakeholders from each organization
- Human capacity: Ensuring that capacity building is available where it is required

There is no one-size-fits-all approach to a good partnership governance structure. Some partnerships may want to establish new organizational structures while others may use existing structures as their starting point.

A common example of a partnership governance structure is depicted below. In this case, a dedicated secretariat is established to undertake overall communication and coordination, providing support to partners and organizing meetings. The Secretariat also coordinates the monitoring and reporting process, with each partner required to monitor their individual contributions. The Steering Committee has a decision-making role, with all partners represented. Partner meetings for knowledge exchange, learning, and for identifying challenges are organized on an ongoing basis.

**01**

**STEERING COMMITTEE OR BOARD  
STEER, DECIDE, GUIDE**

**PARTNER MEETINGS  
DISCUSS CHALLENGES, LESSONS,  
CAPACITY BUILDUNG**

**02**

**03**

**SECRETARIAT  
COMMUNICATION, COORDINATION,  
SUPPORT, MEETING ORGANIZATION**

**PARTNER  
1**

**04**

**05**

**PARTNER  
2**

**PARTNER  
3**

**06**

**07**

**PARTNER  
4**

Whatever governance structure is chosen, it is important that it reflects the operating processes of its partners and that all partners can participate meaningfully and have a chance to have their voices heard. Good governance builds strong ownership - vital for the success of any partnership.

# BEST PRACTICES

Best practices around good governance include:

**Different organizational structures can serve different purposes – even within the same partnership.** A partnership may have several goals or objectives and reaching them may require setting up different structures of governance and organizational systems for each sub-component, goal or objective.

**Good governance needs to take into account people, mechanisms and processes,** including having appropriate and effective human resources and financial capacity.

**Working ‘from-within’ existing mechanisms and processes is highly beneficial** for sustaining partnerships. This cuts down on the amount of work involved and allows each partner to participate in a way that furthers its own goals, as well as common partnership goals.

**The partnership must make sure to have the support, ownership and buy-in of all partners.** A strong sense of ownership among partners will help the success of the partnership.

**Depending on circumstances, a partnership can work across layers of governance** (both vertical and horizontal), thus involving different levels of government from local to national, and a variety of sectoral agencies.

**Support from ‘Champions’** can be of great help. Having individuals committed to the objectives of the partnership is a great way to raise awareness.





# SETTING UP AN INTERNAL MONITORING PROGRAMME

## WHY MONITOR?

Monitoring is essential to assess whether the partnership is on track to reach its goals and objectives, and to foster better understanding of the impact on its intended beneficiaries.

It is vital to include a monitoring and reporting mechanism into the partnership from the outset. This means that a monitoring process, including selection of indicators, establishment of baselines, and allocation of monitoring responsibilities between partners should be agreed upon in the partnership design phase.

Information gained from monitoring serves many different audiences:

- **Partners can better understand how their work is progressing**, and this progress, along with real, on-the ground results, feeds a sense of enthusiasm.
- **Governments and private sector organizations like to see evidence-based achievements to justify their support.** This is only made possible by monitoring against a baseline.
- **Donor organizations generally want to know how their money is spent, and what kind of impact it has had.** An impactful partnership may attract further funding.

Monitoring also signal when things are not going according to plan and can then serve as a basis for corrective action. It is important for partners to openly discuss challenges faced and collaboratively develop solutions.

## TYPES OF MONITORING

There are many different types of monitoring that a partnership may wish to undertake. This includes:

- **Keeping track of progress made in partnership implementation** against its agreed-upon goals and objectives. This means tracking accomplishments against important milestones, deadlines and other markers. **This type of monitoring helps to determine whether the partnership is on track.**
- **Measuring partnership impact** on its beneficiaries, using, whenever available, quantifiable data (e.g. 500 households connected to renewable energy).
- **Documenting the partnership process**, including problems that were solved and methods that worked best in implementation. This component may also document information about stakeholder relationships, and what the partnership has learned about working collaboratively between partners, beneficiaries and other stakeholders. **This documentation can be used to develop lessons learned.**

# ESTABLISHING A BASELINE AND INDICATORS

**A partnership should document the existing conditions that it proposes to improve.** A baseline would need to be established for everything that the partnership proposes to monitor. In other words, each proposed indicator also needs a baseline.

**It is also important to assess whether enough data is available to establish a baseline.** There may be additional sources of data that the partners can access or collect in addition to data they currently hold. Universities and research organizations often have considerable data holdings and could be invited to join the partnership. While the lack of data to establish a baseline should not prevent partners from moving ahead with the work, it's worthwhile to spend some time and resources to establish a simple base from which progress can later be assessed.

**Partners should jointly agree on indicators** that will be used to regularly evaluate the impact of the partnership and the achievement of agreed goals. For inspiration, the partners might look at the available indicators for the 2030 Agenda, or the work of the Biodiversity Indicators Partnership, which includes a large number of indicators used both in global processes and on a national level.

Creating a matrix, like the one below, may help flesh out the relationship between goals, objectives, indicators and baselines. Note that measuring progress against some objectives may require several indicators.

GOAL	OBJECTIVE	BASELINE	INDICATORS	EXPECTED IMPACT FOR SIDS	KEY PARTNERS INVOLVED	SAMOA PATHWAY PRIORITY AREAS	
GOAL 1	OBJECTIVE 1	BASELINE 1	INDICATOR 1	EXPECTED OUTCOME 1	PARTNERS1 AND2		
		BASELINE 2	INDICATOR 2		PARTNER 3		
		BASELINE 3	INDICATORS 3/4		PARTNERS1AND3		
	OBJECTIVE 2	BASELINE 4	INDICATOR 5	EXPECTED OUTCOME 2	PARTNER 2		
		BASELINE 5	INDICATORS 6/7		PARTNERS1 AND2		
		BASELINE 6	INDICATOR 8		PARTNER 3		
	OBJECTIVE 3	BASELINE 7	INDICATOR 9	EXPECTED OUTCOME 3	PARTNERS1AND3		
	GOAL 2	OBJECTIVE 1	BASELINE 8	INDICATOR 10	EXPECTED OUTCOME 1	PARTNER 2	
			BASELINE 9	INDICATOR 11		PARTNERS1 AND2	

In addition to measuring partnership impacts against expected outcomes and SAMOA Pathway priority areas, it is also important to take note of “spill-over” effects. Spill-over effects are impacts that might not have been expected, and that may relate to a SAMOA Pathway priority area outside of the partnership’s main area of focus. For example, a partnership relating to improving fisheries management might also have affected maternal health due to the increased availability of high-quality food.

## WHEN SHOULD MONITORING TAKE PLACE?

- **Monitoring should be undertaken throughout the partnership cycle** to keep track of how much progress is being made. In particular, it is important to assess whether specific partnership benchmarks are reached, and whether timelines are kept.
- **The partners should agree in the early stages of the partnership how often it would be useful to assess impacts against the indicators.** Depending on the types of indicators, the frequency of data collection, and the speed at which change is expected to happen, the partnership can decide on a monitoring schedule. Sometimes the need to report to donors may also impact the frequency of monitoring.
- **It might also be useful to conduct an in-depth review at the partnership mid-point, and/or once the partnership comes to an end.**

# WHO MONITORS?

All partners should be engaged in monitoring. However, individual partners may monitor the components of the partnership that they are responsible for, in order to gauge progress and impact on beneficiaries.

In addition, the overall implementation of the partnership needs to be monitored. This may be done by a Secretariat, if one is established. Alternatively, one of the partners may act as a coordinator of the monitoring process. Regardless of the mechanism chosen, results of monitoring from individual partners will need to be collected, compiled and summarized periodically in the form of a report.

Stakeholders and beneficiaries should be involved in monitoring and review of partnerships and should be consulted about their benefit of the partnership.

It should be kept in mind that monitoring and learning are interlinked. An important component of monitoring is the ability to learn from aspects that did not succeed perfectly. Such lessons are invaluable and provide opportunities to reflect, re-evaluate and adjust as needed. Lessons learned should be recorded and shared with partners to generate mutual learning opportunities.

# DATA MANAGEMENT

Data collected through the monitoring process should be stored in either a database or an appropriate data management system. This system should be centrally maintained, either by a Secretariat or a coordinating partner responsible for overseeing monitoring.

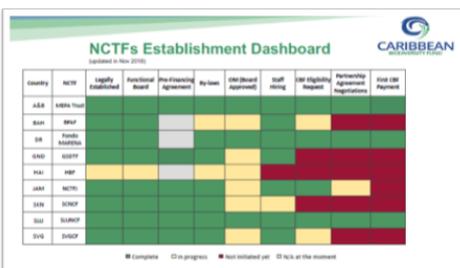
# REPORTING

In order to know who reports to whom, partnerships will need to establish a reporting hierarchy. The hierarchy will also determine what needs to be reported and when. Within the partnership, reporting should include all partners, stakeholders and beneficiaries.

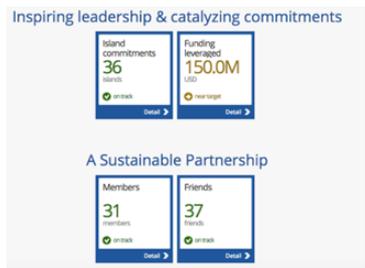
The partnership may also report to outside entities, which may include donors, government entities that are not partners, conferences and workshops, media, regional organizations, and, on the global level, the SIDS Action Platform. Updates and reports may also be posted on the partnership’s dedicated website.

When reporting to outside entities, including the general public and donors, it is crucial to present information in an easily understandable manner. Some examples of this include using different types of “dashboards” to convey data and information about progress and impact.

One great example on this is the Global Island Partnership (GLISPA) Impact Dashboard and the Caribbean Biodiversity Fund (CBF) National Conservation Trust Fund (NCTF) Establishment Dashboard. The GLISPA dashboard tracks the collective impacts of all partners, while the CBF dashboard tracks partnership implementation.



The NCTFs Establishment Dashboard used by CBF



GLISPA Impact Dashboard

# REDUCING THE REPORTING BURDEN: USING EXISTING MONITORING AND REPORTING PROCESSES WHERE POSSIBLE

Reporting can become burdensome to many partnerships and partners, particularly those with limited resources. If a partner is already reporting on a specific task to other entities, it might be useful to see if that information can also be used for partnership reporting. Similarly, partnership reporting may also be used to report to other entities, including donors. Some examples of complementary reporting might include:

- Government national reporting to Conventions
- Reporting to donors
- Reporting to regional organizations

# RECORDING LESSONS LEARNED

**Partnership implementation is a continuous learning process.** There will inevitably be mistakes or components of the partnership that do not work perfectly. Problem solving in order to respond to these situations is a valuable learning experience. At the same time, other aspects of a partnership may succeed better than expected, and could be replicated or scaled up.

**It is good practice to keep a record of lessons learned** in order to build a knowledge base for future implementations. Discussing lessons learned amongst all partners also helps build effectiveness, accountability and transparency. Such lessons can also be shared with others, including through the SIDS Action Platform, thus providing valuable knowledge transfer.

In summary, documenting lessons learned will:

- Provide for improved delivery of partnership benefits
- Help foster a culture of learning within a partnership
- Provide for transparency and accountability
- Turn mistakes into learning opportunities
- Allow for successes to be replicated and scaled up
- Build up a partnership knowledge base

It is important to allocate partnership resources for discussing, understanding and documenting lessons learned. Each partner may do this individually, and lessons learned may subsequently be discussed during partnership meetings and documented for future use.

Some examples of partnership monitoring processes can be found in the case studies in the online version of the Toolbox.



# COMMUNICATING WITH PARTNERS AND STAKEHOLDERS

Communication is a key element of building and managing genuine partnerships and can be categorized as 1) communication **within** a partnership, i.e. between partners, and 2) communication **between** a partnership and various external stakeholders, beneficiaries, and the public.

A partnership may want to develop communication strategies for both internal and external communication. As a rule of thumb, it's advisable to get internal communication working first, prior to start communicating externally. Partners should collectively plan how they will communicate about partnership issues both individually, and collectively as a partnership.

A communication strategy will determine what a partnership would like to communicate, with whom it would like to do it, and when. It will also need to determine who does the communicating on behalf of the partnership.

# INTERNAL COMMUNICATION

Communication within a partnership builds trust, and may include updates on partnership operations, information about meetings, plans for the future, and lessons learned from monitoring and review exercises. In many cases communication may include opportunities for peer learning and capacity building through sharing experiences.

Communication between partners has many positive benefits, including:

- Enhanced engagement and accountability
- Builds enthusiasm and internal support for the partnership
- Builds ownership and trust between partners
- Helps identify opportunities or gaps within a partnership
- Can help prevent misunderstandings and identify problems in how the partnership operates
- Provides for sharing of lessons learned
- Provides for peer learning
- Contributes to capacity building

# EXTERNAL COMMUNICATION

Communication outside the partnership has additional purposes beyond those provided by internal communication. A partnership may inform the general public and stakeholders about its work, create public buy-in, and raise public awareness around issues the partnership is trying to address. Communicating, and providing space for dialogue, with stakeholders also provides an invaluable feedback loop between the implementer (the partnership) and the beneficiaries.

Sharing lessons learned more broadly can also help others working on similar issues. Finally, a partnership that shows and shares its results can stimulate continued initiatives among existing and new partners, including attracting additional funding.

# METHODS AND MEANS FOR COMMUNICATION

Some of the ways in which partnerships communicate include the following:

**The SIDS Action Platform, which** provides a way to share experiences and lessons learned globally, and to communicate with partnerships across all SIDS



**Through a designated web-based** working space, where partner members can share ideas and materials

**Electronically through regular emails and webinars** between partners



**Through a website,** which also allows sharing with the public

**Through newsletters,** which allow for sharing of case studies and stories



**Through social media,** which also provides for broader communication with the general public and specialists

**In person,** through regular face-to-face meetings and workshops



**Through print and digital media,** which may allow for more focused articles and video material to be broadly shared

Good communication takes time to build, and most often requires dedicated human resources. It is also crucial to tailor messages to the intended target audience.





# ASSESSING FINANCING

## IS FINANCING ESSENTIAL FOR PARTNERSHIPS?

Acquiring financing is challenging for many partnerships. Yet, for a partnership to be resource-based and results focused, it needs to have predictable and sustained resources for its implementation.

At the same time, many partnerships have managed to get started without external or additional financing and have instead initially contributed their own resources. Partnerships can be built slowly over time, and external financing may come only later in the process, once the partnership is demonstrating results. In some cases, additional financing may not be needed at all, as partners become increasingly self-sustained over time, having built their capacity and potentially mainstreamed the partnership into their ongoing work programmes.

In other cases, partners may determine that it is important for the partnership to have financing from the beginning so as not to lose momentum to delays in fundraising. In these cases, fundraising is a key first activity that will take place prior to the initiation of the partnership.

Most partnerships rely on a combination of short-term external financial support and their own resources in the long term. Many partnerships receive funding from a number of different donors at different points in the partnership, often for specific purposes, but they will also need to access their own resources to keep the partnership going after donor funding runs out.

Given these realities, all stakeholders involved in a partnership will need to share resources, whether those resources are monetary or non-monetary. These existing resources are generally assessed in the beginning stages of a partnership. Partners will need to establish clear decision-making processes around resource-sharing and allocation. Allocating sufficient own resources for the implementation of partnerships can be challenging for SIDS with limited resources.

When raising external financing, it is important that the partnership is transparent, shows results, and is inclusive. Partnerships that can demonstrate early, quantifiable results are more likely to attract funding.

## FINANCING OPTIONS

It is a good practice to explore many different financing options to find one (or several) that is best suited for the needs of the partnership. These may include exploring with:

- Foundations
- NGOs
- Governments
- Aid and development agencies
- Development banks, such as World Bank Inter-American Development Bank
- The Global Environment Facility (GEF)
- UN entities
- Regional agencies
- Public-private partnerships, and private sector funding
- Innovative mechanisms, such as debt for nature swaps, trust funds, protected area user fees, green bonds, etc.

Common funding sources of SIDS partnerships include the Global Environment Facility (GEF) and a variety of United Nations organizations. Governments, including their development agencies, also commonly provide funding for partnerships, and include the EU, USAID, Australian Agency for International Development (AusAID), New Zealand Aid (NZAID), Germany (GIZ), Japan, Korea, Italy, Norway, Ireland, and Singapore, among others. Foundations, which are crucial funders of SIDS partnerships, can be less risk adverse and support innovative approaches.

## PRIVATE SECTOR FINANCING

Examples amongst SIDS partnerships of successful private sector collaboration. As an example, the Caribbean Large Marine Ecosystem (LME) project includes participating private sector entities, with associated funding for activities.

The private sector can be a funder, partner or an investor in a partnership. In regard to private sector participation, the following lessons learned were shared at the SIDS partnership dialogues:

- The private sector in many SIDS consists mainly of small and medium-sized enterprises, with services, such as tourism, being the largest contributor to economic growth. While they may not have a large amount of resources, they are often open to engagement.
- It is often useful to engage with Chambers of Commerce and other private sector organizations.
- Private sector needs a defined role in a partnership and prefers to participate in a process that works towards a specific outcome, is time-bound and results-focused, and that provides them with a benefit in the end.
- There is an increasing focus on marginalized people in private sector development.
- Private sector has little understanding of instruments such as the SAMOA pathway, and other SIDS policy frameworks and instruments. It is difficult for the private sector to understand the language in these documents.

- If partnerships want private sector involvement, they need to translate the UN-oriented language in policy documents into something that the private sector can understand. This language needs to be action-oriented and results-focused.
- It is also important to clearly express the partnership needs and priorities over the short, medium and long term, and articulate strategies in language that is understandable to the private sector. Evidence-based data is needed to demonstrate impacts and to show measurable results.
- It is best to engage directly with private sector entities in a partnership, rather than go through an intermediary.
- Finally, it may be useful to develop a strategic action program for private sector engagement within a partnership



# EVALUATING A PARTNERSHIP FOR SMALL ISLAND DEVELOPING STATES



# SIDS PARTNERSHIP CRITERIA AND NORMS

The SIDS Partnership Criteria and Norms, developed by the co-chairs of the Steering Committee, Belize and Ireland, in response to discussions from the 2018 partnership dialogues, provide a good starting point for articulating a genuine and durable partnership for SIDS.

A genuine and durable partnership for SIDS is one that strives to follow the SIDS Partnership SMART criteria – a partnership that is:

**S**

**SIDS-SPECIFIC**

**M**

**MEASURABLE & MONITORABLE**

**A**

**ACHIEVABLE & ACCOUNTABLE**

**R**

**RESOURCE-BASED &  
RESULTS FOCUSED**

**T**

**TIMELINE FOR IMPLEMENTATION &  
TRANSPARENCY BY ALL PARTIES**

# SIDS-SPECIFIC

Partnerships that advance the implementation of priority areas of the SAMOA Pathway and the Sustainable Development Goals (SDGs) for SIDS, the Sendai Framework and other SIDS specific mandates, are aligned with national development priorities, brings positive impact and benefits to SIDS while being globally accepted, and recognize the vulnerabilities and opportunities that are unique to SIDS.

# MEASURABLE & MONITORABLE

Partnerships that have clear set of goals, objectives, outputs and outcomes, have a clearly built in and defined monitoring and evaluation framework with the purpose of assessing progress of implementation and its intended impact on beneficiaries, is knowledge and research-based, have clear baselines, targets and indicators of achievement linked to Samoa Pathway priority areas and the SDGs, and generate appropriate data for monitoring and evaluation.

# ACHIEVABLE & ACCOUNTABLE

Partnerships that are realistically designed to fulfil their objectives, includes a governance structure that is inclusive and participatory of all partners, relevant stakeholders and beneficiaries, has support, ownership and buy in of all partners, is based on mutual trust from all its stakeholders; and provides to partners and relevant stakeholders, on a regular basis, as appropriate, through the SIDS Action Platform, the SIDS Global Business Network platform, or other means, effective communication of plans, results from monitoring and evaluation of impact, lessons learned, and provide opportunities to enhance peer learning, sharing of experiences and lessons learned between partners, beneficiaries and other stakeholders, and provide for evaluation to allow for the replication of successful partnerships.

# RESOURCE-BASED & RESULTS FOCUSED

Partnerships that are based on predictable and sustained resources for their implementation, include the mobilization of new resources and, where relevant, result in the transfer of technology to, and capacity-building in, SIDS, have the appropriate and effective human resources capacity, have demonstrable and, if where relevant, tangible, results that are verified by relevant stakeholders, and identifies the beneficiaries of, and evaluate impact from, the partnership.

# TIMELINE FOR IMPLEMENTATION & TRANSPARENCY BY ALL PARTIES

Partnerships that have clear start and end dates, sets timelines for its deliverables, clearly defined roles for its partners and stakeholders; and have publicly available, such as through a website, information on its governance structure, procedures, partner composition, and results.

Partnerships that engage, as appropriate, with the Steering Committee on Partnerships for SIDs, and the annual Global Multi-Stakeholder SIDS Partnership Dialogue, for the sharing of good practices, lessons learned and challenges and solutions from SIDS partnerships, and launch, and register in the SIDS Action Platform, new partnerships for SIDS, in line with their priorities.

Partnerships that submit a progress report, using the established partnership reporting template, through the SIDS Action Platform once a year until completion of its activities, to include information on overall status, achievements, challenges, best practices, impact for its beneficiaries.



# EVALUATE MY PARTNERSHIP

The following checklist will assist you to evaluate your partnership against the SIDS Partnership Criteria and Norms:

**CRITERIA AND NORM CHECKLIST**

NO / UNSURE / YES

**SIDS-SPECIFIC**

Advance the implementation of Priority areas of the Samoa pathway



Advance the implementation of the Sustainable Development Goals(SDGs) in SIDS



Brings positive impact and benefits SIDS

**MEASURABLE AND MONITORABLE**

Have a clearly built in and defined monitoring and evaluation framework



Have clear baseline targets and indicators of achievement linked to Samoa Pathway Priority Areas and the SDGs



Generate appropriate data for monitoring and evaluation

**ACHIEVABLE AND ACCOUNTABLE**

Are realistic and are designed to fulfill its objectives;



Includes a robust and inclusive governance structure;



Are accountable to all partners and beneficiaries;



Provides regular communication and opportunities to share experiences between partners, beneficiaries and other stakeholders.







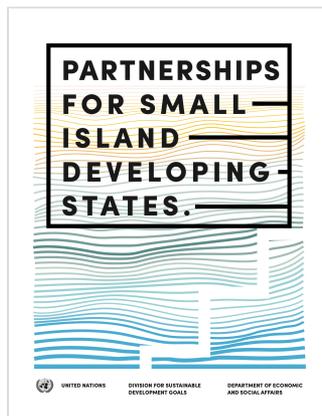


**ANALYZE  
AND  
EXPLORE**



# PARTNERSHIP GLOBAL AND REGIONAL ANALYSIS

In support of the 2019 SAMOA Pathway High-level Review, an in-depth analysis of the status and trends of partnerships for Small Island Developing States (SIDS) has been prepared, which built on discussions from a series of partnership dialogues that organized in the margins of the preparatory process of the SAMOA Pathway High-level Mid-term Review.



The analysis set out to answer the following questions:

- What is the status and trends of SIDS partnerships globally, regionally and nationally?
- How have these partnerships addressed the SAMOA Pathway priority areas?
- Are there under-represented areas of the SAMOA Pathway that may need to be addressed further through partnerships?
- Have the partnerships had an impact on their beneficiaries and on the sustainable development of SIDS?
- What challenges have the partnerships faced?
- What lessons can be learned that could help stakeholders develop the next generation of genuine and durable multi-stakeholder partnerships for SIDS?

A total of 555 partnerships for SIDS, announced and registered with the UN Secretariat through various conferences and processes, were the basis for the analysis, which can be downloaded in full at [sidspartnerships.un.org](https://sidspartnerships.un.org).

Welcome to the United Nations

**United Nations** **Small Island Developing States Action Platform**

Home | Partnership Framework | Browse partnerships | Register new partnership | Report on progress | Resources

**NEW PARTNERSHIPS & PROGRESS REPORTS**

529

Keyword search

REPORTING

- Submitted on time
- Report due
- Two years overdue

STATUS

CONFERENCE

SIDS REGION

SAMOA PATHWAY

SDGS

Sort BY: Date Registered (Most rec)

Coconut Industry Development for the Caribbean	Support to the Institut de la Francophonie pour le développement durable (IFDD)	Caribbean Challenge Initiative (CCI)	ICT4SIDS Partnership: Rapid Implementation of SDGs Through Latest Digital Innovations

#SIDSAction28480	#SIDSAction27622	#SIDSAction26369	#SIDSAction23433
Raising awareness for the ocean protection among the youngest of the coastal communities in Cape Verde	Beyond the Stars	Special Initiative: Climate change and health in Small Island Developing States	Mangrove of my heart - Mangier de mi coraan

#SIDSAction23171	#SIDSAction23163	#SIDSAction23159	#SIDSAction23155
Commonwealth Climate Finance Access Hub	Partnership between IOM and the Ocean and Climate Platform (OCP)	Global Action Programme on Food Security and Nutrition in Small Island Developing States (GAFNS)	Pacific Green Business Centre

*SIDS Action Platform - [sidspartnerships.un.org](https://sidspartnerships.un.org)*

The SIDS Action Platform is the main online resource for SIDS partnerships, with details of all registered partnerships.

The Platform allows users to browse partnerships by using a number of filters and keywords, including by SIDS regions, SAMOA Pathway priority areas, Sustainable Development Goals, conference the partnership was registered for, its implementation status, and the status of reporting.

Each registered partnership includes a full description of its objectives, overall timeframe, implementation methodologies, arrangements for capacity-building and technology transfer, coordination mechanisms, governance structures, implementing partners are, SAMOA Pathway priority areas address. It furthermore outlines concrete and time-bound deliverables, what resources are devoted (financial, human or other), and geographic location (SIDS regions). In addition, each partnership page includes contact information to its focal point (or focal points).

Visitors may engage with the partnership page by providing comments, showing support by clicking the "Like button" or "follow" the partnership. If a user follows a partnership, any updates made to the partnership will appear in that user's notification log (requires log in).





**LEARN**



# PARTNERSHIP QUIZ

Learn more about partnerships for SIDS by taking the online Partnership Quiz, available at:

**[sidspartnerships.un.org](https://sidspartnerships.un.org)**

The Partnership Quiz is about learning! Take it as many times as you want - questions are randomly assigned each time. After answering a question, an explanatory note with more details and context is displayed.

All 20 questions, including correct answers and explanations, are included in this document.

# SIDS Partnership Quiz



## What are some of the best practices that successful partnerships rely on?

- Ownership, mutual trust, respect, transparency and accountability
- A clear, mandate agreed upon by all partners, with focused science-based goals and objectives
- A robust governance structure
- Strong leadership
- A high degree of participation with shared commitments and benefits
- A review and monitoring process
- Sustainable funding
- Partnership champions
- The ability to withstand shock
- Support from the highest political levels

ANSWER: ALL ARE CORRECT.

The best practices listed here came out of the Regional Partnership Dialogues, and were common characteristics of the successful partnerships that presented their results at the dialogues. In addition to these qualities, it was agreed that partnerships must be inclusive of all stakeholders, and an effort must be made to include marginalized groups so as to leave no one behind. Successful partnerships bring together all stakeholders from the very beginning, ensuring ownership in the process.

Partnerships need to be accountable to their beneficiaries and maintain dialogue with all partners, including communities, throughout the lifetime of the partnership. In order to have buy-in from communities, NGOs and civil society need to be involved. The involvement of academia can improve the scientific (including social science) basis of partnerships, as well as their design and monitoring. Partnerships must also work and cooperate with government and government entities. There is also a need to enhance the involvement of the private sector in all regions, including through the use of evidence-based information and data.

# SIDS Partnership Quiz



What is the name of the outcome of the 2014 Third International Conference on SIDS?

- SAMOA Pathway
- SAMOA Development Goals
- SIDS Development Goals
- SIDS Pathway

**ANSWER: SAMOA Pathway.**

The Third International Conference on Small Island Developing States (SIDS) was held in Apia, Samoa, in September 2014, with the overarching theme of “The sustainable development of small island developing States through genuine and durable partnerships”.

The outcome of the Conference - the SIDS Accelerated Modalities of Action (SAMOA) Pathway - addresses priority areas for SIDS and calls for urgent actions to SIDS efforts to achieve their sustainable development.

# SIDS Partnership Quiz



## What was one of the key requests that came from the SIDS Conference in 2014?

- A set of SIDS Development Goals
- The establishment of a SIDS Partnership organization
- A process to establish a SIDS Partnership Framework to monitor and ensure the full implementation of pledges and commitments through partnerships for SIDS

**ANSWER: A process to establish a SIDS Partnership Framework to monitor and ensure the full implementation of pledges and commitments through partnerships for SIDS.**

A key request from the outcome of the 2014 Third International Conference on SIDS - the SAMOA Pathway - was the request to the United Nations to present recommendations for a Partnership Framework to monitor and ensure the full implementation of pledges and commitments through partnerships for small island developing States.

The Framework was formally established in December 2015 by General Assembly resolution 70/202, and consist of 1) a member States driven Steering Committee on SIDS Partnerships 2) the organization of an annual action-oriented and results-focused Global Multi stakeholder SIDS Partnership Dialogue, 3) a standardized partnership reporting process of all stakeholders, and 3) the organization of regional and 4) national SIDS partnership dialogues with support from the United Nations system and the international community.

The SIDS Partnership Framework is the only intergovernmental framework devoted to reviewing and monitoring partnerships. Activities held as part of the framework have ensured that the issues faced by SIDS have remained high on the UNs agenda, and provided a broad multi-stakeholder platform for reviewing progress of SIDS partnerships, sharing of good practices and lessons learned among all relevant stakeholders, and for launching new initiatives devoted to SIDS.

# SIDS Partnership Quiz



## What are the SIDS Partnership Criteria and Norms?

- A reporting template for partnerships
- Guidelines to better understand, and define, what is meant by a durable and genuine partnership for SIDS
- A list of rules that all partnerships must adhere to

**ANSWER: Guidelines to better understand, and define, what is meant by a durable and genuine partnership for SIDS**

The regional partnership dialogues that were held in support of the SAMOA Pathway mid-term review in 2018 stressed the need to better understand, and define, what is meant by a durable and genuine partnership for SIDS, and to examine the lessons learned from successful partnerships, and common challenges faced in their implementation.

In response, a set of SIDS Partnership Criteria and Norms were developed by the co-chairs of the Steering Committee on Partnership for SIDS, Belize and Ireland, in consultation with member States. The criteria and norms articulate what constitutes a genuine and durable partnership for SIDS by outlining elements of the SMART criteria – a partnership that is SIDS Specific, Measurable & Monitorable, Achievable & Accountable, Resource-based on Results-focused with Timelines for implementation & transparency by all.

# SIDS Partnership Quiz



## Which of the following are important for genuine and durable partnerships?



Have a clear set of goals, objectives, outputs and outcomes



Includes a governance structure that is inclusive of all partners, relevant stakeholders and beneficiaries



Has modern office space



Has a defined monitoring and evaluation framework with the purpose of assessing progress of implementation and its intended impact on beneficiaries



Is based on predictable and sustained resources for its implementation

**ANSWER:** 1. Have a clear set of goals, objectives, outputs and outcomes; 2. Includes a governance structure that is inclusive of all partners, relevant stakeholders and beneficiaries; 4. Has a defined monitoring and evaluation framework with the purpose of assessing progress of implementation and its intended impact on beneficiaries; 5. Is based on predictable and sustained resources for its implementation.

A genuine and durable partnership for Small Island Developing States (SIDS) is one that strive to follow the SIDS Partnership SMART criteria – a partnership that is:

- SIDS-Specific
- Measurable and monitorable
- Achievable & Accountable
- Resource-based & results focused
- Timeline for implementation & transparency by all parties

# SIDS Partnership Quiz



## What are some advantages of choosing a partnership approach?

- A partnership approach is useful for flexibility among partners
- A partnership can provide for longer-term outcomes and impacts than a stand-alone project
- A partnership can provide greater inclusiveness of partners and stakeholders
- A partnership strengthens collaboration and cooperation between stakeholders and beneficiaries
- A partnership provides faster results than a project with a single entity

**ANSWER: A partnership approach is useful for flexibility among partners; A partnership can provide for longer-term outcomes and impacts than a stand-alone project; A partnership can provide greater inclusiveness of partners and stakeholders; A partnership strengthens collaboration and cooperation between stakeholders and beneficiaries.**

A partnership approach is useful for flexibility, as a less formal structure allows involvement of all types of partners and faster movement of actions. A partnership can also be more long-term in impact and outcome, compared to the lifespan of a stand-alone project. It also strengthens coordination and cooperation among, and across, partners. A partnership approach also allows for partners to take different approaches on how to achieve the overall goal or outcome.

# SIDS Partnership Quiz



## What are characteristics of partnerships that are SIDS-specific?

- Partnerships that advance the implementation of priority areas related to SIDS
- Partnerships that are aligned with national development priorities
- Partnerships that have particularly focused on environmental issues in SIDS
- Partnerships that bring positive impacts and benefits to SIDS
- Partnerships that recognize the vulnerabilities and opportunities unique to SIDS

**ANSWER: Partnerships that advance the implementation of priority areas related to SIDS; Partnerships that are aligned with national development priorities; Partnerships that bring positive impacts and benefits to SIDS; Partnerships that recognize the vulnerabilities and opportunities unique to SIDS.**

Even though environmental issues, such as climate change and oceans, are an important focus for SIDS, environmental issues itself are not a characteristic of a SIDS-specific partnership. All issues recognised by the SAMOA Pathway priority areas, the Sustainable Development Goals, the Sendai Framework and other SIDS specific mandates can be a priority for SIDS specific partnerships. A SIDS-specific partnership should also ensure that its activities bring positive impacts and benefits to SIDS by aligning with national development priorities.

# SIDS Partnership Quiz



## What does it mean that a partnership is measurable and monitorable?

- That the partnership has at least five partners
- That the partnership has clear goals, objectives, outputs and outcomes
- That the partnership has a built in and defined monitoring and evaluation framework with the purpose of assessing progress of implementation and its intended impact on beneficiaries
- That all data must be presented in a diagram
- That the partnership has clear baselines, targets and indicators of achievement linked to Samoa Pathway priority areas and the SDGs
- That the partnership is knowledge and research-based, and generates appropriate data for monitoring and evaluation

**ANSWER:**That the partnership has clear goals, objectives, outputs and outcomes; That the partnership has a built in and defined monitoring and evaluation framework with the purpose of assessing progress of implementation and its intended impact on beneficiaries; That the partnership has clear baselines, targets and indicators of achievement linked to Samoa Pathway priority areas and the SDGs; That the partnership is knowledge and research-based, and generates appropriate data for monitoring and evaluation.

That a partnership is measurable and monitorable means primarily that it has a clear set of goals, objectives, outputs and outcomes, and a built-in and defined monitoring and evaluation framework. This is important in order to assess the progress of implementation and actual impact on beneficiaries.

The partnership should have clear a baseline for measuring progress, include targets and indicators of intended achievements, be linked to SAMOA Pathway priority areas and the SDGs, and generate appropriate data needed for monitoring and evaluation.

# SIDS Partnership Quiz



## How can a partnership make sure that it is taking the necessary steps to be measureable and monitorable?

- Use the SDGs and SAMOA Pathway priority areas to get an overview of how goals and objectives of the partnership are linked
- Postpone the design of a monitoring and assessment process until the partnership has finished its work.
- Create necessary plans that include information on timelines, phases and ways of monitoring, as well as a framework that evaluates achievement and progress
- Have clear procedures for reporting and frequency
- Maintain an overview of targets and impacts, and take note of cross-cutting impacts and “spill-over” effects

**ANSWER:** Use the SDGs and SAMOA Pathway priority areas to get an overview of how goals and objectives of the partnership are linked; Create necessary plans that include information on timelines, phases and ways of monitoring, as well as a framework that evaluates achievement and progress; Have clear procedures for reporting and frequency; Maintain an overview of targets and impacts, and take note of cross-cutting impacts and “spill-over” effects.

Partnerships benefit greatly from establishing an overview of how the partnership priorities and goals connect to those of the SDGs and the SAMOA Pathway.

Creating a plan that monitors the timeline, targets and indicators of the partnership are key elements of a monitoring and evaluation framework. This includes having clear baseline targets and indicators of achievement, as well as clear reporting routines and frameworks. Possible “spill-over” effects - unintended impacts - are important to take note of, as they could provide valuable information on ways to ensure sustainability and partner engagement.

# SIDS Partnership Quiz



## What are characteristics of a partnership that is achievable and accountable?

- Setting very high goals so that the partnership always has more to strive for
- Partnership is realistically designed to fulfil its objectives
- Robust and inclusive governance structure
- Loose governance structure where partners can choose to leave and engage as they see fit
- A partnership that is accountable to all partners and its intended beneficiaries
- A partnership that provides regular communication and opportunities to share experiences between partners, beneficiaries and other stakeholders

**ANSWER: Partnership is realistically designed to fulfil its objectives; Robust and inclusive governance structure; A partnership that is accountable to all partners and its intended beneficiaries; A partnership that provides regular communication and opportunities to share experiences between partners, beneficiaries and other stakeholders.**

For a partnership to be achievable and accountable, it should be realistically designed to fulfil its objectives. This includes a partnership governance structure that is inclusive and participatory of all the partners, relevant stakeholders and beneficiaries. The partnership should also make sure to have the support, ownership and buy in of all partners. A sense of ownership among partners can help the success of the partnership.

Mutual trust and buy-in from all stakeholders and beneficiaries are also crucial, as well as taking the necessary measures to create an inclusive and collaborative approach. Regularly providing partners and relevant stakeholders with effective communication of plans, results from monitoring and evaluation of impact, lessons learned, and opportunities to enhance peer learning, and sharing of experiences, helps achieve these objectives.

Given that many partnerships include several types of stakeholders, such as governments, private sector, civil society and local communities, communications can vary in form and include email lists, face-to-face meetings, webinars, newsletters, websites, and social media.

In order to allow for the replication of successful partnerships, focal points of partnerships should also undertake regular evaluations of their work.

# SIDS Partnership Quiz



## What are characteristics of partnerships that are resource-based and results focused?

- A partnership that has tangible and demonstrable results
- A partnership that decides on goals and objectives along the way to allow for greater flexibility
- A partnership that has adequate financial resources
- A partnership that has the appropriate human resources and capacities

**ANSWER: A partnership that has tangible and demonstrable results; A partnership that has adequate financial resources; A partnership that has the appropriate human resources and capacities.**

For a partnership to be resource-based and results focused, it is highly beneficial for it to be based on predictable and sustained resources for its implementation. This could also include the mobilization of new resources and, where relevant, result in the transfer of technology and capacity-building.

Having the appropriate and effective human resources and capacities is also important, as well as having demonstrable and tangible (if relevant) results that are verified by relevant stakeholders and communicated to stakeholders and the public. This would also include identifying the beneficiaries of, and evaluate impact from, the partnership overall.

For many SIDS partnerships, there are challenges connected to obtaining adequate financial resources and securing sufficient human resources and capacities. Ways to overcome such challenges include building the partnership slowly over time, to ensure that the resources are sufficient for the work to be undertaken. Partners can become increasingly self-sustaining over time, which may have a positive effect on obtaining results and resources. Having clear institutional structures can make it easier to be productive. Making sure that the partnership is transparent, shows results, and is inclusive, can also attract more funding resources to the partnership.

# SIDS Partnership Quiz



**What elements should be included in a partnership that has a timeline for implementation and transparency by all parties?**

- Clear start and end dates
- Timeline for deliverables
- Clearly defined roles for partners and stakeholders
- Publicly available information

**ANSWER: ALL ARE CORRECT.**

A timeline for the partnership means that it should have clear start and end dates, that the partnership sets timelines for its deliverables, and has clearly defined roles for its partners and stakeholders. Having publicly available information on its governance structure, procedures, partner composition, and results is important, and this information could be posted on the partnership website. The benefits of doing so can attract partners and resources, as it ensures a greater level of transparency and openness. It makes the partnership easy to understand and to remember. This can also include having a dedicated plan or outcome area for communication outside of the partnership to reach a broader audience.

# SIDS Partnership Quiz



**What are some of the procedures partnership focal points can utilize on a global level through the SIDS Partnership Framework?**

- Participate in the annual Global Multi-Stakeholder SIDS Partnership Dialogue
- Register new partnership, or provide a progress update of an existing one, in the SIDS Action Platform
- Engage with the SIDS Global Business Network
- Create a mailing list, website or Wikipedia page

**ANSWER: Participate in the annual Global Multi-Stakeholder SIDS Partnership Dialogue; Register new partnership, or provide a progress update of an existing one, in the SIDS Action Platform; Engage with the SIDS Global Business Network.**

Although establishing a mailing list, website or a Wikipedia page are good measures for communicating the work of a partnerships, stakeholders are encouraged to engage with the SIDS Partnership Framework by registering new partnerships, provide regular updates to existing ones, take part in the annual Global Multi-Stakeholder SIDS Partnership Dialogue, and joining the SIDS Global Business Network.

By engaging with the established global processes, partnerships can maximize opportunities for learning and sharing of good practices, lessons learned, its challenges and innovative solutions for driving sustainable development in SIDS. a need to enhance the involvement of the private sector in all regions, including through the use of evidence-based information and data.

# SIDS Partnership Quiz



After registering a partnership in the SIDS Action Platform, how often are partnership focal points expected to report on their progress?

Once a year (until completion of the partnership)

Every month

Every two years

**ANSWER: Once a year (until completion of the partnership).**

As part of the SIDS Partnership Framework, a progress reporting template has been developed that captures information on overall status, achievements, challenges, best practices, and impacts on its beneficiaries of individual partnerships. This progress report is to be submitted through the SIDS Action Platform once a year until completion of partnership activities.

# SIDS Partnership Quiz



Which of the following is correct about partnerships that are registered in the SIDS Action Platform – the partnerships registry that was established in the lead-up to the 2014 SIDS Conference?

- The Pacific has the largest number of registered SIDS partnerships
- The number of partnerships has increased since the 2014 SIDS Conference
- Many partnerships have already completed their activities

**ANSWER: ALL ARE CORRECT.**

As part of the support to the SAMOA Pathway mid-term review, UN DESA conducted an in-depth analysis of partnerships for Small Island Developing States, including partnerships that were announced in the context of the SIDS Conference in 2014, the UN Ocean Conference in 2017, and other relevant partnerships.

Overall, the results of the in-depth analysis showed that numbers of partnerships have increased in all regions since the 2014 SIDS Conference.

The analysis also shows that the Pacific region has the most partnerships registered, followed by the Caribbean, and AIMS/IAS.

Furthermore, the analysis also show that a relatively large number of partnerships have completed their activities (246 across all regions and globally), and many are finishing up their activities shortly.

# SIDS Partnership Quiz



According to an analysis undertaken by UN DESA on SIDS partnerships, who are the majority of entity types that are involved in SIDS partnerships?

Private sector and academia

Governments, regional organizations and United Nations Organizations

Civil society, communities and NGOs

**ANSWER: Governments, regional organizations and United Nations Organizations.**

As part of the support to the SAMOA Pathway mid-term review, UN DESA conducted an in-depth analysis of partnerships for Small Island Developing States, including partnerships that were announced in the context of the SIDS Conference in 2014, the UN Ocean Conference in 2017, and other relevant partnerships.

The analysis showed that the main entities involved in partnerships include governments, regional organizations and United Nations organizations.

At the global level, the majority (52%) of partnerships are led by United Nations organizations, while governments generally lead the majority of national partnerships. Regional organizations are active in coordinating regional-level partnerships.

NGOs and civil society participate in partnerships throughout all regions but lead a minority of them. Their participation was the highest in the Pacific region, where 16% of partnerships were led by NGOs and civil society, likely due to the many partnerships in that region that work with local communities. Participation by the private sector and by academia was generally lower than that of NGOs and civil society.

It is generally agreed that genuine and durable partnerships should include the participation of, and ownership by, all stakeholders. There is therefore a need to strengthen the participation of under-represented stakeholders in partnerships, including the private sector, civil society and academic/research organizations.

# SIDS Partnership Quiz



Which SAMOA Pathway priority areas have generally NOT been well addressed in partnerships?

- Oceans and seas
- Climate change
- Poverty eradication
- Renewable energy
- Sustainable consumption and production

**ANSWER: Poverty eradication; Sustainable consumption and production.**

As part of the support to the SAMOA Pathway mid-term review, UN DESA conducted an in-depth analysis of partnerships for Small Island Developing States, including partnerships that were announced in the context of the SIDS Conference in 2014, the UN Ocean Conference in 2017, and other relevant partnerships.

Overall, the analysis show that existing partnerships address all SAMOA Pathway priority areas, but in an unbalanced way. In most regions, oceans and seas and climate change are well addressed, with many partnerships also focusing on sustainable economic growth, renewable energy and disaster risk reduction. Poverty, inequality, sustainable consumption and production, health and NCDs, and sustainable transportation are generally not well addressed in most SIDS regions.

# SIDS Partnership Quiz



## What is meant by integration in partnerships?

- A partnership that addresses multiple priority areas of the SAMOA Pathway
- A partnership that applies an ecosystem approach
- A partnership that has been completed

### **ANSWER: A partnership that addresses multiple priority areas of the SAMOA Pathway.**

Many SIDS partnerships address multiple SAMOA Pathway priority areas, demonstrating a high degree of integration in their design and implementation. For example, partnerships relating to fisheries also often promote economic and social development, sustainable consumption and production, food security and nutrition, as well as gender equality. Partnerships relating to water and sanitation also recognize a contribution to human and environmental health and economic development. Many climate change-related partnerships also incorporate issues related to renewable energy, environmental sustainability, resilience, disaster risk reduction, livelihoods and marine transportation.

Perhaps the most well-integrated partnerships are those relating to green and blue economies, which place themselves in the nexus of economic development, social inclusion and environmental protection. These partnerships often seek to advance innovation, new technologies, and capacities, and provide employment opportunities in sectors including sustainable tourism, fisheries, aquaculture, renewable energy, transportation, blue carbon, etc.

### ***Northern Mozambique Channel Partnership – an example of an integrated approach***

The Northern Mozambique Channel (NMC) region is one of the world's outstanding marine biodiversity areas and a biological reservoir for all East African coastal areas and the Indian Ocean at large. The natural and economic assets of the NMC will emerge as drivers of national and regional development on a scale not previously realised in East Africa, from living assets, hydrocarbons and human resources, and place unprecedented strain on ecosystems and natural resources. The Northern Mozambique Channel partnership is emerging, and will involve countries, civil society and the private sector with the goal to deliver a sustainable blue economy that preserves and builds the wealth of the region across the natural, social, and economic capitals. Its long term vision is that "the people, countries and economies of the Northern Mozambique Channel prosper in a sustainable future founded on the natural and cultural assets and diversity of the region".

The themes emerging from this work include regional collaboration on combating pollution and contingency planning; sustainable management of shared fish resources; oceans and climate change; transition to a low carbon pathway; integrated ocean governance; as well as the cross-cutting theme of harmonization of policy, sharing research and knowledge, and developing innovative financing mechanisms.

# SIDS Partnership Quiz



## Which of the following are demonstrable impacts of SIDS partnerships?

- Increasing the protection of marine and terrestrial environments and improving the management and funding of protected areas.
- Improving access of communities to water, which reduces poverty, improves health outcomes, facilitates climate change adaptation, and mitigates the threat of natural and man-made hazards
- Providing opportunities for marginalized women to access finance and incorporating their economic potential into the wider economy
- Piloting financing mechanisms for wastewater management

### ANSWER: ALL ARE CORRECT.

Partnerships seldom report on their impacts on the global level, and thus there is no consistent source of information about their impacts on beneficiaries. Some information on this respect is available from individual partnerships and from donor-conducted evaluations.

Demonstrable impacts of SIDS partnerships include increasing protection of marine and terrestrial environments and improving the management and funding of protected areas. Some effective regional approaches, particularly on marine protection, have been greatly scaled up, demonstrating the potential of successful partnership approaches to spread across regions. One example is the Locally Managed Marine Areas Network, which has expanded from a single village in Fiji to incorporating 600 villages and covering an area of more than 12,000 km<sup>2</sup> in 15 Pacific Island States and some Indian Ocean countries, providing benefits on fisheries and community livelihoods. Another example is the Micronesia challenge to effectively conserve at least 30% of the near-shore marine resources and 20% of the terrestrial resources across Micronesia by 2020, which has inspired the Caribbean Challenge and the Western Indian Ocean Coastal Challenge.

Other demonstrable impacts of partnerships include improving access of communities to water, which reduces poverty, improves health outcomes, facilitates climate change adaptation, and mitigates the threat of natural and man-made hazards; providing opportunities for marginalized women to access finance and incorporating their economic potential into the wider economy; and piloting financing mechanisms for wastewater management, for supporting the work of civil society organizations; and for conservation and climate adaptation activities.

A majority of partnerships provide some degree of capacity building and, in some cases, technology transfer. Thus, their impacts may include long-lasting skill-building on the individual level, as well as strengthening institutions in the region.

### *Women's Economic Empowerment Driving Sustainable Development in SIDS – demonstrating impacts on beneficiaries*

The partnership began with the Port Moresby (Papua New Guinea) Safe City for Women and Girls Programme. This programme is part of a global initiative aimed at making public spaces safe for women and girls. In Papua New Guinea (PNG) the programme focuses

on urban marketplaces, the most populated public spaces in the capital city, where women and girls often experience intense and varied forms of discrimination, particularly gender-based violence. The Safe City programme aims at making markets safe, clean and inclusive.

Since its launch, the programme has had major achievements including helping market vendors open special mobile phone accessible bank accounts with Nationwide Micro-bank, which allow bank their daily earnings, reducing the risk of robbery and assault. In Gerehu market, changes to security contracts and the refurbishment of the toilet block, including separation of male and female toilets, installation of running water and heightened visibility for those entering the facilities, has led to women and girls feeling safer and less vulnerable to sexual and gender-based violence. Additionally, UN Women has used better practices and lessons learned from the Safe City programme to develop a regional initiative in Fiji, Solomon Islands and Vanuatu called the Markets for Change (M4C).

Since its establishment M4C has resulted in more than 150 Solomon Island market vendors opening bank accounts, most for the first time. This is a significant step in expanding marginalised women's access to finance and incorporating their economic potential into the wider economy. In Fiji, the M4C programme partnership resulted in the construction of 42 new market stalls and construction of a fence around the market infrastructure in Sigatoka. This provided market vendors with protection from weather conditions and has increased security for over 700 market vendors, who were previously vulnerable to theft. Additionally, installation of water storage tanks in Tavua, Fiji, along with improvements to drainage systems, has helped to provide vendors with water reserves and sanitation facilities for use during flooding and regular water disruptions.

In the Pacific region between 75 and 90% of market vendors are women. UN Women's strategy for women's economic empowerment, has a specific focus on market women, and recognises that economic growth in SIDS is often uneven and particularly vulnerable to disaster-related shocks. There are also insufficient formal sector job opportunities to absorb the emergent labour marketer. The partnership, represented in these two programmes, demonstrates how government, the private sector and international community can work together to address these issues and improve the lives of women and their families in SIDS.

# SIDS Partnership Quiz



## Which of the following are some of the common challenges to SIDS partnerships?

- Human and institutional capacity

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- Sustainable and adequate funding

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- Too much interest in the partnership by politicians and donors

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- Capacity to conduct thorough monitoring and review of intended impact

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- Enabling conditions for the participation of all stakeholders in partnerships

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- Access to reliable data to assess impact

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- The partnership is able to finish its work more quickly than anticipated

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**ANSWER: Human and institutional capacity; Sustainable and adequate funding; Capacity to conduct thorough monitoring and review of intended impact; Enabling conditions for the participation of all stakeholders in partnerships; Access to reliable data to assess impact.**

As part of the support to the SAMOA Pathway mid-term review preparatory process, UN DESA conducted an in-depth analysis of partnerships for Small Island Developing States, including partnerships that were announced in the context of the SIDS Conference in 2014, the UN Ocean Conference in 2017, and other relevant partnerships. Discussions from the regional dialogues and preparatory meetings have made an important contribution to the analysis.

The analysis show that common partnership challenges across the three regions included sustainable financing; capacity (human and institutional); an enabling environment dictated by the national social and political context; enabling conditions for the participation of all stakeholders in partnerships; ensuring that the right people with the right expertise are involved in each partnership; lack of trust between partners; and weak institutional, legal and governance structures.

In addition, the monitoring of partnerships and their impacts presented many challenges. There is a lack of baseline data for partnerships, as well as limited monitoring and evaluation frameworks to assess progress. Access to information and statistics, managing data, and knowledge transfer were issues in many countries.





# PARTNERSHIP CASE STUDIES

To learn more about how partnerships are effectively designed and implemented, a number of in-depth case studies of partnerships, structured around the elements of the SIDS Partnership Criteria and Norms, are available in the online version of the SIDS Partnership Toolbox:

[\*\*sidspartnerships.un.org\*\*](https://sidspartnerships.un.org)





# PARTNERSHIP RESOURCES

## HOW TO GET STARTED IN PARTNERSHIPS

Tennyson, R. (2003) The Partnering Toolbook. The Partnering Initiative (<https://thepartneringinitiative.org/wp-content/uploads/2014/08/Partnering-Toolbook-en-20113.pdf>)

UN ESCAP and UNU-IAS (2018) Partnering for Sustainable Development: Guidelines for Multi-stakeholder Partnerships to Implement the 2030 Agenda in Asia and the Pacific. United Nations (<https://www.unescap.org/sites/default/files/MSP%20Guidelines.pdf>)

Sterne, R. et al (2009) The Partnership Toolbox. WWF UK ([http://assets.wwf.org.uk/downloads/wwf\\_partnershiptoolboxartweb.pdf](http://assets.wwf.org.uk/downloads/wwf_partnershiptoolboxartweb.pdf))

Catholic Relief Services (2005) The Partnership Toolbox: A Facilitator's Guide To Partnership Dialogue (<https://www.fsnnetwork.org/partnership-toolbox-facilitators-guide-partnership-dialogue>)

Prescott et al. (2015) Zambia Partnering Toolbook: An essential guide to win-win collaboration for sustainable development. The Partnering Initiative (<https://www.thepartneringinitiative.org/wp-content/uploads/2015/10/Zambia-Partnering-Toolbook-1.pdf>)

# HOW TO MONITOR, EVALUATE & REPORT

The Partnering Initiative: Evaluation Framework ([https://business.un.org/documents/resources/evaluation\\_framework.pdf](https://business.un.org/documents/resources/evaluation_framework.pdf))

FAO: Monitoring and Evaluation for learning and performance improvement (<http://www.fao.org/investment-learning-platform/themes-and-tasks/monitoring-and-evaluation/en/>)

David and Lucille Packard Foundation: Guiding Principles and Practices for Monitoring, Evaluation and Learning (<https://www.packard.org/wp-content/uploads/2014/04/Monitoring-Learning-and-Evaluation-Guiding-Principles.pdf>)

Biodiversity Indicators Partnership: <https://www.bipindicators.net>

## COMMUNICATION IN AND ABOUT PARTNERSHIPS

Tennyson, R. et al (2008) Talking the Walk: A Communication Tool Book for Partnership Practitioners (<http://thepartneringinitiative.org/publications/toolbook-series/talking-the-walk/>)

## FINANCING

The Partnering Initiative (2016) An introduction to multi-stakeholder partnerships. (<https://www.thepartneringinitiative.org/wp-content/uploads/2017/03/Introduction-to-MSPs-Briefing-paper.pdf>)

UNDP: Financing for Development: (<https://www.un.org/sustainabledevelopment/financing-for-development/>)

The Little Biodiversity Finance Book: ([http://globalcanopy.org/sites/default/files/documents/resources/LittleBiodiversityFinanceBook\\_3rd%20edition.pdf](http://globalcanopy.org/sites/default/files/documents/resources/LittleBiodiversityFinanceBook_3rd%20edition.pdf))







United Nations, 2019







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