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#### Published by the Partnerships Team

Patricia Chaves, Senior Sustainable Development Officer

+1 (917) 367 2089

Laura Hildebrandt, Economic Affairs Officer

+1 (917) 367 2028

Fax: +1 (917) 367 2341

Email: [beyondwssd@un.org](mailto:beyondwssd@un.org)

#### Contributors:

Lucile Pages, DSD, UNDESA

## CSD Partnerships Fair Opens with Discussion on Mobilizing Resources: Benefits of Partnering



(Left to right) Dan Runde, GDA USAID, Luiz Alberto Figueiredo Machado (Vice-Chair CSD-15), Delfin Ganapin, GEF

Daniel Runde, Director of Global Business Alliances, USAID, opened his presentation by explaining the massive shift in development resources that has occurred over the past three decades, from nearly three-quarters of all transfers to developing countries coming from official development assistance to the majority today coming from a variety of private sources, including private foundations, foreign direct investment, and remittances from immigrant

Luiz Alberto Figueiredo Machado, Vice-Chair of CSD-15 opened the Partnerships Fair on 26 February in Conference room 7. Welcoming CSD participants to the first interactive discussion session of the Partnerships Fair programme, Mr. Figueiredo stressed that these sessions were being organized to foster open discussion on practical issues related to partnerships, based on on-the-ground experiences of CSD-registered partnerships and practitioners.

Vice-Chair Figueiredo indicated that the session aimed to consider the lessons learned by partnerships in their efforts to mobilize resources for programming and projects as well as to explore the benefits of partnering with a range of stakeholders in preparing successful funding proposals. He stressed the importance for the panelists as well as participants to provide examples of winning strategies and to identify the role that individual partners play in securing resources.

communities in developed nations. The US government has responded to this shift by creating the Global Development Alliance to develop expertise in harnessing these other sources as partners in their development efforts. Mr. Runde stressed that partnerships are an approach, a useful tool in the toolbox of development assistance. He noted that the initial skepticism to partnerships as a model of development, has begun to diminish as governments are seeing case after case of the concrete results that are emerging from partnerships. He emphasized that the North is doing a good job sharing best practices with the South, but that there could also be additional support from the North to expand the reach of South-South cooperation.

Each partner brings something different to the table. The private sector can

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## Mobilizing Resources: Benefits of Partnering (continued)

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provide financial assistance, but it also provided training and technology transfer. The UN and development agencies have the contacts, credibility and local knowledge that is of value to potential private investors, he noted.

Mr. Runde compared the process of partnering to 'dating': it takes time to develop trust. The risks will be shared, but so will the rewards. He stressed that a successful funding proposal will be one

***“Partnerships are an approach, a useful tool in the toolbox of development assistance.”***

Dan Runde, GDA USAID

where there are overlapping interests between the funding partners and the beneficiaries.

Delfin Ganapin, Director of the Global Environment Facility Small Grants Programme opened his presentation with a brief introduction to the programme, which he described as the GEF mechanism to serve the most vulnerable groups, with

small grants of up to \$50,000.

Delfin Ganapin emphasized that given the small scale of the projects the SGP must act as a catalyst, and that the projects are like a drop in the bucket, but add up to create a global impact.

He focused his presentation on the many reasons to engage in partnerships. He indicated that “the critical issues at hand are much larger than anyone of us” working alone and there is a need to take into account the larger picture of resource mobilization, including financial, in-kind and moral and political resources.

He added that most development partnerships have often been designed with too short a time frame. To reach sustainability in community projects, the cycle of organization, production, marketing and reinvestment usually takes about 15 years. In this cycle, Dr. Ganapin explains, the SGP can be used as the venture capital or incubator, and that given the small size of the grants, the programme requires the partners to take on the needed next phases of the project.

Dr. Ganapin added that to be sustainable the project grantees must not be considered beneficiaries, they must become owners of the project, partners involved in the investment of the

project, where the community is required to contribute co-financing, either in cash or in-kind.

By partnering, Dr. Ganapin explained, projects can be strengthened, matching the passion of the NGOs with the scientific rigor of academics. He added that small projects can stimulate larger changes, with governments and local groups working together they can identify issues with policies that are not working for the communities, and that from there, the issues may be raised by the government in international forums. He noted that although the programme targets small communities, it is essential to work with the national government as well, not only to reduce red tape and other obstacles, but to create larger impacts, with possibilities to expand good projects to other parts of the country and beyond.

Dr. Ganapin outlined the many partnership mechanisms that are created to ensure the successful incubation and expansion of SGP projects. They are: grantee networks, multi-stakeholder national steering committees, other supportive programs at UNDP and throughout the multilateral development system.

Dr. Ganapin concluded his remarks with the idea that SGP helps to develop the



Nicholas A. Shufro describes the primers developed by White Water to Blue Water Partnership to assist partnerships in their efforts. The primers, entitled: *Mobilizing Resources* and *Communicating Success of Public-Private Partnerships* are in the public domain and are readily available online.

## Mobilizing Resources: Benefits of Partnering (continued)

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***“Partnerships will create additional resources. These resources do not have to be financial, in fact it should be more than financial”***

Delfin Ganapin, GEF Small Grants Programme

hidden or untapped resources existing within communities and to move beyond traditional donor sources. He added that partnerships create additional resources, which are not only financial.

**Nicholas A. Shufro**, from PricewaterhouseCoopers, explained that as the largest trainer of professionals in developing countries, his company has been actively involved in promoting sustainable development, and has been directly engaged in CSD partnerships.

Mr. Shufro described a process in which governments, private sector and NGOs from the Caribbean joined forces to create White Water to Blue Water, a partnership aimed at integrated watershed management in the region. Over the first years of the partnerships, Mr. Shufro explained, they discovered several common issues that arose. A number of the organizations came to the table expecting financial resources from foreign donors and a significant part of the discussion was needed to focus on how to mobilize resources for activities.

In response, the partnership put together two detailed primers for partnerships to use. The primers provide lessons learned by partnerships, with case studies

depicting the benefits and pitfalls of different approaches.

Mr. Shufro presented a number of key questions that partnerships should ask themselves when evaluating their efforts to mobilize resources:

Does your partnership have a common goal? Have you carefully read the request for proposals? Are your priorities in line with the request? Can your business plan be adapted to the request or is it too far removed from your core objectives? Mr. Shufro explained that by focusing on these questions, partnerships can

Scenarios to the year 2050”. He mentioned that the objective of the study is to analyze and understand possible energy futures to the year 2050 identifying the role that policy actions could play to help or hinder the achievement of *Accessibility* to *affordable* modern energy services for all; *Availability* of reliable and secure energy supplies and *Acceptability* of energy services and supplies with minimal damage to environment and future welfare.

He noted that the possible policy scenarios in the study take into account



improve the efficiency of their efforts to mobilize resources. He added that sending twelve proposals to receive a single grant from one source may not be the most efficient way to invest a partnership's time or resources.

Mr. Shufro offered the advice that partnerships can benefit by looking beyond the traditional sources of financing. He added that partnerships can look for ways to engage a variety of stakeholders in their activities to maximize their outcomes.

**Dr. Robert Schock**, Director of Studies at the World Energy Council (WEC), presented an overview of one of the WEC studies focusing on the “Energy Policy

variables with degrees of Government engagement and less or more integration and/or cooperation with different actors. The study looks at the situation today in terms of derivatives in 3 timeframes, for years 2020, 2035, 2050. He indicated that other variables that are being considered address GDP growth rate; Population growth rate; Energy intensity - accelerating or decelerating; Growth rates in energy requirements and energy mix; GHG emissions - growing or declining; Supply/demand tension (oil, gas, etc.) - increasing or decreasing, and Progressing or not toward meeting the 3 A's - *accessibility*, *acceptability* and

## Mobilizing Resources: Benefits of Partnering (continued)

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***“PPP facilitates technology transfers, requiring new paradigms for governments and industry to work together ”***

Robert Schock, WEC

*availability.*

He indicated that successful partnering relies on committed Government involvement and high-levels of cooperation/integration. This is considered the desired state to achieve conditions for sustainable development and stability which produce the lowest tension in policy scenarios. He noted, however, that the dilemma is how to advance from regional to global cooperation and manage the result. Dr. Schock emphasized that without high levels of cooperation/integration, international financing and investment suffers, along with economic health. “International financing and investment . . . need stability to send consistent long-term signals to investors

while protecting the public’s interests”, Mr. Schock indicated.

He noted that when Governments and markets alone tend to get the wrong signals this has a direct impact on the engagement and commitment of investors. It is necessary for Governments to set clear ground rules to encourage more investment in terms of robust regulatory frameworks, transparency and assurance of compliance. Governments have to strike a balance between too much interference and allowing market driven decisions.

Dr. Schock highlighted the importance of Public-Private partnering in facilitating technology transfers which require new paradigms with Governments and industry working together to develop new frameworks. He also emphasizes that research, development and demonstration require more coordinated Government - industry cooperation. For further information on the study, please refer to <http://www.worldenergy.org>

## Partnerships Website Redesigned

The Partnerships Team is pleased to announce the launch of a redesigned CSD Partnerships Website in time for the opening session of the IPM Partnerships Fair.

The redesigned home page is intended to increase the visibility of active partnerships and to facilitate access to relevant information about CSD partnerships. It provides direct links to newly registered partnerships as well as to recent partnerships updates. An additional new element is a news section which links directly to recent news items posted on partnership’s websites.



**CSD Partnerships Website:**  
[www.un.org/esa/sustdev/partnerships](http://www.un.org/esa/sustdev/partnerships)

## We welcome your Feedback!

The CSD Secretariat continues to work on improving its on-line services, including the CSD Partnerships website features and the database functions, to facilitate the consideration of partnerships in CSD discussions as well as highlighting the innovative contributions of CSD partnerships.

We welcome your feedback in order to improve the quality of our services on disseminating information on CSD Partnerships, as mandated by the CSD. Please feel free to send your comments at [beyondwssd@un.org](mailto:beyondwssd@un.org).

## In the Partnerships Fair Today (Tuesday February 27)

Measuring and Reporting Contributions to Implementation:

Challenges and Lessons Learned

- Dr. Jonathan Margolis, US Special representative for Sustainable Development
- Ton Boon Von Ochssee, Ambassador for Sustainable Development, Netherlands
- Ivan Vera, Indicators for Sustainable Energy Development, IAEA

3:30 - 5:30 pm Conference Room 7