UN Public Administration Programme

Division for Public Administration and Development Management (DPADM)
UN Department of Economic and Social Affairs (UNDESA)

Intro to Good Practices for Partnerships and the 2030 Agenda

Examining Collective Impact

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UNITED NATIONS
DEPARTMENT OF ECONOMIC
AND SOCIAL AFFAIRS

Public Administration - Mission

*"make **public institutions and public administration effective, accountable, inclusive, transparent and well equipped** for realizing the Sustainable Development Goals (SDGs) and ensure that **No One is Left Behind**".*
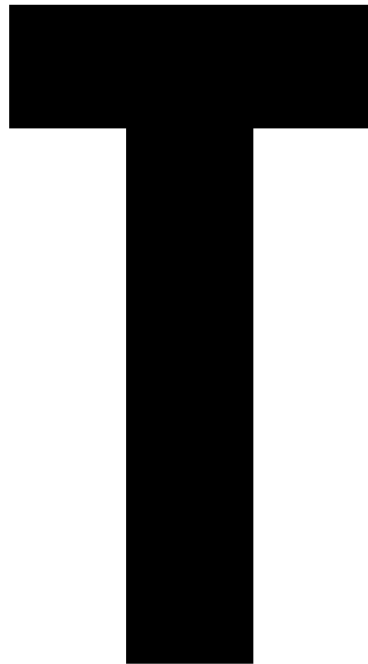
Responding to the Challenges of SDG Integration

- **Mindset** shift in public service

- **Knowledge, skills, resources, technologies – MoI**

- **"Whole-of-Government approach"**

- **"Whole-of-Society approach"**

- **Policy Coherence – Do Ministerial policies contradict?**

- **Partnerships – Collaborative mindset!**

Whole-of-Government Approach

T

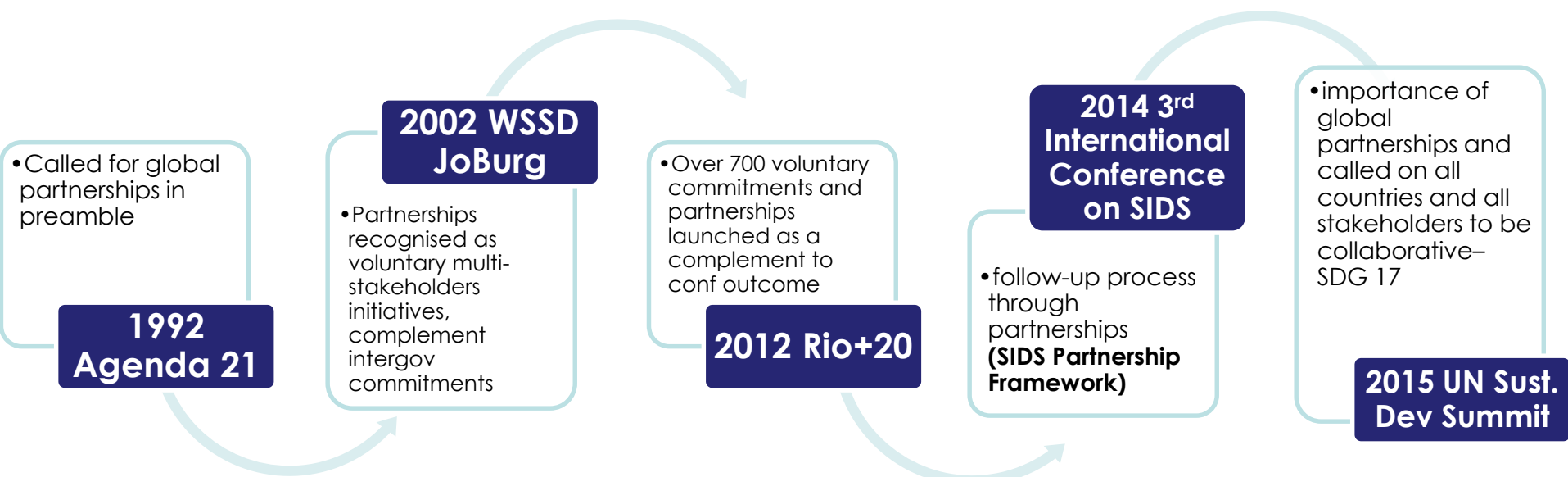Coordination and partnerships across government – Horizontal and Vertical

Whole-of-Society Approach

- ✓ **Extension** of the whole-of-government model

- ✓ Goes beyond governmental institutions **to include the roles of the private sector** and **civil society**

- ✓ **Effective Stakeholder Engagement**

Partnerships in Global Agendas

- Called for global partnerships in preamble

1992 Agenda 21

2002 WSSD JoBurg

- Partnerships recognised as voluntary multi-stakeholders initiatives, complement intergov commitments

- Over 700 voluntary commitments and partnerships launched as a complement to conf outcome

2012 Rio+20

2014 3rd International Conference on SIDS

- follow-up process through partnerships **(SIDS Partnership Framework)**

- importance of global partnerships and called on all countries and all stakeholders to be collaborative– SDG 17

2015 UN Sust. Dev Summit

SDGs are a Partnership! From MDG 8 to SDG 17!

What Makes Partnerships Work

Partnership arrangements tend to share key features:

- mutually agreed **common vision, goal** and overarching purpose;

- specific range of **concrete objectives**;

- an **agreement to cooperate** and contribute with respective strengths of involved parties for **joint problem-solving**;

- shared understanding about **the division of labour** based on individual comparative advantages;

- **pooling and [fair] exchange of resources** (human, financial or in-kind);

- **sharing** of relevant **information and knowledge**;

- integrated and/or **equal participation in decision-making**;

- forming designated **body for coordination**, cooperation, and coalition building.

PARTNERSHIP TYPES	Knowledge - Sharing 1	Standard setting 2	Consultative 3	Contributory 4	Operational 5	Strategic Alliances 6	Collaborative 7	Public-Private 8	Collective Impact Allainces 9
Key purpose:	serve as a platform to exchange knowledge and information	create voluntary standards for new or innovative industries and areas of interest	provide feedback, expertise or advice to an implementing entity	provide sponsorship or support to an imlementing entity	share the work at operational level	operate independently but engage in joint programming	jointly solve problems by pooling resources	contract between private and public entity for providing public sector servces or assets	tackle complex social problems in structured approach, collaborate across government, business, philanthropy, and NGOs
Share Information:	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Pool Resources:	No	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes
finances	No	Yes	No	Yes	?	Yes	Yes	Yes	Yes
labor	No	Yes	No	Yes	?	Yes	Yes	Yes	Yes
Create [joint] implementation body:	No	No	No	No	No*	Yes**	Yes***	Yes****	Yes*****
Establish formal joint decision-making process:	No	No	No	No	No	Yes	Yes	Yes	Yes
Share implementation risks:	No	No	No	No	Partially	Partially	Yes	Yes	Yes

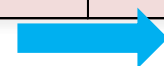* one partner implements and retains decision-making power, the others can influence

** shared or transfered decision making

*** by consesnus-building

****government-controlled decision-making body or PPP management unit

*****create decision-making body (e.g. Secretariat)

Source: DPADM/UN DESA Paper (2018). "Partnerships For Implementation of the Agenda 2030 for Sustainable Development"

Public-Private Partnerships

"**long term agreements** between the government and a private partner whereby the **private partner delivers and funds public services** using a **capital asset**, <u>**sharing associated risks**</u>. PPPs may deliver public services both with regards to **infrastructure assets** (such as bridges, roads) and **social assets** (such as hospitals, utilities, prisons)." (OECD)

However, no globally agreed definition.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

OECD Principles for PPPs

1. Establish a clear, predictable and legitimate **institutional framework** supported by **competent and well-resourced authorities**

2. Ground the selection of Public-Private Partnerships in **Value for Money**

3. Use the **budgetary process transparently** to **minimise fiscal risks** and **ensure the integrity of the procurement process**

4. **Design the risk assessment process to look at the long-term!** *(my own)*

PPP in Public Governance Frameworks

Gambia

PPP Law and applicable texts:

- **The National Public Private Partnership Policy, 2015-20**

Other applicable sector laws:

- The Gambia Public Procurement Act, 2001 (GPPA)

- The Gambia Public Procurement Regulations, 2003 (GPPR)

Vietnam

PPP Law and other applicable texts:

- **Decree on Public-Private Partnership Investment Form (Decree 15/2015)**

- Decree providing Detailed Regulations for the Implementation of A Number of Articles of the Law on Public Procurement on Selection of Investors (Decree 30/2015)

- Law on Public Investment, 2014

- Law on Public Procurement, 2013

Other applicable sectoral laws:

- Law on Construction, 2014

- Law on Management of Public Debt, 2009

Source: World Bank, 2018 and African Legal Support Facility.

Now let's look at the most effective type of partnerships

Collective Impact

- **Complex problems, Collaborative solutions**

Collective impact is defined as
"a **commitment of a group of actors** from **different sectors** to a **common agenda** for solving a <u>**specific** </u>**social problem**, using a **structured form of collaboration"**

--(Kania & Kramer)

Success factors for Collective Impact

1. **<u>Common Agenda:</u>** This implies a shared vision for the change that includes a common understanding of the problem and a joint approach to solving the problem through agreed-upon actions.
2. **<u>Shared Measurement:</u>** A shared way of measurement and reporting of the success of the initiative, with a short list of common indicators identified and used for learning and improvement.
3. **<u>Mutually Reinforcing Activities:</u>** A diverse set of stakeholders, typically across sectors, coordinate a set of differentiated activities through a mutually reinforcing plan of action.
4. **<u>Continuous Communication:</u>** All players engage in frequent and structured open communication to build trust, assure mutual objectives, and create common motivation.
5. **<u>Backbone Support:</u>** An independent, funded staff dedicated to the initiative provides ongoing support by guiding the initiative's vision and strategy, supporting aligned activities, establishing shared measurement practices, building public will, advancing policy, and mobilizing resources.

Let's Watch!

An Example – Better Cotton Initiative
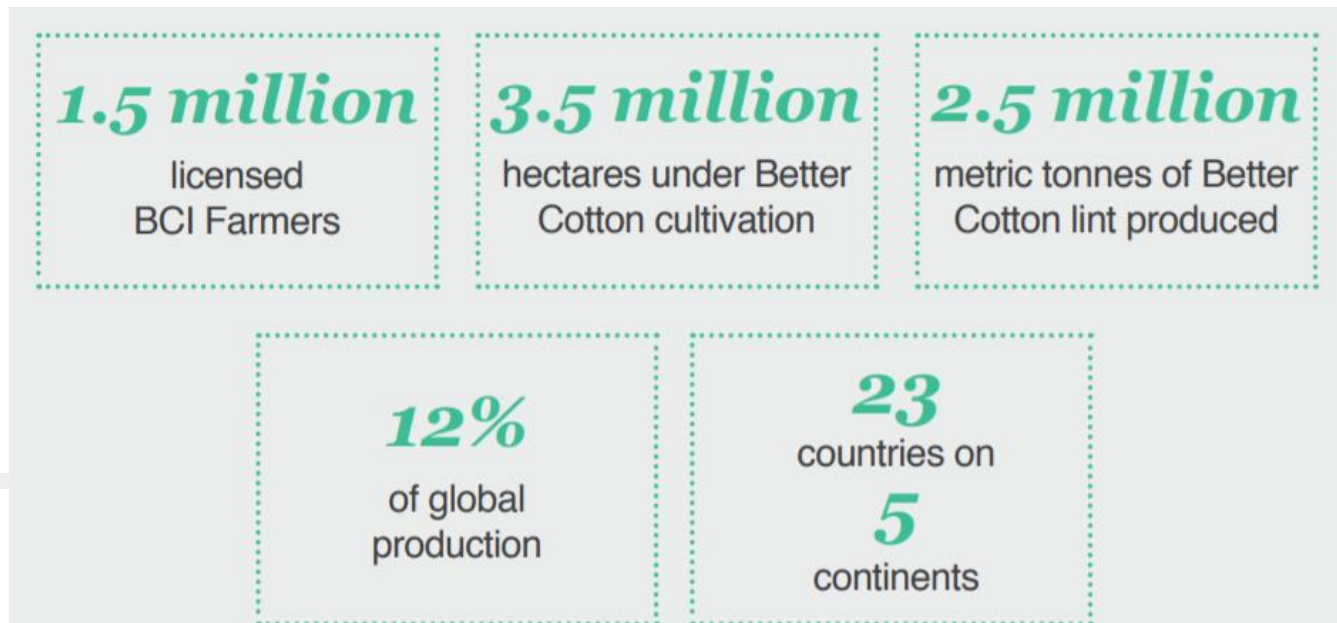

By 2020 Better Cotton is:

- 5 million farmers
- >30% of global production

An Example – Better Cotton Initiative

- **Uptake – 60% increase in 2017**.
- **Membership – 22% increase in 2017**
- **BCI Retailer and Brand Members set ambitious targets to source 100% more sustainable cotton by 2020**

1.5 million
licensed
BCI Farmers

3.5 million
hectares under Better
Cotton cultivation

2.5 million
metric tonnes of Better
Cotton lint produced

12%
of global
production

23
countries on
5
continents

Weblink: http://bit.ly/PPS2018-1

Online 22 Jun – 27 Jul 2018

Unleashing the Power of the Private Sector in Implementing the 2030 Agenda for Sustainable Development

This course introduces participants to the different types of private sector entities and demonstrates how strategically engaging with these entities can help implement the 2030 Agenda for Sustainable Development. It introduces participants to tools to identify common objectives to create shared value and emphasises the importance of mitigating risk. The course also reinforces the need for participants to advocate for placing sustainable development at the core of businesses and investing.

#Sustainable Development #online #Up to 2 months

Follow up

- **UNCITRAL for PPP laws http://www.uncitral.org/uncitral/en/commission/colloquia/public-private-partnerships-2017.html**
- **UN Office of Partnerships (UNOP) serves as a gateway for collaboration between the private sector, foundations and the UN system http://www.un.org/partnerships/about.html**
- **Partnerships for SDGs online platform https://sustainabledevelopment.un.org/partnerships/about**

Questions?

Thank you!

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Group work - updated challenge

1. Using the 5 essentials of the Collective Impact model for partnerships, divide into groups and identify a key initiative, problem or area that is a priority in the country or context of one of your colleagues. This should be an issue that can assist in achieving the SDGs.

2. As a next step, develop a Collective Impact model identifying the roles of all stakeholders addressing this issue using the 5 essentials.

3. Your group will then present the issue, why and how it was chosen and the collective model you have set up to tackle this issue in the country.

4. If you wish to chose an issue that has already been tackled through a collective impact approach in the country that is great too!

Let's Discuss Examples!

Common Agenda
- Keeps all parties moving towards the same goal

Common Progress Measures
- Measures that get to the TRUE outcome

Mutually Reinforcing Activities
- Each expertise is leveraged as part of the overall

Communications
- This allows a culture of collaboration

Backbone Organization
- Takes on the role of managing collaboration

Source: Collaboration for Impact, 2018