



WHAT WILL IT TAKE TO MAKE “TYPE 2” PARTNERSHIPS FOR IMPLEMENTATION WORK?

DISCUSSION PAPER – DRAFT FOR COMMENT

This paper gives an overview of some key issues relating to the proposed “Type 2” WSSD partnerships for implementation. It is based on informal discussions with key stakeholders at the WSSD PrepCom IV in Bali, and on the discussions held at the Royal Institute of International Affairs’ Side Event on Type 2 Outcomes, which was held on Thursday 30th May, 2002. RIIA’s previous paper on Type II outcomes can be accessed at www.riia.org or from fanny.calder@dial.pipex.com.

1. Partnerships and WSSD:

1.1 What are multi-stakeholder partnerships?

Multi-stakeholder partnerships are groupings of stakeholders from governments, IGOs, civil society groups and businesses who come together to create change. Successful partnerships can and have been initiated by all the different stakeholder groups, have been organised at local, national, regional and global levels, and have been used for a wide range of purposes. Examples of multistakeholder partnerships that are being used to tackle major global issues include the UN AIDS Drugs Initiative, the Global Alliance on Vaccines and Immunisation; the Consultative Group on International Agricultural Research and the Global Water Partnership.

1.2 Why does the WSSD process need partnerships?

Implementation is a complex process The implementation of sustainable development will need a huge range of specific actions to be taken by many different organisations and individuals. The actions needed vary widely between different countries, localities and parts of global and national economies. Partnerships can play a key role in identifying and implementing the specific actions that are needed at a global, regional and national level.

Implementation will need to involve a very wide range of actors Networks provide an excellent mechanism for engaging the wide range of actors that will be needed to deliver sustainable development, and for helping to influence their actions and obtain their commitment to change.

Implementation needs more resources Through developing a robust analysis of the actions that are needed to deliver sustainable development, multistakeholder partnerships have the potential to play a key role in making the case for additional donor funding for sustainable development. They can also help leverage new private sector

investment into sustainable development, through creating strong partnerships between public and private actors and can encourage actors to channel additional non-financial resources into sustainable development. In addition they can ensure that existing resources are used efficiently.

Implementation needs coordination and replication At present, potential synergies between the actions to promote sustainable development that are taken by governmental, intergovernmental, business and civil society organisations are often not exploited, and successful sustainable development initiatives are frequently not being replicated. Partnerships can play a key role in bringing actors together to identify synergies, and can develop and implement strategies for replicating successful initiatives.

A “Global Deal” on implementation needs to be a different sort of deal A deal on implementation needs to be different in nature to a deal on targets, norms or legal frameworks. Governments alone do not have sufficient resources or powers to achieve sustainable development on their own. Partnerships have the potential to go beyond the generality of negotiated text to identify the concrete actions that all relevant stakeholders will need to take to fulfil the commitments that will be made at Johannesburg. The partnership approach also has the potential to bring non-governmental stakeholders to the table at the Summit to make their own commitments to action.

The politics need to change The international politics of sustainable development are currently hampered by the stalemate between North and South over the failure to implement Agenda 21 and other commitments. Introducing a new, cooperative partnership approach and bringing new stakeholders to the table could help move the politics on to a new era of cooperation and innovation.

1.3 What should WSSD partnerships do?

In order to deliver on their potential, WSSD partnerships should bring together stakeholders from government, intergovernmental organisations, business and other civil society groups to identify synergies between their existing work-streams, and to develop and implement shared action plans for delivering on the commitments made at Johannesburg. These action plans should:

- Have clear objectives;
- Identify indicators against which progress can be measured;
- Identify the different actions that government, businesses, IGOs and civil society groups need to take individually to deliver on the partnership’s objectives;
- Identify strategies for enabling the different partners to work together to deliver on the partnerships objectives;
- Enable all partners to go further in implementing the Johannesburg commitments than they could if working alone, or only with their own stakeholder group
- Leverage additional (financial and non-financial) resources into the process of implementing Johannesburg agreements.

2. What will it take to make “Type 2” partnerships work?

Clear guidelines and a transparent, credible selection process;

Extensive debate already going on in MSD and informal sessions;

Key issues:

Need for final decision on guidelines by end of Prep-Com to give stakeholders confidence in developing partnerships;

Need to be clear and credible but allow flexibility (good partnerships come in many different shapes and forms);

Ensuring genuine participation by a wide range of stakeholders (as equal partners) may be the best way to address credibility concerns (strengthen multistakeholder criteria?);

Selection process must be credible (perhaps managed by high-level multistakeholder group?) - decision on this needed at Bali?

Strong participation from wide range of stakeholders, all of whom should feel ownership of the partnership objectives and plans;

The fundamental purpose of the proposed partnerships for implementation is to bring together stakeholders from developing and developed country governments, Intergovernmental Organisations (IGOs), businesses and other major groups in order to develop and implement joint plans of action. However, at present, there are a worrying number of Type 2 outcomes that are being designed by developed country governments and intergovernmental organisations, with very little participation from developing countries, businesses and other non-governmental stakeholders. This is very likely to weaken both the credibility of the partnerships (as developing country governments, businesses etc. are unlikely to stand up at WSSD and announce their support for partnerships that they have not been properly involved in designing) and their effectiveness (as they will lack the analysis, commitment and resources that other stakeholders can contribute).

All stakeholders involved in developing Type 2 partnerships should therefore actively engage developing country and non-governmental stakeholders in the development of Type 2 partnerships in the run up to Johannesburg. Ideally this should be done both by a process of individual consultation, and through holding partnership meetings, where all potential partners can come together to discuss and agree partnership objectives and workplans. Strategies for engaging high-level stakeholders (e.g. Heads of State, CEOs, Heads of Civil Society Organisations) also need to be developed rapidly.

Trusted facilitation

Trusted, neutral facilitators have the potential to play a key role in ensuring the successful development of WSSD partnerships. Facilitators can:

- Help balance the interests of different stakeholders;
- Help find and build on common ground between stakeholders;
- Design partnership processes;
- Build trust between stakeholders, and in the partnership process itself

Facilitators can be provided by organisations within the partnership, or by other “neutral” bodies, however they must be trusted and endorsed by all parties (and have the right

skills). Identifying facilitators should be a priority for all stakeholders engaged in developing partnerships for WSSD. There may be a role for UN bodies to play in facilitating larger partnerships.

Funding

Partnerships will need seed funding for design process (e.g. for travel, research etc. and to help partners with less resources to participate). Donors should be closely involved in design phase, to build ownership and ensure that partnership “fits” their existing funding approaches. For funding and other reasons, partnerships should have strong linkages to country-led strategies for sustainable development.

Providing large amounts of money to partnerships up-front may be counter-productive, as one of the key benefits of partnership is the ability to make more efficient use of existing resources, and to bring in new resources (both financial and other resources). Donor funding for partnerships should therefore be for the marginal cost of implementing partnership plans of action.

Funders can also play a role in ensuring that the implementation plans developed by partnerships are genuinely shared by all partners, by only committing to fund partnership implementation plans once these have been agreed by all partners

A clear framework to help make linkages between Type 1 and Type 2 outcomes, and between Type 2 outcomes on similar issues

If Type 2 partnerships are going to play a key role in delivering Johannesburg commitments, there is a need to:

- Build a bridge between very general Type 1 commitments, and the detailed, concrete work that partnerships should carry out;
- Enable T2s on similar issues to relate to one another and to existing work being done by donors and others;
- Enable the international community to identify “gaps” and initiate new partnerships to fill them.

These issues could be addressed by developing shared informally developed frameworks for action, which would add more detail to Bali/Johannesburg commitments. Key issues here include ensuring ownership of such frameworks, and how this informal process can best be taken forward, both between Bali and Johannesburg, and after the Summit itself.

Strong linkages between international “Type 2” partnerships and existing country-led sustainable development processes

There is a potential conflict between donors’ commitment to country-led processes, and the largely sectoral, international nature of the proposed Type 2 partnerships. This needs to be addressed by:

- Ensuring that partnerships have strong linkages with country led sustainable development planning processes;

- Ensuring that partnerships do not impose particular solutions, but rather focus on developing solutions in partnership with country-level stakeholders;
- Identifying simple strategies and/or mechanisms to enable recipient countries to engage with international partnerships.

A robust, credible follow-up process

A strong follow-up process is needed, which should:

- Require individual partnerships to report on progress, and provide strong guidance on how reporting should be carried out;
- Enable partnerships addressing similar issues to coordinate their work, share best practice, explore potential synergies and avoid duplication;
- Enable governments, IGOs and other stakeholders to identify gaps in implementing Johannesburg commitments;
- Act as a catalyst for the development of new partnerships to address such gaps;
- Be strongly multi-stakeholder in nature;
- Help keep high-level stakeholders engaged and committed to the partnerships

Steering groups made up of representatives from the individual partnerships could manage the co-ordination of “clusters” of partnerships on similar issues. These steering groups could also be responsible for developing “frameworks for action” for Type 2s to relate to, ensuring linkages between partnerships and other relevant processes, and for assessing progress towards delivering Johannesburg commitments.

One option would be to give the role of coordination and assessment to the CSD. Steering groups could report to the Multistakeholder meetings of the CSD, which would then be responsible for making recommendations on additional action needed to the governmental segment of the CSD, or to EcoSoc. More detailed discussions need to be held on these issues as soon as possible. These discussions should be initiated at Bali, and taken forward (in a transparent manner) in between Bali and Johannesburg

3. Conclusions

The WSSD process needs partnerships because:

- Implementation is a complex process;
- Implementation needs to involve a very wide range of actors;
- Implementation needs more resources;
- Implementation needs coordination and replication;
- A “Global Deal” on implementation needs to be a different sort of deal;
- The politics need to change.

WSSD Partnerships should:

Bring together stakeholders from government, intergovernmental organisations, business and other civil society groups to develop and implement shared action plans for delivering on the commitments made at Johannesburg. The action plans should:

- Have clear objectives;
- Identify indicators against which progress can be measured;
- Identify the different actions that government, businesses, IGOs and civil society groups need to take individually to deliver on the partnership's objectives;
- Develop strategies to enable partners to work together to meet the challenge of sustainable development;
- Enable all partners to go further than they could if working alone;
- Bring new resources into sustainable development.

What it will take to make “Type 2” partnerships work:

- Clear guidelines and a transparent, credible selection process;
- Strong participation from wide range of stakeholders, all of whom should feel ownership of the partnership objectives and plans;
- Trusted facilitation;
- Funding (initially “seed” funding for design process);
- Clear frameworks to help make linkages between Type I and Type 2 outcomes, and between Type 2 outcomes on similar issues;
- Strong linkages between international T2 partnerships and existing country-led processes;
- A strong process of follow-up, including clear reporting guidelines, assessment of progress made in delivering Johannesburg commitments, coordination of Type 2s on similar issues, and the identification of areas in which there is a need for new or additional partnership activity.