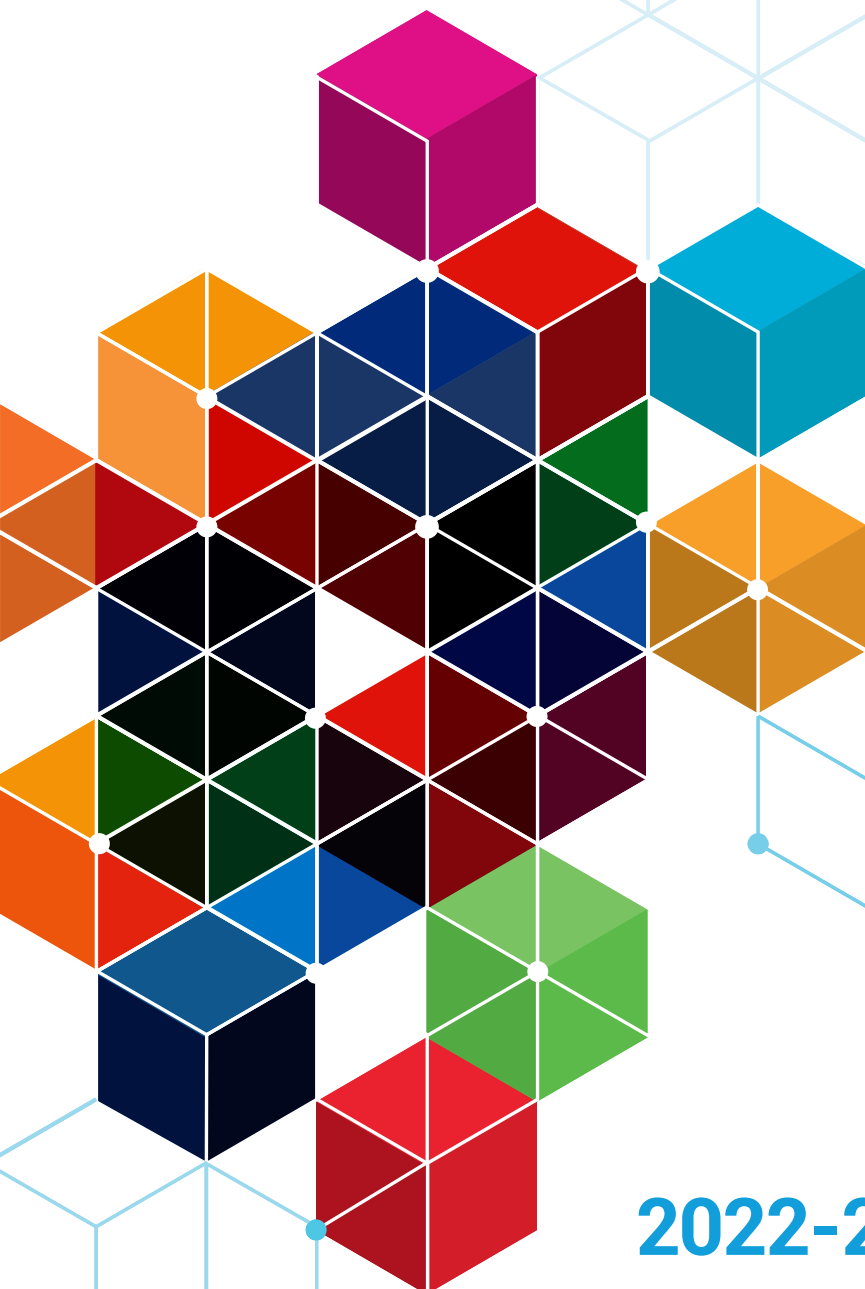
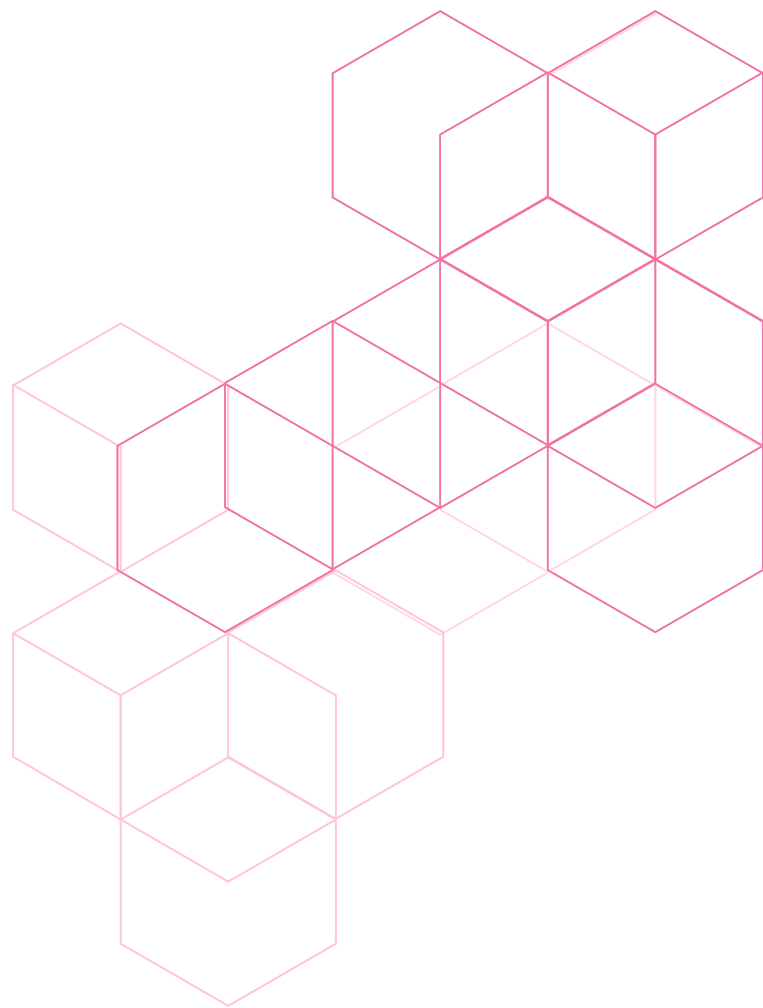


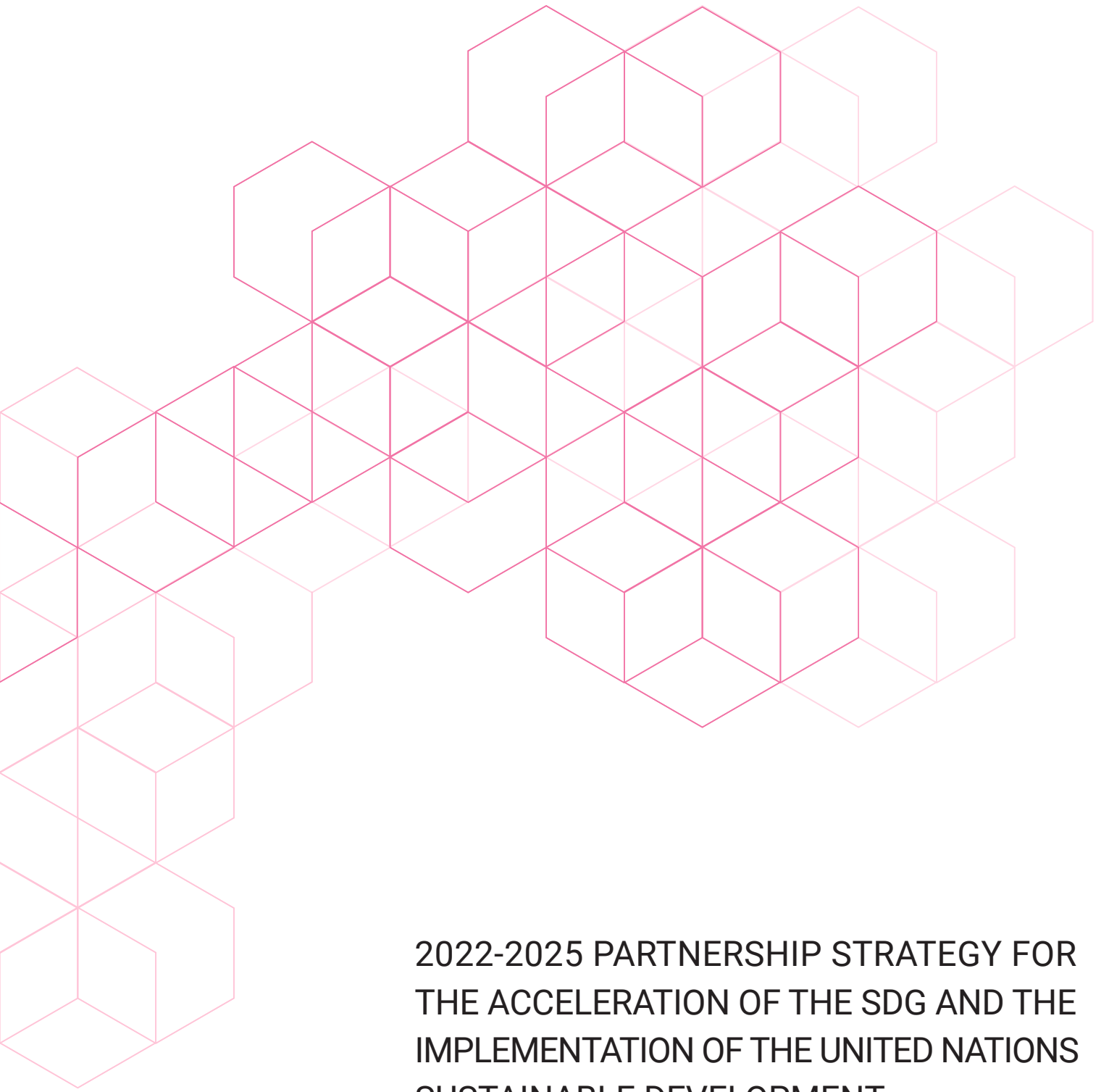


**UNITED NATIONS
MEXICO**



2022-2025 PARTNERSHIP STRATEGY





**2022-2025 PARTNERSHIP STRATEGY FOR
THE ACCELERATION OF THE SDG AND THE
IMPLEMENTATION OF THE UNITED NATIONS
SUSTAINABLE DEVELOPMENT
COOPERATION FRAMEWORK FOR MEXICO
(UNSDCF) 2020-2025**

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Resident Coordinator's Office of the United Nations System in Mexico.
Montes Urales 440, Col. Lomas de Chapultepec, Miguel Hidalgo, C.P. 11000, Ciudad de México, Mexico.

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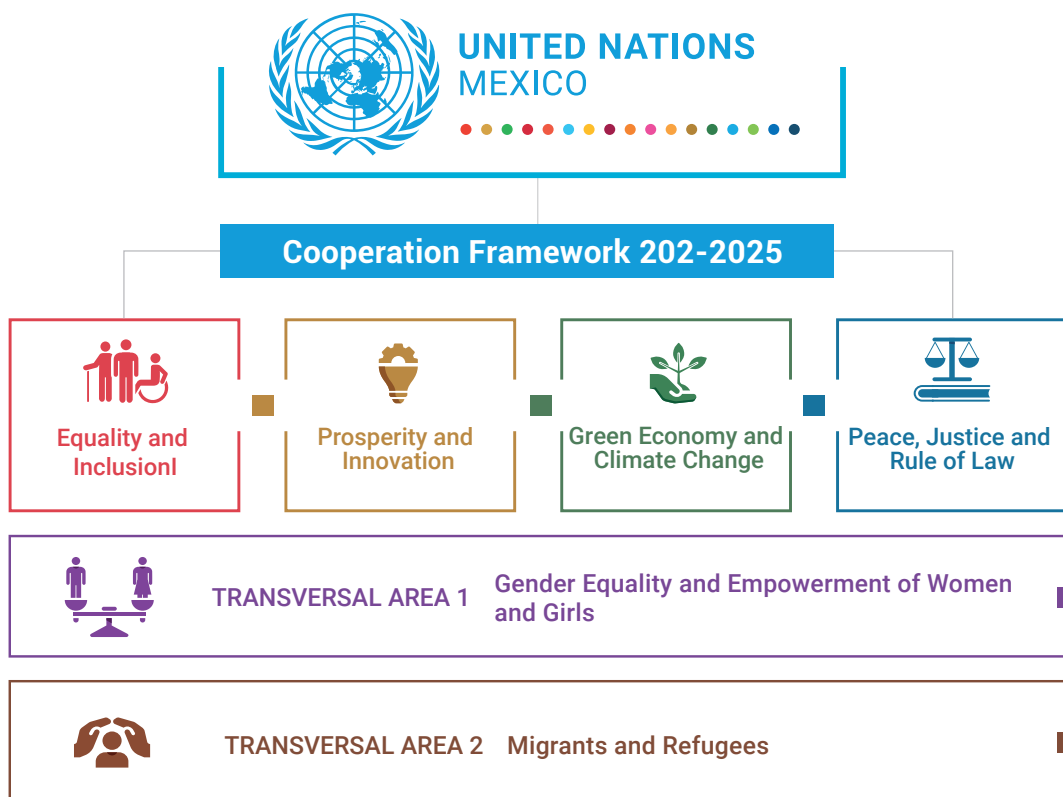
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Ilustración 1. Alineación de la Estrategia de Alianzas 2021-2025



I. Conceptual Framework

PARTNERSHIPS FOR SUSTAINABLE DEVELOPMENT

1.1. Definition

The UN defines partnerships for sustainable development as:

Multi-stakeholder initiatives undertaken voluntarily by governments, intergovernmental organizations, and other stakeholders, whose efforts *contribute to the fulfillment of globally agreed development goals and commitments*².

In this context, multi-stakeholder partnerships for the SDGs are:

A *collaborative relationship between organizations and stakeholders of different types*, aligning their interests around a common vision, combining their complementary resources and competencies, and sharing risk to *maximize value creation towards the SDGs* and benefit each of its constituent parties³.




Figure 1. Forms of Partnerships for the SDGs



1.2. Types of Partnerships⁴

This broad definition includes a basic typology of multi-stakeholder partnerships, according to their objective, focus, and value creation.

Table 1. Basic typology of multi-stakeholder partnerships

1. Leverage/Exchange 	2. Combine/Integrate 	3. Transform 
<p>Objective</p> <p>One partner contributes to the work of another, or the partners exchange resources of all kinds, which benefit each party and enable them to make a greater or better impact on development.</p>	<p>Objective</p> <p>Two or more partners combine similar or complementary resources to achieve a more effective, efficient, innovative and larger-scale impact.</p>	<p>Objective</p> <p>Multiple stakeholders work together in collective action to address complex challenges through system transformation.</p>
<p>Approach</p> <ul style="list-style-type: none"> ■ Negotiation to maximize benefits for both parties. ■ One-way transfer or reciprocal exchange of skills, knowledge and/or financial resources. 	<p>Approach</p> <ul style="list-style-type: none"> ■ Creative dialogue between the parties. ■ Co-creation of innovative solutions and approaches. ■ Complementarity of resources. ■ Mutual accountability. ■ Together, partners can offer more than the sum of their parts. 	<p>Approach</p> <ul style="list-style-type: none"> ■ Multi-stakeholder and multi-sector dialogue ■ Involvement and mobilization of all key stakeholders for the transformation of the system. ■ Together, partners serve as leverage to drive systemic transformations that could not be achieved by a single stakeholder.
<p>Value Creation</p> <ul style="list-style-type: none"> ■ Organizational 	<p>Value Creation</p> <ul style="list-style-type: none"> ■ Mission ■ Organizational 	<p>Value Creation</p> <ul style="list-style-type: none"> ■ Mission ■ Organizational

Source: The Partnering Initiative and UNDESA (2019), *Maximizing the impact of partnerships for SDGs. A practical guide to partnership creation*, P. 9.

In this sense, typology 1, which, for example, includes partnerships for capacity building, provides significant value for the acceleration of the SDGs. However, the partnerships with the greatest impact are those of typology 2 and 3, i.e., those in which partners combine or integrate their essential or complementary resources for the purpose of making a better, more effective, and innovative impact or transforming the system.

1.3. Quality of Partnerships ⁵

The quality of partnerships is intrinsically related to the level of involvement of the parties involved. Stakeholder engagement practices in a partnership may be robust in some respects, but weak in others, which consequently affects the level of commitment and the effectiveness of the partnership in creating value.

UNDESA and UNDP developed an analytical framework globally to measure the quality of stakeholder engagement in an SDG partnership, based on three key principles and six dimensions incorporated in a cross-cutting manner in the 2030 Agenda and the SDGs, especially SDG 16.

Inclusion:



Extent to which dedicated efforts are made to meaningfully and non-discriminatorily include diverse stakeholders, particularly those left behind.

No-discrimination: consists of the act of involving stakeholders in an equitable and fair manner, without discrimination of any kind, and ensuring that the most vulnerable groups are represented.

Accessibility: the way in which 1) access to a particular practice is ensured in terms of location and presentation of information to be used effectively by a diverse range of people, and 2) the safety of the most vulnerable groups, which broadly includes the universal accessibility approach to enable people with disabilities to participate without difficulty.

Participation:



Consists of the degree to which the practice provides the necessary information to stakeholders to effectively engage and present solutions. Participation provides opportunities to influence decision making.

Acceso a la información: availability of information. Refers to data and information made available to stakeholders through partnership channels, with sufficient time and clear opportunity for stakeholders to consult with the groups they represent and prepare for participation or involvement.

Influence in decision making: the openness to allow stakeholders to provide input, actively participate, and present their views in decision-making processes. It also refers to



openness in explaining how the substantive contributions of the stakeholders have influenced the results of the partnership.

Accountability:



The degree to which the practice implementer is transparent and accountable to stakeholders. This includes ensuring that necessary information is available on the process related to the partnership and that opportunities for feedback are addressed.

Transparency: this refers to the availability of information on partnership processes, which means that the development and steps taken in relation to a specific practice can be followed by all stakeholders and the media, based on effective internal and external communication mechanisms.

Responsibility: the receipt of feedback, including complaints, on how the engagement process reflects the principles of inclusion, participation, and accountability, as well as the availability and ability to correct deficiencies, e.g., by adapting the process.

1.4. Effectiveness Factors

Evidence⁶ shows that partnerships that consider the following elements of effectiveness consolidate the creation of value and mutual benefit for the partners involved.



Adaptability. Each location faces its own social, environmental, and economic challenges; therefore, it is essential that the parties have a thorough understanding of and adapt the partnership to the needs and opportunities offered by the context, including the territorial scale. While multi-stakeholder partnerships are key to accelerating the SDGs, it is important to consider that they are not necessarily appropriate in all circumstances, contexts, or territories.



Flexibility. Flexibility is one of the most important factors in responding quickly and effectively to crises or emergency situations through partnerships. Simplification and acceleration of processes, without sacrificing accountability and transparency, allow partnerships to be better positioned to respond in short time frames and in adverse contexts to multiple, diverse and growing demands, with a lower operating cost and greater focus on results. Flexibility has been an enabler in the formation and effectiveness of partnerships to respond to COVID-19⁷.



Scalability. A scalable partnership is one that makes the joint project or initiative gradually increase its impact and influence, while promoting its growth and viability in doing so. It can also be interpreted as one whose results and effectiveness allow it to scale the level of commitment and involvement of its parties.



Measurability. To understand the degree of impact of a partnership, it must be quantifiable. To this end, the parties must first clearly establish the objectives of the partnership, update them if necessary, and establish associated indicators to follow up and monitor its results.

1.5. Partnership and Liaison Types

There are various types of partnership and liaison and their nomenclature may vary depending on the organization, but in general terms, the following converge:

Framework Partnerships. These partnerships are generally between two parties and are designed, from the outset, with a formalized governance structure that allows different types and levels of commitment for the implementation of joint actions in different areas, with the aim of achieving multiple results.

Types of Liaison

- Framework agreement
- Memorandum of understanding
- Collaboration agreement
- Letter of commitment



Implementation Partnerships. These are partnerships established between two or more parties for a short period of time, based on a specific project or program. They are aimed at implementing technical assistance, capacity building, evidence generation, knowledge management, and service provision, including South-South and triangular cooperation initiatives, to achieve specific results.

Types of Liaison

- Cooperation/Co-financing agreement
- Project Document
- Memorandum of understanding
- Letter of commitment



Advocacy and Awareness Partnerships. These are generally multi-stakeholder partnerships, not necessarily formal, aimed at drawing attention to or bringing specific issues to the center of public discussion to promote new perspectives, encourage change, and/or build public awareness or support.

Types of Liaison

- Memorandum of understanding
- Terms of Reference



Knowledge Generation Partnerships. These are generally, although not exclusively, formal partnerships with government institutions responsible for the production, use, and dissemination of data, statistics, and evidence, with academia, civil society organizations, or think-tanks, aimed at producing technical knowledge, conducting applied/innovative research, and even public policy analysis on key and emerging aspects of sustainable development

Types of Liaison

- Memorandum of understanding
- Terms of Reference



Liaison Partnerships. These are formal partnerships that do not necessarily have a governance structure. They focus on maintaining dialogue, interlocution, consultation, and commitment among stakeholders, and can lead to the implementation of specific activities, as well as promoting the exchange of knowledge, experiences, and best practices.

Types of Liaison

- Terms of Reference
- Structured and regular meetings



Convening Partnerships. This is the most basic type of partnership. It brings together and coordinates different stakeholders and sectors in the conversation. In most cases, it is a non-formal partnership, with no particular governance structure, although committees or working groups may be established to coordinate dialogue and/or particular activities.

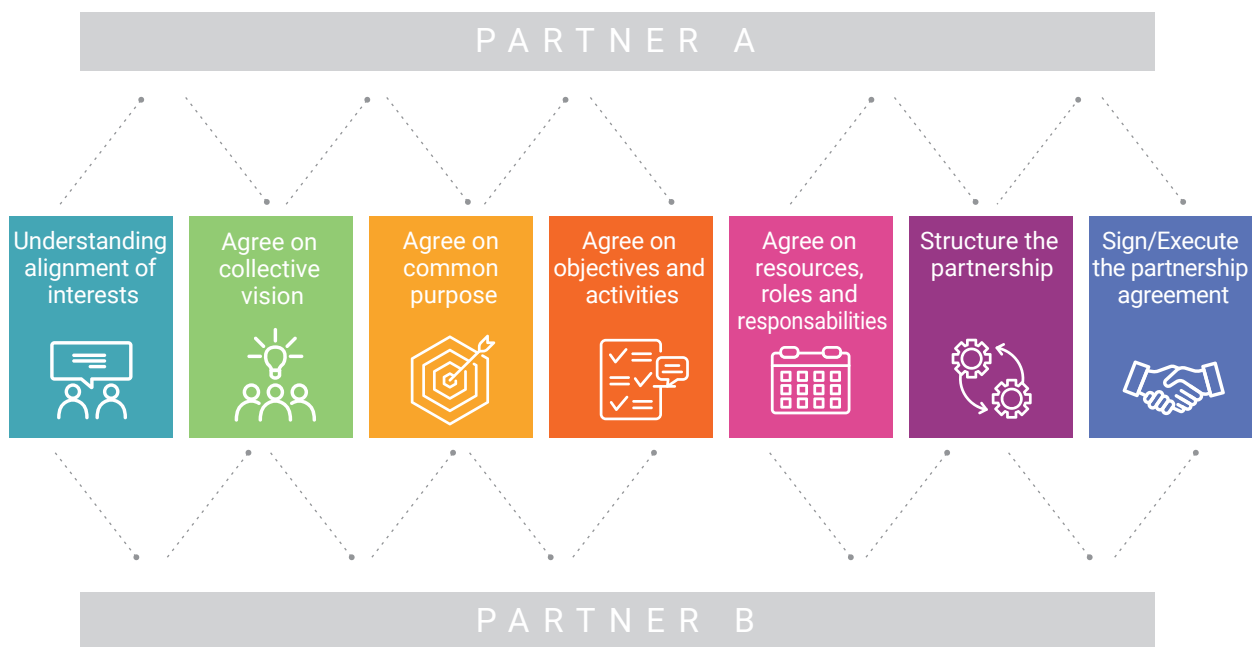
Types of Liaison

- Dialogue tables
- Workshops
- Inquiries
- Ad hoc meetings



and b) the individual path of each partner to initiate the partnership with confidence. Each path should focus on maximizing the value creation of the partnership, both collectively and individually for all parties; therefore, it is crucial to conceive potential partners as allies/friends, strategic part of the project/intervention and central stakeholders in the construction of the partnership, and not only as providers of complementary resources.

Figure 3. Strategic Partnership Building



Ideally, partners should internally assess the value, risks, and implications of the potential partnership along their individual path (see **Appendix 4**). This analysis will provide clarity and inform the decision to decline participation, to continue with confidence and formalize the partnership, or to request additional information or negotiate other details to continue the process.

The negotiation of the partnership is a co-creative process, in which the partners present their interests and expectations, and identify the routes for joint work, providing additional and significant value towards the collective objectives of the partnership, as well as greater value for

the organization and the other stakeholders involved. Therefore, the strategic construction of the partnership is based on a collective exercise of how to make "the largest pie" to produce the greatest possible value for all. The form of negotiation to achieve the above is called "value maximization".

Table 2. Negotiation Methods for Partnership Creation

	Adversarial	Interest-Based	Value Maximization
Goal	Maximize value for the organization at the expense of the other partner. Win-Loss	Ensure that the parties in the negotiation obtain sufficient value to satisfy their interests. Minimum gain for all parties	Maximize the added value and collaborative advantage of the partnership, along with the value gained by all parties Maximum gain - Maximum impact
Approach	Individual interest	Stated interests of all parties	Collaborative advantage of the partnership, along with the broad set of interests of the partners to whom the partnership can contribute.
Style	Argumentative	Conversations and consultation	Co-creation and collective brainstorming
Effect	Negative effect on partner relations	Positive effect on partner relations	High positive impact on partner relations

Source: adapted from The Partnering Initiative and UNDESA (2020), p. 22

3 Management and Maintenance

This stage represents the implementation of the partnership in accordance with the shared definition of the solutions, as well as the division of roles and responsibilities that allow the mutual benefit of synergies. The governance, operational, and management structures of the partnership are established, as well as decision-making mechanisms that promote a balance of power among the partners. Also, a clear system of monitoring, resources (financial and non-financial), and accountability for the delivery of partnership results is created.

There are four essential elements to effective partnership management:

1) Effective project/intervention management: the project/intervention should focus on contributing to the creation of the expected collective value developed in the partnership planning phase. Indicators that measure collaborative advantage and maximization of partnership value should be monitored periodically in order to correct course when the partnership deviates from the path it has set.

2) Strong relationship management: in addition to ensuring the level of trust, listening to the views of partners and allies, and maintaining the quality of the partnership's working relationships, it is essential to ensure that the partners involved in the partnership obtain the expected individual value.


3) Continuous iteration and adaptation: a well-managed partnership includes a culture and process of review and iteration, starting from the modest and then adjusting, adapting, and expanding, based on experience and new knowledge gained throughout its implementation and management.

4) Effective communication: communication plays a key role in almost every aspect of an effective partnership, whatever the type, meaning or scope of the partnership. Partnerships bring people and organizations from different backgrounds, sectors, and organizational cultures together. Therefore, it is essential that the partners ensure appropriate communication channels at the different levels of the partnership (internal, external, formal, and informal), as well as mechanisms for resolving potential problems and facilitating the flow of information in a transparent and effective manner.

4 | 5 Review and Assessment

During the partnership, it is essential to regularly monitor and map the progress of common objectives, and promptly and collectively identify good practices and lessons learned for adaptive management.

At this stage, the effectiveness, efficiency, and impact of the partnership are reviewed and assessed to determine whether an adaptation should be considered, or whether it is time to exit, renegotiate, or maintain the partnership. Regardless of the direction of the partnership, it is important to understand the value created collectively, as well as the benefits obtained individually by each of the partners. Therefore, it is advisable to review the quality of the partnership based on the UNDESA and UNDP analytical framework (see **Appendix 5**), and to assess the experience, identifying lessons learned, good practices, and recommendations for the future.



academia, international organizations and donors. However, the public sector prevails as the main ally, therefore providing an opportunity and a need to diversify and broaden the base of partnerships with stakeholders from other sectors.

- From a collective vision, the added value of the UNS lies, among other factors, in its proven capacity as a catalyst and strategic bridge to facilitate collaboration, inclusive dialogue, and partnerships between stakeholders and sectors, and thus advance priority issues for the achievement of the SDGs. A clear example of this collective added value was the multi-stakeholder and multi-sector consultations aimed at integrating the Cooperation Framework.
- In addition, the agencies are recognized as key stakeholders with the experience, expertise, methodologies and best practices, as well as the capacities to provide and make available to national and local counterparts appropriate, high-level technical support to address the country's sustainable development challenges and accelerate the achievement of the SDGs. The added value is also related to the independence, impartiality, transparency, legitimacy and autonomy that characterize the UNS's work.
- In compliance with the UN Reform, joint programmatic and operational work has been gradually strengthened, although there are naturally areas for improvement that continue to be addressed. This has made it possible to identify synergies in the initiatives, enhance the complementarity of the agencies, generate partnerships with stakeholders and sectors, and mobilize financial resources for their implementation. Current interagency initiatives show the benefits, as well as the challenges, of moving towards a more coherent and integrated joint working strategy, built on interagency collaboration and the generation of multi-stakeholder and multi-sector partnerships to achieve collective results.
- Interagency coordination, through the work of the institutionalized interagency spaces, with the support of the RCO, has allowed progress to be made in dialogue and joint technical reflection with the intention of generating solid and strategic contributions for making decisions on regulatory, operational, programmatic and cross-cutting aspects. This process will be strengthened with the establishment of the Programmatic Cooperation Framework Forum, as the inter-agency coordination body for implementing the Cooperation Framework and its related processes, including the UNS's dialogue with counterparts, partners and allies on the Cooperation Framework and general issues of the 2030 Agenda. For its part, the creation of the Interagency Network of Partnerships and Financing for Development (RIAFD) is considered by several agencies as a success that will contribute to the implementation of a collective and articulated approach for managing partnerships and mobilizing resources at the interagency level.

Lessons Learned

In 2020, the UNS identified several lessons learned related to partnership management and financing for sustainable development, which feed into the *rationale* of the Partnership Strategy:

- Strengthening interagency dialogue with counterparts, partners, allies, and donors to identify common challenges and establish partnerships aimed at co-creating innovative multi-sector and multi-stakeholder solutions will allow the UNS to develop coordinated strategies that maximize the results of its support to the country.
- Working in coordination and with a collective vision enhances the effort and broadens the UNS's action framework for managing partnerships. Working with well-defined frameworks and understanding the collective pathways is necessary to broaden the framework of action of partnerships aimed at implementing the Cooperation Framework.
- Addressing areas of opportunity based on sound and clear criteria in order to accelerate partnerships and resource mobilization is critical to more efficiently allocate inter-agency funding windows.
- Scaling up financing and joint resource mobilization is a key challenge for implementing the Cooperation Framework. Strategies that allow for full, predictable and sustainable funding of joint actions must be developed in order to meet the growing demands, including those resulting from the pandemic.
- Partnerships must be fostered, working closely with counterparts and building trust, which will result in strategic projects, to create partnerships that lead to mobilization.

3.3. Expected Results

The implementation of the strategy will provide the UNS with:

- Strengthened strategic partnerships through the use of *collective intelligence* procedures and practices.
- Innovative mechanisms strengthened and implemented, with the purpose of promoting liaison, dialogue and relationship with all sustainable development stakeholders, generating inclusive appropriation of the Cooperation Framework.
- Strengthened and efficient collaboration between agencies to achieve complementarity where opportunities exist, building bridges between stakeholders and sectors, and mobilizing financial and non-financial resources.

3.4. Scope

Target Stakeholders

The strategy prioritizes the collective involvement of the UNS with public sector stakeholders at the federal and local levels, the private sector, civil society, academia, the public, private and international financial sector, donors and international cooperation agencies working in Mexico, as well as Country Teams in the region. This prioritization of stakeholders and sectors is a guideline for implementing the strategy, which should be reviewed, expanded, and/or adjusted over the course of its implementation.

3.5. Guiding Principles¹³

All partnerships referred to in this Strategy should be managed and structured considering the following collective principles:

- 1 Alignment with UN Objectives.** Partnerships should focus on advancing the UN goals and objectives set out in the global development agendas, with an emphasis on the 2030 Agenda and the SDGs to Leave No One Behind. Partnerships should be aligned with the Cooperation Framework.
- 2 Inclusion.** The partnerships established by the UNS should include the meaningful participation of diverse stakeholders, such as decision-makers, duty bearers and rights holders, communities and traditionally excluded groups, in an accessible and non-discriminatory manner, leaving no one behind in their composition.

- 
- 3 Participation.** The UNS should provide stakeholders with the necessary information to effectively engage in the partnership and offer opportunities to provide inputs, present solutions, and influence the processes and/or decision-making mechanisms established in the partnerships, favoring national and/or local ownership of the stakeholders involved in them, based on inclusive, democratic and transparent collaborative relationships.
 - 4 Transparency.** Collaboration with all development stakeholders should be transparent, and information on the nature and scope of the partnership should be communicated publicly through a variety of channels, such as press releases, the UNS or agency website or social media. The development of transparent, democratic governance structures with clear roles and accountability, the establishment of measurable objectives and a robust monitoring and review framework reinforce the transparency of the partnership.
 - 5 Complementarity.** The UNS will build or strengthen partnerships on the analysis and basis of complementing or enhancing existing partnerships based on their added value. Provided a common vision is maintained, the diversity of mandates across the UNS will be considered an asset on which to build collective value creation and complement the contributions of other stakeholders.
 - 6 Sustainability.** Partnerships will seek models that address systemic problems through comprehensive solutions that support federal, state and municipal governments and other stakeholders to focus on sustainable, replicable, and transformative long-term outcomes.
 - 7 Integrity, Independence and Impartiality.** Engagement with all development stakeholders should ensure that the UNS remains impartial and maintains its integrity and independence.
 - 8 Non-exclusivity.** UNS partnerships may not provide exclusivity or unfair advantage, nor imply endorsement or preference of any type of organization, company, product or service. Competitive advantages resulting from a partnership become unfair when the inclusion of other potential players is eliminated or unduly restricted.
 - 9 Due Diligence.** Partnerships between the UNS and the private sector, civil society, and other stakeholders should follow, as a reference, the common principles of due diligence developed by the UNSDG¹⁴.
 - 10 Focus on Results.** Partnerships should be results-oriented in scope, execution and coordination. To contribute to the implementation of the Cooperation Framework, as well as accelerate progress in achieving the SDGs, partnerships should prioritize actions that maximize the value creation and impact, in quality and scale, resulting from their collaborative advantage.

11 Co-responsibility. All partnerships should clearly detail stakeholder expectations, roles, and responsibilities. This understanding must be built jointly and clearly established in terms of involvement, partnership types, and type of association. Partnerships should also include measures or considerations to prevent and manage potential conflicts of interest, both at the individual and organizational levels.

12 Efficacy. Partnerships should serve to increase the effectiveness of actions and make better use of financial and non-financial resources, contributing to the inclusive implementation of the Cooperation Framework, and with it, the acceleration of the SDGs.

3.6. Pillars of Intervention and Courses of Action.

The strategy proposes a collective roadmap within the framework of three pillars of intervention, whose courses of action complement each other to achieve the proposed objectives, and contemplate the participation of interagency mechanisms at different levels.



and the exchange of information among colleagues to strengthen the common basis of understanding and decision-making to build effective partnerships based on shared experience and learning.

Courses of Action

- 1.1. Implement, with the support of the *2030 Agenda Partnership Accelerator*, a course-workshop on partnerships for SDG acceleration, with emphasis on the creation and management of multi-stakeholder and multi-sector partnerships. This will allow the creation of a group of instructors from the UNS staff, responsible for replicating the knowledge and promoting the implementation of this strategy.
- 1.2. Socialize with agencies and interagency mechanisms the exogenous opportunities for capacity building/online courses on partnerships for sustainable development.
- 1.3. Create a digital repository to house information, materials, tools and resources on partnerships for sustainable development that is accessible to agencies and/or interagency mechanisms.
- 1.4. Organize virtual interagency sessions to exchange information, best practices and lessons learned in partnership management.
- 1.5. Document good practices, lessons learned, and recommendations on partnerships for sustainable development.



Interagency Coordination

The interagency spaces, in addition to informing the Country Team, allow for communication, dialogue, and collaboration between agencies, which in many cases has led to partnerships for the implementation of joint initiatives (not necessarily programmatic) that have been catalogued as good practices. The above reveals the need to strengthen inter-agency work and coordination with intelligence practices and procedures to make consistent and informed decisions on the selection of partners, the added value and collaborative advantage that the UNS can offer to the partnership, the partnership type and the most appropriate type of liaison, as well as the review of the quality of existing partnerships for adaptive management.



Courses of Action

- 1.6. Strengthen RIAFD to improve coherence, coordination, and interagency collaboration on partnerships and financing for development, in support of the Programmatic Forum of the Cooperation Framework.
- 1.7. Conduct systematic stakeholder analysis (stakeholder mapping, influence-interest assessment, risk analysis) to identify potential partners and/or partnership opportunities that impact the priority areas of the Cooperation Framework.
- 1.8. Identify the specific added value/collaborative advantage that the UNS can offer to counterparts, partners and allies, to accelerate the SDGs, in line with the priority areas of the Cooperation Framework.
- 1.9. Agree on partnership objectives, actions, outcomes and indicators in interagency planning, in line with the Partnership Strategy.



Effective Communication

Effective public communication on the nature of the UNS, the Cooperation Framework, the meaning and scope of its work in Mexico and, in particular, on the results achieved, help to create a positive environment that favors the generation of partnerships and the effective mobilization of resources, and to channel exogenous demand from a more programmatic vision towards the direct effects of the Cooperation Framework. Therefore, it is essential to innovate how to communicate the work of the UNS, through a greater use of technologies and attractive, friendly, and accessible communicational knowledge products, in which counterparts, partners, and allies, as well as the general public, find the footprint of the UNS in Mexico in a single place, including the strategic partnerships it has established to implement the Cooperation Framework with emphasis on the acceleration of the SDGs.

Courses of Action

- 1.10. Ensure the alignment and complementarity of the Partnership Strategy and the Communication Strategy to strengthen the communication and public information of the UNS in terms of partnerships, through innovative and practical

communication resources, including storytelling, systematization of success stories and best practices, as well as infographics, with clear and accessible messages for all people, in addition to the generation of materials and definition of common messages.



Dialogue, Collaboration and Partnerships among Country Teams

The ability of Country Teams to better address challenges in the area of borders and territories is a key element of UN Reform. In the case of Central America, social, political and environmental changes in Mexico's neighboring countries are exerting pressure on the country's development areas, especially in the areas of migration, human mobility due to violence and climate change mitigation, to which is now added the impact of the socioeconomic effects of the pandemic.

Although the Country Teams of Central America and Mexico have recently held periodic meetings to discuss various topics, the Country Team's 2021 strategic planning retreat highlighted the need to improve coordination, coherence and collaboration among them, in order to face common challenges together, and with a collective strategic vision through effective partnerships.

Courses of Action

- 1.11. Conduct a strategic analysis to inform the UNCT on the feasibility of institutionalizing a formal mechanism for policy dialogue, technical collaboration, and interagency coordination between the UNCTs of Mexico and Central America.
- 1.12. Promote reflection and the exchange of experiences, lessons learned, and best practices in the area of partnerships among LAC UNCTs.



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Pillar II. Partnership Management by Sector and Stakeholder



Sustainable development stakeholders add value and complement the work of the UNS for the acceleration of the SDGs, whether as counterparts, partners or allies of the Cooperation Framework. The following section identifies the key sectors and stakeholders with whom the UNS needs to promote, build, strengthen, and sustain strategic partnerships in a more structured manner, from a collective vision, with a clearer territorial focus, and with appropriate methods and types of liaisons, with the purpose, meaning, and scope of the partnership.



Public Sector, Federal Level

National Council for the 2030 Agenda

The Government of Mexico relaunched the National Council for the 2030 Agenda in 2019, which currently has six technical working committees , four of which are thematic in nature, with which the participation and interlocution of UNS agencies has so far been inconsistent. In 2021, the Executive Secretariat of the National Council for the 2030 Agenda became the responsibility of the Ministry of Economy. Consequently, it is essential for the UNS to proactively strengthen its presence and influence as a bloc in the highest coordinating body for implementing the 2030 Agenda.

Courses of Action

- 2.1. Promote joint and regular dialogue of the Country Team with the Executive Secretariat of the National Council for the 2030 Agenda and the Directorate of the 2030 Agenda for Sustainable Development. This will allow exploring priorities, issues of mutual interest, opportunities for joint work, as well as the mobilization of partnerships and resources in a collaborative manner, to accelerate the SDGs.

Federal Public Administration (APF)

Various APF agencies are the main counterparts of the agencies, funds, and programs. However, the UNS in Mexico must evaluate the challenges of partnerships with this stakeholder, considering the political cycles, the context aggravated by the effects of the pandemic, and the consequent reduction of public budgets directed to key government programs for sustainable development. Also, the changes in leadership and technical teams that have taken/are taking place in some public agencies and institutions should be taken into account. In view of this scenario, a structured approach to dialogue with the APF must be redesigned, allowing the UNS to dialogue as a single front to escalate commitments, generate strategic partnerships, and mobilize financial and non-financial resources towards priority areas and key issues for Mexico's sustainable development.

Courses of Action

- 2.2. Conduct strategic analyses of the APF to identify the degree to which agencies have influence, impact, leverage, and interest in the priority areas/outcomes of the Cooperation Framework, and to determine where significant collective advocacy is required to turn an agency with high influence but low interest into a potential partner, or where capacity building is required to turn an agency with interest but low influence into a stronger partner.
- 2.3. Establish a communication channel for high-level policy dialogue between the UNCT and APF units leading key issues/agendas to implement the SDGs.
- 2.4. Promote technical-interagency-intersectoral dialogue with the APF on strategic issues to ensure policy coherence, in alignment with the priority areas and direct effects of the Cooperation Framework.
- 2.5. Explore opportunities for joint partnerships with APF units aimed at integrated support to accelerate the SDGs and achieve transformative recovery from the COVID-19 crisis.

Congreso de la Unión (Congress)

The legislative branch has taken great strides to promote initiatives that can support the creation of partnerships and generate positive conditions for the ecosystem. Both the Senate and the Chamber of Representatives have established special mechanisms to align their own working committees to the SDGs. In August 2020, the Legislative Strategy for the 2030 Agenda was presented, the product of a multi-stakeholder effort that establishes a roadmap for legislative work, identifies areas of opportunity in federal legislation to accelerate the SDGs, and proposes timely and catalytic legislative additions and reforms.

Some individual agencies have established strategic partnerships with both chambers to advance specific legislative reforms, and several agencies have collaborated jointly to promote legal reforms on priority issues. However, an atomized approach has prevailed in the liaison, dialogue, and collaboration with this stakeholder. The UNS must evaluate the legislative scenarios, considering the reconfiguration of political forces and the change of authorities in the Chamber of Representatives, as well as its possible impact on the priorities of the Senate as the chamber of origin and reviewer.

Courses of Action

- 2.6. Conduct strategic analysis of relevant legislative committees of the Senate and the Chamber of Representatives to identify key stakeholders, priorities, synergies, common interests and inform the UNS's articulated approach and joint dialogue, to explore partnership opportunities and drive legislative reforms aimed at accelerating the SDGs.
- 2.7. Analyze synergies with the Legislative Strategy for the 2030 Agenda and evaluate opportunities for partnership with other stakeholders (GIZ, SDSN) to promote a strategic legislative agenda for the 2021-2024 period, aimed at accelerating the SDGs with priorities, deadlines, and measurable indicators for their implementation.



Public Sector, Local Level

State and Municipal Dialogue, Consultation, and Coordination Mechanisms

From a federalist vision, there are instances or forums for dialogue, agreement and exchange that promote coordination among the states, and between them and the federation, with the aim of favoring agreements and implementing public policies

that have an impact on the development of Mexico from their respective spheres of competence, such as the National Commission of Superior Courts of Justice of the United Mexican States (CONATRIB), the National Conference of Governors (CONAGO), the Federalist Alliance, the National Conference of Municipalities of Mexico (CONAMM) or the National Federation of Municipalities of Mexico (FENAMM), which groups the country's municipalities and whose objectives include promoting initiatives that address the problems and needs of municipal governments.

These structures, as collegiate bodies that bring together institutions and state and municipal governments from different parties, become key players and potential allies for the territorial implementation of the Cooperation Framework. Therefore, it is essential that the UNS begins informed approaches that promote structured dialogue to explore collective opportunities for joint work, such as capacity building.

Courses of Action

- 2.8. Conduct strategic analysis of state and municipal collegiate mechanisms to identify key stakeholders, priorities, synergies, common interests, and inform the UNCT of the opportunities and risks of an articulated approach, joint dialogue, and exploration of partnerships with these structures.

State and Municipal Governments

Currently, the 32 states and more than 300 municipalities have 2030 Agenda Follow-up and Implementation Bodies (OSI), although their level of commitment, operation, structure, and participation of stakeholders and sectors is heterogeneous. The alignment of state development plans with the 2030 Agenda is also asymmetric and, so far, only 3% of the country's municipalities (80) have developed a budget aligned with the SDGs.

In this context, the spaces for work and collaboration opening up with state and municipal governments are a clear opportunity for advocacy in local government planning processes, as well as the mobilization of partnerships and resources to comply with the 2030 Agenda. At the 2021 Country Team retreat, the need for the UNS to adopt a more strategic territorial approach in its dialogue, liaison, and management of partnerships with local stakeholders was raised, in order to enhance its collective added value and allow it to work as a single front to position agendas, escalate commitments, offer its services, and provide integrated support with an impact on the acceleration of the SDGs and the inclusive and sustainable recovery from the COVID-19 pandemic.

Courses of Action

- 2.13. Conduct a comprehensive private sector analysis (stakeholder mapping, influence and interest assessment, and risk analysis) to identify the critical group of companies, foundations, and business organizations with interests aligned with those of the Cooperation Framework and with whom the UNS should manage joint outreach.
- 2.14. Establish a formal liaison mechanism between the UNS and the private sector to serve as a platform for dialogue, consultation, exchange of information and development of synergies on relevant, priority issues of common interest, with an impact on the acceleration and financing of the SDGs²¹.
- 2.15. Promote the technical dialogue of the Results Groups with the Global Compact Network to identify synergies between the Cooperation Framework and the Global Compact Strategy 2021-2023, and promote a collaboration agenda with strategic elements for joint action.



Academia

Universities, research centers, and technological institutions play a leading role in supporting and fulfilling the 2030 Agenda, and are increasingly coordinating, aligning their strategies, and participating in networks and partnerships for the cocreation of solutions with an impact on the SDGs. Universities are natural partners of the UNS agencies for the generation of evidence-based knowledge, so there are solid and long-standing partnerships and well-established links. From a collective standpoint, opportunities exist to engage in joint dialogue with academia through its most important networks and platforms.

Courses of Action

- 2.16. Promote joint actions with ANUIES to mobilize knowledge, stimulate research, and enhance the participation of the academic and scientific community in strategic areas of the Cooperation Framework and in key issues to accelerate the SDGs.
- 2.17. Promote dialogue, liaison, and closer coordination with professional and student associations. This will allow the identification of synergies in priority issues for joint action, as well as the creation of knowledge and debate on certain topics.

- 2.18. Promote the liaison and coordination of the UNS with SDSN Mexico to identify synergies in priority issues for joint action. This liaison and coordination can take place in a more structured manner through the Results Groups, the RIAFD, and other formal interagency spaces with common scopes.



Civil Society

Civil society plays a strategic role in advancing the 2030 Agenda and the SDGs, and is one of the most important sectors with which agencies, funds, and programs work, whether as implementing partners, allies in joint initiatives, or beneficiaries of programs and projects. The inclusive construction of the Cooperation Framework showed the benefits, opportunities, and also the demand from CSOs for structured spaces for dialogue and consultation between the UNS and civil society to address issues of mutual interest and gradually escalate to other types of partnerships. Furthermore, the Decade of Action places special emphasis on mobilizing all people, particularly youth, as agents of change and key stakeholders to accelerate the SDGs.

Courses of Action

- 2.19. Conduct a value, benefit, and risk analysis to inform the feasibility of establishing a UNS Civil Society Advisory Group as a platform for structured dialogue, consultation, and information sharing on the issues prioritized in the Cooperation Framework. This will allow for the development of collaborative actions for the positioning of issues, joint advocacy strategies, the creation of information, education, and communication materials, legislative advocacy, etc.²²
- 2.20. Manage the SDSN Youth Mexico joint dialogue to identify synergies and opportunities for joint actions to invite and involve youth in the knowledge, implementation, and follow-up of the Cooperation Framework.



Public, Private and Multilateral Financial Sector

In addition to policy expertise, economic analysis and knowledge products, financial institutions - public, private, and multilateral - provide significant development resources and strengthen partnerships between public, private and social

stakeholders. This is very important, as some of the major transformations for sustainable development require large investments and the mobilization of additional financial resources. However, the UNS in Mexico has had little involvement with the financial sector, and a very limited number of agencies have managed to establish partnerships with financial institutions.

Líneas de acción

- 2.21. Manage the rapprochement of the UNS with the CESF²³ Sustainable Finance Committee to foster dialogue, discussion, and joint analysis on the major challenges, opportunities, and work of the UNS on sustainable finance to accelerate the SDGs in Mexico.
- 2.22. Conduct a strategic analysis of public, private, and international financial institutions (stakeholder mapping, influence, and interest assessment, and risk analysis) to identify the critical group of stakeholders that share interests with the Cooperation Framework, and inform the UNS with whom it could approach and explore opportunities for joint work.
- 2.23. Promote meetings between the UNS and private banks/foundations and banking organizations to explore partnership opportunities and resource mobilization, in line with the joint programmatic portfolio.
- 2.24. Strengthen the liaison/Promote outreach with international and regional financial institutions with work and priorities in Mexico on issues related to the Cooperation Framework and financing to accelerate the SDGs.



Donors and International Cooperation Agencies

Mexico is a *hub* for development cooperation and home to major donors and international cooperation agencies, many of which maintain strategic partnerships with various UNS agencies²⁴. However, the level of commitment and participation of these stakeholders as part of partnerships to accelerate the SDGs is uneven, resulting in a lack of coherence and coordination between the different initiatives based on aid effectiveness principles. The structured dialogue and coordination of the UNS with donors and cooperating partners in Mexico can increase the possibilities of aligning efforts, bringing potential partners on board and increasing funding opportunities for the joint programmatic portfolio.



Courses of Action

- 2.25. Conduct a strategic mapping of international cooperation in Mexico (mapping of stakeholders, assessment of influence, and interests) to identify donors (traditional and non-traditional) and cooperating partners with country strategies/programs aligned with the 2030 Agenda and/or that share interests and priorities with the Cooperation Framework.
- 2.26. Promote joint meetings of the UNS and donors/cooperators to offer opportunities for partnerships and resource mobilization on specific issues, in line with the joint programmatic portfolio.
- 2.27. Conduct a value, implications, and risk analysis to inform the feasibility of promoting the creation of a space/mechanism for dialogue, reflection, and information exchange between donors and cooperants in Mexico to accelerate the SDGs. This mechanism would aim to increase the coordination, coherence, and impact of international cooperation to accelerate the SDGs in Mexico, in light of the principles of aid effectiveness and in accordance with the Decade of Action.



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Pillar III. Multi-stakeholder and Multi-sector Partnership Management



Multi-stakeholder and multi-sector partnerships focused on priority areas and key issues for sustainable development have proven to be an effective mechanism to achieve a greater impact in the fulfillment of the SDGs from an integral and systemic point of view. Multi-stakeholder partnerships have been crucial in responding collaboratively and innovatively to the growing challenges of the pandemic. In general, multi-stakeholder and multi-sector partnerships in which UNS agencies participate or lead tend to robustly and effectively identify their contribution to the achievement of the SDGs²⁵.

The following are the scenarios and mechanisms through which the UNS will enhance its collective added value, as well as its role as a catalyst and strategic bridge between stakeholders and sectors to build and strengthen multi-stakeholder and multi-sector partnerships with an emphasis on accelerating the SDGs.



Inclusive Dialogue

The diagnosis of partnerships (see summary in Appendix 2) showed the need to strengthen the partnership ecosystem based on an inclusive dialogue between stakeholders and sectors on the main challenges and problems of sustainable development in Mexico. The Cooperation Framework is a platform to unify efforts



and identify collaborative solutions to accelerate progress in SDG implementation, based on collaboration, joint work and multi-stakeholder and multi-sector partnerships. The UNS, based on its proven experience and capacity as a catalyst and strategic bridge, can maximize its collective added value and enable enabling environments that support collaboration and dialogue, in a neutral space, among diverse stakeholders and sectors, in order to analyze complex problems, identify and co-create solutions, and mobilize resources from a systemic approach.

Courses of Action

- 3.1. Identify and select relevant topics prioritized in the Cooperation Framework that require dialogue and exchange among multiple stakeholders and sectors.

- Promote multi-stakeholder and multi-sector dialogue roundtables on selected topics. *The implementation of the various courses of action of Pillars I and II facilitates the execution of the multi-stakeholder and multi-sector roundtables, in terms of the identification of key stakeholders.
- 3.2.

- Strengthen the capacities and competencies of sustainable development stakeholders and sectors in terms of multi-stakeholder and multi-sector partnerships. This course of action can be implemented within the framework of the multi-stakeholder and multi-sector dialogue roundtables to be established, with the support of *UNDESA's 2030 Partnership Accelerator*.
- 3.3.

- Promote spaces for the exchange of experiences and success stories of multi-stakeholder and multi-sector partnerships to accelerate the SDGs at the local level.
- 3.4.



Programmatic interagency partnerships

A core part of the comprehensive approach proposed by the Cooperation Framework is the optimization of efforts and resources in interventions and initiatives in which the UNS can achieve complementarity, favor multi-sector and multi-stakeholder partnerships, mobilize financial resources, and maximize the impact of its actions and initiatives from a collective standpoint. Since the UN

Reform, the UNS is in a transition stage towards a more efficient joint work that combines programmatic and operational efforts to optimize the use of resources and better contribute to national efforts to achieve the SDGs. The joint mobilization of resources in competitive funds is thus becoming a practice that should gradually increase. However, this requires investing primarily human and financial resources in the development of solid and innovative proposals with differentiating elements that maximize value creation through multi-stakeholder and multi-sector partnerships, allowing Mexico to be selected to receive resources for joint programming as an upper-middle-income country.

Courses of Action

- 3.5. Review the quality of existing programmatic partnerships according to the analytical framework developed by UNDESA and UNDP to measure stakeholder engagement, identify good practices and lessons learned, inform adaptive management, and/or issue recommendations.
- 3.6. Identify systemic issues/innovative topics requiring synergy/complementarity among agencies, and determine the added value/collaborative advantage the UNS would offer to counterparts, partners, and allies.
- 3.7. Strengthen interagency coordination to design comprehensive projects with a focus on collective results, based on the identification of priorities and joint negotiation with counterparts and donors, and oriented toward policy coherence for sustainable development.
- 3.8. Develop a joint portfolio/program portfolio based on the interagency proposals that did not benefit to direct resource mobilization and support existing efforts as part of an overall programmatic approach.



Partnership Platforms

SDG acceleration platforms are an effective and innovative tool for strengthening multi-stakeholder and multi-sector engagement to advance sustainable development from a collaborative vision, optimizing the efforts and resources of

constituent parties in key and catalytic areas. Accordingly, the RCO, in collaboration with UNDESA's *2030 Partnership Accelerator*, held the Mexico Partnership Forum: Sustainable Territories, Cities and Communities. The Forum will serve to strengthen and scale multi-stakeholder and multi-sector engagement; promote common understanding of the added value of partnerships to accelerate the SDGs; share experiences, success stories, and best practices of existing partnerships; serve as a platform to launch new partnerships; and explore how the UNS and the Government of Mexico can create the enabling conditions that support collaboration for the country's sustainable development.

There are also areas of opportunity for the UNS to support and get involved in other platforms already underway/under construction, such as the SDG 2030 Local Action Platform, which will allow for the exploration of multi-stakeholder and multi-sector partnerships with an emphasis on accelerating the SDGs at the territorial level.

Courses of Action

- 3.9. Support the implementation and follow up on the results and agreements stemming from the Mexico Partnership Forum with *UNDESA's 2030 Partnership Accelerator*.
- 3.10. Contribute to the *SDG 2030 Local Action Platform*, an initiative promoted by the Tec de Monterrey, with the support of GIZ and the accompaniment of UN Mexico. The platform will be an online space containing information on tools for the implementation of the 2030 Agenda and the mapping of sustainable development stakeholders in Mexico. This will enable the exploration of multi-stakeholder and multi-sector partnerships to achieve the SDGs.

IV. Implementation

The Partnership Strategy involves the participation of interagency mechanisms for its implementation at three levels of action: leadership and high-level political dialogue; technical dialogue and collaboration; and interagency coordination.

Given that this is the first partnership strategy with an inter-agency approach, the operation of various courses of action is initially planned on a "pilot" basis, which will allow the extraction of lessons learned and good practices for analysis and adaptive decision making.

The strategy is based on the use of digital and face-to-face technologies in the courses of action that require it.

An indicative action plan (**Appendix 1**) is proposed for the operation of the strategy, establishing the entities responsible, the human resources required, and the execution timeframe.

The Strategy also includes several tools, such as annexes to guide the UNS, especially in the implementation of *intelligence* actions.

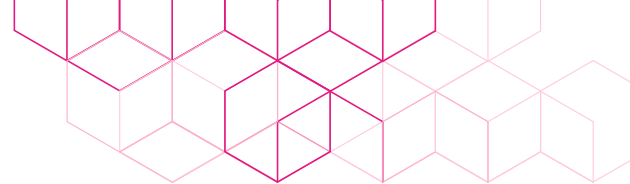
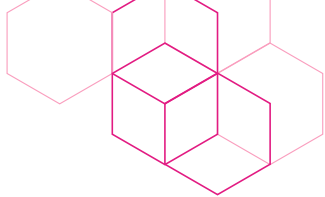


Acronyms

AECID	Spanish Agency for International Development Cooperation
2030 Agenda	2030 Agenda for Sustainable Development
ANUIES	National Association of Universities and Institutions of Higher Education
APF	Federal Public Administration
BANXICO	Bank of Mexico
BID	Inter-American Development Bank
WB	World Bank
CCA	<i>Common Country Assessment</i>
CCE	Business Coordinating Council
CESF	Financial System Stability Council
CAF	Development Bank of Latin America
IFC	International Finance Corporation
CONAGO	National Governors' Conference
CONCAMIN	Confederation of Industrial Chambers of the United Mexican States
COPARMEX	Confederation of Employers of the Mexican Republic
2030 National Strategy	National Strategy for the implementation of the 2030 Agenda in Mexico. No one left behind: for the good of all, the poor come first, care for the environment and an inclusive economy.
Results Group	2020-2025 Cooperation Framework Results Groups
GIG	UNS Interagency Gender Group
GIZ	German Cooperation Agency (German acronym)
GTMA	UNS Task Force on Migration and Asylum
JICA	Japan International Cooperation Agency
Cooperation Framework	United Nations Cooperation Framework for the Sustainable Development of the United Mexican States 2020-2025
NORAD	Norwegian Agency for Development Cooperation
RCO	Resident Coordinator Office
SDG	Sustainable Development Goals
UN	United Nations
OPR	Office of the Presidency of the Republic
CSO	Civil Society Organizations


PDI	El Salvador-Guatemala-Honduras-Mexico Comprehensive Development Plan
Covid19 Plan	Socioeconomic Response Plan to Covid19 of the UNS in Mexico
RIAFD	Interagency Network of Partnerships and Financing for Development
SDSN Mexico	United Nations Sustainable Development Solutions Network Mexico
SDSN Youth Mexico	United Nations Sustainable Development Solutions Network-Youth
SHCP	Ministry of Finance and Public Credit
SIDA	Swedish International Development Cooperation Agency
UNS	United Nations System in Mexico
UNDESA	United Nations Department of Economic and Social Affairs
UE	European Union
USAID	United States Agency for International Development

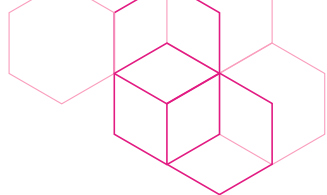




Appendix I.

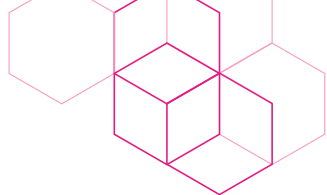
Indicative Action Plan for the Implementation of the 2022-2025 Partnership Strategy

Courses of Action	Entity Staff responsible	Y	E	A	R
		22	23	24	25
Pillar I. Organizational Culture for Partnership Management					
Capacity Building					
1.1. Implement, with the support of the <i>2030 Agenda Partnership Accelerator</i> , a course-workshop on partnerships to accelerate the SDGs, with emphasis on the creation and management of multi-stakeholder and multi-sector partnerships. This will allow the creation of a group of instructors from the <i>UNS staff</i> , responsible for replicating the knowledge and promoting the implementation of this strategy.	RCO RIAFD				
1.2. Socialize with agencies and interagency mechanisms the exogenous opportunities for capacity building/online courses on partnerships for sustainable development.	RCO				
1.3. Create a digital repository to house information, materials, tools and resources on partnerships for sustainable development that is accessible to agencies and/or interagency mechanisms.	RCO RIAFD				
1.4. Organize virtual interagency sessions to exchange information, best practices and lessons learned in partnership management.	RCO RIAFD Personal interested				
1.5. Document good practices, lessons learned, and recommendations on partnerships for sustainable development.	Interagency mechanisms				
Interagency Coordination					
1.6. Strengthen RIAFD to improve coherence, coordination, and interagency collaboration on partnerships and financing for development.	RIAFD				

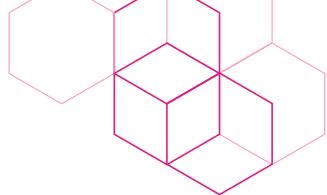



Courses of Action	Entity Staff responsible	Y	E	A	R
		22	23	24	25
Pillar I. Organizational Culture for Partnership Management					
Interagency Coordination					
1.7. Conduct systematic stakeholder analysis (stakeholder mapping, influence-interest assessment, risk analysis) to identify potential partners and/or partnership opportunities that impact the priority areas of the Cooperation Framework.	Results Group Interagency groups Thematic TFs Interested agencies				
1.8. Identify the specific added value/collaborative advantage that the UNS can offer to counterparts, partners and allies, to accelerate the SDGs, in line with the priority areas of the Cooperation Framework.	Results Group				
1.9. Agree on partnership objectives, actions, outcomes and indicators in interagency planning, in line with the Partnership Strategy.	UNCT Results Group Interagency groups Thematic TFs				
Effective Communication					
1.10. Ensure the alignment and complementarity of the Partnership Strategy and the Communication Strategy to strengthen the communication and public information of the UNS in terms of partnerships, through innovative and practical communication resources, including storytelling /success stories, systematization of success stories, and best practices, as well as infographics, with clear and accessible messages for all people, in addition to the generation of materials and definition of common messages.	UNCG RCO and RIAFD consulting				
Dialogue, Collaboration and Partnerships among Country Teams					
1.11. Conduct a strategic analysis to inform on the feasibility of institutionalizing a formal mechanism for policy dialogue, technical collaboration, and interagency coordination between the UNCTs of Mexico and Central America.	RCO With advice from RIAFD and Results Group				
1.12. Promote reflection and the exchange of experiences, lessons learned, and best practices in the area of partnerships among LAC UNCTs.	RCO				

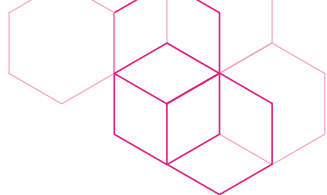




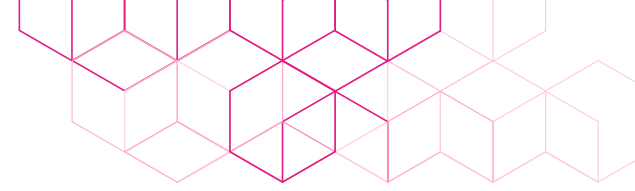
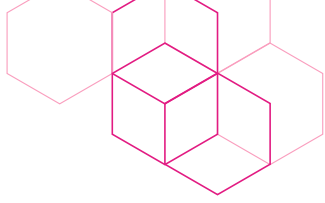
Courses of Action	Entity Staff responsible	Y E A R			
		22	23	24	25
Pillar II. Partnership Management by Sector and Stakeholder					
Public Sector, Federal Level					
Agenda 2030 National Council					
2.1. Promote joint and regular dialogue of the Country Team with the Executive Secretariat of the National Council for the 2030 Agenda and the Directorate of the 2030 Agenda for Sustainable Development. This will allow exploring priorities, issues of mutual interest, opportunities for joint work, as well as the mobilization of partnerships and resources in a collaborative manner, to accelerate the SDGs.	OCR UNCT				
Federal Public Administration (APF)					
2.2. Conduct strategic analysis of the APF to identify the degree to which the agencies have influence, impact, incidence, and interest in the priority areas/outcomes of the Cooperation Framework.	Results Group Interagency groups				
2.3. Establish a communication channel for high-level policy dialogue between the UNCT and APF units leading key issues/agendas to implement the SDGs	UNCT OCR				
2.4. Promote interagency-intersectoral dialogue with the APF on priority and strategic issues to ensure policy coherence, in alignment with the priority areas and direct effects of the Cooperation Framework.	Results Group				
2.5. Promote joint partnerships with APF agencies to provide integrated support to accelerate the SDGs and achieve sustainable and inclusive recovery from COVID-19.	Interested agencies				
Congreso de la Unión (Congress)					
2.6. Conduct strategic analysis of the relevant legislative committees of the Senate and the Chamber of Representatives to identify key stakeholders, priorities, synergies, common interests, and explore opportunities for partnerships to promote legislative reforms aimed at accelerating the SDGs.	Group Interagency groups				
2.7. Analyze synergies with the Legislative Strategy for the 2030 Agenda and evaluate opportunities for partnership with other stakeholders (GIZ, SDSN) to promote a strategic legislative agenda for the 2021-2024 period, aimed at accelerating the SDGs with priorities, deadlines, and measurable indicators for their implementation.	Results Group With RCO support				




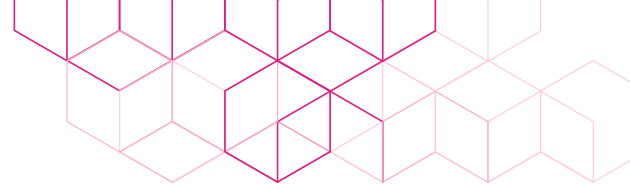
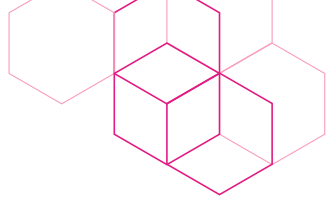
Courses of Action	Entity Staff responsible	Y	E	A	R
		22	23	24	25
Pillar II. Partnership Management by Sector and Stakeholder 					
Public Sector, Local Level					
2.8. Conduct strategic analysis of state and municipal collegiate mechanisms to identify key stakeholders, priorities, synergies, common interests, and inform the UNCT of the opportunities and risks of an articulated approach, joint dialogue, and exploration of partnerships with these structures.	RCO With RIAFD/ Results Group support				
2.9. Conduct strategic analyses with a territorial perspective (stakeholder mapping, influence, and interest assessment, and risk analysis) to identify the local governments that offer the greatest opportunities/present the most favorable conditions to promote partnerships aimed at localizing the SDGs with the integrated support of the UNS.	RCO With RIAFD/ Results Group support				
2.10. Determine potential territories to promote partnerships with state/municipal governments and pilot joint UNS actions based on their collective added value; for example, in matters such as the design and implementation of actions in compliance with the 2030 Agenda at the local level, and technical support in the preparation of Local Voluntary Reports.	RCO With RIAFD/ Results Group support				
2.11. Create opportunities for political-strategic dialogue in the field, between the Country Team and local governments to increase the impact and dialogue of the UNS at the local level.	UNCT OCR				
2.12. Create technical spaces to present the Cooperation Framework to local governments that show interest in the work and accompaniment of the UNS to local needs and priorities.	Results Group				
Private Sector					
2.13. Conduct private sector analysis (stakeholder mapping, influence and interest assessment, and risk analysis) to identify the critical group of companies, foundations and business organizations with which the UNS should manage outreach and explore opportunities for joint work.	RCO				




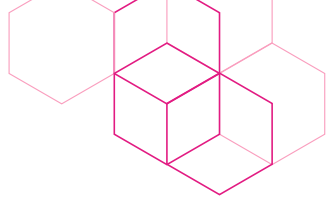
Courses of Action	Entity Staff responsible	Y E A R			
		22	23	24	25
Pillar II. Partnership Management by Sector and Stakeholder					
Public Sector, Local Level					
Private Sector					
2.14. Establish a formal liaison mechanism between the UNS and the private sector to serve as a platform for dialogue, consultation, exchange of information and development of synergies on relevant, priority issues of common interest, with emphasis on the acceleration and financing of the SDGs	Results Group and Global Compact Network With RCO support				
2.15. Promote the technical dialogue of the Results Groups with the Global Compact Network to identify synergies between the Cooperation Framework and the Global Compact Strategy 2021-2023, and promote a collaboration agenda with strategic issues for joint action.	Results Group and Global Compact Network With RCO support				
Academy					
2.16. Promote joint actions with ANUIES to mobilize knowledge, stimulate research, and enhance the participation of the academic and scientific community in strategic areas of the Cooperation Framework and in key issues to accelerate the SDGs.	RCO Results Group				
2.17. Promote dialogue, liaison, and closer coordination with professional and student associations. This will allow the identification of synergies in priority issues for joint action, as well as the creation of knowledge and debate on certain topics.	RCO Results Group				
2.18. Promote the liaison and coordination of the UNS with SDSN Mexico to identify synergies in priority issues for joint action.	RCO Results Group Interagency				
Civil Society					
2.19. Conduct an internal value, benefit, and risk analysis to inform the feasibility of establishing a UNS Civil Society Advisory Group as a platform for structured dialogue, consultation, and information sharing on the issues prioritized in the Cooperation Framework. This will allow for the development of collaborative actions for the positioning of	Results Group				




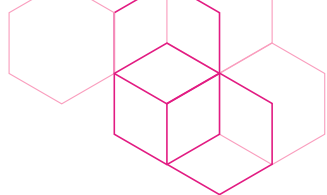
Courses of Action	Entity Staff responsible	Y E A R			
		22	23	24	25
Pillar II. Partnership Management by Sector and Stakeholder 					
Civil Society					
issues, joint advocacy strategies, the creation of information, education, and communication materials, legislative advocacy, etc.					
2.20. Manage the SDSN Youth Mexico joint dialogue to identify and explore synergies and opportunities for joint actions to invite and involve youth in the knowledge, implementation, and follow-up of the Cooperation Framework.	TF Juventudes With RCO support				
Financial Sector					
2.21. Manage the rapprochement of the UNS with the CESF Sustainable Finance Committee to foster dialogue, discussion, and joint analysis on the major challenges, opportunities, and work of the UNS on sustainable finance to accelerate the SDGs in Mexico.	RCO RIA FD Results Group				
2.22. Conduct a strategic analysis of public, private, and international financial institutions (stakeholder mapping, influence, and interest assessment, and risk analysis) to identify the critical group of stakeholders that share interests with the Cooperation Framework, and inform the UNS with whom it could approach and explore opportunities for joint work.	RCO RIA FD				
2.23. Promote meetings between the UNS and private banks/foundations and banking organizations to explore partnership opportunities and resource mobilization, in line with the joint programmatic portfolio.	Results Group/ Interested agencies				
2.24. Strengthen the liaison/Promote outreach with international and regional financial institutions with work and priorities in Mexico on issues related to the Cooperation Framework and financing to accelerate the SDGs.	Programmatic Group Results Group				




Courses of Action	Entity Staff responsible	Y E A R			
		22	23	24	25
Pillar II. Partnership Management by Sector and Stakeholder 					
Donors and International Cooperation Agencies					
<p>2.25. Conduct an analysis of international cooperation in Mexico to identify donors (traditional and non-traditional) and cooperating partners with country strategies/programs aligned with the 2030 Agenda and/or that share interests and priorities with the Cooperation Framework.</p>	<p>OCR RIAFD</p>				
<p>2.26. Promote joint meetings of the UNS and donors /cooperators to offer opportunities for partnerships and resource mobilization on specific issues, in line with the joint programmatic portfolio.</p>	<p>Results Group/ Interested agencies</p>				
<p>2.27. Conduct a value, implications, and risk analysis to inform the feasibility of promoting the creation of a space/mechanism for dialogue, reflection, and information exchange between donors and cooperants in Mexico to accelerate the SDGs. This mechanism would aim to increase the coordination, coherence, and impact of international cooperation to accelerate the SDGs in Mexico, in light of the principles of aid effectiveness and in accordance with the Decade of Action.</p>	<p>CR Results Group</p>				



Courses of Action	Entity Staff responsible	Y	E	A	R
		22	23	24	25
Pillar III. Multi-stakeholder and Multi-sector Partnership Management 					
Inclusive Dialogue					
3.1. Identify relevant topics prioritized in the Cooperation Framework that require dialogue and exchange among multiple stakeholders and sectors.	Results Group Thematic interagency groups				
3.2. Promote multi-stakeholder and multi-sector dialogue roundtables on selected topics.	Results Group Thematic interagency groups				
3.3. Strengthen the capacities and competencies of sustainable development stakeholders and sectors in terms of multi-stakeholder and multi-sector partnerships.	RCO Results Group With support from <i>Partnership Accelerator</i>				
3.4. Promote spaces for the exchange of experiences and success stories of multi-stakeholder and multi-sector partnerships to accelerate the SDGs at the local level.	RCO Results Group With support from <i>Partnership Accelerator</i>				
Programmatic interagency partnerships					
3.5. Review the quality of existing programmatic interagency partnerships according to the analytical framework developed by UNDESA and UNDP to measure stakeholder engagement, identify good practices and lessons learned, inform adaptive management, and/or issue recommendations.	Agencies involved				
3.6. Identify systemic issues/innovative topics requiring synergy/complementarity among agencies, and determine the added value/collaborative advantage the UNS would offer to counterparts, partners, and allies.	Results Group Thematic interagency groups/TFs				
3.7. Strengthen interagency coordination to design comprehensive projects with a focus on collective results, based on the identification of priorities and joint negotiation with counterparts and donors, and oriented toward policy coherence for sustainable development.	RCO Interested agencies				



Courses of Action	Entity Staff responsible	Y E A R			
		22	23	24	25
Pillar III. Multi-stakeholder and Multi-sector Partnership Management 					
3.8. Develop a joint portfolio/program portfolio based on the interagency proposals that did not benefit to direct resource mobilization and support existing efforts as part of an overall programmatic approach.	OCR/ Agencias involucradas				
Partnership Platforms					
3.9. Support the implementation and follow up on the results and agreements stemming from the Mexico Partnership Forum with <i>2030 Partnership Accelerator de UNDESA</i>	RCO Results Group RIAFD				
3.10. Contribute to the <i>SDG 2030 Local Action Platform</i> , an initiative promoted by the Tec de Monterrey, with the support of GIZ and the accompaniment of UN Mexico	RCO Interested agencies				



Appendix 2.

Overview of Partnerships for the SDGs in Mexico (summary)

In the last quarter of 2020, the UNS started a study and diagnostic of partnerships for the 2030 Agenda and the implementation of the Cooperation Framework, with the support of the 2030 Agenda Partnership Accelerator of the United Nations Department of Economic and Social Affairs (UNDESA). The general findings of the **Diagnosis of the Partnership Landscape in Mexico** show a heterogeneous partnership ecosystem:



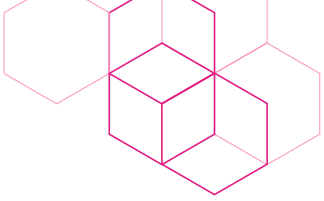
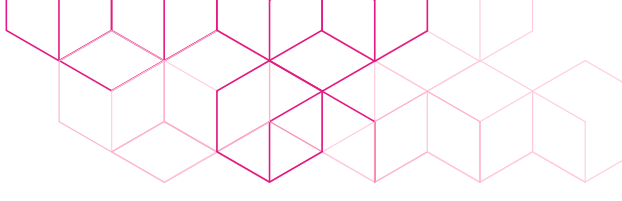
Institutionality

- An institutional coordination framework is in place to implement the 2030 Agenda and the SDGs at the federal, state, and municipal levels, with the consolidation of the National Council for the 2030 Agenda, the creation of 32 state councils and the implementation, to date, of 300 municipal councils. However, the functionality and operation of these mechanisms differ widely, as do the commitment and participation of the different stakeholders involved.
- Unequal conditions are observed to promote an open, horizontal and inclusive environment for the effective participation of civil society in the discussion and definition of public policies, strategies and budgets for sustainable development at all levels.
- The challenge of ensuring that the institutional framework for implementing the 2030 Agenda efficiently and effectively structures and coordinates all stakeholders and sectors from an integrated vision persists.



Stakeholders

- The level of ownership and action for the achievement of the 2030 Agenda by public sector stakeholders is heterogeneous, with clear asymmetries between branches, sectors, and levels of government, which hinders a favorable and effective ecosystem for generating partnerships. Elections and political changes have an impact on the continuity of efforts and actions.
- The private sector increasingly appears as an interesting partner and ally for sustainable development, although the level of commitment to the SDGs is associated with the size and sector in which companies carry out their economic activities. There is a relevant involvement of this sector with the public and academia, but not with civil society.

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- The financial sector is one of the stakeholders experiencing significant progress in terms of its level of involvement with the 2030 Agenda, as evidenced by the issuance of innovative financial instruments and the increase in specific funds to accelerate the SDGs. There are areas for improvement for private financial institutions to enhance their contribution to the 2030 Agenda.
 - Academia is increasingly involved in research and development initiatives for sustainable development solutions through innovative partnerships as part of its efforts and contribution to achieving the SDGs. Some universities have developed, individually or through associations of higher education institutions, agendas and/or strategies aligned with the 2030 Agenda. However, there is still a need to promote a strategic research agenda to accelerate the SDGs, and to generate greater involvement of universities at the local level.
 - There are different levels of civil society involvement and capacities to implement the SDGs, especially at the local level. Although the context for their effective participation is challenging, given the heterogeneity and breadth of this sector, many CSOs are seeking new partnerships and forms of collaboration to strengthen their capacity for advocacy and participation in activities related to the 2030 Agenda.
 - Mexico has a significant presence of international cooperation agencies that enhance its multipurpose role in international development cooperation programs. However, their level of commitment, participation, and coordination in effective partnerships for the acceleration of the SDGs is heterogeneous. In this context, the UNS is recognized as the "custodian" stakeholder of the 2030 Agenda and the SDGs, with a clear agenda to accelerate their implementation at all levels and areas, in collaboration and strategic partnership with stakeholders and sectors.



Dialogue

- The pandemic has had an impact on the effective participation of stakeholders in building partnerships. On the one hand, the shift of dialogue spaces from face-to-face to virtual has meant, in some cases, the reduction of participation, for example, of CSOs, as well as the cancellation of forums and spaces for debate, especially local deliberative processes, but also regional and international forums. This phenomenon has affected the dynamics of dialogue and decision making.
- Also, digital technologies and tools have played a crucial role in the communication and management of multi-stakeholder and multi-sector partnerships, which has been particularly evident in the context of the pandemic.



Financing

- The austerity policy of the current administration and the socio-economic impact of the pandemic have resulted in a significant reduction in public funds available for initiatives and partnerships beyond those that support the implementation of the Federal Government's priority projects.
- Although Mexico is not a priority destination for international development cooperation because it is an upper middle-income country and a member of the OECD, the country has seized important opportunities to strengthen strategic partnerships and thus promote global initiatives in key areas. One example of this is the Global Care Alliance, the result of the Generation Equality Forum.
- The emergence of new financial instruments, such as the SDG Bond or the Social Gender Bond, together with the increasing participation of private financial entities, through policies and investment mechanisms with an impact on the 2030 Agenda, represents an important step forward for the financing of sustainable development and the diversification of financial resources for partnerships aimed at accelerating the SDGs.
- Competing for and obtaining funds and financial resources to implement initiatives, strategies and/or projects for sustainable development continues to be one of the main challenges for the partnership ecosystem.



Collaboration

- Significant collaboration efforts have resulted in the creation of innovative networks and platforms for sustainable development solutions and the acceleration of the SDGs, especially those formed by academia and the private sector.
- However, the tendency to work in silos still persists, which is why the coordination between stakeholders and sectors continues to be the greatest pending issue to strengthen the partnership ecosystem from the integrated vision proposed by the 2030 Agenda. There is a need to rethink multi-stakeholder and multi-sector collaboration models that ensure the effective participation of all stakeholders in decision making, as well as greater dialogue and liaison between stakeholders and sectors at the local level.



Efficacy

- The results of the survey for the integration of the partnership diagnosis, answered by representatives of the public and private sectors, civil society, academia, and international organizations, show that the deficiency of dialogue and advocacy mechanisms, the difficulty in mobilizing financial resources (public, private, national and international), the lack of greater spaces for citizen participation, as well as the lack of multi-stakeholder and multi-sector spaces are the main challenges associated with the effectiveness of partnerships for sustainable development in the country.

Appendix 3.

Comprehensive Stakeholder Mapping Tool

Objective: Identify key organizations and individuals for participation/consideration in a potential partnership²⁷.

Steps:

1 Initial Mapping

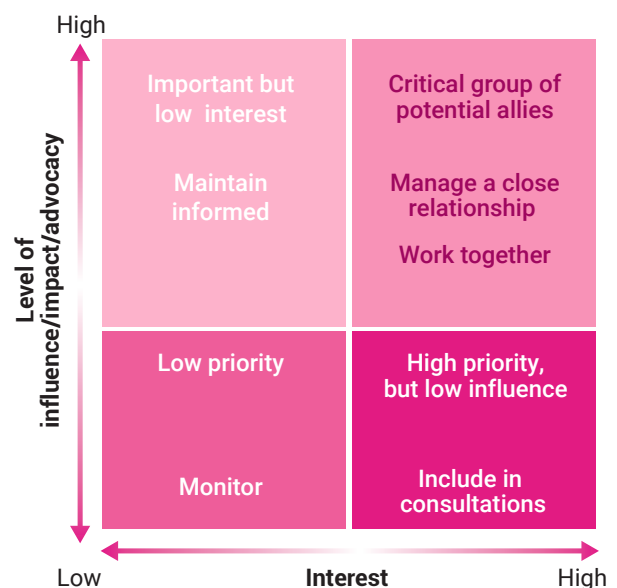
In the first phase, organizations and individuals from different sectors are identified and mapped in a table similar to the one shown below, detailing the elements of interest in the corresponding boxes:

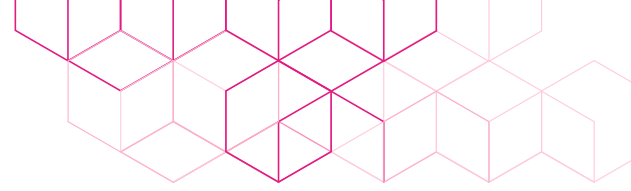
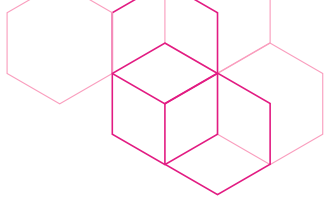
Stake holder	Sector	Territorial scope	Mandate	Priorities	Instruments	Resources Yes/No or of what kind	Related initiatives Liaison to initiative	Partnerships with other stakeholders

2 Influence vs Interest Mapping

Stakeholders are mapped on a Boston Matrix or Power Interest Grid, which shows the degree to which partners have influence, impact or incidence on relevant issues and the level of interest.

Classifying stakeholders in this way allows the identification of cases where 1) significant awareness and advocacy is required to convert a high-influence but low-interest





stakeholder into a potential partner, or 2) significant capacity building is required to convert a high-interest but low-influence stakeholder into a stronger partner.

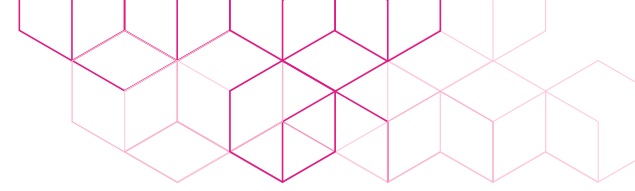
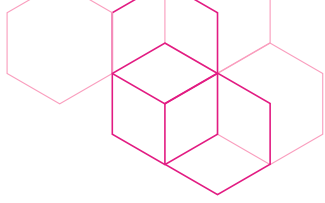
Ideally, partnerships should be explored with the critical group of potential allies who have a high level of importance and influence, and who also share a high level of interest in the same issues; therefore, the approach should be managed and joint work should be explored. In this step, a risk analysis must be conducted in accordance with Appendix 3.

3 Role and Level of Involvement Mapping

In a multi-stakeholder, multi-sector partnership, several organizations and individuals may be involved in a wide variety of roles, without necessarily being partners. The following role and level of involvement mapping outlines the potential roles and commitment of the various stakeholders in the partnership. As the partnership is planned and relationships are built, stakeholders may change their roles.

Role	Interested party
Role Interested party	
Counterpart	
Implementing partner	
Donor	
Beneficiaries	
Advocacy partners Knowledge/Evidence production partners	
Activists (champions)	
Contractors (consultants)	





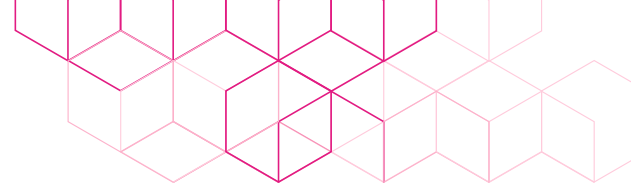
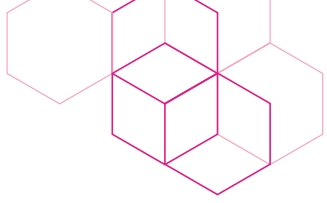
Appendix 4.

Risk Assessment Tool for Partners/Allies

Risk assessment refers to the set of criteria and parameters to evaluate the level and type of risk versus the benefits that the United Nations could be exposed to through potential interactions and partnerships with any development stakeholder. Due diligence is a key part of the partnership process, and provides a better understanding of the risks and opportunities of entering into a partnership.

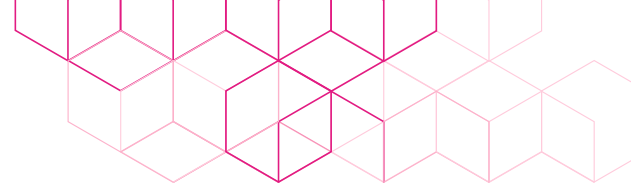
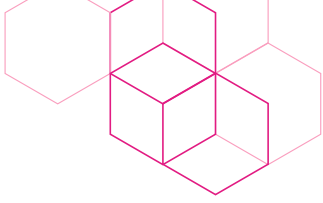
Review of partner/ally information		Yes	No
1.	Is it legally registered? e.g., In case of a CSO, you can search the Commission for the Promotion of CSO Activities and check the Federal Registry of CSOs http://www.sii.gob.mx/portal/		
2.	Is the organization, institution, or company currently involved or has it been involved in any partnership or been a supplier to the UN or any UN entity in the last ten years?		
3.	Does it have any Corporate Social Responsibility report or activity report in the last five years? (e. g., Principles ISO14001, SA8000, AA1000, OHSAS 18001 or GRI)		
4.	Does the organization participate in UN initiatives such as the Global Compact, the Sustainable Development Solutions Network (SDSN) or My World?		

5.	Does it commit human rights violations? http://www.ohchr.org/EN/Issues/Pages/ListOfIssues.aspx		
6.	Does it tolerate forced labor or child labor practices?		
7.	Has it been involved in the manufacture, sale or distribution of weapons, anti-personne mines, bombs and other related products?		
8.	Does it promote discriminatory policies towards gender, people with disabilities, or minorities?		



Criteria for excluding partners/allies ²⁸		Yes	No
9.	Has it been accused of sexual abuse, exploitation, discrimination, or harassment?		
10.	Does it manufacture, sell, or distribute tobacco or tobacco and alcohol products?		
11.	Does it manufacture, sell, or distribute pornography?		
12.	Does it market or manufacture breast milk substitutes contrary to WHO?		
13.	Is it engaged in the manufacture, sale, distribution, or use of products or activities that violate national and international environmental standards?		
14.	Has it engaged in acts of privacy and data protection violations, including unauthorized data collection, processing and any other use? UN Principles on Personal Data Protection and Privacy https://www.unsceb.org/privacyprinciples		
15.	Has it been involved in an accusation or bribery?		
16.	Has it been sanctioned by a national government in the last ten years?		
17.	Does it have any pending proceedings or investigations for any ethical issues?		
18.	Was it subject to any United Nations sanctions? http://www.un.org/sc/committees/		
19.	Has it been the subject of significant criticism from a civil society organization, government or media or other entity that negatively affects its image?		





Appendix 5.

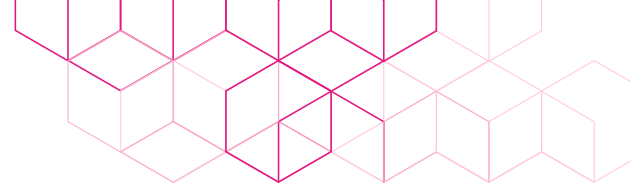
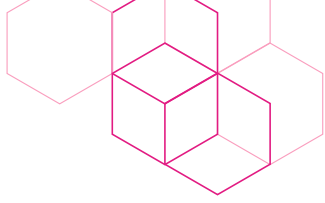
Tool for Assessing the Value, Risks and Implications of a Potential Partnership

Objective: to help the UNS analyze and assess the value, risks and implications of a potential partnership (in any of its forms) to: *a*) move forward with confidence in its construction; *b*) understand what information, negotiation, or internal alignment is required to proceed; or *c*) decline due to the lack of the necessary/appropriate conditions for partnering.

Criteria for assessing the value, implications and risks of a potential partnership

- Not acceptable
- May be acceptable with adjustments
- Acceptable
- Insufficient information

	Criteria	Evaluation				Pending issues/ additional information required
1.	Partners are acceptable (including due diligence)					
2.	The partnership is aligned with the organization's mandate and is strategic					
3.	The partnership provides significant value/impact					
4.	The transaction cost is acceptable in relation to the value obtained					
5.	The implications of the partnership are acceptable					
6.	The risks of the partnership are sufficiently low or well mitigated					
7a.	Sufficient financial resources are available for implementation					
7b.	Sufficient internal resources and capabilities are available for implementation					



	Criteria	Evaluation				Pending issues/additional information required
8.	Sufficient buy-in and commitment from relevant personnel, areas/divisions involved, national/regional/global offices, etc.					
9.	Success is clearly measurable for the organization					
	Decision status (date) (Decline, Continue analysis, Proceed)					

Criteria considerations:

1. Potential partner

- Interests and priorities aligned with our own
- Satisfactory due diligence assessment
- Values compatible with the type of partnership to be established
- Previous experience in other partnerships

2. Partnership compatibility

- Con los objetivos y propósitos de la ONU
- Con el mandato de las agencias
- Con las áreas prioritarias del Marco de Cooperación
- Con las estrategias de todos los socios
- Con otras alianzas

3. Benefit/Value of the partnership

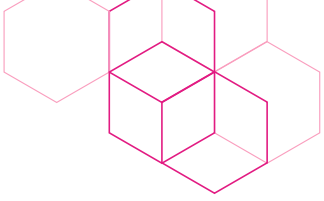
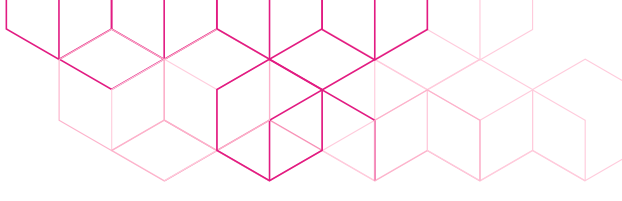
Potential mission value

- Contributes to/Has a significant impact on the purpose/objective of the partnership

Potential value for the organization

- Increased ability to deliver results
- Increases technical *expertise* and knowledge
- Additional resources/funds
- Creativity, innovation and sustainability



- 
- 
- Positioning, visibility, positive reputational impact
 - Increased political and social capital
 - Greater influence on key issues
 - Access to other networks/interest groups
 - The organization is seen as a "strategic partner"

4. Costs

- Analysis of transaction, implementation, and overhead costs

5. Implications

- What precedent does the partnership set?
- Is there an exit strategy for the established commitments and obligations?
- Does it have an impact on other UNS relationships and partnerships?
- Does it affect the reputation of the UNS?
- What are the accountability implications?

6. Risks of the partnership

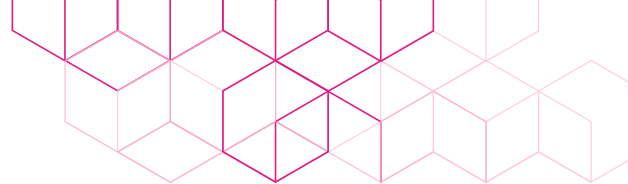
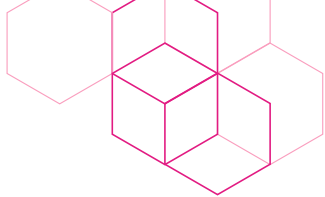
- Loss of programmatic focus/coherence
- Redundancy of efforts
- Excessive investment of time
- High financial implications (lack of financial capacity/high transaction costs)
- Lack of capacity/coordination of potential partners to implement/deliver results
- Compromises neutrality, impartiality, or independence
- Loss of autonomy in key aspects
- Implicit political risks with an impact on other relationships, especially with the government
- Uncertainty/Volatile situations that may impact the context
- Implicit social and environmental risks
- Sudden change in partner commitment and involvement

7. Organizational capacity/involvement

- Sources of funding for implementation
- Involvement of senior leadership/staff, as well as relevant staff
- Sufficient resources from the parties that can be committed
- Sufficient internal skills and competencies from the parties to deliver results

8. Measures of success

- Clear measures of success from the organization's perspective



Appendix 6.

Analytical Framework for Partnership Quality Assessment (UNDESA and UNDP methodology)

Stakeholder Engagement Practices Analysis Worksheet ²⁹

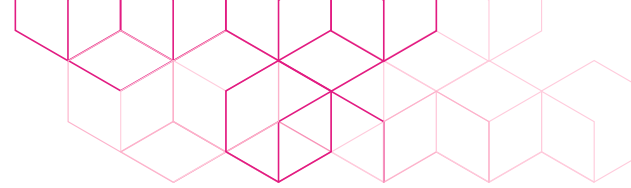
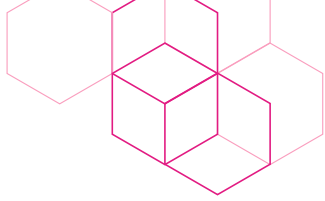
PAÍS/CONTEXTO:

Contacto/s para obtener más información (idealmente, un contacto gubernamental y otro no gubernamental)

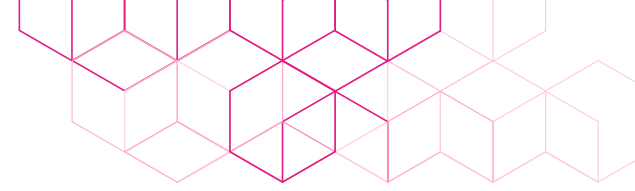
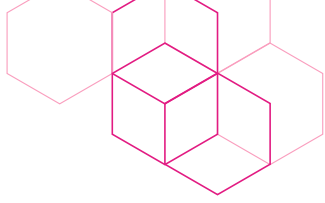
1. Brief description of the practice. Include information on who is leading the process, the objectives of the practice, whether it is linked to specific aspects of the 2030 Agenda or to the entire 2030 Agenda as a whole, and at what level (national, regional, local, other) the participatory practice is carried out.

2. To what extent is participation inclusive, participatory, and transparent? Analyze and summarize the evidence and select a level in each dimension.

Principle	Dimension	Level (0 a 3)	Criteria required to reach level 3: The person in charge of the practice...	Summary of evidence
Inclusion	1. Non discrimination		<ul style="list-style-type: none"> Identifies various trailing sectors and stakeholders, based on periodic disaggregated data and documentation of stakeholders. Includes stakeholders who have chosen their own representatives. Includes diverse stakeholders and those who are trailing behind in the design of the process. 	



Principle	Dimension	Level (0 a 3)	Criteria required to reach level 3: The person in charge of the practice...	Summary of evidence
Inclusion			<ul style="list-style-type: none"> ■ Allocates sufficient resources to those who have fallen furthest behind in the design process. 	
	2. Accessibility		<ul style="list-style-type: none"> ■ Has a system for detecting accessibility needs on an ongoing basis after consultation with stakeholders. ■ Applies accessibility information in the design of the participation process together with stakeholders. ■ Provides resources to reduce obstacles to the greatest extent possible. 	
Participation	3. Access to information		<ul style="list-style-type: none"> ■ Produces and discloses relevant information and data publicly before decisions are made, with sufficient time for stakeholders to be consulted and respond. ■ Produces and disseminates information on how the practice is progressing jointly with relevant stakeholders, and explains how different points of view are being handled. 	
	4. Influence on decision making		<ul style="list-style-type: none"> ■ Has mechanisms that enable stakeholder collaboration and cocreation in decision-making processes. ■ Explains how the contributions received have impacted the results. ■ Addresses power imbalances among stakeholders; e.g., different number of positions, capacity building. 	

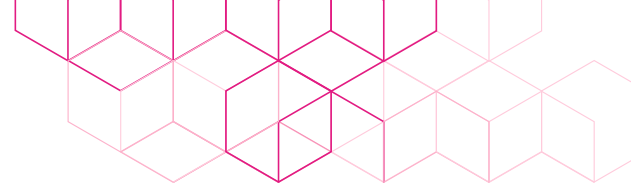
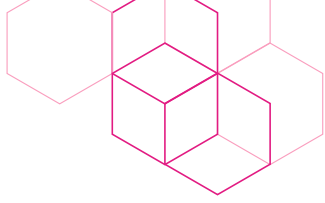


Principle	Dimension	Level (0 a 3)	Criteria required to reach level 3: The person in charge of the practice...	Summary of evidence
Accountability	5. Transparency		<ul style="list-style-type: none"> Widely disseminates information regarding the process to keep stakeholders, parliament, and the media informed. Efficiently follows up on the process. 	
	6. Receptivity		<ul style="list-style-type: none"> Provides information to stakeholders about how their contributions (monitoring results/quantifiable targets/disaggregated data) will be used before decisions are made. Provides a strong mechanism to encourage stakeholders to voice their views and complaints. Manages the resolution of complaints with the relevant stakeholders. 	
3. Highlight information gaps, process difficulties, success factors, consensus, or divergence on the issue and how they have been handled.				
4. Do the participants feel that their participation has had any impact on the results?				
5. What lessons and recommendations do the participants share?				
6. Information used for the analysis. Include a list of references; e.g., publications and interviews. <ul style="list-style-type: none"> Government: United Nations Agencies Civil Society Organizations and other interested parties 				



References

1. J. Sachs, et al. (2020). *The Sustainable Development Goals and COVID-19. Sustainable Development Report 2020*. Cambridge: Cambridge University Press.
2. The Partnering Initiative and UNDESA (2019), *Maximizing the impact of partnerships for SDGs. A practical guide to partnership creation*, P. 8.
3. The Partnering Initiative and UNDESA (2020). *The SDG Partnership Guidebook: A practical guide to building high impact multi-stakeholder partnerships for the Sustainable Development Goals*, p. 23
4. Ibidem.
5. UNPD/UNDESA (2020), *What is a good practice? A framework to analyze the Quality of Stakeholder Engagement in implementation and follow-up of the 2030 Agenda*, p. 10-11. See also Appendix 5 of the Partnership Strategy.
6. Emily Clough, Graham Long y Katharine Rieti, *A Study of Partnerships and Initiatives Registered on the UN SDG Partnerships Platform* (independent study commissioned by UNDESA); The Partnering Initiative and UNDESA (2019), *Maximizing the impact of partnerships for SDGs. A practical guide to partnership creation*; UNDESA/Partnership Accelerator (2021). *Effective practices of partnerships in response to covid-19* (Confidential document); World Resource Institute, *A time for transformative partnerships. How multistakeholder partnerships can accelerate de UN Sustainable Development Goals*.
7. UNDESA/Partnership Accelerator (2021). *Effective practices of partnerships in response to covid-19* (Confidential document).
8. This analysis was conducted based on the following interagency documents: CCA 2018; Results Report 2020; Study and diagnosis of partnerships for the 2030 and the implementation of the Cooperation Framework, with the support of the Partnerships Accelerator 2030; as well as, the main results of the discussions of the UNCT 2021 strategic planning retreat
9. In the last quarter of 2020, the UNS completed a study and diagnostic of partnerships for the 2030 Agenda and the implementation of the Cooperation Framework, with the support of the 2030 Agenda Partnership Accelerator of the United Nations Department of Economic and Social Affairs (UN DESA).
10. Spotlight Initiative, Closing Gaps, Governance of Financing for Development, MTPF Migration, UNHSTF Youth, UNHSTF Migration and DPPA Political Leadership.
11. A preliminary mapping of various corporate documents shows a widely heterogeneous approach to partnerships. Some agencies develop the partnership and financial resource mobilization approach, particularly prioritizing collaboration with the private sector; others place special emphasis on resource mobilization, diversifying partnerships and fundraising to implement their program, while others propose a conceptual and operational framework to broaden the base of their partnerships and extend the reach of their program. Very few agencies have developed a specific instrument on partnerships and/or resource mobilization contextualized and adapted to the needs of the Mexican context, although some have incorporated general guidelines in their strategic frameworks for cooperation with Mexico.
12. For example, in the interviews for the diagnosis of partnerships, some APF agencies reported having bilateral collaboration agreements with up to four agencies, and showed interest in incorporating more agencies into their collaboration schemes in order to strengthen their programmatic agendas with a more comprehensive vision, and thus have a greater impact on the achievement of the SDGs.
13. The definition of these guiding principles was made based on the concepts and principles set out in Resolution A A/70/479, adopted by the General Assembly on 22 December 2015, on the report of the Second Committee, "Towards Global Partnerships: a principled approach to cooperation between the United Nations and all relevant partners", as well as on the approach developed by UNSDG, *Common Approach to Prospect Research and Due Diligence for Business Sector Partnerships*; UNDESA, *What is a good practice? A framework to analyze the Quality of Stakeholder Engagement in implementation and follow-up of the 2030 Agenda*, Agenda, y The Partnering Initiative and UNDESA, *A practical guide to partnership value creation*.



14. UNSDG, *Common Approach to Prospect Research and Due Diligence for Business Sector Partnerships*.

15. Two permanent: National Strategy Committee and Monitoring and Evaluation Committee; and four theme-based: Social Welfare, Sustainable Economic Growth, Environment and Climate Change, and Eradication of Inequalities. According to the Report of the Executive Secretariat of the National Council for the 2030, period 2019-2020, it was considered to establish in 2021 the Subnational Committee and the Committee for SDG 16.

16. See Appendix 2.

17. The implementation of this course of action is the basis for subsequently promoting multi-stakeholder and multi-sector partnerships in strategic issues considered in Pillar II.

18. Legislative Strategy for the 2030 Agenda.

19. Between the Senate, the Chamber of Representatives, GIZ, the Sustainable Development Solutions Network (SDSN) -through its co-presidency of the Tecnológico de Monterrey and the Universidad Nacional Autónoma de México- and the organization Política y Legislación Ambiental A.C. (POLEA).

20. According to the Report of the Executive Secretariat of the National Council for the 2030 Agenda, 2019-2020 term, only two entities show full alignment, nine show alignment at the goal/strategy level, ten show basic alignment, six only make reference and five make no reference at all.

21. This mechanism, to be jointly organized with the Global Compact Network, could take the form of a political and technical dialogue table with a core group of companies, networks, and employers' organizations, as well as business foundations, strategically defined on the basis of jointly agreed TOR.

22. If this action is feasible, the integration of the Terms of Reference is required to agree on the meaning, scope, and expectations of this mechanism, which should be formed on the basis of an open, inclusive, and representative (geographically and thematically) invitation of CSOs. The sharing of experience, lessons learned, and best practices of agencies that have institutionalized this type of mechanism is recommended.

23. Sustainable Finance Committee of the Financial System Stability Board (CESF).

24. AECID, GIZ, SIDA, JICA, USAID, NORAD, UE

25. UNDESA, A study of partnerships and initiatives registered on the UN SDG Partnership Platform.

26. Interagency and interinstitutional roundtables with the APF, dialogue roundtables with the private sector, articulated approach with SDNS Mexico and ANUIES, the UNS Civil Society Advisory Group and the donor and cooperating partners' space for reflection.

27. Adapted from *THE SDG PARTNERSHIP GUIDEBOOK: A practical guide to building high impact multi-stakeholder partnerships for the Sustainable Development Goals*, Darian Stibbe and Dave Prescott, The Partnering Initiative and UNDESA 2020.

28. Adapted from the criteria of the United Nations Food Program and the *Global Pulse "Internal Survey for Partners"*.

29. This analysis framework can be used collectively (recommended), unilaterally by the participating stakeholders, or in terms of self-assessment by the organization and individuals responsible for managing the partnership. Spanish version available at: https://sdgs.un.org/sites/default/files/2021-11/UNDP-UNDESA-Stakeholder-Engagement-es_0.pdf . Some considerations on its application in Mexico can be found here: <https://sdgs.un.org/sites/default/files/2021-12/Stakeholder%20Engagement%20Tool%20-%20Mexico%20experiences%20ES.pdf>





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