



## **Developing effective genuine and durable partnerships for Small Island Developing States**

Side event organized in support of the inter-regional Preparatory Meeting for the SAMOA Pathway mid-term review

**30 October 2018, Apia, Samoa**

### **Summary**

The side event “*Developing effective, genuine and durable partnerships for SIDS*” was held in the margins of the Samoa Partnership Dialogue on 30 October 2018.

The side event was opened by Mr. Ola Goransson, Sustainable Development Officer, Division for Sustainable Development Goals, UN DESA, who outlined elements of the SIDS Partnership Toolbox. The Toolbox, which is currently being developed to support the outcomes of the Samoa Partnership Dialogue, available in both print and online, will include the in-depth analysis of existing partnerships for SIDS, online learning material based on case studies and best practices of SIDS partnerships, and tools for assisting in the monitoring and review of partnerships for SIDS.

The event’s first speaker was Dr. Darian Stibbe from The Partnering Initiative. He made an initial point that while there is considerable push for the use of partnerships, they take considerable effort to develop, the transactions costs are high, and many are not delivering nearly as much value as they potentially could or should. To begin to address this issue, Dr Stibbe introduced the latest thinking on value creation in partnerships: how bringing together the resources and competencies of multiple organizations can deliver impact far greater than the sum of its parts.

Dr. Stibbe presented a framework developed with World Vision setting out the key ways partnerships can create value: from convening multiple actors from across societal sectors to together deliver system transformation (e.g. tackling malnutrition and obesity), to combining complementary public and private investments that are both required to form the whole of the jigsaw puzzle solution (e.g. increasing the attractiveness of a country for tourism).

Dr. Stibbe presented a set of tools and guidance developed with UNDESA to help partnerships ensure they are initiated, designed and managed in ways that deliver ‘collaborative advantage’ and ensure they are able to create considerable value – both in terms of maximizing the impact towards the ultimate goal of the partnership, and in terms of the value created for all of the partners.

Ms. Marjo Vierros, consultant with UN DESA, presented on elements from the in-depth analysis that relate to capacity raising on the design of partnerships. The in-depth analysis identified several areas for further capacity building, including: Better understanding and defining what is a partnership (?); building genuine and durable SIDS partnerships; Capacity in partnering; How to better review and monitor partnerships; How to understand the impacts a partnership has on its beneficiaries and on sustainable development as a whole. The analysis has also brought up issues of capacity in partnering, particularly revolving around vital issues of developing genuine and durable partnerships, such as: design, goals, ownership, commitments, benefits, governance, communications, sustainable funding, as well as review and monitoring for partnerships. In relation to the latter, issues of how to put in place partnership monitoring and evaluation frameworks are important, as well as how to assess if the partnership has reached its goals and assessing impacts of beneficiaries. This includes the kind of baseline data to use, how to access, analyse and manage it, as well as how to collect data for monitoring partnerships progress.

The next presentation by Ms. Camilla Borrevik, consultant with UN DESA, showed the ongoing work of an online learning module on developing partnerships for SIDS. The module is based around the SIDS Partnerships Norms and Criteria and case studies that have been carried out by UN DESA. The case studies examine lessons learned from successful partnerships, best practices, as well as the challenges they have faced in implementation and development. They provide a needed specificity to better understand the components of genuine, durable and effective partnerships. The online learning material displays these case studies insights through interactive modules on each of the SIDS Partnerships Norms and Criteria, linking them to specific case examples serving as inspiration for other partnerships. An online quiz will also be available through the toolbox, providing an opportunity for stakeholders to further explore and gain knowledge about the development of genuine and durable partnerships. Finally, an online checklist will also be made available for evaluating the level of fulfilling the SMART criteria using a red, yellow, green measurement system.

The first partnership presentation was by Ms. Karen McDonald Gayle from the Caribbean Biodiversity Fund (CBF) and Caribbean Challenge Initiative (CCI). Ms Gayle presented the partnership's monitoring and measuring approaches. The partnership started by initiative of leaders from Caribbean countries coming together with business representatives and funding agencies to protect the Caribbean's marine and coastal environment. The CCI has two goals: 1) to effectively conserve at least 20% of the near-shore marine environment by 2020; and 2) to put in place sustainable funding mechanisms that will provide the reliable and long-term funding needed to accomplish and maintain the 20-by-20 goal.

In achieving these goals, one key issue that became clear was that it takes time to develop the needed capacity. This was particularly seen in the establishment of the National Conservation Trust Funds (NCTF). Capacity development in NCTFs has taken time and has included several phases: Phase 1 Start-Up (2-4 years); Phase 2 Early Operations (2 years); Phase 3 Consolidation (2-3 years). CBF's monitoring and evaluation framework is one where the NCTF's institutional development indicators and the NCTFs conservation indicators feed into CBF institutional and conservation indicators. This in turn follows and looks to international targets.

Each goal has individual expected results and indicators of success. CBF has also carried out a large exercise of mapping SDGs and how these are followed, as well as a similar approach to the Convention on Biological Diversity and the Cartagena Convention. CCI is approaching the 20 by 20 deadline and have made significant progress in recent years. Progress in countries has been measured through a CCI Goal 1 Dashboard that includes the various ways of how countries measure their own progress as this differs somewhat from country to country. The dashboard can be used as a planning tool, as a baseline, and a starting point. This will allow the CCI, CBF and other development partners to determine where effort and resources are most needed in order to achieve the 20 by 20 goal. A similar dashboard has also been created for the NCTFs through the NCTFs Establishment Dashboard. The dashboard uses a traffic light system of where the different trust funds are in terms of achieving their indicators of success. Three trust funds have until now managed to have all green indicators. These indicators include: Legally established, functional Board, Pre-Financing Agreement, By-laws, OM Board Approved, Staff Hiring, CBF Eligibility Request, Partnership Agreement Negotiations, and Frist CBF Payment.

The second partnership to present was Mr. Moortaza Jiwani from UNDP Pacific Risk Resilience Programme, explaining how to make use of existing resource capacity 'from within'. The Pacific Risk Resilience Programme (PRRP) has been working with four Pacific Island countries (Fiji, Solomon Islands, Tonga and Vanuatu) since 2013, to risk inform development. PRRP has tested new approaches to risk-informing people, mechanisms and processes working for development at all levels of governance.

One important question that has been driving PRRP has been "partnership for what", highlighting that the formation of partnerships is a means to an end, rather than an outcome. In the Pacific, risks from climate change and disaster does not only threaten development objectives, but more importantly are affected by development choices. That is why the PRRP partnership is working to transform development 'from within' systems. This has been a critical for effectiveness, focusing on the ability of governments to build their own partnerships and for them to take the lead in working collectively towards the common objective of risk-informing development.

PRRP has also followed a process of 'Agile Development', which aims to maintain a level of agility in not only defining who is in the partnership but also how it is constructed. This allows the possibility for 'unusual suspects' to be included in the delivery of the initiative. Another core element and best practice by PRRP in developing the partnership, is that it is 'Human-Centered', thus underlining that the partnership is a means-to-an-end. It is ultimately about achieving a common objective of achieving more sustained outcomes for communities and partners coming together and pooling their resources to achieve this goal.

Finally, for PRRP, good partnerships are based on 'good governance': they require strong leadership, human capacity and knowledge (the people); the right institutional arrangements to help bring a diverse set of partners together to achieve a common outcome (the mechanisms); and the regular process of development planning, financing and implementation to include all relevant stakeholders (the processes).

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