Multi-stakeholder partnerships: Making them work for the Post-2015 Development Agenda

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Executive Summary

In September 2015, the United Nations will adopt a new transformative development agenda. It has been agreed in principle that multi-stakeholder partnerships between business, NGOs, Governments, the United Nations and other actors will play an important role in the implementation of the agenda.

Since 2000, there has been a plethora of partnerships within and outside the United Nations, some considered effective and making an impact on development but many falling short of delivering results and incurring high transaction costs.

Partnerships have been discussed at the United Nations in general terms every other year in the Second Committee of the General Assembly, the informal Partnership Forum of the Economic and Social Council, and in its subsidiary bodies (e.g. Commission on Sustainable Development). However, as the international community transitions from the MDGs to the SDGs, it is important to consider how partnerships should support the new development agenda in the post-2015 era.

There is an emerging consensus that partnerships must be aligned with the new agenda and its new goals. They should be streamlined and build on already existing and successful mechanisms and processes, have a monitoring and review mechanism for review and evaluation to determine success. They should also have intergovernmental oversight which would also help to build trust and confidence.

To design partnerships for the future, Governments may want to consider the following proposals to build on past successful partnerships and to create a systematic approach to multi-stakeholder partnerships which are aligned to the goals and targets of the Post-2015 Development Agenda. These include the following:

Building on past intergovernmental discussions, including in the Second Committee of the General Assembly and in context of the World Summit on Sustainable Development (WSSD) in 2002 and its follow-up in Commission on Sustainable Development as well as in Rio+20, create a set of basic principles and guidelines that should guide multi-stakeholder partnerships associated with the United Nations, including the existing Guidelines on Cooperation between the United Nations and the Business Sector;

ECOSOC should establish these principles and guidelines governing multi-stakeholder partnerships and a framework for their review. The framework should be used for assessing impact and results. It would cover partnerships emerging from all conference follow-up, including those that will emerge after 2015;

For the sustainable development goals, one possible approach could be for a meta-partnership to be created for each target which would then oversee the contribution of those interested in contributing to deliver on the targets and report to the relevant Task Managers;

To enhance coordination and impact of partnerships, different UN Agencies and Programmes could be assigned as Task Mangers for each SDG;

Adequate and additional funding would need to be made available for the UN Agencies and Programmes assigned to be Task Mangers and for the meta-partnership hubs;

Companies engaged in partnerships with the United Nations could be asked to commit to the UN Global Compact Principles;

The Partnership Forum in ECOSOC could be utilized to advance the principles and guidelines for partnerships and review those partnerships involving the United Nations to ensure these principles and guidelines are being applied;

The High-level Political Forum, under the auspices of ECOSOC, will look at thematic partnerships linked to the sustainable development goals;

The HLPF could benefit from a "lessons learnt" review of partnerships by ECOSOC.

It is understood multi-stakeholder partnerships are complex organizational structures, and no two seem to be completely alike. What can be developed is a framework whose elements can inform and help the accountability of partnerships as they are developed and presented to the intergovernmental bodies.

1. Introduction

From the establishment of the United Nations, non-Governmental organizations have played an important role in the work of the Organization, including in influencing the formulation of the Charter, especially with regards to Article 71, which regulates consultative status between the Economic and Social Council and NGOS. Alongside the traditional NGOs and Trade Unions, a number of business groups such as the International Chamber of Commerce (ICC) and the International Organization of Employers (IOE) were among the first to receive consultative status in 1946.

However, since the 1990s, partnerships with these various groups, including foundations, business associations and individual private sector companies, have increasingly become an integral part of many United Nations organizations' work. Successful partnerships bring each partner's core competence and experience to the table, building synergies to co-create something new and impactful for sustainable development. These partnerships have not only complemented the efforts of the United Nations system to achieve its objectives but also contributed to its renewal by introducing new methods of work. While these partnerships cannot be a substitute for government responsibilities and commitments, they continue to be instrumental in the implementation of the outcomes of the United Nations conferences and summits. This also includes the realization of the internationally agreed development goals, including the Millennium Development Goals and will be the case for the sustainable development goals.

The UN Global Compact (UNGC) is the world's largest voluntary corporate sustainability initiative, which has grown to over 8000 corporate participants and 4000 non-business participants based in 160 countries since its launch by former Secretary-General Kofi Annan in 2000. In line with its UN General Assembly mandate to "promote responsible business practices and UN values among the global business community and the UN System", the UN Global Compact calls companies everywhere to voluntarily align their operations and strategies with ten universally-accepted principles in the areas of human rights, labour, environment and anti-corruption, and to take action in support of UN goals. UNGC's network-based governance framework reflects the initiative's multi-stakeholder and public-private character, distributing governance functions among government, business, and civil society actors through several entities which engage participants and stakeholders at the global and local levels in making decisions and giving advice. (A listing of the Global Compact's 10 Principles can be found in Annex3)

The **General Assembly** initially addressed the issue of enhancing partnerships between the United Nations and all its relevant partners at its fifty-fifth session and since the 56th session has continued to address this issue as a formal item on its agenda on a biennial basis. In its resolution under the agenda item entitled **"Towards Global Partnerships",** the General Assembly reviews general trends in partnerships, looking at concepts, modalities and lessons learned and has encouraged the agencies, funds and programmes to uphold the integrity of the United Nations by placing greater emphasis on impact, transparency, coherence, accountability and sustainability. Recent resolutions under this item have recognized the importance of partnerships with the private sector and acknowledged the establishment of the United Nations private sector focal points network, which promotes greater coherence and capacity-building within the Organization on activities involving business. The Secretary-General's Report to the General Assembly under this item provides another important benchmark for tracking progress made in these areas; however, agencies, funds and

programmes could benefit from further study of the impact of this guidance and closer measurement of how partnerships are contributing to the achievement of internationally agreed development goals.

In the meantime, as part of **ECOSOC**'s new mandate on Annual Ministerial Reviews, the Council began to convene **Partnership Forums** from 2008 onwards with representatives from the private sector and philanthropic communities, NGOs and academia to assess how they could contribute to themes that were being addressed, including environmental sustainability, global public health, gender equality, education, jobs and decent work, etc. These meetings have also served to catalyze interest in the programmatic work of the UN system and to promote partnership initiatives.

Prior to the Partnership Forum, ECOSOC had been instrumental in the creation of the **ICT Task Force on Information and Communications Technology**, which was one of the first major multi-stakeholder initiatives mandated by an intergovernmental body (ECOSOC resolution 2000/29). It was the first UN body with membership representing Governments (26 members), civil society organizations (4 members), the private sector (11 members) and organizations of the UN system (14 members) with equal decision-making power. Its objective was to provide leadership to the UN in helping formulate strategies to use ICTs for development and to digital divide.

A number of reviews have been undertaken by various researchers and academics. They have found that despite a rapid increase in partnerships, many are falling short of delivering on the results promised. This paper is therefore intended to inform ECOSOC's discussion on multi-stakeholder partnerships based on some lessons learnt, so that they can become more successful in the post-2015 era.

2. Brief history of the different types of partnerships being discussed in the 2015 process

The **United Nations Conference on Environment and Development (UNCED) of 1992** was the first Conference to explicitly call for the active engagement of various "social groups" in the follow-up of Agenda 21 and identified their roles and responsibilities.   Agenda 21 identified in particular nine stakeholder groups that could play a role in developing policy and implementing what was agreed: Women, Children and Youth, Indigenous Peoples, Non-Governmental Organizations, Local Authorities, Trade Unions, Business and Industry, Scientific and Technological Community and Farmers.

Ten years after UNCED, there was substantial advance in the interaction with NGOs and the private sector with these groups allowed to participate in the preparatory phase of the **World Summit on Sustainable Development (WSSD)**. A growing consensus had emerged among the actors involved that traditional intergovernmental relations were no longer sufficient in the management of sustainable development.   Consequently they incorporated suggestions for increasingly decentralized and participatory approaches that became formally known as **Type II partnerships**. Type II partnerships, which were meant to complement **Type I outcomes** or agreements and commitments made by Governments, were characterized as 'collaborations between national or sub-national governments, private sector actors and civil society actors, who form voluntary transnational agreements in order to meet specific sustainable development goals'.

The Summit negotiations concluded that Type II partnerships must meet seven key criteria: i) they should be voluntary and based on shared responsibility, ii) they must complement, rather than substitute, intergovernmental sustainable development strategies, and must meet the agreed outcomes of the Johannesburg summit, iii) they must be international in scope and reach and consist of a range of multi-level stakeholders, preferably within a given area of work and have clear objectives, iv) they must ensure transparency and accountability, v) they must have specific targets and time-frames for their achievement and produce tangible results, vi) the partnership must be new, and adequate funding must be available, and vii) a follow-up process must be developed. These criteria built on the **Bali Guidelines**, which were developed during the preparatory phase for the Summit. (See annex 1 for full Bali Guidelines)

In 2003, these partnership guidelines were updated during **11th Session of the Commission on Sustainable Development** to, *inter alia*, emphasize that they should bear in mind the economic, social and environmental dimensions of sustainable development in their design and implementation; should be based on predictable and sustained resources for their implementation and should result in the transfer of technology to, and capacity-building in, developing countries. They also emphasized that the involvement of international institutions and United Nations funds, programmes and agencies in partnerships should conform to inter-governmentally agreed mandates and should not lead to the diversion to partnerships of resources otherwise allocated for their mandated programmes (Annex 2 outlines the guidelines agreed upon at CSD11)Subsequent to WSSD, there was an emerging consensus that partnerships can play significant roles in helping to implement the outcomes from UN conferences. The multi-stakeholder approach became an integral part of some of the subsequent conferences and summits, such as the **2002 International Conference on Financing for Development in Monterrey**, Mexico. A private sector role, balanced by participation from other civil society organizations was felt to be critical particularly because of the increasingly predominant role of private capital flows into developing countries. Consequently, the private sector and other stakeholders were included from the beginning and individual companies were allowed to participate without having ECOSOC consultative status. Since then, NGOs in consultative status as well as those accredited to the Monterrey and Doha (the follow-up meeting) and the private sector have remained engaged in the major events of the intergovernmental FfD follow-up process. Both the private sector and NGOs have played a significant role in organizing and participating in multi-stakeholder consultations and workshops on important financing for development issues.

The multi-stakeholder approach was even more evidence during the **World Summit on the Information Society (WSIS)** held in Geneva in 2003 and Tunis in 2005. The implementation of the Plan of Action that set out goals to help bridge the digital divide by bringing 50 percent of the world's population online by 2015 was similarly thought to be only possible with the active involvement of the private sector as the primary owners of information and communication technologies. The WSIS Stocktaking Process, which is ongoing, is intended to provide a register of activities carried out by governments, international organizations, businesses, civil society and other entities, to highlight the progress made since the Summit.

The 2012 **United Nations Conference on Sustainable Development** (Rio+20) was the most inclusive UN conference to date.   All stakeholders, including government, civil society and the private sector,

were invited to make voluntary commitments that deliver concrete results for sustainable development. By the end of the Conference, over 700 voluntary commitments were announced and compiled into an online registry managed by the Rio+20 Secretariat. Collectively, these commitments – from governments, intergovernmental organisations, business, industry, financial institutions and civil society groups, amongst others – represented more than $500 billion in actions towards sustainable development. These commitments have since grown to more than 1,400 with a financial commitment of around $636 million(Seth, 2013). The official process recognized these commitments by inviting the UN Secretary-General to set up an Internet-based registry, in order to make information about the commitments fully transparent and accessible to the public. In a review conducted by Stakeholder Forum and NRDC in September 2013, some initiatives had already achieved their objective, such as Microsoft fulfilling their commitment to become carbon neutral just one year after Rio+20 and the Multilateral Development Banks (MDBs) were well on their way to their commitment of $175 billion to sustainable development (Stakeholder Forum, 2013). A system to monitor these individual commitments does not yet exist.

The notion of global partnerships and multi-stakeholder approaches are now very much accepted to be an integral part of the multilateral cooperation such that the theme of the **Third International Conference on Small Island Developing States** was "*The sustainable development of small island developing States through genuine and durable partnerships*". Nearly 300 partnerships were registered in the lead-up to the Conference, addressing a range of priority areas, including Sustainable Economic Development, Climate change & Disaster Risk management, Social development in Small Island Developing States (SIDS), Health and NCDs, youth and women, Sustainable Energy, Oceans, Seas and Biodiversity, Water and Sanitation, and Food Security and Waste Management. An important recommendation in the Outcome Document for the Conference was the request for a partnership framework to monitor and ensure the full implementation of pledges and commitments through partnerships for SIDS. The framework should ensure that partnerships focus on the priorities of SIDS, identify new opportunities to advance their sustainable development and ensure the full implementation of the Barbados Plan of Action, the Mauritius Strategy and the Samoa Pathway. The recommendation should be presented to the General Assembly for consideration and action at its sixty-ninth session and the General Assembly and ECOSOC are expected to receive reports on the progress achieved in implementing the priorities, commitments, partnerships and other activities of SIDS.

Since taking office in 2007, the **Secretary-General** has launched various transformational **multi-stakeholder initiatives** such as Every Woman Every Child (EWEC), the Zero Hunger Challenge, Global Pulse and Sustainable Energy for All (SE4All). An elaboration of these examples can be found in Annex 4. These multi-stakeholder transformative initiatives are innovative partnership mechanisms that include stakeholders from all relevant sectors and utilize the core competences of each to catalyse wide scale changes in behaviour, achieving greater impact because the benefits accrue broadly. They aim to create a lasting impact on crucial systemic issues and can create broader economic impact in terms of sustained, inclusive and equitable economic growth and job creation, which Member States have defined as a vital role for partnership.

3. Reviewing global partnerships

A number of reviews of partnerships have been undertaken by researchers and scholars since 2002 in an attempt to answer a number of questions: What has happened since then? Are they on track to deliver as they set out to do? What are the lessons learned from existing review mechanisms? How can progress be measured? And who has the authority to do so?

From the beginning there were questions about the scope and impact of these partnerships. Hale (2003) observed that many existing partnership initiatives from WSSD were simply re-categorized, with just a few select countries participating covering a narrow list of issue areas. The Stakeholder Forum (2006) also observed that more analysis done to understand which partnerships are actually delivering results, and how issues of reporting, transparency and accountability are being addressed. Such a detailed review was undertaken by the International Civil Society Centre (ICSC) in 2014 of 330 of WSSD partnerships. The study found that:

"Thirty-eight per cent of all partnerships sampled are simply not active or do not have measurable output. Twenty-six per cent of all partnerships show activities but those are not directly related to their publicly stated goals and ambitions. An underlying problem was that many multi-stakeholder partnerships have vague and diffuse goals and lack appropriate monitoring and reporting mechanisms, making the causality between the output of the partnership and impact on the ground difficult to establish. A key finding of the ICSC study was a lack of monitoring and reporting mechanisms have generally limited the effectiveness of MSPs. Improved monitoring, evaluation and reporting are tools that will help to assess progress vis-à-vis targets and goals and will no doubt enhance the credibility of the MSPs.

Beisheim (2014) in eight years of research on multi-stakeholder partnerships have found governance structures of MSPs are 'terra incognita'. It is often difficult to find how MSPs are monitored. Some of the monitoring systems are external, but they are not public, and also not always independent. They suggest that a transparent, accountable, efficient, participatory and qualitative governance structure is a must in order to increase the effectiveness of MSPs. Two other recent key studies have served to provide more in-depth analysis of these issues and their importance for partnerships: World Vision's *"Getting intentional: Cross-sector partnerships, business and the Post-2015 Development Agenda"* and BCG/MIT's *"Joining Forces: Collaboration and Leadership for Sustainability"*.

While acknowledging the importance and impact of MSPs, Martens (2007) has identified a number of risks and side-effects that should be taken into account when analysing their impact on global governance. Among those he highlights as important is the growing influence of the business sector on agenda-setting and decision-making by Governments. He also cites the risks to reputation to the United Nations where they are involved in these partnerships when a partner is selected who does not respect UN norms and standards. Additionally, the proliferation of partnership initiatives, which are not coordinated, can result in isolated solutions and contribute to the institutional weakening of the UN partners involved.   To the extent that partnerships are expanding at a rapid rate, the problem of coordination is expected to grow in the future. Where financing is dependent on the benevolence of individuals, unpredictable financing for the provision of public goods is also a risk inherent in the privatization of responsibility. Martens also observed that many MSPs tend to

concentrate in those areas where technical solutions can lead to quick wins such as vaccines programmes and renewable energy systems.

Similarly, the validity of a multi-stakeholder partnerships approach to deliver on UN goals and mandates is further confirmed at the operational level when one considers the many partnerships being undertaken by the various funds, programs and agencies of the United Nations system itself. While bringing many benefits, the challenges that pose this new approach, including in terms of accountability, coherence, and efficiency, should not be underestimated and should clearly require a mechanism designed to respond to these challenges and for ensuring the Organization's capacity to undertake partnerships at scale. Such a mechanism would help promote integrity and transparency and help ensure the UN's mandates are preserved, provide common partnership support services across the full range of UN activities, improve UN coordination and support and backstop multi-stakeholder initiatives.

4. Multi-stakeholder Partnerships – Success stories and lessons learned

Five Multi-Stakeholder Partnerships (MSPs) are presented in this paper as examples of successful partnerships: The Global Alliance for Vaccines and Immunisation (the GAVI Alliance), the Global Polio Eradication Initiative (GPEI), the Renewable Energy and Energy Efficiency Partnership (REEEP), the Forest Stewardship Council (FSC) and the UN Global Compact CEO Water Mandate were chosen given their association with the United Nations and the fact that they have certain elements in common which speak to their success; elements that could play a role when developing criteria for future partnerships. The Chart (in Annex 5) highlights their background and objectives, lead facilitators, funders and financing, governance structure, outcomes and challenges and monitoring mechanisms.

The review of these partnerships reveal that all five had solid organisational structures and were given clear objectives, a defined timeline, well organised and strong facilitators, and secure funding. Having a clear, well defined and easily understood objective was crucial: people could easily relate to it, and feel ownership because its thematic approach was clear and logical; funders could see and understand what they contributed money to; staff could easily grasp what their mandates and programmes and also developed ownership, and with a clear and well defined purpose and objective monitoring and evaluation became possible, was not cumbersome to execute, and with a reasonable time-line, evaluation and monitoring could lead to adjustments – when and if needed.

Though GAVI has been slightly criticised for being top down, and also seen as having influenced health policy in certain countries, the Alliance scores relatively high on good governance structures, meeting targets, as accessible to public and also for having a structure with built in flexibility so project profiles could be assessed over time, and direction altered if conditions on the ground changed. The same can be said for GPEI, REEEP, FSC and the CEO Water Mandate. Another strong feature in the governance structure is a fairly well-developed monitoring system with good feed-back mechanisms. A functional monitoring system also allows for solid resource management, which in turn is necessary for present and future funding.

5. Possible options and elements for developing a robust, enduring and dynamic framework and platform for the review of multi-stakeholder partnerships

Looking ahead, there is emerging consensus that means of implementation will be incorporated into each sustainable development goal and therefore multi-stakeholder partnerships could therefore be linked with each SDG. Many member states and other stakeholders have asked for a rigorous and participatory review and monitoring framework to hold Governments, businesses and international organizations accountable for results. It is understood that the review and monitoring of partnerships would be an integral part of the more comprehensive, multi-layered reviews of the implementation of the post-2015 development agenda and be relevant for subsequent conferences and summits utilizing a multi-stakeholder approach. In order to build trust and confidence in such reviews of MSPs and to ensure that they are undertaken in support of UN goals and in a "manner that maintains the integrity, impartiality and independence of the Organization", they would need to be done with intergovernmental oversight.

These reviews would also have the following benefits:

- providing a platform for UN Member States and the wider international community to take stock of the role, trends, strategies, innovations, and financing of voluntary multi-stakeholder partnerships and their contribution to advancing international development;
- promoting greater understanding of diverse partnership models and approaches and their key success factors for purposes of replication;
- monitoring and gauging the performance and impact of multi-partnership initiatives;
- increasing the transparency and accountability of partnership commitments in support of the Post-2015 Development Agenda;
- identifying and making recommendations on ways and means to enhance the coherence and effectiveness of multi-stakeholder partnerships;
- increasing insight into the business and financial models behind scalable development solutions delivered through partnership modalities.

Building on the historical overview of partnerships, the critical analysis of researchers and scholars and the experience and reviews of the five partnerships listed above, several elements can be identified and utilized to develop such a partnership framework. The framework builds on the principles and guidelines highlighted from WSSD and its follow-up discussions, General Assembly resolutions on "Towards Global Partnerships" and the outcomes of the ECOSOC Partnership Fora.

Basic Principles

All MSPs involving UN system partners and which have been established with the express purpose of contributing to the implementation of the SDGs and other conference outcomes should:

- Serve the purposes and principles embodied in the Charter of the United Nations.
- Make concrete contributions to the realization of the sustainable development goals and all internationally agreed outcomes of major conferences and summits and their reviews.
- Shall be undertaken in a manner that maintains the integrity, impartiality and independence of the Organization.

- Shall be in line with United Nations Guiding Principles on Business and Human Rights, the core labour standards of the International Labour Organization and United Nations environmental standards, the Guidelines on Cooperation between the United Nations and the Business sector, and the UN Global Compact Principles.
- Complement and not serve as a substitute to traditional Official Development Assistance and other existing bilateral and multilateral commitments;
- Respect and be consistent with both national laws and national development strategies and plans.

Elements to be taken into account in assessing partnerships

Accountability: Agreeing together at the start on transparent decision-making, monitoring and evaluation mechanisms.

Transparency: Bringing all relevant stakeholders in the partnership together in one forum and within an agreed process; publicizing and recording activities in an understandable manner to enable non-participating stakeholders and the general public to understand what is being undertaken and achieved.

Effectiveness: Providing a process to address urgent issues; promoting better decisions by means of widest input from the partnership stakeholders; generating recommendations that have broad support; creating commitment and ownership through participating stakeholders thus increasing the likelihood of successful implementation.

Equity: In partnerships there will be different levels of power. Partnerships should seek to level the playing-field between all relevant stakeholder groups by consensus-building based on equally valued contributions from all partners; provide support for meaningful participation from those who have less financial means; providing equitable access to information to all partners.

Flexibility: The partnership should be able to adjust to the changing reality and needs of the countries. Remaining flexible over time will be challenging.

Good governance: Using best available and accessible governance systems, develop and agree on clear norms and standards; providing clear roles and responsibilities to all partners.

Inclusiveness: The more inclusive the partnership is, the more legitimacy and credibility it will have.

Participation and engagement: Bringing together the principal partners, with sectoral and geographic balance, supporting and challenging all stakeholders to be actively engaged and remain engaged.

Independence from vested interests: Maintaining the credibility of the United Nations by ensuring strong due diligence and integrity measures protect the integrity of the Organization and prevent undue commercial influence.

Human rights based: Promoting and respecting human rights principles, treaties and convenants.

Governing Principles: Ensuring that the companies engaged reflect the general guidelines adopted by the UNGA in 2009 and that they have "shared values and principles". This can best be accomplished through strong system-wide partner screening mechanisms which protect the integrity of the UN while taking into account companies' commitments to the 10 Principles of the UN Global Compact, among other factors.

Table 2: Criteria for reviewing multi-stakeholder partnerships

Elements for reviewing partnerships initiatives	
Is the initiative in line with internationally agreed goals and targets, including the SDGs and others linked to conference follow-up	
Is the initiative new or extension of an existing commitment	
Does the initiative have specific aims and objectives with clear and measurable outputs and deliverables and a defined time-line with benchmarks	
Is the initiative a multi-stakeholder initiative and with a list of members	
Is there a clear governance structure and a management plan in place	
Are there adequate resources (including financing, staff and technical expertise, and in-kind contributions) for the initiative to deliver its target	
Is there an effective monitoring process in place	
Does the initiative have potential for transformative or high impact	
Does the initiative reflect the substantive and geographic diversity of the commitments made	
Do partners adhere to the 10 principles of the UN Global Compact	
Is there a transparent reporting process in place	

Task Managers

One possible approach which could be used to promote a coordinated approach to partnerships may be to revisit a process that was part of the follow up to Agenda 21, and see if it could apply to partnerships. After Rio 1992, UN Agencies and Programmes were assigned responsibility for the most relevant chapters of Agenda 21. This particular Task Manager approach ensured that the entire UN system was engaged and responsible for their implementation. Such an approach could lead to the creation of a meta-partnership to deliver each SDG target. A meta-partnership would be made up of stakeholders, including governments and intergovernmental bodies who are engaged in working together to deliver a particular target at any level. Each meta-partnerships should have a governance structure that represents all stakeholders engaged in the partnership.

This type of approach would enable a 'one-stop shop' for information on implementation, capacity building, technology sharing and would ensure transparency and a knowledge base supported through a UN Agency or Programme. The idea of revisiting the 'task manager system' recognizes the huge task ahead in implementing the 17 SDGs including their targets and offers a simple and already tested approach. During the consultations of the General Assembly Open Working Group on the SDGs, several member states referred to the necessity of involving the entire UN system with its competencies and experience in implementing the SDGs over the next decades. The task manager system with lead UN agencies may be one way of involving them. For the MOI, targets those that are relevant would be seen as cross cutting and should be taken onboard by all partnerships.

A suggested Task Manager or lead agency for the different goals could be agreed. For example, WHO could take the responsibility for the meta-partnerships for the health goal. This would then include a partnership to deliver each target.

Table 3: Possible Health Target partnerships

Suggested Health Target Partnerships
3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000
3.2 By 2030, end preventable deaths of newborns and children under 5 years of age
3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases
3.4 By 2030, reduce by 1/3 premature mortality from non-communicable diseases
3.5 Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol
3.6 By 2020, halve the number of global deaths and injuries from road traffic accidents
3.7 By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes
3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all
3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination

6. Intergovernmental oversight: The General Assembly, ECOSOC and the High Level Political Forum, under the auspices of ECOSOC

The role of the General Assembly

The General Assembly would continue to have broad oversight over partnerships that are linked to the United Nations through the agenda item, "Towards Global Partnerships".

The role of ECOSOC

The Council's Charter mandate gives it the authority to regulate interaction between the United Nations and Non-Governmental Organizations which covers a range of civil society organizations including the private sector, foundations, NGOs, academia, among others. The Council is also the body that coordinates the activities of the United Nations system and as such it is uniquely situated to provide oversight of partnership initiatives or commitments in which the UN system is involved. ECOSOC could therefore set the broad parameters for partnerships that apply to the whole of the UN system.

The role of the HLPF

According to UNGA resolution 67/290, which established the High Level Political Forum, it is expected that the Forum will "*follow-up and review progress in the implementation of sustainable development commitments*" linked to Rio+20 follow-up. The thematic reviews would be carried out annually in HLPF under the auspices of ECOSOC and would provide the occasion for individual countries to voluntarily present national reviews of progress, to discuss lessons learned in each country's implementation of the agenda and the opportunity to review both short-term outputs and long-term outcomes related to attaining the goals. The resolution also gave the Forum the task to provide a platform for partnerships, including the participation of major groups and other relevant

stakeholders. Member States could consider reviewing multi-stakeholder partnerships of a global nature in the same thematic areas that given year. The HLPF could also benefit from any outcomes from ECOSOC's review of partnership principles and guidelines. Consideration could also be given for ECOSOC to commission a study of a "lessons learnt" review of partnerships which could be shared with HLPF and the General Assembly.

7. Conclusion

This paper has provided some historical context of multi-stakeholder partnerships, critical issues and potential approaches which are meant to guide a discussion on post-2015 partnerships, including proposals and ideas for consideration.

Annex 1: Bali Guidelines on Partnerships

Objective of Partnerships
Partnerships for sustainable development are specific commitments by various partners intended to contribute to and reinforce the implementation of the outcomes of the intergovernmental negotiations of the WSSD (Programme of Action and Political Declaration) and to help achieve the further implementation of Agenda 21 and the Millennium Development Goals.

Voluntary Nature/Respect for Fundamental Principles and Values
Partnerships are of a voluntary, 'self-organizing' nature; they are based on mutual respect and shared responsibility of the partners involved, taking into account the Rio Declaration Principles and the values expressed in the Millennium Declaration.

Link With Globally Agreed Outcomes
Partnerships are to complement the intergovernmentally agreed outcomes of WSSD: they are not intended to substitute commitments made by governments. Rather they should serve as mechanisms for the delivery of the globally agreed commitments by mobilizing the capacity for producing action on the ground. Partnerships should be anchored in the intergovernmentally agreed outcomes of WSSD (Programme of Action and Political Declaration) and help achieve the further implementation of Agenda 21 and the Millennium Development Goals.

Integrated Approach To Sustainable Development
Partnerships should integrate the economic, social and environmental dimensions of sustainable development in their design and implementation. They should be consistent, where applicable, with sustainable development strategies and poverty reduction strategies of the countries, regions and communities where their implementation takes place.

Multi-stakeholder Approach
Partnerships should have a multi-stakeholder approach and preferably involve a range of significant actors in a given area of work. They can be arranged among any combination of partners, including governments, regional groups, local authorities, non-governmental actors, international institutions and private sector partners. All partners should be involved in the development of a partnership from an early stage, so that it is genuinely participatory in approach. Yet as partnerships evolve, there should be an opportunity for additional partners to join on an equal basis.

Transparency and Accountability
Partnerships should be developed and implemented in an open and transparent manner and in good faith, so that ownership of the partnership process and its outcomes is shared among all partners, and all partners are equally accountable. They should specify arrangements to monitor and review their performance against the objectives and targets they set and report in regular intervals ('self-reporting'). These reports should be made accessible to the public.

Tangible Results
Each partnership should define its intended outcome and benefits. Partnerships should have clear objectives and set specific measurable targets and timeframes for their achievement. All partners should explicitly commit to their role in achieving the aims and objectives of the partnerships.

Funding Arrangements

Available and /or expected sources of funding should be identified. At least the initial funding should be assured at the time of the Summit, if the partnership is to be recognized there.

New/Value Added Partnerships

Ideally, partnerships for sustainable development should be 'new', i.e. developed within the framework of the WSSD process. In case of on-going partnerships, there has to be a significant added value to these partnerships in the context of the WSSD (e.g. more partners taken on board, replicating an initiative or extending it to another geographical region, increasing financial resources, etc.)

Local Involvement & International Impact

While the active involvement of local communities in the design and implementation of partnerships is strongly encouraged (bottom-up approach), partnerships should be international in their impact, which means their impact should extend beyond the national level (global, regional and/or sub-regional).

Follow-up Process

Partnerships should keep the Commission on Sustainable Development informed about their activities and progress in achieving their targets. The CSD should serve as a focal point for discussion of partnerships that promote sustainable development, including sharing lessons learnt, progress made and best practices.

Opportunities to develop partnerships for sustainable development will continue after the WSSD. Submissions of partnerships after the Summit will be considered in the follow-up process.

Annex 2: Commission on Sustainable Development 11 (2003)

At CSD11 a framework for WSSD partners was agreed to. Their follow up should be developed and implemented in accordance with the following criteria and guidelines, taking note in that regard of the preliminary work undertaken on partnerships during the preparatory process for the Summit, including the Bali guiding principles, and General Assembly resolution 56/76 of 11 December 2001.

a. Partnerships are voluntary initiatives undertaken by Governments and relevant stakeholders, such as major groups and institutional stakeholders;

b. Partnerships should contribute to the implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the Johannesburg Plan of Implementation, and should not divert resources from the commitments contained in those agreements;

c. Partnerships are not intended to substitute commitments made by Governments, but to supplement the implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the Johannesburg Plan of Implementation;

d. Partnerships should add concrete value to the implementation process and should be new. That is, they should not merely reflect existing arrangements;

e. Partnerships should bear in mind the economic, social and environmental dimensions of sustainable development in their design and implementation;

f. Partnerships should be based on predictable and sustained resources for their implementation, should include the mobilization of new resources, and where relevant, should result in the transfer of technology to, and capacity-building in, developing countries;

g. It is desirable that partnerships have a sectoral and geographical balance;

h. Partnerships should be designed and implemented in a transparent and accountable manner. In that regard, they should exchange relevant information with Governments and other relevant stakeholders;

i. Partnerships should be publicly announced with the intention of sharing the specific contribution that they make to the implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the Johannesburg Plan of Implementation;

j. Partnerships should be consistent with national laws and national strategies for the implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the Johannesburg Plan of Implementation, as well as the priorities of countries where their implementation takes place

k. The leading partner of a partnership initiative should inform the national focal point for sustainable development of the involved country/countries about the initiation and progress of the partnership, and all partners should bear in mind the guidance provided by Governments;

l. The involvement of international institutions and United Nations funds, programmes and agencies in partnerships should conform to intergovernmentally agreed mandates and should not lead to the diversion to partnerships of resources otherwise allocated for their mandated programmes;

23. Decides that providing information and reporting by partnerships registered with the Commission should be transparent, participatory and credible, taking into account the following elements:

6 The registration of partnerships should be voluntary and should be based on written reporting to the Commission, taking into account the provisions specified above. Reporting by partnerships should focus on their contribution to the implementation of the goals, objectives and targets of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the Johannesburg Plan of Implementation;

7 Partnerships should submit a regular report, preferably at least on a biennial basis;

8   The Secretariat is requested to make information available on partnerships, including their reports, through a database accessible to all interested parties, including through the Commission web site and other means;

9   The Secretariat is requested to produce a summary report containing synthesized information on partnerships for consideration by the Commission, in accordance with its programme and organization of work, noting the particular relevance of such reports in review years;

10   The Commission, during review years, should discuss the contribution of partnerships towards supporting the implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the Johannesburg Plan of Implementation with a view to sharing lessons learned and best practices, identifying and addressing problems, gaps and constraints, and providing further guidance, including on reporting, during policy years, as necessary;

24. Calls for activities aimed at strengthening partnerships in the context of the Summit process and its follow-up, and facilitating new ones, including through such initiatives as partnerships fairs and learning centres, mindful of the importance of sharing

Annex 3: Global Compact Principles

Human Rights
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
Principle 2: make sure that they are not complicit in human rights abuses.
Labour
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
Principle 4: the elimination of all forms of forced and compulsory labour;
Principle 5: the effective abolition of child labour; and
Principle 6: the elimination of discrimination in respect of employment and occupation.
Environment
Principle 7: Businesses should support a precautionary approach to environmental challenges;
Principle 8: undertake initiatives to promote greater environmental responsibility; and
Principle 9: encourage the development and diffusion of environmentally friendly technologies.
Anti-Corruption
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Annex 4: Leadership Initiatives of the Secretary-General- Partnership Commitment Platforms

<u>Every Woman Every Child</u>
Every Woman Every Child is a global movement launched by the Secretary-General to save and improve the lives of 16 million women and children within five years. To date, more than 400 partners from a range of stakeholder groups, including over 70 governments, have made specific commitments to advance women's and children's health under this initiative. Each commitment maker is required to report annually on progress related to the implementation of their commitment.

All commitments advancing goals outlines in the *Global Strategy for Women's and Children's Health* are encouraged, in particular those which are long-term (e.g. over several years), are sustainable (.e.g, public-private partnerships with sustainable business models) and innovative (e.g. innovative policies, new low cost technologies, innovative partnerships, innovative business models). Most importantly, commitments must have measureable impact.

<u>Sustainable Energy for All (SE4All)</u>
In September 2011, the Secretary-General launched the Sustainable Energy for All initiative and shared his vision for how governments, business and civil society, working in partnership, can make sustainable energy for all a reality by 2030. Today, thousands of partners from all regions and sectors have committed to work towards the realising the initiatives transformative agenda and objectives. A robust accountability framework is being established to foster transparency and enable the tracking of the many voluntary commitments to the initiative.

<u>Global Pulse</u>
Global Pulse was established to tackle an emerging and highly forward-looking issue area: the use of real-time data for decision-making. Big data is produced by the public, is held closely by private sector, and may be used by governments to better serve the public. Yet data sharing between these entities is problematic for reasons related to personal privacy, business risk, and national sovereignty. The topical nature of "big data" made Global Pulse an early and visible leader in this new policy space, which has attracted multi-stakeholder partners from inside and outside the UN system.

<u>The Zero Hunger Challenge</u>
The Zero Hunger Challenge has opened the door to the certainty that hunger can be eliminated in our lifetime, if all stakeholders work together. It has brought a renewed focus to nutrition, food waste, agriculture, women's empowerment and sustainability – and to the necessary interconnectivity of all these areas. Not only has the will to end hunger increased, but there is now the knowledge that it cannot be accomplished without the integration of all other elements of the Challenge – nor without engagement from all sectors.

<u>The Climate Summit</u>
The Secretary-General hosted the Climate Summit in September 2014 to engage leaders and advance climate action and ambition. The Summit served as a public platform for leaders at the highest level – all UN Member States, as well as finance, business, civil society and local leaders from public and private sectors – to catalyze ambitious action on the ground to reduce emissions and strengthen climate resilience and mobilize political will for an ambitious global agreement by 2015 that limits the world to a less than 2-degree Celsius rise in global temperature.

The Climate Summit focused on concrete action and solutions for accelerating progress in areas that can significantly contribute to reducing emissions and strengthening resilience – such as agriculture,

cities, energy, financing, forests, pollutants, resilience and transportation. New commitments, new ideas, and new financing for significant actions to address the challenge of climate change dominated the announcements made by more than 100 Heads of State and Government and leaders from the private sector and civil society at the Climate Summit.

Annex 5: Examples of Multi-stakeholder Partnerships

	BACKGROUND AND OBJECTIVES	LEAD FACILITATORS, FUNDERS	GOVERNANCE STRUCTURE	OUTCOMES AND CHALLENGES	MONITORING
The Global Alliance For Vaccines And Immunization (Gavi)	Established January 2000 and has raised over $.5 billion. Vaccine provision and development, country level immunization programmes and health systems strengthening (HSS); special focus on low-income countries.	WHO, UNICEF, World Bank, Gates Foundation, International Federation of Pharmaceutical Manufacturer's Association, US AID (funders 1/3rd from bilateral donors, private donations and Gates Foundation.	GAVI has a secretariat and Board – one third of Board elected on an independent basis with expertise in health; At country level GAVI works through Interagency Coordinating Committees and Health Sector Coordinating Committees.	Built on the experience of the Vaccine Initiative launched by UNICEF in 1990. Generally seen as successful in increasing the numbers vaccinated but less successful influencing vaccine pricing.	A Monitoring and Evaluation Framework and Strategy; ensures valid, reliable, useful performance measures are available and used to support organizational and stakeholder learning, management of strategy, improvement of programmes, mitigation of risk and reporting of performance.
The Global Polio Eradication Initiative (GPEI)	Launched by WHO in 1998 at the World Health Assembly – Objective to eradicate Polio by 2000; today polio reduced by 99% globally.	WHO, UNICEF, the US Centre for Disease control, Rotary International – bilateral donors also included Russian Federation, Kuwait, UAE, Saudi Arabia and Malaysia, World Bank and African and Inter-American Development Banks	The Advisory Committee on Polio Eradication and the Global Commission for the Certification of the eradication of Poliomyelitis and the UN Interagency Committee play vital roles with WHO regional offices, large networks of health workers, public health managers & professionals	Polio incidents have reduced by 99% but the commitment to global polio eradication by the World Health Assembly (WHA), is not legally binding on states, and therefore the enforcement mechanisms of GPEI are not strong.	GPEI operates within a broad framework of inter-governmental and interagency cooperation and participation. The Independent Monitoring Board assesses progress towards a polio-free world, convenes on a quarterly basis to independently evaluate progress towards each of the major milestones of the GPEI Strategic Plan;

					the IMB provides assessments of the risks posed by existing funding gaps.
Renewable Energy and Energy Efficiency Partnership (REEEP)	Initiated by the UK government in 2002 as a WSSD Type 2 partnership – response to WSSD failure to agree targets for renewable energy and energy efficiency – It aimed to promote collaboration to achieve a significant increase in the use of renewable energy and energy efficiency to improve energy security and provide for reliable delivery, and deal with climate change/energy issues. Project implementation and policy advice at national level, and advocacy at global level is its main thrust.	Traditional bilateral donors (90 projects in over 40 countries); 60% of REEEP's activities deal with policy and regulation, the remaining with project financing.	REEEP has a governing board that is responsible to a 'Meeting of Partners' which is the ultimate authority of REEEP. Projects are developed and proposed by the programme committee and final selection by the International Selection Committee. A governing board is responsible to an assembly, 'a Meeting of Partners', which is the ultimate authority of REEEP.	REEEP contributed to change in renewable energy. REEEP has used a multiple approach to establish national partnerships involving small-scale private sector partners, NGOs and public partners. REEEP has also financed local projects that may not have been from the outset financially viable from a market point of view. South Africa proposed targets for of 5% of total primary energy use to come from renewable energy resources by 2010. By 2009 IAEA estimate this had reached 13.1%, now increased to 19%.	Has a Governing Board responsible for the conduct of the business of the organization in accordance with the Statutes, and holds office for a period of four years. It is comprised of not less than six members and meets at least once a year. Its functions are to: develop and oversee the key strategic direction of the REEEP, including targets, timeframes and funding priorities; prepare the financial rules and accounting system of the organization, consider and decide upon applications to become Partners, provide instructions to the International Secretariat.
The Forest Stewardship Council (FSC)	FSC Founding Assembly in 1993, the secretariat relocated in 2003 to Bonn, Germany. Main thrust from UNCED in 1992 to establish an	Not for profit NGO with membership in over 60 countries. It is financed through a multitude of sources – individual and	Board of Directors and an international secretariat with the General Assembly of members as the highest decision making body. It has	Formally organised as an independent non-governmental organisation, works outside of national	FSC has developed 12 system indicators under four main categories – economic, social, environmental and general. The FSC Monitoring

	independent and international forest certification system. Vision: the world's forests meet the social, ecological, and economic rights and needs of the present generation without compromising those of future generations through promoting environmentally appropriate, socially beneficial, and economically viable management of the world's forests.	corporate grants, donations and projects. It has a strong collaborative relationship with various UN bodies and has over the years worked with UNEP and had projects financed through the GEF. Governments cannot be members.	three chambers for stakeholders from environment, social and economic organizations. There is also a quota to ensure a more balanced north/south representation.	regulations with its outreach. With expertise competence and project portfolio, the FSC can function as an incubator for multi-stakeholder partnerships. The FSC administers a self-elaborated third party certification system on wood and timber products that serves to verify whether products– 8% of global forest is certified and 25% of all industrial round-wood production.	and Evaluation Program has also developed a Code of Good Practice for Assessing the Impacts of Social and Environmental Standards, works with ten credibility principles integrated in the FSC monitoring work. sustainability, improvement, relevance, rigour, engagement impartiality, transparency accessibility, truthfulness, efficiency
UN Global Compact CEO Water Mandate	Launched in 2007 and developed under the UN Global Compact's three environment principles derived from the Rio Declaration for business to support a precautionary approach, promote greater environmental responsibility and encourage diffusion of environmentally friendly technologies has a broad-based analysis of the acute global water stress with action taken, but the CEO Water Mandate is voluntary and aspirational and	Participation in the CEO Water Mandate is open to all UNGC business signatories, and is funded and supported by companies, governments, and UN agencies and other stakeholders.	Run by a secretariat in the UN GC and the Pacific Institute and overseen by the CEO Water Mandate Steering Committee, which includes business, civil society and other representatives.	The CEO Water Mandate has set rigorous standards for reporting on companies' activities in water and sanitation related areas, and the reporting policy follows those of the GRI. Member companies have changed their approach to water due to the work done under the CEO Water Mandate. Participating companies	While a voluntary initiative, the CEO Water Mandate incorporates a mandatory disclosure mechanism. It reports through a system called Corporate Water Disclosure which reports information to stakeholders (investors, NGOs, consumers, communities, suppliers, and employees) related to the current state of a company's water management, the implications for the business and others, and the

	works on six areas: Direct Operations; Supply Chain and Watershed Management; Collective Action; Public Policy; Community Engagement; and Transparency			must also publish and share their water strategies, including targets and results, areas for improvement, in relevant corporate reports, using – where appropriate – the water indicators found in the GRI Guidelines. Companies must be transparent in dealings and conversations with governments and other public authorities on water issues.	company's strategic responses. Disclosure is a critical component of a company's water management efforts and of water-related sustainability more generally. Disclosure reports are posted on the CEO Water Mandate's public website; further, companies which fail to report are expelled.

Annex 6: Endnotes and References

Endnote

1. "Type II' partnerships/initiatives are complementary to the globally agreed 'Type I' outcomes: they are not intended to substitute commitments by governments in the 'Type I' documents, rather they should contribute to translating those political commitments into action. Given the broad range of issues currently being negotiated, it should not prove difficult to link a 'Type II' initiative to the negotiated outcome." (UN, 2002)

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