Goal 17: Partnerships
Partnerships for the goals: An Analysis

Anette Scoppetta, Deputy Director
(developed together with Leda Stott for the book “The Cooperation Revolution”)
Understanding Target 17.16

Enhance the **global partnership for sustainable development** complemented by **multi-stakeholder partnerships** that mobilize and share knowledge, expertise, technologies and financial resources to support the achievement of sustainable development goals in all countries, particularly developing countries.

Proposed Indicators

96. Official development assistance and net private grants as percent of GNI

Source: https://indicators.report/targets/17-16/
Understanding Goal 17 - Partnership

The Global Goals can only be met if we work together.

*International investments and support are needed to ensure innovative technological development, fair trade and market access, especially for developing countries.* To build a better world, we need to be supportive, empathetic, inventive, passionate, and above all, cooperative.

**BUT** Partnership is **much more** than European/Western countries’ aid for developing countries

We all have to **develop** to safeguard our planet

Source: https://www.globalgoals.org/17-partnerships-for-the-goals
Partnership is repeatedly used as a buzzword instead of a meaningful and sound (policy) tool.

The three social development pillars are cross-cutting and intertwined.

The different partnership arrangements (in the three pillars and in the varying sociohistoric contexts) can add enormous value to the SD agenda.
**Partnership is a meaningful policy tool**

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<tr>
<th>Strategic Orientation</th>
<th>Operative Orientation</th>
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<tr>
<td><strong>Aims</strong></td>
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<tr>
<td>To share information</td>
<td>To exchange information about particular services</td>
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<td>To discuss topics</td>
<td>To update knowledge</td>
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<td>To network</td>
<td>To integrate skills into PES</td>
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<td><strong>Forms of agreement</strong></td>
<td><strong>Forms of agreement</strong></td>
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<tr>
<td>Informal/Mutual agreements</td>
<td>Informal/Formal: Mutual agreements, contracts in case of contracting out of services</td>
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<td><strong>Examples</strong></td>
<td><strong>Examples</strong></td>
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<tr>
<td>Policy forums, strategic platforms, networks, consultations, etc.</td>
<td>Meetings between parties, contracting out, outsourcing of the delivery of PES services, etc.</td>
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<td><strong>References</strong></td>
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<td>Capacity Building model (model1), Cooperation model (model 2), Integration of skills (model3)</td>
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<tr>
<th>Forms of relationship</th>
<th>Cooperation</th>
<th>Coordination</th>
<th>Collaboration</th>
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<tbody>
<tr>
<td>Loose relationship</td>
<td>Characteristics: information is shared, informal or formal</td>
<td>Characteristics: some joint planning, intensified communication and closer working relationship</td>
<td>Characteristics: joint objectives and decision making, shared commitment, developed partnership</td>
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<tr>
<td>Coordination</td>
<td>To share information</td>
<td>To jointly develop policy areas</td>
<td>To improve strategic planning and policy delivery</td>
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<tr>
<td>Collaboration</td>
<td>To discuss topics</td>
<td>To solve (cross-policy) problems</td>
<td>To contribute to systemic change by sharing responsibility</td>
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<td>Close relationship</td>
<td>To network</td>
<td>To elaborate future partnerships</td>
<td>Formal (legally binding): Partnership agreements, pacts, multi-lateral contracts</td>
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**Examples**
- Policy forums, strategic platforms, networks, consultations, etc.
- Cooperation model (model 2) provided that policy coordination is practiced, Coordination model (model 4) provided that policy coordination is practiced, Coordination model (model 4)
- Strategic partnerships such as Structural Fund Partnerships in Sweden and the Territorial Employment Pacts in Austria
- Service partnerships such as the Local Employment Partnerships in the UK and Public-Private Partnerships of various kinds

**References**
- Scoppetta, 2013
Spectrum of partnership* objectives

* Partnerships defined as relationship in which organisations pool their diverse resources, capitalise on synergies, and share risks and benefits in order to accomplish something that they could not do alone

Source: Stott, 2017
Questioning our models

If we aim to meet the growing demand for better products and ways of life ...using current technologies and resources systems, then we will break through environmental and resource constraints. To meet all that demand in a sustainable way we need radically different kinds of products, systems and services.

Charles Leadbeater
Questioning our models

Source: Views of the world, http://www.viewsoftheworld.net/?p=4639
Collaboration to address wicked problems

Tackling wicked problems is an evolving art. They require thinking that is capable of grasping the big picture, including the interrelationships among the full range of causal factors underlying them. They often require broader, more collaborative and innovative approaches. This may result in the occasional failure or need for policy change or adjustment.

Government of Australia

Individualism versus cooperation

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<tr>
<th>Cooperation</th>
<th>Individualism</th>
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<tr>
<td>Cooperation</td>
<td>← Individualism</td>
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Economic theories such as those of Thomas Hobbes and Adam Smith taught us perennial about **humans’ selfishness**, our **rational behaviour** (‘**homo economicus**’) and the **individual interest** (which is increasingly given priority over group interests).

**BUT:** Cooperative human behaviour, only studied comprehensively during recent times, tells us a different story: **humans are not as much selfish as we have been told**. Driven by overwhelming economic forces, have we even forgotten how to cooperate in many respects?
Findings and recommendations

- **Partnership** is a sound policy tool and a **key** for a **successful** implementation of the SDGs (e.g. partnership can strongly contribute to **transformative social change** processes)

- **Partnership**, however, is **much more** than envisaged in the SD Agenda (aid for developing countries, measured in GNI, etc.)

- **SDG Goal 17** thus must be revised ...
Findings and recommendations

The SDG Goal 17 must be “reframed” by

1) taking advantage of the different forms of social (and institutionally-based) relationships (cooperation, collaboration and networking),
2) harnessing partnerships as meaningful tool to achieve the SDGs by in parallel acknowledging the different forms of relationship in varying sociohistorical contexts,
3) setting priorities together with the local/regional (micro) level by building on what works and what does not work in different contexts, and
4) allocating financial means to set actions towards achieving the SDGs.
Findings and recommendations

The achievement of the SDGs requires a shift away from an ‘outdated’ model in which society is regarded as annex to the market and environmental issues are subordinated to economics.

A mindset change is required to turn the table from the ‘me-culture’ to the ‘us-culture’ (socially responsible cooperative behaviour that places human cooperation in the centre of attention).

We need to establish integrated policies that are embedded in a coherent multi-level cooperative policy framework (all policies – be it the economy, environment, social, education or health – are intertwined; holistic policy solutions consequently are needed) and where we all together work towards transformative sustainable social change (the SD concept is brought to life by counting on contributions from actors of all geographical scales).

We need to design the necessary transformative social change process by all means (e.g. by policies, together with all actors, etc.). The transformational change will depend upon confirmation of the added value of partnership as a means to an end and an end in itself.
Thank you

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References - I


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