17 PARTNERSHIPS FOR THE GOALS

Goal 17: Partnerships

Partnerships for the goals: An Analysis

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(developed together with Leda Stott for the book "The Cooperation Revolution")

GENERAL ASSEMBLY 2019

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/

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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

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Source: https://www.globalgoals.org/17-partnerships-for-the-goals

Rationale & European Centre's approach

➤ 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
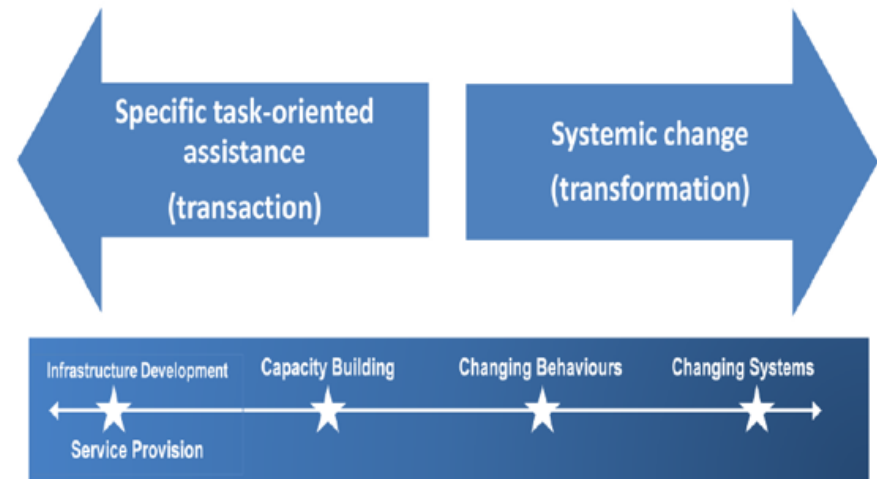
Partnership is a meaningful policy tool

			Forms of relationship		
			Cooperation	**Coordination**	**Collaboration**
			Loose relationship		Close relationship
			Characteristics: information is shared, informal or formal	*Characteristics*: some joint planning, intensified communication and closer working relationship	*Characteristics*: joint objectives and decision making, shared commitment, developed **partnership**
Multi-stakeholder arrangements of PES	**Strategic Orientation**	**Aims**	To share information To discuss topics To network	To jointly develop policy areas To solve (cross-policy) problems To elaborate future partnerships	• To improve strategic planning and policy delivery • To contribute to systemic change by sharing responsibility
		Forms of agreement	Informal: Mutual agreements	Informal/formal: Memorandum of Understanding, codes of conduct, guidelines	Formal (legally binding): Partnership agreements, pacts, multi-lateral contracts
		Examples	*Policy forums, strategic platforms, networks, consultations, etc.*	*Involvement in social dialogue, Councils, Committees, Boards, etc.*	*Strategic partnerships such as Structural Fund Partnerships in Sweden and the Territorial Employment Pacts in Austria*
		References[14]	-	*Cooperation model (model 2) provided that policy coordination is practiced, Coordination model (model 4)*	-
Arrangements between two or three partners	**Operative Orientation**	**Aims**	▪ To exchange information about particular services ▪ To update knowledge ▪ To integrate skills into PES	▪ To coordinate services ▪ To explore possibilities ▪ To balance options	▪ To jointly improve specific (employment) services ▪ To enhance employment options ▪ To boost social inclusion
		Forms of agreement	Informal/Formal: Mutual agreements, contracts in case of contracting out of services	Informal/formal: Agreements between parties	Formal (legally binding):Partnership agreements, pacts, multi-lateral contracts
		Examples	*Meetings between parties, contracting out, outsourcing of the delivery of PES services, etc.*	*Coordination of skill supply and demand in a territory, etc.*	*Service partnerships such as the Local Employment Partnerships in the UK and Public-Private Partnerships of various kinds*
		References[14]	*Capacity Building model (model1), Cooperation model (model 2), Integration of skills (model3).*	*Cooperation model (model 2) provided that policy coordination is practiced, Coordination model (model 4)*	-

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Source: 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

Specific task-oriented assistance

(transaction)

Systemic change

(transformation)

Infrastructure Development   Capacity Building   Changing Behaviours   Changing Systems

Service Provision

Source: Stott, 2017

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Questioning our models

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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
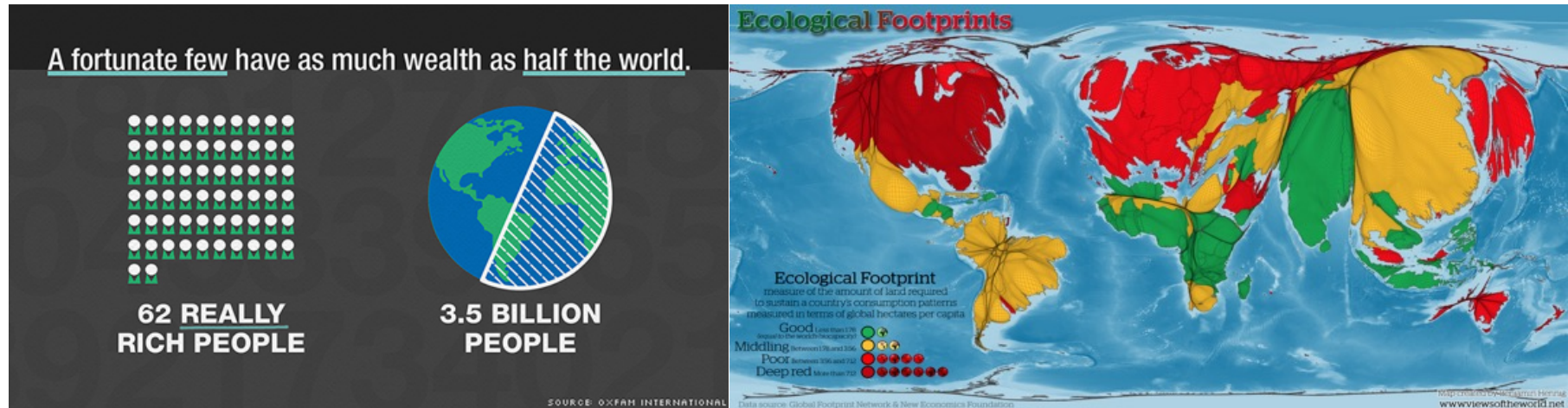
Collaboration to address wicked problems

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

Source: http://www.apsc.gov.au/publications-and-media/archive/publications-archive/tackling-wicked-problems

Individualism versus cooperation
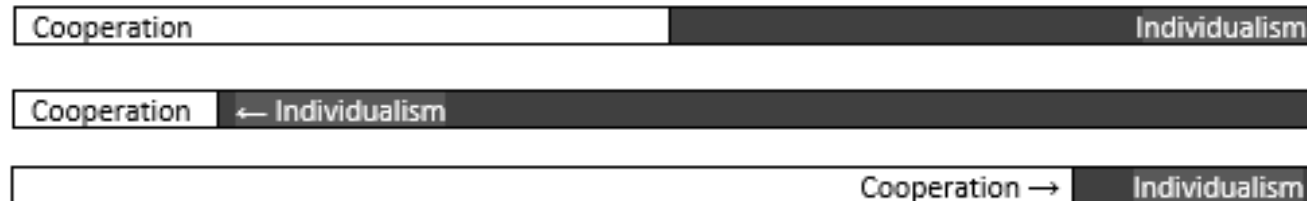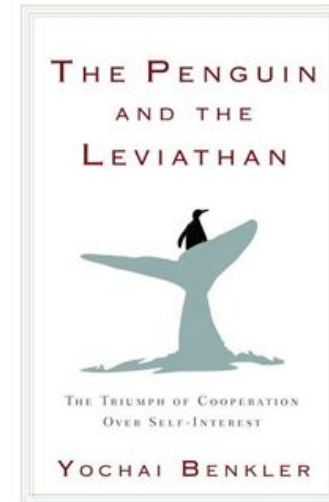
Economic theories such as those of Thomas Hobbes and Adam Smith taught us perennial about **humans' selfishness,** our **rational behaviour ('homo economicus')** and the **individual interest** (which is increasingly given priority over group interests).

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?
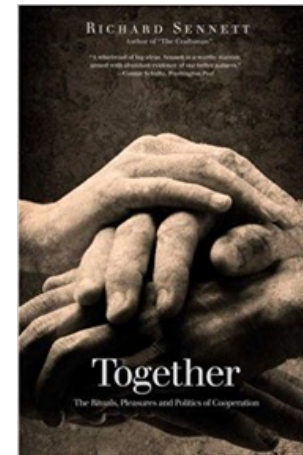
Findings and recommendations

❖ **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 …

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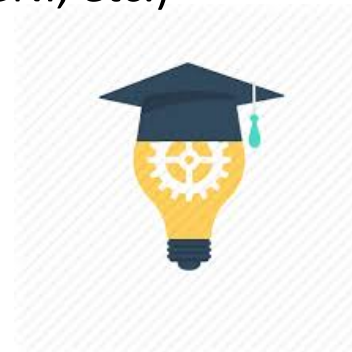
Findings and recommendations

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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.**

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Thank you

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