

Chapter 4

Inclusive partnerships for effective development

Delivering on the ambitious 2030 Agenda for Sustainable Development will require mobilising all available financing, knowledge, skills and technology. To make this possible, it is essential to build inclusive partnerships for effective development that can create synergies and capitalise on diverse and complementary contributions. This in turn requires an enabling policy, legal and regulatory environment. Many development partners will need to change and adapt the way they work. This chapter looks at the existing environment for inclusive development partnerships. In particular, it reviews the current level of civil society engagement in development as well as the quality of public-private dialogue, focusing on: current efforts to create an environment that maximises the contribution of civil society organisations to development (Indicator 2); and whether essential conditions for good dialogue between the public and private sectors are in place (Indicator 3). It also explores how multi-stakeholder partnerships work in practice. The chapter concludes by proposing key elements for building more inclusive partnerships for development.

Inclusiveness is essential for effective development partnerships. A whole-of-society approach is needed to mobilise support and resources from all development partners; strengthen co-ordination and collaboration; create synergies and reduce duplication of efforts; and capitalise on the diverse and complementary contributions of stakeholders.

The Busan Partnership agreement and the 2030 Agenda for Sustainable Development acknowledge the critical role of broad-based, inclusive partnerships in generating development results. Ultimately, development is about creating positive impact for society as a whole. Inclusive policy making and programming ensures that those directly affected can contribute to defining and tracking the development policies and programmes that are intended to improve their lives.

The Global Partnership for Effective Development Co-operation monitors two Busan commitments on inclusiveness: creating an environment that enables civil society organisations (CSOs) to contribute to development; and promoting private sector engagement through public-private dialogue. For the 2016 monitoring round, 60 countries reported on relevant national conditions for CSOs and private sector contribution to development (Box 4.1).¹ These assessments were made jointly by representatives of government, CSOs, the private sector, trade unions and development partners using multi-stakeholder dialogue and other consultative mechanisms.

Box 4.1. **How are inclusive partnerships measured in the Global Partnership monitoring framework?**

The Global Partnership monitoring framework measures progress on inclusive partnerships through Indicators 2 and 3 (OECD/UNDP, 2015). Because both of these indicators are new, the 2016 monitoring round sets the baseline for future rounds.

Indicator 2: Civil society organisations operate within an environment that maximises their engagement in and contribution to development

This indicator assesses how governments and their development partners contribute to an enabling environment for civil society organisations (CSOs), and how CSOs are implementing development effectiveness principles in their own operations.¹ It is composed of a four-module qualitative questionnaire at the country level covering:

1. the availability of spaces for multi-stakeholder dialogue on national development policies
2. CSO accountability and transparency
3. official development co-operation with CSOs
4. the legal and regulatory environment.

Indicator 3: Public-private dialogue promotes the engagement of the private sector and its contribution to development

This indicator measures the engagement of the private sector and the quality of public-private dialogue in a given country. Its three modules combine globally sourced quantitative scores and country-sourced qualitative information:

- Module 1 assesses the legal and regulatory environment and relies on data from five international indices: the public engagement index from the Open Budget Survey, which measures budgetary transparency and public participation in the budgeting process; the voice and accountability, rule of law, and control of corruption indices from the World Bank's Worldwide Governance Indicators; and the citizen engagement in rulemaking index from the World Bank. ...

- Module 2 assesses each country's readiness for conducting public-private dialogue processes using country-sourced data gathered through a qualitative questionnaire.
- Module 3 (optional) assesses the effectiveness of a given public-private platform in the country through a case study.

1. The "Istanbul CSO Development Effectiveness Principles" were endorsed at the Open Forum's Global Assembly in September 2010 in Istanbul.

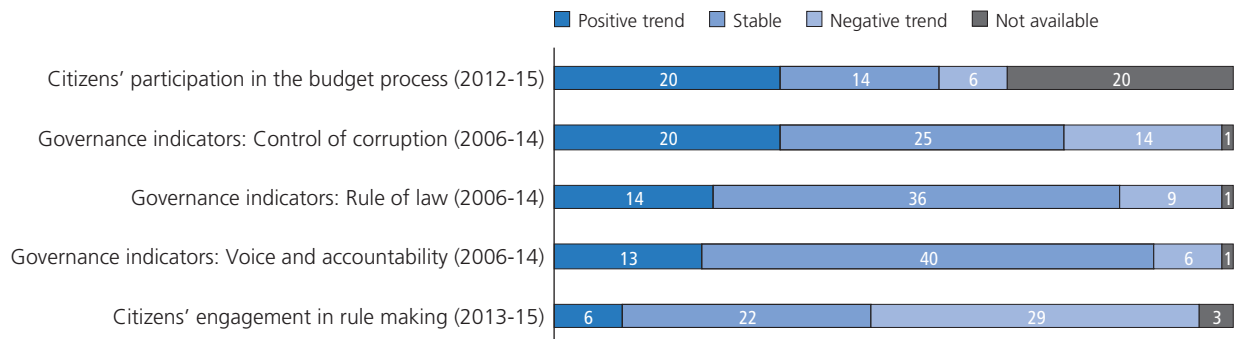
In general, progress in creating an enabling environment is limited

Policy, legal and regulatory settings influence the extent to which inclusive partnerships are able to flourish, permitting non-state stakeholders to maximise their contributions to development. Institutional arrangements and norms can facilitate or hinder stakeholders' ability to trust each other, for example, a pre-condition for partnerships to function effectively. In addition to data collected at the country level, the Global Partnership monitoring process includes data from five global indices (Box 4.1). While these measurements are included under Indicator 3, their analysis contributes to an overall assessment of the inclusiveness of each country's policy, legal and regulatory environment for development partnerships.

In general terms, these international indices show that progress in creating an enabling environment is limited (Figure 4.1). Looking at each assessment in more detail:

- Out of the 40 countries for which data are available, 20 report an increase, from very low levels, in transparency of government budgets and public engagement in the budgetary process. According to the Open Budget index, today some budget information is publicly available in most countries monitored. Among regions, Africa and Asia made the most progress, with close to half of Asian countries reporting advances in this area.
- As broad measures of governance, in the World Bank's composite indices on rule of law and on voice and accountability, over 65% of the 60 countries show minimal or no improvement since 2006. This is confirmed by an independent study run by the CSO Partnership for Development Effectiveness (CPDE) in parallel to the 2016 monitoring round, which shows that while participating countries have widespread constitutional recognition of rights, few have achieved full enforcement in practice and unreasonable restrictions continue to varying degrees (CPDE, 2016: 9-10).
- Progress in fighting corruption is also insufficient. The scores in 25 out of 59 participating countries (42%) for which data on this indicator are available remain unchanged in comparison to 2006 and have declined in 14 countries. In comparative terms, countries in Asia and the Pacific performed relatively better than those in other major world regions.
- Citizens' engagement in rule making is another area of low performance. The governments of most reporting countries have not made any progress or show a negative trend in public consultation when preparing regulations that affect citizens and the business community.

Figure 4.1. **Overall trends in the enabling environment for inclusive development**
Number of countries



StatLink  <http://dx.doi.org/10.1787/888933423804>

Indicator 2. Civil society operates within an environment that maximises its engagement in and contribution to development

Looking at the legal and regulatory environment for civil society organisations,² most of the 59 countries reporting on Indicator 2 have policies and regulations in place that recognise and respect CSOs' freedom of association, assembly and expression, and that facilitate the formation, registration and operation of these organisations. In almost 30% of the reporting countries, however, civil society organisations receive little or no government support and the regulations limiting the funding of CSOs by development partners are increasing (CPDE, 2016: 10; Dupuy, Ron and Prakash, 2016). Moreover, in over 20% of the reporting countries, certain civil society organisations are marginalised by laws and regulations that fail to support them or to recognise their rights.³ This is true, in particular, for organisations dealing with human rights – including women's rights – the environment, gender and sexual minorities, as well as labour and land rights (CPDE, 2016: 16). Recent studies suggest, however, that development partners' allocations are significantly more likely to channel contributions through CSOs instead of through the government, in countries that have been exposed by international non-governmental organisations (NGOs) for not fully ensuring civic liberties (Dietrich and Murdie, 2014).

Governments need to be more systematic in involving civil society

Most participating countries report that their government has procedures in place for consultation and dialogue around their own development plans (Figure 4.2). Yet while almost 90% report that they consult CSOs on the design, implementation and monitoring of national development policies, the quality of engagement varies. The factors that diminish the effectiveness of consultations in influencing national policies include difficult or polarised political contexts, fragility and conflict, ad hoc consultation mechanisms, and lack of co-ordination mechanisms to ensure broad-based CSO representation. CSOs that participated in these processes indicate that, to be effective, dialogue needs to be institutionalised; this should include establishing clear procedures for CSO engagement, involving a transparent and representative selection of CSOs, and creating effective feedback mechanisms (CPDE, 2016: 14).

Example of good practice: The Kenyan government brings CSOs together with numerous other development partners for monthly meetings on development co-operation effectiveness (CPDE, 2016: 14).

Figure 4.2. **Government support for multi-stakeholder dialogue on national development policies**
Percentage of countries



StatLink  <http://dx.doi.org/10.1787/888933423819>

While a great majority of countries report that the rights of CSOs to access government information are codified in laws and regulations, the assessments suggest that the quality of legislation varies and the scope of accessible information is often limited or selective. The reasons for this include the weakness of legislation guaranteeing access to information, as well as limited enforcement of such legislation; the provision of partial or outdated information in answer to requests also affects access. The CPDE notes, in this respect, that media organisations in particular are viewed with mistrust in some country contexts, despite their crucial role in disseminating information (CPDE, 2016: 16).

Forty per cent of the reporting countries point to the lack of resources and training opportunities for capacity building among stakeholders as a key obstacle to multi-stakeholder dialogue. This results mainly from limited/fragmented availability of financial resources, but also from the low priority assigned by governments to investment in capacity building. These challenges are particularly important for local CSOs, as fundraising is more difficult for them than for the international NGOs (Banks, Hulme and Edwards, 2015; CPDE, 2016: 17).

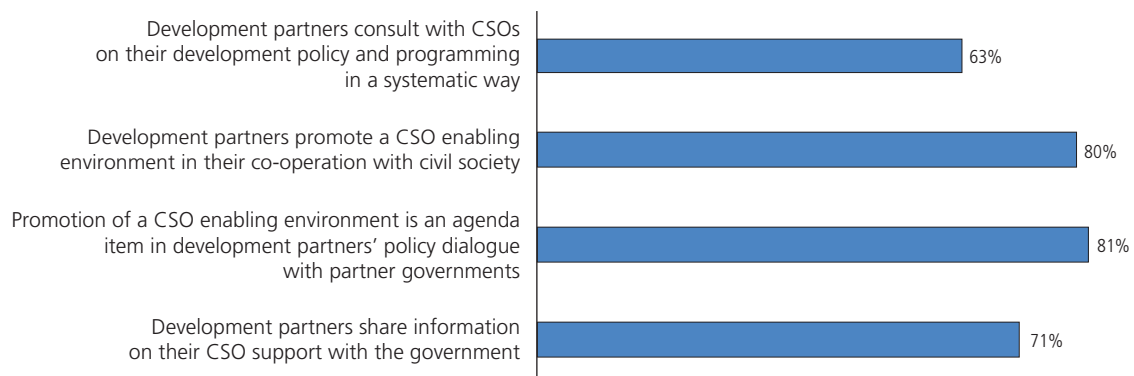
Development partners can support civil society organisations more effectively

The policies and practices of development partners also have an impact on CSOs' ability to operate effectively. The 2016 monitoring round shows that development partners overall are taking measures to support CSO contributions to development. More than 80% of reporting countries promote an enabling environment in their co-operation with civil society (Figure 4.3). In addition, almost 80% report that policy dialogue between development partners and the government includes the promotion of an enabling environment for CSOs as an agenda item. Finally, in more than 70% of reporting countries, development partners engage in consultation processes and are creating feedback mechanisms to ensure that CSO inputs are taken into account in their development co-operation policies at headquarters and in the field.

Yet while the overall picture is positive, in 30% of the reporting countries efforts to inform and co-ordinate with CSOs on development policy and programming need to be made more systematic. Furthermore, when consultation does happen, it is often not sufficiently inclusive. In some cases, arrangements do not allow for identifying the inputs from consultations that are actually taken on board in defining development policies. Finally, governments in one-third of countries have insufficient information on the support lent by development partners to (or through) CSOs, which poses an additional challenge to overall co-ordination of efforts.

Example of good practice: The European Union's Roadmaps for Engagement with CSOs are deemed a highly positive consultation experience by CSOs (CPDE, 2016: 26).

Figure 4.3. **Co-operation with civil society organisations by official development partners**
Percentage of countries

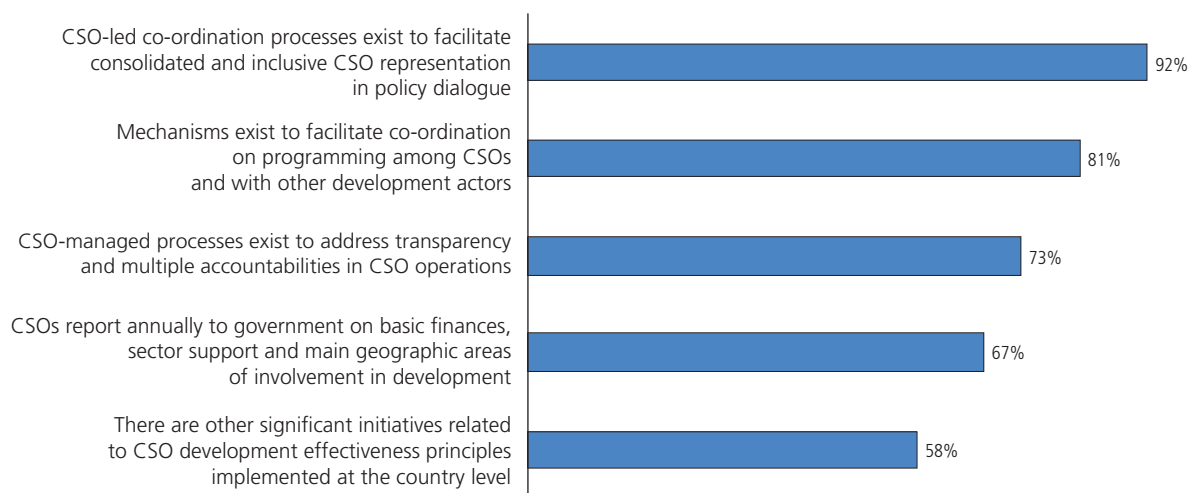


StatLink  <http://dx.doi.org/10.1787/888933423829>

Civil society organisations are improving co-ordination, accountability and transparency

A key area of good performance for CSOs is co-ordination of their activities among themselves and with other development actors. The existence of networks and platforms that convene CSOs at the national level helps them engage in transparency and mutual accountability initiatives more effectively. Over 90% of reporting countries indicate that they have CSO co-ordination structures that facilitate participation in national dialogue processes (Figure 4.4). In over 80% of the countries, there are also mechanisms to facilitate co-ordination on programming, both among CSOs and with other development partners.

Figure 4.4. **Civil society organisation adherence to development effectiveness principles of co-ordination, accountability and transparency**
Percentage of countries



StatLink  <http://dx.doi.org/10.1787/888933423834>

Several global initiatives have been launched recently to strengthen CSO accountability, such as the CPDE's CSO Accountability Documentation Project to map civil society accountability mechanisms in diverse contexts (CPDE, 2014) and the global standard for CSO accountability.⁴ The International NGO Accountability Charter, to which 25 of the largest CSOs at the global level report annually, is also driving CSO accountability (CPDE, 2016: 20). These international efforts are inspiring local CSOs and trade unions to implement similar parameters of transparency and accountability at the country level.

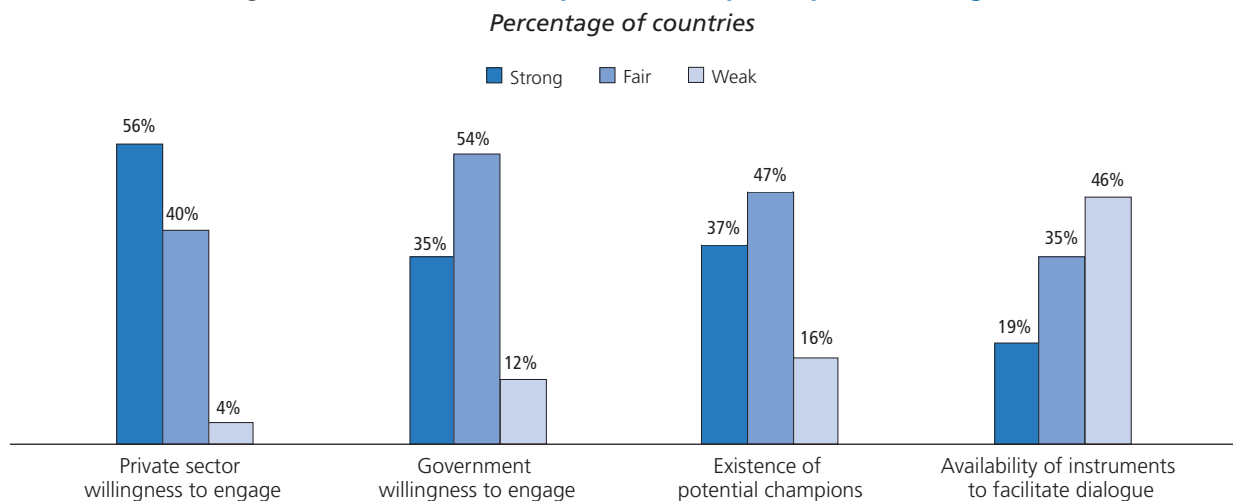
In around 40% of the reporting countries, there is clear room for improvement in reporting to the government and advancing implementation of CSO development effectiveness principles. Shortcomings in these areas are often related to three common causes: 1) the lack of a single platform representing all CSOs or a CSO co-ordinating mechanism; 2) a need to improve collaboration and build trust between government and CSOs; and 3) the scarcity or lack of funding to improve the effectiveness of CSO operations. It is also important for domestic CSOs and international NGOs to continue to build their joint work, as each has comparative advantages that are essential for development effectiveness.⁵

Example of good practice: NGOs in Cambodia share information on their funding and activities with the government twice a year (CPDE, 2016: 24). The data are publicly accessible.

Indicator 3. Public-private dialogue promotes private sector engagement and its contribution to development

Good dialogue between the public and private sectors depends on several factors: the willingness to engage and interact; the existence of champions to facilitate the dialogue; and the availability of supporting instruments (logistical, financial, capacity building). In the great majority of the 55 reporting countries, the private sector and the government express good or at least fair willingness to engage with each other and interact. As shown in Figure 4.5, however, the potential for quality public-private dialogue is affected by a lack of champions to facilitate the dialogue (in 63% of countries) and the scarcity of instruments and resources to support public-private dialogue (in 81% of countries).

Figure 4.5. **Conditions and potential for public-private dialogue**



StatLink  <http://dx.doi.org/10.1787/888933423841>

The presence of strong leadership and facilitators to put in place and drive effective instruments for public-private dialogue is essential.⁶ Across the countries that participated in assessing the quality of public-private dialogue, the presence of potential champions is more common when both sides – but the government in particular – express trust and willingness to engage. Similarly, instruments and logistics are less of an issue when the private sector is particularly supportive of the process.⁷

Participants attribute lack of willingness to engage in the dialogue process to political or ideological polarisation; perceived tax avoidance or rent-seeking attitudes among private sector representatives when approaching the government; and perceived government corruption or state capture. Existing or perceived linkages of business leaders to representatives of opposition parties, or vice versa, as well as negative experiences in past dialogue processes are also important factors mentioned as obstacles. Limited capacity to effectively carry out the dialogue processes also discourages participation.

Lessons from experience can help build successful public-private dialogue

The qualitative nature of the information provided on public-private dialogue permits a comparative analysis of the top and low performers, which in turn reveals common success factors:

- **Well organised co-ordination and institutional mechanisms enable the private sector to express and channel its views and needs.** Such mechanisms are usually established by sector (e.g. business associations, exporters' groups and professional bodies); however, there are also overarching bodies incorporating representatives from diverse private sector interests (e.g. national productivity committees), as well as government and organised labour associations. In most participating countries, small and medium enterprises are usually not part of these platforms, meaning that important voices are missing from the conversation. Nonetheless, some governments and development partners are supporting these enterprises to ensure that they are better represented in public-private dialogue. Their participation is essential to ensure that the outcomes of the dialogue reflect the broad set of private sector concerns.

Example of good practice: In the Dominican Republic, a partnership between the government and universities has established "service centres" to support small and medium enterprises. A presidential initiative also has been launched (Iniciativa Presidencial para el Apoyo y Promoción de las Medianas y Pequeñas Empresas) and there is a working group on small and medium enterprises that includes government and private sector representatives.

- **Issues of common interest and mutual benefit offer an entry point for building up trust and productive dialogue.** Participating countries mention that dialogue around issues of common interest to all stakeholders – such as education gaps, professional skills development, productivity gaps, mitigating exogenous impacts from the globalised economy, infrastructure shortages and allocation of support for private sector development – enables them to build co-operation without ideological or partisan disagreements.
- **High-level leadership signals high priority.** Platforms, initiatives or arrangements for public-private dialogue are often sponsored at the prime minister/presidential level, or at least at the level of a core minister. This provides political clout and visibility to the platform, and signals government prioritisation. High-level champions can also emerge from the private sector, particularly in countries where this sector is well organised through overarching co-ordination bodies.

- **Establishing quality dialogue takes time.** The good examples of public-private dialogue mentioned by the participating countries are often structures and arrangements that were created five to ten years prior to the survey. The good performance reported may result from a history of solving diverse challenges over time.
- **Platforms and venues for dialogue are fit-for-purpose.** A good match between the characteristics and needs of different private sector participants (more/less informal, larger/smaller firms, foreign-dominated/domestic firms, traditional/emerging sectors) and the government-supplied platforms and venues is common among the cases cited as being successful in influencing policy, regulation and strategic decisions.

Box 4.2. **A comparative assessment of effective public-private dialogue platforms in Colombia, Ethiopia and the Philippines**

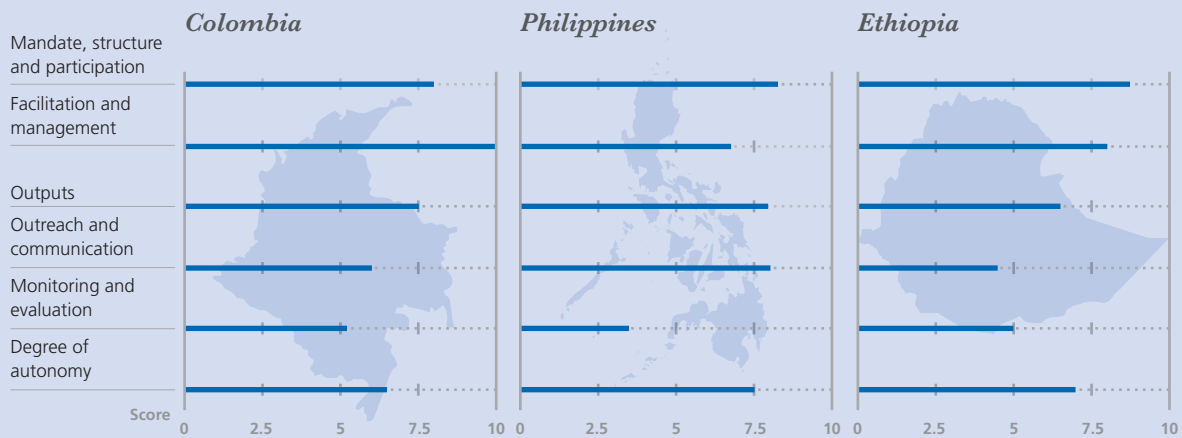
Strengthening the conditions for the emergence of public-private dialogue platforms is an essential step for inclusive development, but establishing effective and sustainable platforms remains a challenge in many countries. Recent research (Herzberg and Wright, 2006) highlights six critical components shared by high-performing public-private dialogue platforms:

1. clarity on the mandate, structure and participation
2. facilitation and management that help steer the direction of the platform
3. a degree of managerial and financial autonomy to enable the platform to remain a neutral forum
4. clear outputs that are useful to the members of the platform
5. monitoring and evaluation arrangements that allow for tracking the impact of policy actions and that inform discussions
6. good outreach and communication, to facilitate the translation of complex discussions around policy reform options into simple language.

A comparative assessment of well-established public-private dialogue platforms in three participating countries – Colombia, Ethiopia and the Philippines – underlines the importance of these six dimensions (Figure 4.6). In all three countries, the assessed platforms share excellent clarity in terms of mandate, structure and participation, which are all established through formal government acts. In Ethiopia, the mandate clearly defines the structure of and participation in the platform, as well as the roles and responsibilities of the government; it provides a clear process for the discussion and resolution of specific issues. The three countries also share relatively high scores in all the other five dimensions, with the exception of monitoring and evaluation arrangements, which are still incipient in all the three cases.

A more detailed analysis reveals the particular features and practices that drive the performance of each platform. The Philippines' National Competitive Council stands out in terms of outputs, and outreach and communication; it prepares and effectively disseminates policy papers that are discussed in the broad community. In terms of autonomy, different models emerge: the Philippine platform is funded by development partners and the Colombian platform by the local government.

...

Figure 4.6. **The six dimensions of public-private platforms**

Colombia stands out in facilitation and management, with the Chamber of Commerce playing a strong role in driving the platform; this has given the platform an outstanding reputation amongst the local business community.

Sources: OECD (2014a), "Public-private dialogue country profiles: Colombia interim report"; OECD (2014b), "Public-private dialogue country profiles"; OECD (2015), "Global Partnership indicator on private sector participation in public policies country profile – Ethiopia".

Multi-stakeholder dialogue and consultation takes on many forms

The 2016 monitoring round offered a unique opportunity to test the concept of multi-stakeholder dialogue as a mechanism for building inclusive national consensus around specific development priorities. In the countries reporting on the two inclusiveness indicators covered in this chapter, representatives from CSOs, trade unions, the private sector and development partners were given the opportunity to discuss the responses submitted by their national government, and to express their level of agreement.

While disparities exist among countries, there is a generally high level of consensus among stakeholders on the final responses: more than 85% of each stakeholder group agrees with the final country responses. The greatest dissention is on questions related to whether the legal and regulatory environment marginalises certain groups; and whether logistical, financing and capacity-building instruments are available to support public-private dialogue.

A comparative study of 11 participating countries found that they undertake consultations using a variety of approaches,⁸ including:

- full multi-stakeholder dialogue processes through existing structures and networks
- ad hoc multi-stakeholder information sessions with selected CSOs, development partners and other stakeholders participating in the data gathering and review process
- online surveys and other methods of gathering the views of the consulted parties.

Establishing inclusive multi-stakeholder dialogue processes is noted to be particularly challenging, as demonstrated by the examples in Box 4.3.

Box 4.3. **Lessons for making multi-stakeholder dialogue platforms work**

The international community increasingly relies on multi-stakeholder arrangements to promote inclusive approaches to development processes, such as the country-level mechanisms being considered by each country for the national follow-up and review of the Sustainable Development Goals (SDGs). Yet working in a multi-stakeholder fashion is not necessarily straightforward, and certain conditions need to be in place for arrangements to be successful.

Comparing the experience of the 2016 Global Partnership monitoring round with other detailed studies carried out in parallel in participating countries (CPDE, 2016; TT-CSO, forthcoming; Fowler and Biekart, 2016), a number of ingredients for successful multi-stakeholder dialogue emerge:

- **The right political, legal and regulatory environment** facilitates multi-stakeholder dialogue; changes in government, laws and regulations can provide an opportunity or a threat for advancing it.
- **A clear, well-guided and institutionalised process, with an appropriate timeframe**, is essential for establishing, conducting and maintaining multi-stakeholder dialogue, including clear objectives as well as clear roles and responsibilities for each of the stakeholders. It is important to allow sufficient time to “institutionalise” the dialogue; this includes appointing a person or organisation to take charge of organising meetings, guiding activities and fostering dissemination/implementation of decisions. Wherever feasible, the process should build on existing multi-stakeholder fora.
- **Involving the right people** is also important. These should be individuals and organisations that are able to represent or speak on behalf of a group of stakeholders, including local stakeholders. For the process to be fruitful, the stakeholders need to trust each other, or an independent third party can be involved to moderate and facilitate discussions. It is fundamental that all parties engage actively in the dialogue – some individuals might need training and capacity building to perform their tasks efficiently.
- **Adequate resourcing** is fundamental to establish a multi-stakeholder dialogue. Beyond the initial investments, there also needs to be a funding structure that will allow the platform to be sustained over time – or at least until it has achieved its core purpose.

Sources: CPDE (2016), “GPEDC Indicator Two: Civil society operates within an environment that maximises its engagement in and contribution to development – An assessment of evidence”, <http://csopartnership.org/wp-content/uploads/2016/07/GPEDC-Indicator-Two.pdf>; TT-CSO (forthcoming), “Global Partnership Initiative 12: Stock-take of indicator two monitoring”, <https://taskteamcso.com>; Fowler, A. and K. Biekart (2016), “Comparative studies of multi-stakeholder initiatives: Extended summary”, <https://taskteamcso.files.wordpress.com/2015/01/extended-summary-comparative-studies-of-msis2.pdf>.

In general, participants in the 2016 monitoring round expressed appreciation for the multi-stakeholder nature of the exercise. Focal points suggested by global CSO networks, such as the CPDE, played an important role in mobilising these organisations to participate and in building their capacity to engage meaningfully in the process. Occasionally, CSOs also helped organise consultations around the national assessment of the enabling environment. Many participating CSOs found the experience to be relevant and expressed that there was potential for greater engagement in future monitoring rounds (TT-CSO, forthcoming). Although the participation of private sector representatives was diverse in methodology

and scope, the reliance on focal points helped make dialogue possible in many cases. Most reporting governments also assessed the participation of CSOs and private sector representatives in their national monitoring process as “good” to “strong”.⁹

Example of good practice: The Competitive Cashew Initiative, established in 2009, is mainly financed by Germany’s Federal Ministry for Economic Cooperation and Development (GIZ), and the Bill & Melinda Gates Foundation. GIZ leads implementation, working closely with its implementing partners: FairMatch Support, a Dutch-based NGO working on sustainable supply chain linkages, and the United States-based NGO TechnoServe, which provides technical assistance to local processors; other national and international companies contribute resources and expertise. The initiative has contributed to improving the quality of cashew nuts as well as to increasing annual net income for farmers in five African countries: Benin, Burkina Faso, Côte d’Ivoire, Ghana and Mozambique. The steering and decision-making body is constituted by core partners. The programme is considered highly sustainable with durable positive results and the business relationships created along the supply chain are expected to continue to exist beyond the finalisation of the project.

The way forward for inclusive development partnerships

Civil society organisations and the private sector are crucial development partners in the 2030 Agenda for Sustainable Development. Their contributions in all phases of consultation, policy making, planning and implementation of development efforts are essential to ensure that all resources and partners are engaged in achieving the Sustainable Development Goals. This makes it urgent to remove the obstacles that prevent their effective engagement, and to expand and strengthen spaces for policy dialogue and joint work. Only in this way can broad-based, inclusive development processes be made a reality.

The 2016 Global Partnership monitoring round offers the opportunity to assess the state of play in creating an enabling environment to maximise the contributions of civil society and the private sector to national development processes. It permits several overarching conclusions about what is needed to move forward quickly and effectively:

- **Improvements are still needed in the legal and regulatory environment and operational practices to enable civil society organisations to maximise their contribution to development.** Countries and development partners have made a good start in formalising arrangements to consult and engage CSOs in defining their development policies. Yet for these advances to fully translate into effective engagement, governments still need to: make improvements in ensuring freedom of expression and association; work towards transparent and representative selection of CSOs; and improve regulations that will facilitate the operational functioning of CSOs and will not marginalise any social group. CSOs can increase development effectiveness by improving co-ordination of their activities and strengthening reporting on their development efforts. Overall, limited information sharing was found to be a cross-cutting challenge that prevents greater engagement amongst all partners: CSOs, governments and their development partners.
- **Mutual benefit is a powerful driver for focusing public-private dialogue and enhancing its quality.** Evidence suggests that to be successful, public-private dialogue must address topics of mutual benefit for both the private sector and government, and that it must attract high-level representation. These conditions provide crucial entry points for developing a joint public-private work agenda with an orientation towards results. Inclusive dialogue platforms organised according to specific sector needs can inform national strategies and sector policies with improved understanding of and evidence around policy options. Finally, ensuring participation of small and medium enterprises and producers in public-private dialogue is a keystone for inclusive dialogue.

- **Strengthening and institutionalising mechanisms for engagement is critical to solidify relations with CSOs and the private sector.** Governments, civil society organisations and the private sector are often willing to engage in policy dialogue, and in several countries this has translated into action. There remain, however, constraints for meaningful engagement on the organisational side: current structures and institutional mechanisms for engagement and dialogue with CSOs and the private sector often lack the instruments, logistics, feedback loops and facilitators that could make engagement systematic, meaningful and action-oriented. To move the inclusiveness agenda forward, development partners have an important role to play in supporting the strengthening of dialogue mechanisms and enhancing the role of champions and facilitators amongst civil society and the private sector.
- **Sharing best practice is critical to replicate successes and scale up multi-stakeholder approaches to deliver on the SDGs.** There is great convergence around the principal goal of enabling all sectors of society to effectively contribute to national development, yet the mechanisms and processes through which the private sector and civil society engage at the country level widely vary amongst countries. As there are no universal blueprints on how to best engage with non-state actors, knowledge of effective practices and lessons identified in one country can serve to accelerate progress in another. Given the high expectations for multi-stakeholder partnerships to serve as a key ingredient for delivering on the SDGs by 2030, it is critical to facilitate the sharing of lessons. Thanks to its country-led, multi-stakeholder nature, the Global Partnership is well placed to support exchange amongst countries and stakeholder groups that can help to disseminate and replicate successful approaches.

Notes

1. Of the 60 countries that reported on Indicators 2 and 3, 54 countries reported on both indicators and 6 chose to report only on one of them: 59 countries reported on Indicator 2 and 55 countries on Indicator 3.
2. Data from Indicator 2, Module 4.
3. According to the Global Partnership monitoring guide, “marginalised people frequently experiencing different forms of marginalization or exclusion might include trade unions, women’s rights organisations, human rights organisations, organisations of indigenous people, environmental or land rights organisations, LGBT organisations, organisations of persons with disabilities, etc.” (OECD/UNDP, 2015).
4. The Global Standard for CSO Accountability is an initiative of nine well-established civil society accountability networks from different continents. At the moment, more than 1 500 CSOs are actively engaged in testing the parameters of the Global Standard and disseminate them to other CSOs in their respective countries. For more information, see: <https://icscentre.org/area/global-standard>.
5. Specifically, CSOs in developing countries have comparatively better grass roots knowledge and outreach capacity, while international NGOs generally contribute with stronger technical expertise and greater access to resources (Banks, Hulme and Edwards, 2015).
6. The OECD *Development Co-operation Report 2016* makes the case for business to invest in sustainable development: “Companies that introduce sustainability into their business models are profitable and successful, with positive returns on capital in terms of reduced risk, diversification of markets and portfolios, increased revenue, reduced costs, and improved value of products. Increasingly, investments in developing countries – and even in the least developed countries – are seen as business opportunities, despite the risks involved. On the other hand, companies provide jobs, infrastructure, innovation and social services, among others” (OECD, 2016: 17). The report discusses five “pathways” for “realising the enormous potential of the private sector as a partner for delivering on the SDGs”: attracting foreign direct investment; using blended finance; monitoring and measuring the mobilisation effect of public sector interventions on private investment; promoting social impact investment; and following principles and standards of responsible business conduct.
7. Qualitative responses provided for the different subcomponents of Indicator 3 support this finding. There are also strong correlations between the scores on “public sector willingness” and the “existence of champions/facilitators” (0.65), and on the scores regarding “private sector willingness” and the availability of “instruments and logistical support” (0.63).
8. The Global Partnership’s 2015-16 monitoring guide suggested that countries organise multi-stakeholder dialogue processes using focal points to represent the different constituencies in each country, as well as using existing dialogue structures and platforms in each country.
9. An Exit Survey was completed after the finalisation of the 2016 monitoring round. Governments in 70% of countries assessed CSO engagement in the process as good to strong; 46% of countries gave a similar assessment for private sector engagement.

References

- Banks, N., D. Hulme M. Edwards (2015), “NGOs, states, and donors revisited: Still too close for comfort?”, *World Development*, No. 66, pp. 707-718, <http://dx.doi.org/10.1016/j.worlddev.2014.09.028>.
- CPDE (2016), “GPEDC Indicator Two: Civil society operates within an environment that maximises its engagement in and contribution to development – An assessment of evidence”, CPDE Working Group on CSO Enabling Environment and CPDE Working Group on CSO Development Effectiveness, CSO Partnership for Development Effectiveness, <http://csopartnership.org/wp-content/uploads/2016/07/GPEDC-Indicator-Two.pdf>.
- CPDE (2014), “CSO accountability documentation project”, CPDE Working Group on CSO Development Effectiveness, Voluntary Action Network India, CSO Partnership for Development Effectiveness, <http://csopartnership.org/wp-content/uploads/2016/01/CSO-Accountability-Project-edited-2.pdf>.
- Dietrich, S. and A. Murdie (2014), “Spotlight for bypassing: The effect of human right shaming on aid allocation decisions”, University of Heidelberg, Heidelberg, Germany, www.uni-heidelberg.de/md/awi/peio/dietrich_murdie_8.01.2014.pdf.
- Dupuy, K., J. Ron and A. Prakash (2016), “Hands off my regime! Governments’ restrictions on foreign aid to non-governmental organizations in poor and middle-income countries”, *World Development*, No. 84, pp. 299-311, <http://dx.doi.org/10.1016/j.worlddev.2016.02.001>.
- Fowler, A. and K. Biekart (2016), “Comparative studies of multi-stakeholder initiatives: Extended summary”, Task Team on CSO Development Effectiveness and Enabling Environment, March, <https://taskteamso.files.wordpress.com/2015/01/extended-summary-comparative-studies-of-msis2.pdf>.

Herzberg, B. and A. Wright (2006), *The PPD Handbook: A Toolkit for Business Environment Performers*, The World Bank Group, Washington, DC, www.publicprivatedialogue.org/tools/PPDhandbook.pdf.

International Budget Partnership (2016), Open Budget Survey website, <http://survey.internationalbudget.org/#home>.

OECD (2016), *Development Co-operation Report 2016: The Sustainable Development Goals as Business Opportunities*, OECD Publishing, Paris, <http://dx.doi.org/10.1787/dcr-2016-en>.

OECD (2015), "Global Partnership indicator on private sector participation in public policies country profile - Ethiopia", OECD, Paris.

OECD (2014a), "Public-private dialogue country profiles: Colombia interim report", OECD, Paris.

OECD (2014b), "Public-private dialogue country profiles: The Philippines", OECD, Paris.

OECD (2011), "Busan Partnership for Effective Development Co-operation", Fourth High Level Forum on Aid Effectiveness, Busan, 29 November-1 December 2011, www.oecd.org/dac/effectiveness/49650173.pdf.

OECD/UNDP (2015), "Monitoring guide: Monitoring effective development commitments", UNDP-OECD Joint Support Team for the Global Partnership, http://effectivecooperation.org/wp-content/uploads/2015/10/2015-Monitoring-Guide_-final1.pdf.

Open Forum for CSO Development Effectiveness (2010), *Istanbul CSO Development Effectiveness Principles*, endorsed at the Open Forum's Global Assembly, Istanbul, 28-30 September 2010, http://cso-effectiveness.org/IMG/pdf/final_istanbul_cso_development_effectiveness_principles_footnote_december_2010-2.pdf.

TT-CSO (forthcoming), *Global Partnership Initiative 12 Stock-take of Indicator Two Monitoring*, Jacqueline Wood with contributions from Adinda Ceelen, Task Team on CSO Development Effectiveness and Enabling Environment, <https://taskteamcso.com>.

World Bank (2016a), Global Indicators or Regulatory Finance website, <http://rulemaking.worldbank.org>.

World Bank (2016b), Worldwide Governance Indicators website, <http://info.worldbank.org/governance/wgi/index.aspx#home>.



From:
Making Development Co-operation More Effective
2016 Progress Report

Access the complete publication at:
<https://doi.org/10.1787/9789264266261-en>

Please cite this chapter as:

OECD/United Nations Development Programme (2016), "Inclusive partnerships for effective development", in *Making Development Co-operation More Effective: 2016 Progress Report*, OECD Publishing, Paris.

DOI: <https://doi.org/10.1787/9789264266261-7-en>

This work is published under the responsibility of the Secretary-General of the OECD. The opinions expressed and arguments employed herein do not necessarily reflect the official views of OECD member countries.

This document and any map included herein are without prejudice to the status of or sovereignty over any territory, to the delimitation of international frontiers and boundaries and to the name of any territory, city or area.

You can copy, download or print OECD content for your own use, and you can include excerpts from OECD publications, databases and multimedia products in your own documents, presentations, blogs, websites and teaching materials, provided that suitable acknowledgment of OECD as source and copyright owner is given. All requests for public or commercial use and translation rights should be submitted to rights@oecd.org. Requests for permission to photocopy portions of this material for public or commercial use shall be addressed directly to the Copyright Clearance Center (CCC) at info@copyright.com or the Centre français d'exploitation du droit de copie (CFC) at contact@cfcopies.com.