

# Multi-stakeholder partnerships

*to finance and improve food security and nutrition  
in the framework of the 2030 Agenda.*



## *A report by the High Level Panel of Experts on Food Security and Nutrition of the CFS*

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# Structure of the report

- 1) Multi-stakeholder partnerships (MSPs):  
context and definitions
- 2) Mapping MSPs and their diversity
- 3) MSPs: potential benefits and limitations
- 4) Pathways to improve MSPs' contribution to  
FSN

**Recommendations**

# 1) Multi-stakeholder partnerships (MSPs): context and definitions

What role MSPs can play in the needed transformation towards more **sustainable food systems (SFS)** for FSN?

Previous HLPE reports showed that **FSN** is both a **necessary condition** and a **cross-cutting challenge**:

- not only to end hunger and all forms of malnutrition by 2030 (SDG2),
  - but also to achieve the whole 2030 Agenda.
- This report considers not only MSPs directly focused on FSN and agricultural development (SDG2) but also MSPs that, striving for other SDGs, contribute indirectly to FSN.

# Financing for development (FFD): the investment needs

The UN-ICESDF (2014) identified three categories of investment needs:

- **basic needs** (e.g. eradication of poverty and hunger, health and education, access to affordable energy and gender equality);
- **national sustainable development needs** (e.g. infrastructures and rural development);
- **global challenges** (e.g. climate change and the protection of the global environment) and **global public goods**.

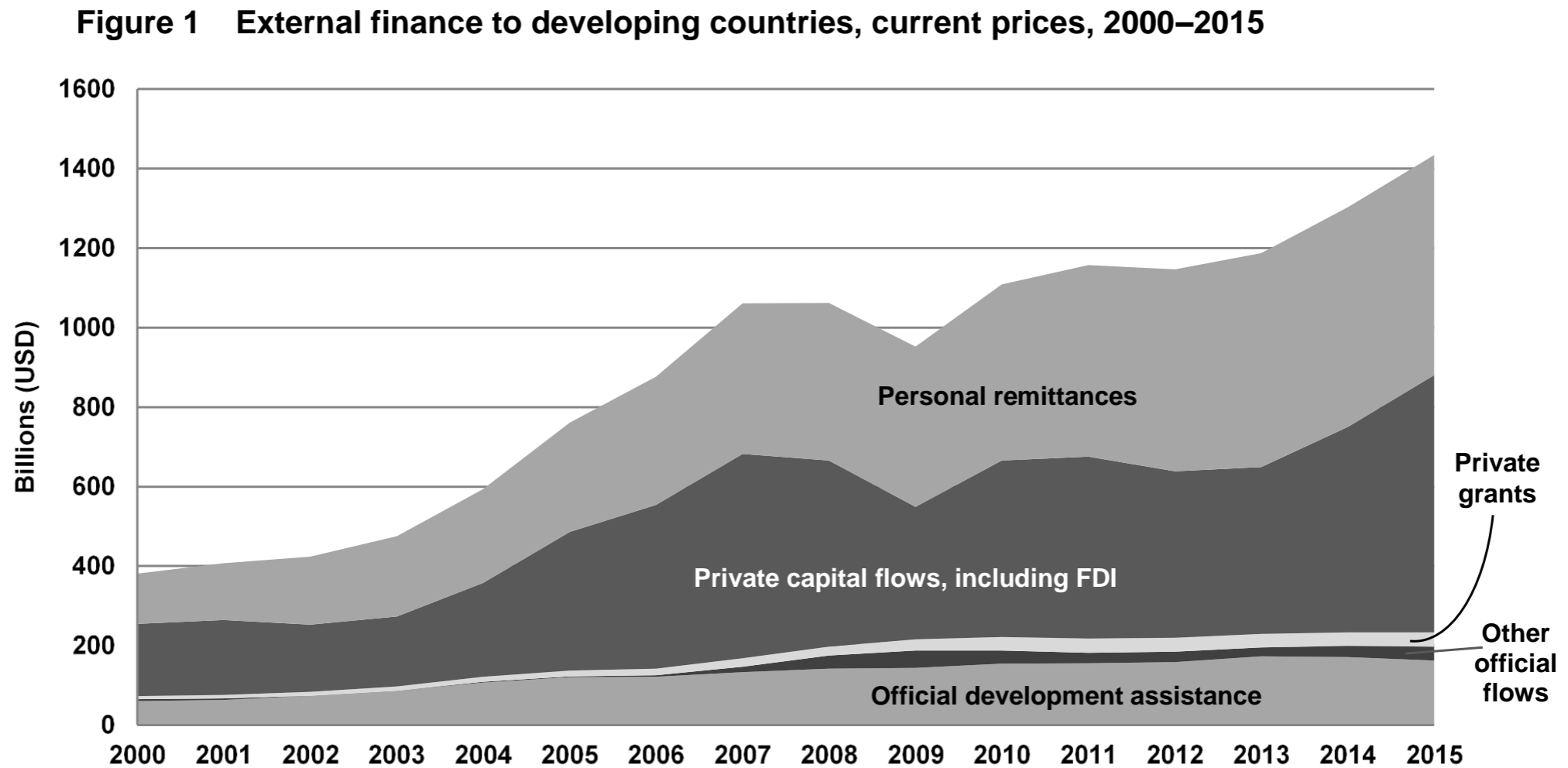
# Financing for development (FFD): the investment gap

Sector	Description	Estimated current investment	2015-2030		Average private sector participation in current investment <sup>b</sup>	
			Total investment required	Investment gap	Developing countries	Developed countries
		(Latest available year) billion USD	Annualized billion USD (constant price)			
A	B	C = B-A				
Power	Investment in generation, transmission and distribution of electricity	~260	630–950	370–690	40–50	80–100
Transport	Investment in roads, airports, ports and rail	~300	350–770	50–470	30–40	60–80
Telecommunications	Investment in infrastructure (fixed lines, mobile and internet)	~160	230–400	70–240	40–80	60–100
Water and sanitation	Provision of water and sanitation to industry and households	~150	~410	~260	0–20	20–80
Food security and agriculture	Investment in agriculture, research rural development, safety nets, etc.	~220	~480	~260	~75	~90
Climate change mitigation	Investment in relevant infrastructure, renewable energy generation, research and deployment of climate-friendly technologies, etc.	170	550–850	380–680	~40	~90
Climate change adaptation	Investment to cope with impact of climate change in agriculture, infrastructure, water management coastal zones, etc.	~20	80–120	60–100	0–20	0–20
Eco-systems / biodiversity	Investment in conservation and safeguarding ecosystems, marine resource management, sustainable forestry, etc.		70–210 <sup>d</sup>			
Health	Infrastructural investment, e.g. new hospitals	~70	~210	~140	~20	~40
Education	Infrastructural investment, e.g. new schools	~80	~330	~250	~15	0–20

Source: UNCTAD, 2014

Total investment gap for achieving the SDGs in developing countries: **USD 2.5 trillion per year.**

# Financing for development (FFD): sources of financing



Source: OECD, 2018

Decline in the relative importance of **ODA** with the increase of **private capital flows** (including FDI) and of personal remittances.

# MSPs: emergence of a new approach to governance for FSN and SD

Proliferation of MSPs over the past decades because of:

- Increasing constraints on public funding for FSN and SD (that could be released by renewed commitment from states).
- A strong call for finding alternative funding sources to achieve the 2030 Agenda
- MSPs are often considered as a possible way to leverage additional funds, in particular private or philanthropic funds, to complement governments' efforts to achieve the SDGs (AAAAA, 2015).

The number of initiatives registered on the UN “Partnerships for SDGs online platform”, grew from 14 in 2001 to 3 831 in June 2018.

<https://sustainabledevelopment.un.org/partnerships/>



# MSPs: debating the concepts

- “Stakeholders” vs. “actors”?
- 3 spheres of stakeholders (public sector, private sector and civil society)?
- “Partnerships” vs. “processes” or “platforms”

*MSPs: “any collaborative arrangement among stakeholders from two or more different spheres of society (public sector, private sector and/or civil society), pooling their resources together, sharing risks and responsibilities in order to solve a common issue, to handle a conflict, to elaborate a shared vision, to realize a common objective, to manage a common resource and/or to ensure the protection, production or delivery of an outcome of collective and/or public interest”*

“Collective” vs. “public” interest:

a major challenge for MSPs questioning their legitimacy

## 2) Mapping MSPs and their diversity

# MSPs: emerging topic for science

- Emerging focus of interest in the FSN-oriented scientific literature beyond social sciences;
  - Evidence and data limited in time and scope and quickly evolving; often self-reported
  - Few detailed and public information on MSPs, especially on their finance;
  - No systematic impact assessment of the contribution of MSPs to FSN and SD.
- Impossible to provide an overall picture of MSPs for FSN.

In this context, the HLPE suggested a **questionnaire** to help different stakeholders **to describe and assess** existing MSPs following a common methodology.

This questionnaire:

- has been submitted during the open consultation on the V0 draft (26 answers received);
- is reproduced in annex of the report.

# A set of description criteria

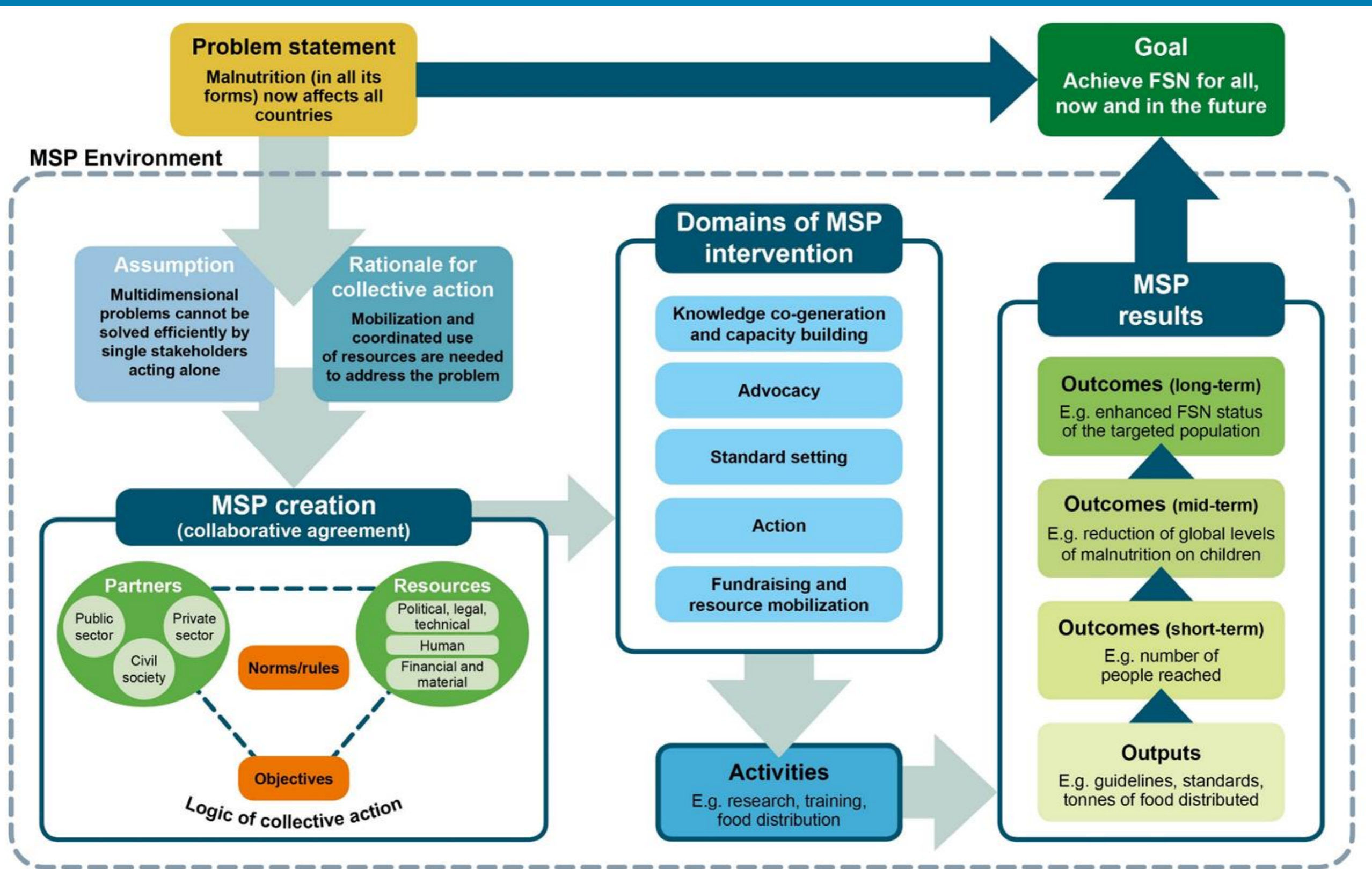
## MSPs can be described by their:

- thematic domain of action;
- scale and geographical scope;
- structure and organization (composition, legal status, governance structure and representativeness);
- main functions or domains of intervention

# 5 main domains of intervention

- Knowledge co-generation and capacity building
  - Advocacy
  - Standard-setting
  - Action-oriented
  - Fundraising and resource mobilization
- 5 functions/domains closely inter-related
  - The same MSP can fulfil different functions and have multiple outcomes
  - These 5 domains can help practitioners and decision-makers to define broad categories of MSPs facing similar challenges or opportunities

# MSPs for FSN: a logic model for collective action





## 3) MSPs: potential benefits and limitations

# Pooling complementary resources:

## MSPs foster synergies among partners:

- Enabling them to solve a common issue or realize common opportunity impossible to tackle alone.
- Helping them to better share risks and responsibilities.
- Giving them the potential to attract new resources or to use existing resources more effectively to achieve the MSP's FSN goals and targets.

By providing a **space of dialogue** among different stakeholders, considering:

- diverging views, interests, motivations, needs and rights,
- different forms of knowledge and expertise,

**MSPs can contribute to:**

- improve mutual understanding among partners;
- facilitate knowledge sharing and reach a better and common comprehension of the situation;
- foster deliberation, consensus building and policy design,
- **vetting decisions more thoroughly before moving forward, thus strengthening their legitimacy.**

# Tensions among partners

**Tensions** can appear among partners because of mistrust or diverging views on:

- the shared values of the partnership;
- the diagnosis of the situation and on the ways forward;
- the short- and long-term common objectives of the partnership;
- its strategy and priorities for action; and,
- the time and resources needed to implement the common plan of actions.

Tensions are grounded on the different **interests and motivations** partners have to engage, or not, in the MSP.

They affect the **roles and responsibilities** partners are playing or are willing to play in a given MSP.

Risk for MSPs to reinforce the position of the most powerful actors.

**Effective participation** of the weakest partners is a necessary condition to acknowledge and address power asymmetries in MSPs.

The weakest partners should not only have the **formal right to participate** but also the capacity to be heard by the other interlocutors and to influence meaningfully the decisions.

- This requires time, adequate resources, technical expertise, and communication skills.

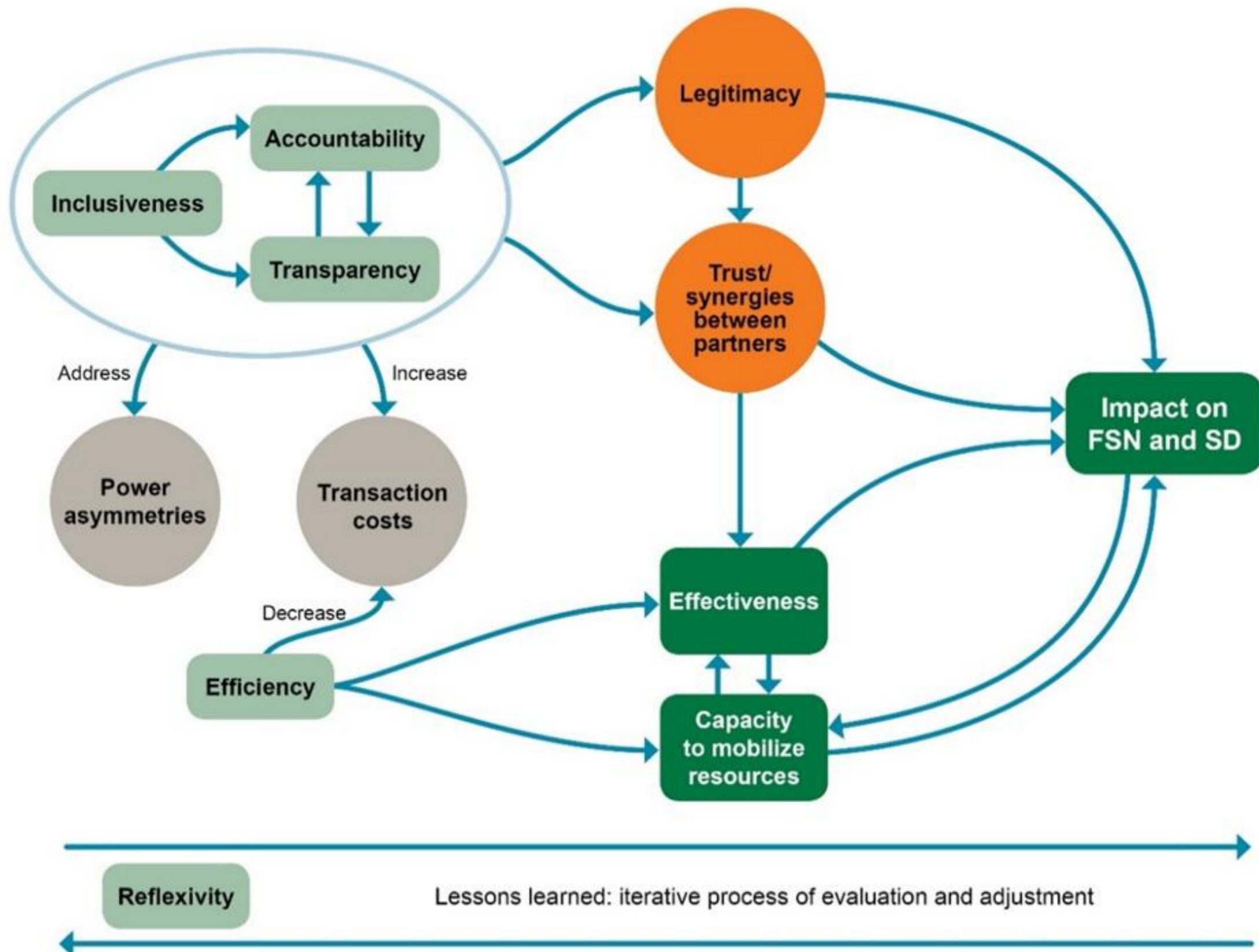
Involving different stakeholders in an MSP is a demanding process, especially in the initial phases:

- MSPs require additional coordination among partners;
- tensions among partners can slow down or stop the process.

**Inclusiveness, transparency and accountability** in MSPs have a cost but could generate potential benefits in the long run.

- Transaction costs associated with MSPs could be considered as valuable investments in the long run.

# MSPs for FSN: a logical framework for assessing performance



## 4) Pathways to improve MSPs' contribution to FSN



# Six-step method to establish an MSP (1)

General steps	Specific steps	Challenges impacted	MSP Qualities affected
<b>1. IDENTIFY THE RELEVANT STAKEHOLDERS AND AGREE ON THE PROBLEM STATEMENT</b>	a. identify the “relevant” stakeholders to be involved b. clearly define the issue at stake, the rationale to set up the MSP c. clarify the different stakeholders’ expectations, interests and motivations	Build trust and synergies	Effectiveness Inclusiveness Transparency Accountability
<b>2. ELABORATE A SHARED VISION</b>	a. elaborate a shared vision and define common goals and values b. identify divergences, diversity of values, and possible sources of tensions or conflicts between partners c. explore possible directions for collective action	Build trust and synergies	Impact Capacity to mobilize resources Inclusiveness
<b>3. CLEARLY DEFINE ROLES &amp; RESPONSIBILITIES</b>	a. identify the complementary contributions of each partner, as well as the possible collaborations and synergies among them b. clarify the relations needed among partners to achieve the common goals c. clearly define the roles and responsibilities of the different partners d. identify potential COIs	Build trust and synergies Address power asymmetries	Effectiveness Impact Transparency Accountability Efficiency

# Six-step method to establish an MSP (2)

General steps	Specific steps	Challenges impacted	MSP Qualities affected
<b>4. CREATE THE GOVERNANCE STRUCTURE</b>	a. establish appropriate governing bodies (e.g., Steering Committee, Board, Secretariat, etc) b. establish appropriate rules of engagement, participation and representation c. set-up strong and transparent conflict resolution mechanisms	Address power asymmetries Reduce transaction costs	Inclusiveness Transparency Accountability Efficiency
<b>5. DESIGN AND IMPLEMENT A COMMON STRATEGY</b>	a. define clear objectives and targets, precise the timeline b. develop strategies, actions and activities to achieve these objectives c. evaluate, from the start, the resources (human, financial, material) needed to design and implement the strategy d. mobilize the required resources to design and implement the strategy	Build trust and synergies Reduce transaction costs	Effectiveness Impact Capacity to mobilize resources Transparency Accountability Reflexivity Efficiency
<b>6. REGULARLY MONITOR AND EVALUATE THE RESULTS AND THE PROCESS</b>	a. establish strong and transparent monitoring and evaluation mechanisms b. define metrics and indicators to concretely assess the achievement of objectives and targets b. undertake periodic reviews on the first 5 steps	Build trust and synergies Address power asymmetries Reduce transaction costs	Effectiveness Impact Transparency Accountability Reflexivity Efficiency

# Improve MSPs performance: further internal conditions

- Foster stakeholder engagement at each step of elaboration of an MSP
- Set-up appropriate facilitation mechanisms

# Improve MSPs performance: external environment (1)

For MSPs to effectively contribute to the realization of the right to adequate food,

States, the UN system and other IGOs have to create a **supportive external environment**,

In particular they should:

- establish and enforce laws, codes and standards, that ensure appropriate levels of **transparency** and **accountability** in MSPs;
- support **knowledge sharing** and **capacity building** within and among MSPs, among different spheres of stakeholders and across regions and countries;

# Improve MSPs performance: external environment (2)

- enhance policy coordination and coherence at different scales, respecting each country's policy space and leadership (SDG17) and across sectors;
- develop effective, accountable and transparent **institutions** at all levels (SDG16), including appropriate **legal and regulatory** framework; physical and financial **infrastructures**; **incentives** (taxes and subsidies).
- Impartial, effective and efficient **judiciary** and **public administration** are indispensable to create this supportive environment, to prevent corruption and manage COIs.

# MSPs contribution to financing FSN and SD

- Call for finding alternative funding sources to achieve the 2030 Agenda accentuated by.
  - The identified investment gap
  - The increasing constraints on public funding for FSN
- Existence of MSPs can help financing FSN and SD by
  - mobilizing additional funds through advocacy and innovative funding mechanisms;
  - facilitating the coordinated, alignment and targeted use of existing funds.

# Redirecting public and private funds towards FSN & SD

- Re-orienting existing financial resources towards global and national public goals and priorities critical.
- Coordinating public and private financing: the World Bank “cascade approach”
- Reorienting fiscal incentives and public spending towards FSN and sustainable development
- Redirect credit from commercial banks towards FSN and sustainable development

# Financing FSN and SD: the potential of innovative funding mechanisms

- Wide use of innovative funding mechanism
- Blended finance facilities encouraged by the UN and other major international institutions
  - To close investment gap
  - To support high risk initiative with high development impact
- Corporate social responsibility (CSR) becoming area of interest
- Self-financing through community mobilization



# Recommendations

1. Establish a policy framework to ensure that MSPs effectively contribute to the progressive realization of the **right to adequate food**
2. Improve **mobilization, coordination and targeting** of financing for FSN through MSPs
3. Strengthen **transparency and accountability** in MSPs through effective governance and management principles
4. Increase the impact of MSPs through effective **monitoring, evaluation** and experience sharing
5. Integrate different forms of knowledge and explore **further areas of research** on MSPs to finance and improve FSN

# Thank you for your attention!

