Partnerships and resource mobilization

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AARHUS CENTRES:

A DECADE OF PARTNERSHIP IN IMPLEMENTING THE AARHUS CONVENTION

5 JULY 2013, VIENNA

DEVELOPMENT COOPERATION TRENDS

Trends
Global Development assistance landscape

- Growing role of Middle-Income Countries (G20, BRICS, regional)

- OECD-DAC donors are showing signs of financial retrenchment

- Significant new sources of funding emerging:
  - **Innovative fund-raising** (official flows only): US$ 57.1 billion in 2000-08
    (Source: World Bank)
  - **Non-State assistance from DAC countries** $53 billion in 2009
    (Source: UN DESA)
  - **Non-DAC providers:** estimated at $15.3 billion in 2008
    (Source: *Center for Global Prosperity*)

- High Level Forum on Aid Effectiveness in Busan (Dec 2011):
  - First time agreement between DAC and Non-DAC donors
  - South-South cooperation recognized as equally important to aid
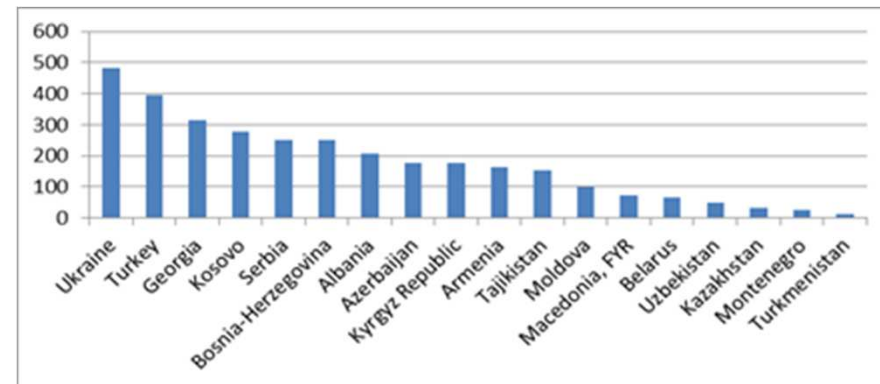 - Private Sector given an equal seat at the table

Trends
Traditional donors

- **In 2012 top donors unchanged**
- **EU – world's largest donor**
- **Overall assistance declining**
- **Bilateral assistance up by 2%**
- **Multilateral down by 7%**

Total net ODA disbursements from DAC per recipient RBEC country (current prices USD)

Source: OECD iLibrary (June 2013)

Net Official Development Assistance (ODA), 2012

	Net ODA – USD billion (2012)	
1.	United States	30.46
2.	United Kingdom	13.66
3.	Germany	13.11
4.	France	12.00
5.	Japan	10.49
6.	Canada	5.68
7.	Netherlands	5.52
8.	Australia	5.44
9.	Sweden	5.24
10.	Norway	4.75
	TOTAL DAC	**125.59**

Source: OECD DAC Preliminary ODA data for 2012 (net ODA by volume), April 2013 update

Trends
What's new in the development assistance?

- **Equal partnership and mutual learning:** no "blueprints" for development + common and differentiated responsibilities

- **"ODA plus"**: ODA enhances &incentivize flows, such as FDI, remittances, government funds and local (community) self-financing. Model in Asia: *international development investment*

- **South-South Cooperation 2.0**: complex knowledge partnerships and beyond the reactive & "request based" strategy
  - Knowledge sharing ≥ non-alignment politics?
  - Innovative triangulation models. Flexible geometry?
  - Decentralized cooperation (region2region, town2town, NGO2NGO, etc.)

- **Private Sector as a new actor in development cooperation**, not just contractor: innovation, impact investing, new philanthropy.

Players

Who are the "Non-DAC providers" ?

Emerging donors: countries that have relatively **new** or recently **revived** aid programmes: new EU Member States + Israel, Russia, Turkey

South-South Cooperation providers: **developing countries**, **MICs, emerging economies** that share expertise and financial support with other countries, many remain recipients of ODA: Brazil, China, India, South Africa as well as Colombia, Thailand, Mexico, Chile etc.

Arab development partners: Arab countries that have been engaged in **development co-operation for decades** and prefer to be called development partners. (Eg: Saudi Arabia, Kuwait, UAE)

BUT:

Not really "emerging" long history of development cooperation and traditionally high levels of non-DAC assistance.

Gaps in definitions – discrepancies in figures, but non-DAC donors = 8 to 31% of global ODA flows

Very uneven group – very different motivations, principles, approaches.

Players
"Non-DAC providers" Development Assistance

Country	Net ODA, 2011, millionUS$	ODA as % of GNI
Brazil	356 – 4,000	0.03- 0.30
China	1,500 – 25,000	0.04 – 0.71
Chinese Taipei	380	0.10
India	488 – 2,171	0.04 – 0.16
Israel	176	0.07
Russia	513	0.03
Saudi Arabia	3,479	0.7
South Africa	109 - 475	0.4 – 0.17
Turkey	1,319	0.17

Players

New Donors in Europe and CIS

- Region rich in knowledge &experience of transition and transformation

- New donors in ECIS include: EU-12, Croatia, Turkey, Russia, Kazakhstan and Azerbaijan. Relatively limited resources (Turkey = exception)

  – Transition-related knowledge = key contribution

  – Flexibility in funding and priorities

  BUT:

  – Lack of clear strategy and weak institutional set-up

  – Lack of participation in global fora and mechanisms

ODA from EU-12 countries in 2012, EUR million

New EU member states	ODA in 2012
Poland	341
Czech Republic	171
Romania	113
Hungary	93
Slovak Republic	61
Slovenia	45
Lithuania	40
Bulgaria	30
Cyprus	20
Estonia	18
Latvia	16
Malta	14
Total EU-12	962
Total EU-27	50,608

Source: Council of the EU, Annual Report 2013

Players
Foundations

- Philanthropy flows to developing countries =USD 56 billion in 2010
- Foundations are highly diverse
- Foundations in Europe =well established + play a fundamental role in the society
- Most European foundations that work internationally focus on social and civic development, with a strong emphasis on vulnerable communities and education

Grantmaker	Spent (million)	Areas of Interest
Volkswagen Stiftung Germany	USD 116.4	Education, community building
Bertelsmann Stiftung Germany	EUR 60.3 (2009)	Corporate social responsibility, business in development, employment, democracy, education, civil society, etc.
Berghof Foundation Germany	N/A	Peace-building and conflict transformation
Software AG Foundations Germany	EUR 50.56 (2011)	Science and research; support for the elderly; education and training; environment and care for people with disabilities.
Oak Foundation Switzerland	USD 149.9 (2012)	Child abuse, environment, housing, International Human Rights, women, learning differences
Adessium Foundation Netherlands	EUR 18.5 (2011)	Public Integrity; Just Society; People and Nature; Social Initiatives
Google Giving USA	USD 100 in 2013	Global Impact Awards; Disaster Relief; Academic Support; Community Affairs

NB: Foundations offering high grant volumes only commit through long-term relationships

WHAT IS UNDP DOING

UNDP's role
Globally

1. **"Development cooperation partner" to Non-DAC providers**:
   o Facilitate of capacity building for development cooperation and for ODA management and delivery mechanisms
   o Provide structures and framework for South-South and triangular cooperation
   o Enable knowledge and best practice transfer

2. **Recipient of funding from Non-DAC providers**:
   o For programmes and projects (grants and triangular cooperation)
   o For Policy Centers (e.g. in China, Brazil, Turkey)
   o For UNDP's core resources

3. **Post-Busan: formal mandate** to help turn into reality the "Global Partnership for Development Cooperation"

UNDP's role
Regionally: *New Partnerships Initiative (1)*

- In Europe and CIS UNDP is repositioning itself: new providers of development cooperation + need support for multilateral development + highly constrained funding environment.

- Our response = UNDP "*New Partnerships in Development Cooperation*" launched by Bratislava Regional Center in May 2012 (builds on *Emerging Donors Initiative* (2003-2011).

- Two main goals:

  - ➢ **Provide better access to knowledge, experience and funding** that enhance sustainable human development opportunities in UNDP program countries (*development impact*).

  - ➢ **Adapt UNDP's business model:** combines programme delivery function with a scaled up knowledge facilitation function, responding to changing global realities and the new players (*repositioning*).

UNDP's role
Regionally: *New Partnerships Initiative (2)*

WHAT IS SPECIAL:

o Approach to partnerships as a tool helping solve complex problems (not just mobilize resources). Networks = key to manage complexity (Model: Google vs. ExxonMobil)

o East-East Cooperation = testing ground for the "new South-South"
- Focus – triangular cooperation
- Key outcome = knowledge partnerships (substance comes first)
- Multiple layers: G2G, NGO2NGO, University2University
- Tap on existing networks and use crowdsourcing to create new

PARTNERSHIP BUILDING AND RESOURCE MOBILIZATION

Resource Mobilization

What is Resource Mobilization about? *(we need your support)*

- Understanding the external environment
- Being clear about your goals, vision, and key message
- Perceived relevance of your organization by key partners
- Performance and accountability – and fully transparency
- Balancing today's and tomorrow's opportunities

Resource Mobilization

Some ideas for successful resource mobilization (DOs)

- Invest 30% of time in understanding priorities of partners
- Invest 30% of time in establishing a trust relationship that is not about money (start with substance!):
    - Inviting partners to your events
    - Commenting on their blogs
    - Discussing issues, trends, ideas
- Invest 20% of your time in actual "money talk", and quality proposal writing, informed by what you learned
- And at least 20% - in follow-up, showing you care about your partner's feedback
- If you are successful: the key aspect to remember is REPORTING

Resource Mobilization

What may ruin a partnership opportunity (DONTs)

- Assuming the partner already knows your organization, what you do and wants to support

- Focusing on why the partnership (or funding) is important for your organization ("We really need this grant because otherwise our Center has to downsize"…)

- Asking money for salaries, rent, operational expenses as opposed to programmatic / substantive work

- Using standard templates, and recycling text in donor proposals

- Sending emails without following by phone. Calling without sending a follow-up email.

- Building your case by portraying others negatively

Partnership Building

What is Partnership Building about? *(let's do it together)*

- <u>Solving</u> problems (achieving your goals) by working with others, possibly without a money transfer

- Creating value based on <u>connections</u> ("together we are stronger")

- Exchanging mutually complementary <u>assets</u>

- Thinking <u>alliances</u> that generate more resources rather than competition for limited resources

Partnership Building
National governments

Equally important for NGOs <u>and</u> for governments themselves

- Start locally, generate credible evidence of success
- Link to existing and new government initiatives
- Offer ideas that help address bottlenecks in implementing government plans
- Understand well the budget process
- Be a useful partner, knowledge wise, to decision makers
- Create a "circle of support" – multi-ministry approach
- Work on "tri-lateral" partnerships with donors

Partnership Building
Foundations

- Frame it as a long-term partnership

- Focus on key issues and development <u>impact</u>

- Study the foundation's priorities well

- Emphasize you are interested in their knowledge, advice, experience, networks

- Create a narrative about yourself using <u>their</u> key words

- Be clear about your assets: e.g. strong reputation, good relationships with government, local presence, etc.

- Try to come up with broader civil society alliances

Partnership Building
Bilateral donors

- After howemork (especially if a donor has a new strategy), use formal channels (calls for proposals, etc.)

- Invite them to well-prepared, substantive events, share quality presentations

- Work with donor coordination bodies to suggest a presentation by a group of NGOs (where you can participate)

- In case of new donors, work with the embassy trying to understand priorities and capacity gaps

- The most important elements to remember:

    Clear reporting on results + Visibility for the donor!

Partnership Building
Private sector

- Think bottom line – private sector is made for profit

- Analyze the potential long term value of the partnership for the private sector

- Decide in advance whether you are talking "philantropy" or "impact investing"

- Share information in clear, concise manner, not too technical, emphasizing benefit for community and positive visibility

- Welcome pro-bon / in-kind inputs as a starting point

- Work with private sector associations as an entry point

Partnership Building
GROUP EXERCISE

1. **In 30 minutes, develop a group response to the following 3 questions, and make a 5 min presentation to plenary:**

   a. How do we formulate the Aarhus Centers' **key message** for working with this type of partner? (it has to be tailored!)

   b. What are main **advantages** of working with this type of partner, why do we need them? Are there any risks?

   c. What are the best concrete **entry points** to engage with this type of partner?

2. **The groups are as follows:**

   Group 1: National Government   *Group 3*: Private Sector

   Group 2: Bilateral Donors   *Group 4*: Foundations