



Multi-stakeholder partnerships for local service delivery

Interregional Training and Knowledge Sharing Workshop (Ref.: A901357)

13 - 17 July 2009, ITCILO, Turin (Italy)

Background

Persisting poverty poses development and management challenges, particularly in sustaining the provision of adequate infrastructure, basic local services like water supply and waste management, and jobs. National and local governments are trying to respond to the growing demands of residents, with and without support from the international donor community. On the other hand, grass-roots organizations representing the poor are often driving the local development process with their own resources.

There are different development initiatives reliant on *public-private or multi-stakeholder partnerships*. These are contractual arrangements generally signed by two parties - one from the public (government) sector and one from the private (non-governmental) sector; more inclusive partnerships involve a range of partners, from local government, business/business associations, communities and the wider civil society. Though these alliances are very context-driven and hence there is no one model for how they should be structured, the rationale remains to bring together the skills and resources of diverse actors, sharing the risks and benefits of an operation in a way that all actors will be able to achieve more than by working on their own.

If properly conceived, these working schemes can reach and benefit the poor. Their potential for poverty reduction has been underlined, and the political will and general consensus for **pro-poor partnerships** are growing fast in many countries. Good practices exist, and financing institutions are becoming more active to provide loans that emphasize and promote the use of such practices. Still, these efforts and investments aiming at improved access and capabilities of the poor populations could be made more effective if supported by a good exchange of experience, by greater willingness to harmonize different approaches and by putting together capacity building tools that can address the many and changing needs of local actors.

Intended to contribute to such efforts, the new edition of this workshop will draw on previous ones with focus on the urban environment and look at partnerships in relation to broader local development dynamics. The workshop is organised by the International Training Centre of the ILO in collaboration with the International Labour Office, the Public-Private Partnership for Service Delivery (PPP-SD) Programme of UNDP, and the Training and Capacity Building Branch of UN-HABITAT.

Objectives of the workshop

This interregional workshop will bring together a wide range of development actors, in the attempt to:

- a. Increase their understanding of multi-stakeholder partnerships including public-private partnerships in infrastructure and service delivery and the role of Non State Actors
- b. Discuss the benefits of and constraints on working in partnership to reach the poor
- c. Share the experiences of different agencies and programmes which are promoting pro-poor partnerships as a contribution to the MDGs and long-term development efforts.
- d. Learn from successful practices

At the end of the workshop, participants will have learned, or will better appreciate, how to make multi-stakeholder partnerships work for the poor. They will have acquired notions, guidelines, practical examples and tools pertinent to the subjects treated and the enabling environment required for such partnerships. They will be better equipped to engage in constructive consultations and joint action towards improved service provision, employment creation and poverty reduction in their respective countries and localities.

Target audience

The workshop is primarily addressed to:

- Local politicians and senior government staff
- Private companies working in infrastructure and service delivery
- Non State Actors: NGOs, Faith-Based Organizations, Community Based Organizations, etc...
- Workers' and employers' organisations
- Chambers of commerce and other business groups (including contractor associations)
- Managers and senior staff of development programmes and projects
- Local development agencies

The workshop is also open to:

- Interested parties at higher levels of government (finance, labour, housing, etc.)
- National and regional development banks
- International Financing Institutions
- Multilateral and bilateral development agencies
- Relevant research, educational and training institutions

The participation of women is strongly encouraged. A good command of the English language is essential for an effective participation.

Methodology

In preparing and facilitating this event the staff of the Turin Centre will team up with technical specialists and experts from the ILO, UNDP, UN-HABITAT and other relevant institutions, organisations and programmes, and also make use of pertinent tools and materials developed by these development actors.

As appropriate, the workshop will combine plenary and group work sessions. A highly participatory approach will be adopted throughout the event for ensuring an active intervention of all participants and a constructive exchange of ideas and information.

In conformity with the Turin Centre procedures, an evaluation of the workshop will be carried out to determine the perceived relevance of the programme to the needs of participants and the effectiveness of the methodology employed and materials used in achieving the workshop's objectives.

Programme

The workshop will focus on partnership arrangements applied at local level for improving the life of poor populations. It will deal with the differences and commonalities of the various approaches, and look at some critical issues for establishing effective, sustainable and replicable partnerships. **The workshop will include the following modules:**

Module 1: Pro-poor partnerships

This module will consider the general concept of multi-stakeholder partnership including public-private partnership and how it has been viewed and practiced so far in relation to infrastructure/service delivery and poverty reduction. PPPs can be instrumental in addressing some of the key concerns of the poor, such as community organization and representation, security of land tenure, shelter, and access to affordable services and employment opportunities. An interactive session of this module will allow to compare some existing approaches and practices in the attempt to characterise local partnerships which are pro-poor. This module will also make reference to international commitments and instruments pertinent to pro-poor service delivery and partnership issues.

Module 2 – Social dialogue and partnership

The lack of trust and consultation among different local stakeholders (administration, business, civil society) represent obstacles to the establishment of partnerships which integrate a developmental approach. This module will review the specific interests and the roles and responsibilities of the actors concerned, in the attempt to gather a better grasp of the complexities and difficulties of negotiating deals between multiple parties with each having different objectives. It will also look at how local planning and territorial development processes can facilitate dialogue and negotiation.

Module 3 – An enabling environment

This module will deal with policies, legislation and regulations necessary for encouraging the private sector and other Non State Actors including the local communities to engage in pro-poor inclusive partnerships. It

will focus on domestic business registration/accreditation processes, procurement, tendering and contracting issues. In fact, there is a large untapped potential for involving different types of enterprises, community organizations and (associations of) small enterprises in public procurement for the delivery of basic services and infrastructures. Also, pro-poor tendering processes and contracts can be developed whereby there is equal or even biased access for small local enterprises. Gender as cross-cutting dimension of partnerships will also be addressed in this module.

A session of the module will focus on investment sources, financial services and cost-recovery mechanisms, with attention given to the accessibility for all clients, the reliability of service providers, and the quality of services.

Module 4 - Employment and labour issues in partnership arrangements

Development strategies can be explicitly made more pro-poor by optimizing the employment impact of physical upgrading strategies in infrastructure and service delivery. This is partly depending on the choice of technology, the efforts to engage and upgrade local labour and the promotion of good management practices among local enterprises. Practice shows that labour-based approaches and the targeted promotion of local small enterprises and community groups can be effective if mainstreamed in the planning, design, construction/delivery and maintenance of infrastructure and services. Some country cases will be used during this session to illustrate the employment dimension of partnership arrangements, with reference to the quantity and quality (labour practices) of jobs created.

Module 5 – Contracting, performance monitoring and impact assessment

Contracting issue, performance monitoring, effectiveness and impact of a partnership approach to service provision will be addressed in this module. Based on the outcome of previous discussions, the facilitators will interact with participants in the attempt to define orientations and possible indicators reflecting the interests of the different stakeholders, and giving due attention to both the economic and social aspects.

Module 6 - Orientations for future work

Further to earlier presentations and discussions, this group work session will seek to identify innovative forms of pro-poor partnership and formulate proposals to establish such partnerships. The groups will also reflect on possible options for mainstreaming the proposed arrangements.

Venue and Dates

The workshop will be held at the International Training Centre of the ILO in Turin (Italy), **from 13 to 17 July 2009**.

Cost and financing

The workshop is fee-paying and priced at **EUR 2.000**. This amount covers course fees and participant subsistence as detailed here:

a. *Tuition fees* (EUR 1,040) cover: programme development and management, facilitation, inputs by subject matter specialists, secretarial and technical assistance to training, use of teaching equipment, classroom and office supplies, internal reproduction of training material, training resources, communications and administrative support costs.

b. *Participant subsistence* (EUR 960) includes: board and lodging (bed & breakfast; two meals per day), access to campus facilities and services (laundry, sport facilities, social life service, insurance and minor medical care), and miscellaneous (water in classroom, course dinner, and group photo).

The prices shown do **not** include the cost of travel from/to the participant's home. This cost should be borne by the participant or his/her sponsor(s).

The organizers are in a position to cost-share the participation of a limited number of selected candidates.

Registration

Candidates should register directly with the International Training Centre of the ILO by sending a duly filled copy of the application form not later than **15 June 2009**.

For expressions of interest, queries and additional information, please contact:

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