

United Nations Department of Economic and Social Affairs
FOURTH GLOBAL FORUM ON REINVENTING GOVERNMENT



**Citizens, Businesses, and Governments:
Dialogue and Partnerships for the
Promotion of Democracy and Development**

Capacity Development Workshops

Panel 5
STRENGTHENING PARTNERSHIPS BETWEEN THE STATE, THE PRIVATE
SECTOR AND CIVIL SOCIETY

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Marrakech, Morocco, 10 - 11 December 2002

Panel 5 Aide-Memoire

Strengthening Partnerships between the State, the Private Sector and Civil Society

organized by IPAS Bocconi in the framework of Bocconi University Centennial Celebrations

Organizer:

Dr. Luca Brusati, Director for International Relations, IPAS – Bocconi University

Panel Chair and Head of Delegation:

Prof. Les Metcalfe, Professor of Public Management, IPAS – Bocconi University

After a couple of decades when a growing reliance on the private sector seemed to set the stage for a demise of the role of the State, the ongoing dynamics in the last few years in a number of countries signal that the tidal wave is eventually turning. As the public sector did in earlier decades, also the private sector has proved unable to solve by itself the complex challenges today's world is confronted with. Empirical evidence demonstrates instead that a complex interaction between different players is called for, including the institutions which best can capture the instances of civil society.

The acknowledgement that contributions are needed by multiple players is only the first step. The ongoing debate on the partnerships involving the State, the private sector and civil society revolves primarily on how to ensure that these partnerships actually deliver on their promises. This is a complex topic in itself, as soon as it is acknowledged how ambiguous and multi-faceted the very concept of "partnership" can be, and how complex it is to determine whether a partnership is effective (especially once the elusive concept of "public interest" is taken into account). On the other hand, though, the dismal results of a number of ill-conceived partnerships serve as a powerful reminder that "joining forces" *per se* is not by itself a recipe for success: the governance patterns of the partnership are at least as important as the resources made available by each partner and the strategy pursued.

An additional requirement is provided by the fact that, to meet the expectations of all stakeholders, not only the end results of a partnership should be perceived as effective in themselves, but the underlying process should be viewed as fair and inclusive. Under conditions of resource scarcity, moreover, also efficiency must be factored in among the issues to be explored in order to assess whether a partnership actually lives up to the expectations it generated. Last but not least, once the debate is taken at the global level, one more major element of complexity is added to the equation, because of the variety of governance and accountability mechanisms in place across national borders, which partnerships are expected to cut across.

With this perspective as the conceptual background, the panel will explore how best to achieve effective partnerships. Emphasis will be given to a format allowing attendees to take an active part in the debate, and to share their insights about what works and what does not in establishing and managing partnerships. Speakers, therefore, will not only stimulate discussion through their presentations, but also serve as facilitators for the exchange of "best practices" among workshop participants.

Panel 5 Schedule

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Tuesday, 10 December 2002

9:00 am – 10:00 am	Opening ceremony
10:00 am – 10:30 am	Coffee break
10:30 am – 1:00 pm	Plenary session
1:00 pm – 2:30 pm	Lunch
2:30 pm – 3:00 pm	Opening of the panel by Prof. Les Metcalfe, IPAS Bocconi Link to Bocconi University Centennial Celebrations Adoption of the agenda Appointment of rapporteur and organization of the panel
3:00 pm – 3:45 pm	Prof. Les Metcalfe, IPAS Bocconi <i>Exploring the concept of “partnerships”: from rhetoric to action</i>
3:45 pm – 4:00 pm	Debate
4:00 pm – 4:15 pm	Coffee break
4:15 pm – 5:00 pm	Dr. Igor Koryakov, International Institute for Democracy and Electoral Assistance <i>Partnerships in practice: the role of civil society</i>
5:00 pm – 5:45 pm	Debate
5:45 pm – 6:00 pm	Session wrap-up and adjournment

Wednesday, 11 December 2002

9:00 am – 9:15 am	Opening by Prof. Les Metcalfe, IPAS Bocconi
9:15 am – 10:00 am	Prof. Christopher Selby Smith, Monash University <i>Partnerships in practice: balancing effectiveness and accountability</i>
10:00 am – 10:30 am	Debate

10:30 am – 10:45 am	Coffee break
10:45 am – 11:30 am	Dr. Eduardo Missoni, IPAS Bocconi <i>Partnerships in practice: views from the field</i>
11:30 am – 12:15 pm	Final debate
12:15 pm – 12:30 pm	Concluding remarks and panel wrap-up
12:30 pm – 2:00 pm	Lunch
2:00 am – 5:00 pm	Plenary session

Presentations will reflect both theory and practice in a comparative manner; they will highlight concrete cases and lessons learned. Then the Panel Chair will introduce the discussion and stimulate the presentation of practical examples by panel participants, based on their own experience. The rapporteur will take notes and summarize the main conclusions of the panel, to be submitted to the final plenary session.