PARTNERING FOR IMPACT

SUPPORTING SYSTEMIC CHANGE TO DELIVER THE SUSTAINABLE DEVELOPMENT GOALS IN AFRICA

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FOREWORD

Africa continues to set the global economic pace with high rates of growth sustained by demand for natural resources and a growing middle class driving the consumer goods and services sectors, alongside increasingly positive investor sentiment towards the region.

Despite the flow of positive economic news, concern is mounting that sustained economic growth is not yet translating into income growth and poverty reduction for the majority of Sub-Saharan Africa's citizens. Jobs are not being created at a sufficient pace to meet growing expectations for a better life, especially amongst the region's fast-growing young population. Economies are not diversifying beyond extractives fast enough to generate more balanced and broad-based growth and productivity is not yet sufficient to improve the region's competitiveness. Poorly functioning health, education and food systems continue to undermine human development, and in a number of countries a combination of conflict, state fragility, drought and infectious disease threaten recent advances.

Governments have the core responsibility for addressing these challenges, but the private sector, both domestic and foreign, is playing an increasingly pivotal role in Africa's development. It is driving investment in new jobs and productive capacity, and developing game-changing technical and financial innovations and new business models that meet the needs of the poor and strengthen skills and human capacity.

At the same time, in recognition that the challenges are simply too great, too complex for business, government, or civil society to tackle alone, multi-stakeholder partnerships are rapidy becoming the "new normal" in business and development practice across a wide range of issue areas and countries. At a global level, policy makers have pledged to place cross-sector collaboration at the heart of the new Post-2015 development agenda, and efforts by the United Nations and national governments to make the process of developing new Sustainable Development Goals as inclusive as possible have been encouraging.

With so much emphasis on cross-sector collaboration, it is surprising that there is still relatively little analysis or understanding of how partnership models can drive transformational systemic change, as opposed to one-time projects and delivery of products or services. This gap needs to be addressed, given the extent of the transformation required across the region's economic, social and environmental systems to achieve truly sustainable development.

Business Action for Africa published the first report in this series in 2009, focusing broadly on the role of business and development. By the time the second report was published in 2010, it had become clear that cross-sector, multi-stakeholder collaboration was at the heart of the matter. Since then, Business Action for Africa has published two more reports focusing explicitly on collaboration, in partnership with the CSR Initiative at the Harvard Kennedy School and The Partnering Initiative. This is the third. It aims to identify key success factors for collaborative working and support greater understanding amongst businesses, governments and civil society organisations interested in increasing the sustainability, scale and systemic impact of their partnering activities.

As with previous reports, we have drawn from the practical experiences and collaborative efforts of our corporate partners operating in Africa. They offer diverse perspectives from the agribusiness, consumer goods, healthcare, financial services, information technology, and oil and mining sectors. They also illustrate different types of intervention, ranging from core business activities and value chain initiatives to strategic social investment and public policy dialogue. And they demonstrate a variety of partnerships with governments, non-governmental organisations and donor agencies. We are grateful for their time and insights. Thanks also to the authors of our three Leader Perspectives. Between them, they offer commentary from an African-based economic policy think tank, the UK Government's Department for International Development, and a network of over 150 of the leading development and humanitarian NGOs in the United States.

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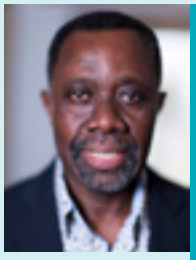
LEADER PERSPECTIVES

1



Securing growth with depth

K.Y. Amoako
Founder and President,
Africa Center for Economic Transformation (ACET)

In the push for African states to collaborate with business for economic transformation, this report offers fresh, promising ideas for the "how."

Economic transformation, as we champion it at the African Center for Economic Transformation (ACET), is growth with DEPTH. That is, growth with **d**iversification, **e**xport competitiveness, **p**roductivity increases and **t**echnological upgrading, all leading to **h**uman well-being. Such transformation requires getting the balance right between the state and the private sector.

In Sub-Saharan Africa's recent history, the interplay between the state and the private sector has too often, and tragically, been approached as a zero-sum game where one's gain is the other's loss. From the 1960s to the early 1980s, many Sub-Saharan African countries pursued overly state-led development, often regarding markets and private businesses with suspicion and at times even trying to suppress them. Then from the 1980s to the 2000s, the pendulum swung to the other extreme. Under reforms inspired and financed by the International Monetary Fund, World Bank, and some donors, the state was seen as the impediment to economic efficiency and growth.

For true transformation to happen, the two sides must find effective mechanisms to collaborate and support each other in the pursuit of economic and technological learning while paying sufficient attention to economic efficiency. The right balance will vary depending on each country's history, political system, and institutions – and on the specific challenges and opportunities it faces.

As this report illustrates, the needs are many, but the private sector has many ideas and capabilities to contribute. Take economic diversification: Increasingly, businesses, especially those involved in resource extraction, recognise their self-interest in helping to diversify the economies of their host countries to extend the benefits of the mineral resources long after the resources are depleted. The *Tofakala* programme in Botswana, for instance, shows a commitment by the partners to look beyond diamonds.

In addition, all the cases shared in this report have technological upgrading as a vital component – from Microsoft's *4Afrika* programme to Standard Chartered Bank's Goal programme. And, of course, the ultimate goal of all the programmes is to improve human well-being.

Collaboration between business and government is a must if Africa is to transform. The ideas and cases in this report are but a few of the possibilities. I hope these ideas here trigger other ideas for other companies to take new initiatives, or build on what has been started, to make economic transformation of their host countries a key part of their business.

But government's role remains the most critical piece, including providing leadership in setting a coherent national vision and strategy, providing public goods, and making the environment friendly for business. Those fundamentals would enable business to take risks, get rewards for those risks, and play its role in achieving the common goal of economic transformation.

I highly commend Business Action for Africa , the CSR Initiative at the Harvard Kennedy School and The Partnering Initiative for showing some ways in that direction with this report.

'Collaboration between business and government is a must if Africa is to transform.'

Business as a partner in development

Justine Greening
Secretary of State, UK Department for International Development (DFID)

Partnerships are vital if we are to make the greatest possible impact on development.

This is why the whole global community - governments, businesses, emerging and developing nations, civil society – needs to agree a new partnership to work together and unite behind the Post-2015 Sustainable Development Goals (SDGs) and work together to achieve them.

The only sustainable way to end poverty is through growth and jobs. In my role as UK co-chair of the Global Partnership for Effective Development Cooperation I championed the role of business as a partner in development because the private sector has a vital part to play.

The UK is working with others to ensure business and growth are central to the framework presently being negotiated as part of the new goals. Businesses are already making important contributions to the debate, of which this report is one, and companies are developing a manifesto for business for the post-2015 negotiations.

This report demonstrates that the private sector has a proven track record of working with a range of partners in governments, donors and civil society to deliver initiatives, such as in agriculture, health and water resource management, which are essential for employment and growth or providing innovative services and goods for poor people.

I have made economic development, with an emphasis on job creation and catalysing sustainable growth, a core priority right across the UK's Department for International Development. The changes we are making to our focus and structure demonstrate a clear commitment to partnering more with business. There are a number of ways we are doing this.

For example, we are making it easier for entrepreneurs to set up and invest in business and create jobs. The ENABLE programme in Nigeria has supported business associations to advocate for tax reform, helping over 352,000 micro-enterprises in Lagos to pay a fair amount of tax, 148,000 of which are owned by women.

Companies which are moving into new frontier markets often need partners with patient capital to help share the risk of that investment. DFID is co-investing in activities that if successful will make profits but also deliver real improvements in poor people's lives. In 2013 a $7.5 million loan through the Emerging Africa Infrastructure Fund to Helios Towers helped unlock private investments of $75 million to upgrade and expand their telecoms tower network in the Democratic Republic of Congo, providing access to mobile and associated services for 1.8 million customers.

We also partner with companies who are using their innovation and creativity to operate and compete in markets that are essential for growth and increased opportunities for the poor. The private sector - from the smallholder farmer in Africa to the largest multinational enterprise - has a part to play and we want to work together to help them realise their full potential. In Kenya, the Africa Enterprise Challenge Fund is partnering with Kisima Farm Limited to expand its production of disease-free seed potatoes and build the first cold storage unit in Kenya so seed is available throughout the year. These seed potatoes can increase yields by at least 50 per cent and increase income by $1,363 per acre compared to traditional seed varieties.

Finally, we need to make sure that growth benefits all, and that no one is left behind. We are working with responsible businesses to create decent jobs which are sustainable. The Private Enterprise Development Programme in Ethiopia is supporting access to finance for small and medium sized businesses, especially those owned and run by women, in the horticulture, leather and textiles sectors to raise incomes and create jobs.

We all have an interest in helping the economies of developing countries to grow faster. Although things cannot change overnight, with the right mix of partnerships and a commitment to work together, ideas can flourish, business environments improve, investors see a more attractive financial landscape and lasting development will take hold.

'Partnerships are vital if we are to make the greatest possible impact on development.'

Dispelling the myth: An evolving relationship between NGOs and private businesses

Sam Worthington
President & CEO, InterAction

'NGO and private sector partnerships are here to stay and are rapidly evolving as both parties find ways to further align their objectives in areas of sustainability, access to markets and job creation.'

A common misperception regarding NGO-private sector relations is one based on mutual distrust and occasional confrontation, or with the advent of corporate social responsibility funding, one solely based on donor-recipient transactions. With the international development landscape rapidly evolving, some historical and present-day assumptions are simply inaccurate.

The following statements are **NOT** true of operational U.S. NGOs:

1. They are generally uncomfortable partnering with companies seeking new markets or profits
2. As advocates they only critique private sector practices or push for increased regulation
3. Their positive interactions with corporations are solely linked to charitable donations
4. They are not helpful in establishing public-private partnerships

These stereotypes are fundamentally flawed. In fact, over the past decades, U.S. NGOs have moved far beyond simply investigating and critiquing the behaviour of corporations. Concurrently, changing business interests and concepts of a triple bottom line or shared value have led to converging interests between the two sectors.

Within this landscape U.S. NGOs have increasingly turned their business models upside down. In many cases, large NGOs that 20 years ago were primarily funded by the U.S. government are now centered on private resources; raising the vast majority of their funding from individual donations, private foundations, corporations, and multi-stakeholder partnerships even as they continue their partnership with the U.S. government. Over 80% of InterAction members now partner with the private sector and these partnerships include over 800 major corporations.

While U.S. NGOs do continue to critique the practices and behaviours of select private companies – often for good reasons – they are increasingly focused on cultivating deep partnerships in order to generate inclusive growth in areas such as health, education, empowerment of women, technological innovation, and most importantly job creation. Private companies and U.S. NGOs operating around the world are beginning to explore shared-values and form partnerships, which increasingly display real potential.

Some NGOs are helping corporations gain access to new markets and corporations are themselves exploring new sustainable models. For instance, Heifer International, with the assistance of the Bill and Melinda Gates Foundation, launched The East African Dairy Development (EADD) programme; an innovative farm-to-market initiative that boosted milk production and incomes of small-scale farmers. EADD will assist over 200,000 farmers gain greater access to dairy markets and increase the financial independence and social equality of small farming communities. Another U.S. NGO, Plan International USA, signed a $75 million strategic alliance with Microsoft to extend digital access to classrooms in African countries. As part of this strategic alliance, Plan will administer on-the-ground trainings to schools and facilitate multi-sector dialogue on integrating information technology into national education plans and policies. Microsoft, Plan, and national governments will collaborate to ensure students develop critical technological skills necessary to gain greater economic opportunities. These examples are no longer atypical as new partnership are forged or deepened across sectors. In many developing countries, large operational NGOs are increasingly viewed as important partners by private and public agencies. They bridge the skills, knowledge, relationship, and resource gaps between multinational companies and local governments. U.S. NGOs are often the glue that effectively seals public-private partnerships.

NGO and private sector partnerships are here to stay and are rapidly evolving as both parties find ways to further align their objectives in areas of sustainability, access to markets and job creation. Aligned with private companies that are not solely focused on short-term growth, NGOs bring skills that link marginalised populations to markets. This shift in favour of financial inclusion and sustainable growth, with major corporations such as Unilever and its Sustainable Living Plan, is encouraging. The future of NGO-private sector partnerships is closely linked to the evolution of the private sector as it responds to consumer demand, its employees and visionary leadership.

Not all corporations have made this transition. Civil society must continue to monitor business practices and advocate for greater transparency and accountability. At the same time many NGOs are identifying mutual objectives and cultivating partnerships with the private sector. The age-old perception that nonprofits only operate as watchdogs and confront private corporations when they detect bad behaviour is rapidly evolving. Today's new norm for InterAction members is one of NGOs, corporations, and governments working together, using cutting-edge tools to implement projects for large-scale and sustainable growth.

2 EXECUTIVE SUMMARY

Despite growing optimism about Africa's economic prospects, progress is fragile and incomplete. Growth has yet to benefit many Africans, with almost half the population still living on less than $1.25 a day. With almost 200 million people aged between 15 and 24, Africa has the youngest population in the world, and with that number expected to double by 2045[1], the need for more inclusive and sustained growth will continue to escalate.

Transformative action is needed to generate growth that creates jobs and incomes, increases access to critical services such as education and healthcare, and leverages but protects Africa's abundant natural resources for future generations. It has become common to hear stakeholders assert that no single organisation or even sector can do this alone.The Post-2015 development agenda places collaboration among business, government, and civil society organisations at the heart of delivering on a new set of Sustainable Development Goals, intended to re-energise, re-focus, and rally stakeholders to complete the unfinished work of the Millennium Development Goals.

For their part, companies operating in Africa increasingly recognise that to succeed over the long term, they need to integrate social, environmental and governance standards and innovations into their core business practices–and at the same time to step outside the business to help tackle the systemic challenges that influence their strategic context, often in partnership with others.

Partnering best practices

This report, the third in a series on cross-sector collaboration for development in Africa, draws on the experience of companies working in partnership to catalyse systemic change. They offer diverse perspectives from the agribusiness, consumer goods, healthcare, financial services, information technology, and oil, gas and mining sectors. They also illustrate different types of intervention, ranging from core business activities and value chain initiatives to strategic social investment and public policy dialogue. And they demonstrate a variety of partnerships with governments, non-governmental organisations and donor agencies. The report aims to identify and deepen our understanding of the key success factors for collaborative working. These include:

1. **Shared vision and value at the heart**
   Each of the case studies in this report is underpinned by a clear shared vision and goal that deliver value for all partners.
2. **Strong linkages to the core business for project sustainability**
   Partnership programmes closely linked with core business activities and competencies have greater potential for sustainability and scale.
3. **Alignment with government development priorities**
   Alignment with government development priorities is also a key success factor for sustainability and scale, providing scope for government support and possible adoption into public policies and programmes.
4. **Understanding and harnessing core capabilities**
   Taking the time to identify the right partners with the right capabilities at the right levels, and building strong relationships up front, has paid significant dividends over time for all of the organisations featured in this report.
5. **Local ownership and flexibility**
   Ensuring that global or multi-country partnerships are set up with a high degree of local ownership and flexibility leads to better outcomes.
6. **Establishing proof of concept up front**
   Many of the partnerships featured in the report have invested time up front to test and refine their models before investing in scaling them up.
7. **Strong leadership support**
   Strong senior leadership support of partnership projects at both the corporate and country-level has been key to catalysing initial action and ensuring sustained momentum.

Recommendations for public and private leaders

The report concludes with five key recommendations for all stakeholders concerned with establishing the means and mechanisms to tackle deeply entrenched systemic challenges:

1. **Focus on strengthening the building blocks needed for systemic impact**

Harnessing the comparative advantages of the private sector and creating innovative partnerships that contribute to the transformation of economic, social and environmental systems requires stakeholders to invest in a range of fundamental building blocks.

Those identified in this report include:

- fostering mindset change and dialogue amongst stakeholders;
- building human capital and capability;
- strengthening institutions or creating new ones;
- developing viable business models and processes;
- informing and advocating for policy reforms; and
- aligning financial and other incentives.

2. Be willing to invest for the long term, beyond standard project cycles

As many of the case studies demonstrate, systems change is a long-term process, and projects designed to tackle systemic issues can be unpredictable, take time to generate impact and be hard to evaluate, especially when it comes to attribution. Such projects can therefore be challenging for organisations accustomed to short-term project lifecycles and rigid monitoring and evaluation (M&E) and accountability frameworks. Organisations engaged in systems change initiatives need to adopt a longer-term perspective and foster a more evolutionary approach, with a greater emphasis on building in scope for ongoing learning and adjustment.

3. Overcome the silos and fragmentation that limit scale and systemic impact

As the number of business partnerships and individual partners grows, so too does the scope for consolidating and co-ordinating activities to reduce duplication of effort, process inefficiencies, and competition for the time and commitment of local stakeholders – especially government representatives – that lead to high transaction costs, waste of precious resources and limited impact.

There needs to be a greater willingness for organisations interested in investing in new initiatives to first explore the scope for building on existing initiatives rather than re-inventing the wheel. At the same time, there are significant opportunities for organisations to identify and capitalise on synergies between existing initiatives.

4. Commit to sustained and coherent policy engagement

A cohesive and coherent policy environment from the global to local level in which government, civil society and the private sector can work together to agree policy priorities and implementation approaches is key to the long-term achievement of development priorities. Governments have a key role to play in creating enabling environments for multi-stakeholder collaboration, both by creating the local mechanisms for on-going engagement and dialogue and by ensuring that actions to tackle development challenges are underpinned by appropriate policies and legal frameworks.

5. Build the infrastructure needed to systematically catalyse and support collaboration

More formal and structured partnership platforms can play an important role in breaking down silos and systematically catalysing new partnerships to achieve development priorities, especially at the level of specific countries, sectors or commodity value chains.

The number of platforms for partnership is still very limited, particularly at the country level. Early experience suggests that they can fulfill important roles in tackling entrenched systemic challenges, and to that extent investment in the development of new platforms is warranted, ensuring they are built to good practice standards. At the same time, because the investment in time and money required to build and sustain such platforms is a real hurdle, there are roles for both formal platforms and more informal, light-touch approaches.

' As the number of business partnerships and individual partners grows, so too does the scope for consolidating and co-ordinating activities to reduce duplication of effort, process inefficiencies, and competition for the time and commitment of local stakeholders'

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3 THE AFRICAN CONTEXT: THE NEED FOR SYSTEMIC CHANGE

Africa's prospects are bright

Economic growth rates across Sub-Saharan Africa are estimated to average 5% in 2014,[2] driven by increased investments in natural resources and infrastructure alongside broad-based growth across the financial services, technology, consumer goods and services sectors. Foreign direct investment into the region increased 5% to $56 billion in 2013[3] and remittances grew by over 6% to $32 billion. In the long term, Africa's economic prospects look bright owing to the region's abundant labour and natural resources. By mid-century Sub-Saharan Africa will have a larger and younger workforce than India or China. Rising global demand for food has the potential to turn Africa in to a net agricultural exporter, and growing consumption by the region's burgeoning middle class, driven by rapid urbanisation, will further stimulate domestic manufacturing and markets. The 2014 US-Africa Leaders Summit served to emphasise growing optimism about the region, with the announcement of a wide range of significant new investments in infrastructure, trade and agriculture, alongside initiatives to strengthen security and governance.

But poverty persists despite economic gains

At the same time, it is increasingly clear that Africa's economic growth is not yet benefiting the largest share of the population and that many of the United Nations' Millennium Development Goals (MDGs) will not be met by the 2015 deadline. Almost half of the population still lives on less than $1.25 a day and Sub-Saharan Africa is the only region in the world that has seen the number of people living in extreme poverty rise steadily, from 290 million in 1990 to 414 million in 2010, accounting for more than a third of people worldwide who are destitute.[4] Unemployment remains worryingly high, especially amongst young people, who make up the region's fastest-growing population group. And International Labour Organization data show that 77.5 % of jobs are vulnerable, the highest rate in the world. 30 million children are underweight,[5] 32 % of children are malnourished, and one in nine children die before age five - more than 16 times the average for developed regions. 30 million children are out of school, and enrolment of girls still lags boys in primary, secondary and tertiary education. 334 million people still lack access to clean water and nearly 600 million people proper sanitation facilities. A fast-growing population is placing ever-increasing strain on natural resources and infrastructure, especially in fast-growing urban centres, and water scarcity and climate change continue to challenge the resilience of rural livelihoods and communities.

The Post-2015 agenda and new Sustainable Development Goals (SDGs) create an opportunity to re-energise and re-focus global efforts to eradicate poverty in Africa and globally

The Post-2015 development agenda, increasingly the focus of global policy makers, aims to complete the unfinished work of the MDGs and to re-energise, refocus and rally governments, businesses and development partners around new global development priorities as well as a comprehensive framework for delivering them.

An ambitious set of draft Sustainable Development Goals (SDGs) has recently been formulated by the Open Working Group (OWG) mandated by the UN to recommend new development goals and targets.

The draft SDGs are notably different to the MDGS. They are more comprehensive in scope, acknowledge the importance of economic growth and job creation to poverty alleviation as well as the linkages with climate change, and focus more concretely on their means of implementation. As the next phase of negotiation commences, ongoing tension is expected between the comprehensiveness of the ambition and the need to identify specific priorities and the resources to achieve them. Regardless of the final set of goals, implementation will need to go far beyond project-based interventions to more systemic change and transformation.

Achieving the SDGs will require transformation across economic, social and environmental systems

For the SDGs to succeed, it is generally recognised that transformative action is needed across all three key dimensions of sustainable development: economic, social and environmental.

- **Economic:** Inclusive and sustainable economic growth is the key driver of poverty reduction. Policy innovation and good governance are needed to create the right enabling environment and product, service and business model innovation are needed to meet the needs of all the region's citizens in ways that preserve natural resources for future generations.

- **Social:** Africa's young and growing population needs to be healthy, educated and equipped with the right skills. Concerted action is required to transform education, health and food systems and other essential infrastructure, including water and sanitation, and to ensure equality of opportunity for women and other marginalised groups.
- **Environmental:** By the same token, for Africa's natural capital to remain abundant and productive, effective governance mechanisms for the management of natural resources and ecosystems will need to be strengthened and action taken to tackle shared risks including water scarcity, environmental degredation and climate change.

No single organisation or even sector can do it alone: systemic challenges require co-ordinated responses from inter-connected and inter-dependent stakeholders

In the African context, to turn jobless growth in to job creating, poverty reducing growth, governments will need to transform their economies to be more competitive, productive, diverse and supportive of business, especially the small businesses that are the engine room of Africa's growth and job creation. The private sector will need to make the investments in jobs, skills and technology required to upgrade the region's comparative advantage, and together, governments and the private sector will need to finance and build the essential infrastructure including energy, technology and transportation required to support trade, industrial development and growing enterprises.

Sheer numbers of stakeholders, path dependencies, incentive problems, and institutional capacity gaps mean that Africa's economic, social and environmental challenges are simply too great, too complex, too inter-connected to be tackled by any one organisation or sector alone. Governments, businesses, civil society and development agencies increasingly recognise that they have to work together for sustainable impact at scale.

Collaboration has therefore been placed at the heart the SDGs

Recognising this need, cross-sector, multi-stakeholder collaboration has been placed at the heart of the new development agenda, and in particular ensuring that global commitments can be translated in to sustained and effective local action.

Collaboration that combines the core capabilities and resources of business, governments, civil society organisations and development agencies at the global, regional, sector and project levels has become an integral part of the development landscape. This ranges from large-scale, high-profile global platforms like the Global Alliance for Vaccines and Immunisation, the Global Fund to Fight AIDs, Tuberculosis and Malaria, the Scaling Up Nutrition Movement, Every Woman Every Child, Energy for All, the Global Partnership for Education and the Extractives Industry Transparency Initiative to more targeted regional and national partnerships addressing a wide range of development challenges. In Africa, examples include Grow Africa, Power Africa and TradeMark East Africa, as well as the range of partnership examples profiled in this report.

How can collaboration move beyond one-time delivery of services to bring about sustained impact at scale?

This report draws on the growing experience of our corporate partners and adds to the knowledge base we have been building over the past five years. We aim to deepen our understanding of the ways companies, governments, public and private donors, and civil society organisations can work together to unlock both business benefits and development outcomes. In particular, we want to understand how partnerships can catalyse or contribute to more systemic change across a variety of development challenges, bringing about sustained impact at scale.

'For the SDGs to succeed, it is generally recognised that transformative action is needed across all three key dimensions of sustainable development: economic, social and environmental.'

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4 PARTNERSHIP IN ACTION

Whilst doing business in Africa offers significant potential, it remains challenging. As a result, a growing number of companies operating in the region recognise the need to create long-term business and societal value by integrating social, environmental and governance commitments and innovations into their core business practices. To do this, they need to be willing to step outside the business to help tackle the systemic challenges that influence their strategic context, often in partnership with others.

At the same time, government policy makers, public and private donors, and civil society organisations recognise that engaging business is critical to the development of sustainable and scalable solutions to poverty – because profitable business operations create jobs and livelihoods throughout their value chains, generate tax revenues, raise skill levels and drive game-changing innovations with the potential to tackle many development challenges.

Companies and their partners are working to catalyse systemic change in a wide range of ways. One common ingredient is the willingness to invest over a long time frame. A number of the partnerships featured here have been at it for many years; others are new but are building on similar experience and lessons learned in other countries in Africa and around the world. Systemic change comes from fostering mindset change and dialogue amongst stakeholders; building human capital and capability; strengthening institutions or creating new ones; developing viable business models and processes; informing and advocacting for policy reforms; and aligning financial and other incentives. All of these efforts take time. They require sustained effort and skilled leaders. Partners in all sectors need to be prepared for that, and to be open to learning and evolving the approach along the way.

From the perspective of the private sector, interventions to support systemic change can be driven through the core business and value chain, through strategic social investment or through public policy dialogue and engagement. In many cases a large company will use a combination of all three to deliver results.

The next section features eleven case study examples, which identify the drivers, objectives, activities, funding, operating and governance structures, and results of a variety of partnerships aimed at systemic change. The insights and key lessons aim to help stakeholders tasked with identifying opportunities to achieve more inclusive and sustained development to better understand the core capabilities that each partner brings to the table, and to design and invest in effective implementing platforms.

The conclusion highlights the take-aways for public, private and civic leaders as they consider how best to deliver a more ambitious and wide-ranging development agenda.

Partnering best practices from case studies

The case studies reviewed in this report suggest seven key partnership best practices. These findings are not new; rather, they add to a growing body of evidence that reinforces our collective understanding of how to set up and manage partnerships for long-term success.

1. Shared vision and value at the heart

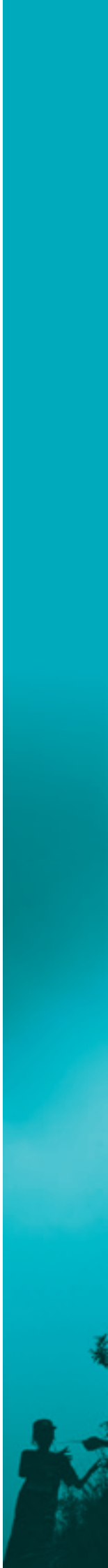
Each of the case studies in this report is underpinned by a clear shared vision and goal that deliver value for all partners. Each example emphasises the importance of taking the time to understand the perspectives, issues and goals of the other partners to establish strong relationships of trust. For GSK, improving access to healthcare for some of the hardest to reach children is a shared ambition for both the business and its partner Save the Children, and ensures that the partnership remains focused. For Coca-Cola, the partnership strengthens its value chain and helps to create more vibrant communities, and for UN Women and Hand in Hand it enables them to advance their goal of economically empowering women. For Diageo, a clear economic benefit derived by all members of the value chain has been critical to bringing together and incentivising the various players.

2. Strong linkages to the core business for project sustainability

Partnership programmes closely linked with core business activities and competencies have greater potential for sustainability and scale. For SABMiller, translating hydrological risk into business risk has been key to ensuring that management view water scarcity as a material issue impacting the business. For Shell, investing in building the capabilities of local suppliers has become an integral component of the business strategy and key to strengthening local competitiveness. For Diageo, a clear and compelling business case for sourcing local raw materials has been key to engaging the business in support of its cassava sourcing initiative.

3. Close alignment with government development priorities

Ensuring that partnership activities reflect and support government development priorities is essential. For Diageo, supporting government priorities in relation to both ASCO and the country's agricultural development strategy has been important to securing government support for the initiative. For Standard Chartered, securing government buy-in to integrate Goal programme activities into existing school curricula and educational frameworks has helped to make the model more sustainable. For SABMiller, taking the time to understand and align with government water priorities



has been key, alongside understanding when and who to engage. For Abbott and AbbVie, understanding the priorities and constraints of the Ministries of Health in Tanzania and Kenya respectively, and exploring ways to jointly strengthen the capacity of health workers and administrators, have been essential foundations of these programme's success.

4. Understanding and harnessing core capabilities

Taking the time to identify the right partners with the right capabilities at the local level, and building strong relationships up front, has paid significant dividends over time for all of the organisations featured in this report. GSK and Save the Children took time and effort when building their partnership to carefully select the areas where they can have the most impact and tailored their interventions accordingly, capitalising on their complementary skills and resources. In recognition that no one sector can tackle the challenge of girl empowerment alone, the Goal partnership successfully draws on the core competencies of different partners. Women Win provides subject expertise and multi-country NGO co-ordination capacity. Local NGOs bring the knowledge and trust of local communities. In addition to providing financial resources, Standard Chartered links a pipeline of qualified girls to employment opportunities. Microsoft has leveraged its technology capabilities and platforms through the local networks and on-the-ground experience of its youth development partners.

5. Local ownership and flexibility

Ensuring multi-country partnerships are set up with a high degree of local ownership and flexibility leads to better outcomes. For SABMiller, ensuring Water Futures Partnership projects are owned and resourced by the local SABMiller businesses, rather than centrally driven, has ensured sustained and effective implementation. For Standard Chartered's Goal programme, building a high degree of flexibility into the programme, in recognition that local activities need to be tailored to different local contexts and needs, has been important. Chevron's Liberia Economic Development (C-LED) Initiative emphasises local community participation and ownership.

6. Establishing proof of concept up front

Many of the partnerships featured in the report have invested time up front to ensure the partnership is set up for success. Coca-Cola and UN Women established proof of concept for their women's economic empowerment programme in South Africa before formally announcing the initiative externally, allowing the partnership to establish clear proof points and manage expectations amongst all stakeholders. For SABMiller, ensuring availability of robust local data has been important to inform decision-making on priorities and areas of focus. For Anglo American, undertaking a detailed up-front assessment of the enterprise development landscape in Botswana helped to identify where to focus resources effectively.

7. Strong leadership support

Strong senior leadership support of partnership projects has been key to ensuring early momentum. For Standard Chartered, strong support for the initiative from CEO Peter Sands was key to generating momentum for the intitiative within the bank. Muhtar Kent, Chairman and CEO of the Coca-Cola Company has been an strong champion for women's economic empowerment, both wthin the company and externally on public platforms and in dialogues with other leaders in government and the development community.The Chairman and CEO of Abbott, Miles White, has made several visits to Tanzania over the past decade, to meet with government officials and healthcare leaders, helping to sustain his company's engagement and the government's priority focus on the partnership. Champions are needed both on the corporate side as well as among government, donor and NGO partners.

'Companies and their partners are working to catalyse systemic change in a wide range of ways. One common ingredient is the willingness to invest over a long time frame.'

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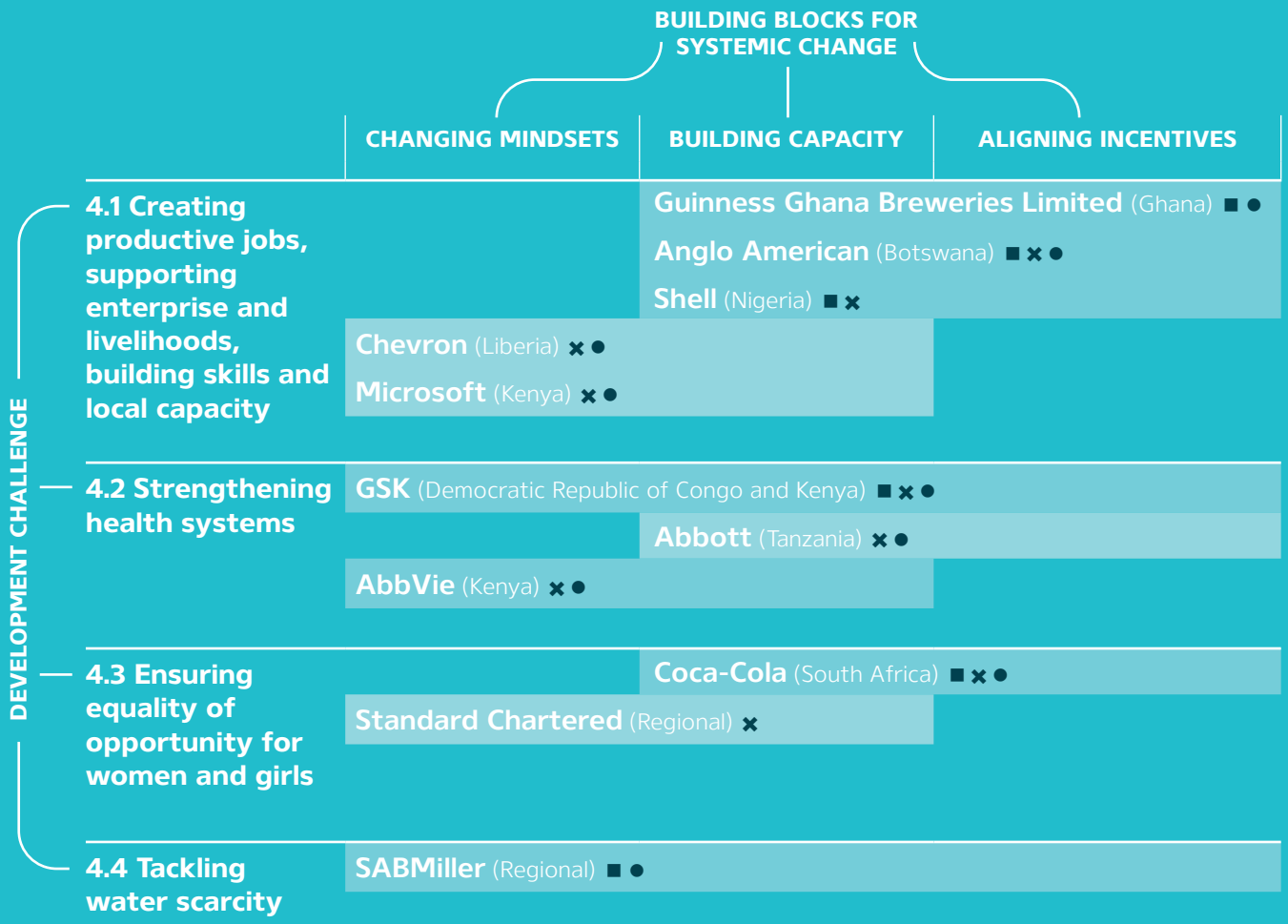
Case study examples



BUSINESS INTERVENTIONS:

■ Core business

✖ Strategic social investment

● Public policy dialogue

4.1 CREATING PRODUCTIVE JOBS, SUPPORTING ENTERPRISE AND LIVELIHOODS, BUILDING SKILLS AND LOCAL CAPACITY

CONTEXT:

The World Bank estimates that 600 million jobs must be created by 2020,[6] mainly in developing countries, just to keep up with population growth. The private sector provides nine out of every 10 jobs.[7] In the Africa context, unemployment remains acutely high, particularly amongst the young and women. In Africa's two largest economies, Nigeria and South Africa, which make up over half of the region's gross domestic product (GDP), unemployment amongst working age adults is 24% and 25% respectively.[8]

At the same time, between 2000 and 2008, Africa's working age population (15-64 years) grew from 443 million to 550 million, an increase of 25%.[9] In annual terms this is a growth of 13 million, or 2.7% per year.[10] If this trend continues, the continent's labour force will be 1 billion strong by 2040, making it the largest in the world, surpassing both China and India.[11]

In Africa, 60-70% of the population lives in rural areas and is mostly dependent on agriculture.[12] Agriculture employs 65% of Africa's labour force and accounts for 32% of GDP.[13] Increasing agricultural productivity and access to markets for farmers is therefore a powerful way to raise incomes and reduce poverty.

A series of systemic barriers impact job creation in the private sector, especially amongst micro, small and medium-sized businesses, which include a weak investment climate, inadequate infrastructure, limited access to finance, and insufficient training and expertise.

Guinness Ghana Breweries Limited (Diageo)

Strengthening the cassava value chain in Ghana to create jobs, improve livelihoods and ensure a secure source of supply for Guinness Ghana Breweries

Background

Across the Africa region, Diageo is committed to increasing the local sourcing of the raw materials it uses for brewing in all the markets in which it operates, driven by clear business imperatives which include maintaining security of supply of key raw materials, increasing production cost efficiencies, reducing the foreign exchange risks associated with imports, and contributing to more prosperous local communities.

Guinness Ghana Breweries Limited (GGBL), a subsidiary of Diageo, has operated in Ghana since 1960 and distributes a range of spirit and beer brands. Climatic conditions do not permit the cultivation of traditional brewing raw materials such as barley or hops in Ghana, and as a result, the majority of materials used have traditionally been imported. In recent years, the company has identified significant opportunities to substitute locally-sourced agricultural raw materials, focusing initially on sorghum and maize, and more recently cassava.

An estimated 40-50% of cassava grown in Ghana currently goes to waste due to a lack of demand and difficulties in processing due to rapid degradation after harvesting. This represents a huge missed opportunity for Ghana's agricultural sector. More broadly, Ghana's agricultural sector – which contributes 30% to GDP and just over 50% of informal and formal employment – faces a number of challenges including limited transport and energy infrastructure, lack of adoption of improved farming technologies and local access to financing. These challenges are particularly acute for smallholder farmers, who also struggle to access markets.

In October 2012, Guinness Ghana launched RUUT Extra Premium lager, at a price point accessible to lower-income consumers, which is made from 51% cassava starch. Building a sustainable and reliable source of cassava starch has required partnering all along the value chain to build capacity and ensure that value is created for all involved. Key value chain partners include:

- The Ayensu Starch Company Ltd (ASCO), owned by the Government of Ghana, which supplies processed cassava starch to Guinness Ghana. Guinness Ghana's need for cassava starch has created a valuable and predictable new market for ASCO to tap into.
- Six aggregators, comprising individuals, one large farm and a few organisations, that purchase cassava from around 3,000 small-scale farmers and supply to ASCO. The aggregators benefit from guaranteed offtake negotiated directly with ASCO, creating predictable demand for the cassava they supply.
- 3,000 smallholder farmers, who benefit from the guaranteed purchase of their crop, which enables them to finance inputs and helps to improve their incomes and livelihoods.

Other key stakeholders Guinness Ghana has engaged include the Ministry of Food and Agriculture, which is providing assistance as part of roots and tuber agricultural project (Root and Tuber Improvement and Marketing Programme) within its overall agricultural strategy (Medium Term Agriculture Sector Investment Plan), and the Food and Agriculture Organisation (FAO), which has been actively supporting cassava cultivation in the country.

Finally, key to providing the commercial viability to enable Guinness Ghana to pursue an active local raw material usage policy, which includes investing in integrating cassava starch in to the brewing process, has been the passage by the Government of Ghana of graduated concessionary rates of excise tax on products made with locally-sourced materials, in recognition of the wider local economic value created. This has enabled Guinness Ghana to position RUUT at a lower price point, making the product more affordable to lower-income consumers. Growing the "value" beer category will help to move consumers out of the illicit alcohol market, and in the process, encourage more responsible drinking and potentially generate more tax revenue for the government.

Partnership objective

The partnership aims to provide Guinness Ghana with a secure source of cassava for brewing, and to generate economic benefits through the cassava value chain to create jobs, increase incomes and greater prosperity for local communities.

Partnership activities

At the beginning, Guinness Ghana identified two key challenges to overcome to ensure commerical viability and sustainability: first, securing a reliable supply of cassava and re-engineering its production processes and brands to enable its use, and second, ensuring that local raw materials could compete advantageously against imported inputs in terms of value, price and quality. To address these challenges, the business quickly understood that in addition to purchasing cassava from local producers, it also needed to play a central role in establishing a viable and efficient value chain for cassava, linking small-scale producers with aggregators, processors and ultimately Guinness Ghana.

A key starting point for the business was to assemble a cross-functional team to put the project into action. The team comprised representatives of the brand marketing team who developed the concept of the brand and worked with the technical innovation team to determine product formulation, consumer branding and marketing for RUUT Extra Premium lager; the procurement team, who needed to identify how to secure a predictable source of cassava; and the technical team, who needed to identify how to adapt the brewing process and new plant and machinery requirements. In addition, the corporate affairs team managed environmental and regulatory issues.

To help strengthen the capacity of the value chain, Guinness Ghana technical teams have provided engineering expertise to ASCO to help with the upgrading of processing equipment required for cassava processing.

Further down the chain, Guinness Ghana, in addition to putting in place long-term offtake agreements with ASCO, has worked with the cassava aggregators and small-scale farmers to improve access to inputs and technical training, and has also helped to strengthen the local cassava growers association. Guinness Ghana is actively pursuing a variety of opportunites to introduce financing solutions for all parties along the chain.

Partnership structure

A business-to-business partnership at its core, the Guinness Ghana cassava value chain project is governed by contracts between the company and its direct supplier, ASCO. This in turn enables ASCO to directly contract with the aggregators for supply of cassava; with Guinness Ghana making payment for the raw material to the aggregators on the instruction of ASCO and offsetting this cost against payment due for cassava starch supplied by ASCO. This arrangement ensures that the aggregators have the liquidity to make prompt payment to the smallholder farmers, bypassing the bottlenecks that usually pertain within the operations of a government owned and operated business. Whilst the contractual relationship exists between ASCO and the aggregators, in practice Guinness Ghana's procurement team are significant in managing these relationships too.

In addition to managing the value chain, Guinness Ghana has financially supported ASCO and farmer capacity-building, and has contributed significant staff time and resources in to the project since 2012, including the technical expertise provided to ASCO.

To further enhance the supply chain, Guinness Ghana commissioned a study of cassava agronomy and supply within the catchment area (a 50 mile radius from ASCO plant). The next phase of this programme will involve targeted assistance to ensure identified issues are addressed. This will likely be done either directly by Guinness Ghana commissioned partners, or through programmes currently being run by the Ministry of Food and Agriculture (MOFA) or the FAO, or some combination of all three methods.

Partnership results:

For the business, RUUT Extra Premium lager has been well-received by consumers and now makes up to 10% of Guinness Ghana's total beer volume sales, helping the business to extend its presence in the fast growing "value" beer category. The business has been able to make significant raw material savings, reduce its forex exposure and strengthen its reputation with local stakeholders.

For the local community, the project has created significant direct and indirect employment opportunities for small and medium scale businesses along the value chain, and more secure and improved livelihoods for the 3,000 small-scale farmers. Guinness Ghana is currently working on an impact measurement framework to better understand the impact on small-scale farmers.

Shell

Building capacity in offshore deep-water oil production to support economic diversification and job creation

Background

Despite Nigeria being a major hub for the oil and gas industry, a weak indigenous supply chain – characterised by limited local firm expertise and a shortage of qualified engineers and supporting educational institutions – has until recently represented a missed opportunity to generate more broad-based and domestically-driven economic growth and job creation.

In response, a major focus for the Nigerian government, alongside sustaining production levels and encouraging more exploration in the oil and gas sector, has been to strengthen the indigenous supply chain, with the aim of stimulating further investment and economic diversification in associated sectors.

In April 2010, the Nigerian government enacted the Local Content Act, which provides a legislative framework for increasing indigenous participation in the oil and gas sector. It establishes rules and regulations governing the use of local contractors and sets targets for the amount of Nigerian-created content that must be used in various categories in line with the country's strategic objectives. The act represents some of the most comprehensive local content legislation in the world, with 282 targets across a range of industry sectors including construction materials (cement, land pipes, ropes and cables), services, banking, and vessels. Local content requirements include greater use of local fabrication yards and manufacturing plants, training and education to build engineering, fabrication, and petroleum technology skills, greater ownership and operation of marine vessels and off-shore oil rigs, and the upgrading of local infrastructure and industrial facilities.

On behalf the Nigerian National Petroleum Corporation (NNPC), National Petroleum Investment Management Services (NPIMS) works with the NNPC's joint venture partners in the oil and gas sector to align local content requirements with industry projects and investments. The Nigerian Content Development and Monitoring Board (NCDMB) has been established to support industry stakeholders to implement the local content strategy and to monitor firm-level compliance.

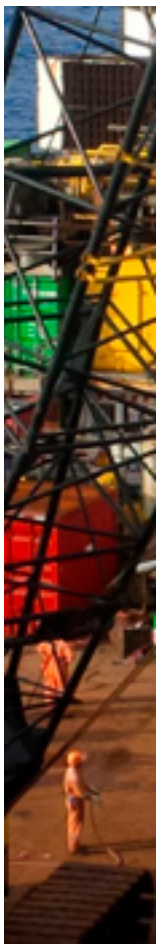
Shell has been producing oil in the Niger Delta since the late 1950s and delivered the first deep water production in depths over 1,000 metres in 2005. It has also been at the forefront of gas development and utilisation. The majority of the Shell Companies in Nigeria's (SCiN) 30,000-40,000 staff and contractors are Nigerian. Operating subsidiaries Shell Petroluem Development Company (SPDC) and Shell Nigeria Exploration and Production Company (SNEPCo) directly employ 4,000 people, almost 95% of whom are Nigerian, including the Managing Directors of both companies. Shell Nigeria Gas Ltd is run entirely by Nigerians.

Shell is continuously working to integrate local content requirements into its core business operations, most recently in a project delivered by Shell's deep-water subsidiary in Nigeria, Shell Nigeria Exploration and Production Company Ltd (SNEPCo), which has started oil production from the first well at the Bonga North West deep-water development off the Nigerian coast. The Bonga project, which began producing oil and gas in 2005, was Nigeria's first deep-water development in water depths over 1,000 metres. The Bonga North West project has featured a significant investment in developing deep-water engineering skills in Nigeria.

Partnership objective

Working with the Nigerian government and industry partners, Shell aims to strengthen indigenous manufacturing and services capacity in the oil and gas sector to support local content goals. Shell also aims to embed local content at the heart of its business strategy to enable improvements in customer service and the competitiveness of its operations in terms of quality and delivery.

More specifically, in the context of the Bonga North West project, Shell sought to harness local content in the successful delivery of the project.



Partnership activities

Shell's approach to local content includes supporting indigenous asset ownership such as rigs, helicopters and marine vessels through access to funding, supplier development, and strengthening the country's engineering and technical education capabilities.

To support indigenous asset ownership, Shell facilitates access to finance to companies across a range of sectors including transportation, shipping and the manufacture of pipes, drilling fluids and production chemicals. Shell Exploration & Production Companies in Nigeria (SEPCiN) has partnered with four Nigerian banks to establish a $4 bin fund which provides small Niger Delta-based contractors with access to loans to finance expansion. In 2013, SNEPCo launched its own fund for contractors. Banks have committed to reducing the levels of collateral required from selected local businesses to access funds, in addition to interest rates and loan processing times.

For suppliers who have requested training and skills development as part of their participation in the national skills development pool, Shell provides training support alonside other oil and gas companies, contractors and the NCDMB. Shell also works to open up international opportunities for Nigerian companies through a partnership with UK Trade and Investment (UKTI), the UK government's trade promotion arm.

To address the lack of world-class research and development institutions and limited access to technology in Nigeria, SCiN has focused on building key technical skills through donations of specialist equipment to universities. SCiN also awards funding for post-graduate scholarships in engineering and related fields to build a talent pipeline.

In the case of Bonga North West, a key challenge was to identify local companies with deep sea experience and the capacity to support the fabrication, testing and logistics associated with the installation of a new undersea pipeline. A number of new production manifolds, subsea umbilical systems, oil production and water injection flowlines and subsea tree systems needed to be installed on the sea bed around 1,000 metres below the surface.

Investments made by SNEPCo and its other project partners in the Bonga North West project have ensured that a significant part of the project has been carried out by Nigerian companies, contributing to the growth of deep-water engineering experience in SNEPCo.

For example, to enable the local fabrication of sub-sea components, Shell contributed to the $4m cost of a Horizontal Boring Machine (HBM) to enable a local fabricators to make Tubing Head Frames required for drilling wells, which also included equipment training and certification. SNEPCo worked with the Nigerian Content Development and Monitoring Board and NAPIMS on the acquisition and installation of the equipment. Local fabricators are now using the HBM to manufacture other equipment such as Remote Operated Vehicle (ROV) panels and counter-weights for other project partners.

In addition, fabrication and installation work on the Bonga Main Floating Production Storage Offloading (FPSO) facility was carried out by an indigenous contractor, and the leadership and majority of staff working on the Bonga North West project are Nigerians.

SNEPCo has also funded specialised training for Nigerians to work on the project, including training for four individuals to become experts in offshore line piping installation and others to receive rope access training. Shell collaborates with local trainers and training bodies to build their capacity and Shell engineers assist with the training and ensure it is carried out to certification levels.

Partnership structure

Shell works with NAPIMS at a strategic level to align new oil and gas exploration projects and investments with local content requirements. Shell operates a compliance monitoring system to track the perfomance of local materials and service procurement contracts against local content requirements, and reports quarterly to the Nigerian Content Development and Monitoring Board.

Partnership results

Along SCiN's value chain 91% of the total number of contracts were awarded to Nigerian companies in 2013. By the end of 2013, 90% of Bonga's core off shore staff were Nigerian. In 2013, 1,795 scholarships were awarded to secondary school students and 850 to university undergraduates.

For the Bonga North West project, 80 individuals received certified training at a semi-skilled intermediate level, with 20 highly skilled individuals receiving training.

Anglo American

Supporting local enterprises to enable economic diversification and job creation in Botswana through the Tokafala enterprise development programme

Background

Over 25 years, Anglo American has supported enterprise development in host countries to support the development of both the business and local communities. Building on the experience of the Zimele programme in South Africa and the Emerge programme in Chile, the company has developed a global enterprise development strategy and rolled out new programmes in Brazil, Peru and Botswana. Since 2008, Anglo American's enterprise development programmes have backed more than 48,000 enterprises, disbursed more than US$100m and supported more than 76,000 jobs.

One special feature of the Anglo American Group approach to enterprise development is the recognition of the importance of ensuring that the economic impact of its enterprise development activities extends beyond the mining sector and encourages more broad-based economic growth in countries with a strong dependency on mining. In 2013, in recognition of Anglo American's successful track record in enterprise development,the Government of Botswana invited the company to establish a new scheme, Tokafala, to build on the government's already extensive range of programmes supporting SME development.

Partnership objective

Anglo American's overall goal is to support development in Botswana, and the objective of the Tokafala enterprise development programme is to promote economic development and diversification by catalysing the growth of micro, small and medium-sized companies (MSMEs). Although, Botswana has achieved significant success in recent years, transforming from one of the world's poorest countries to a middle income country with a mature and stable democracy, it is still dominated by the mining sector, with diamonds accounting for 76% of the country's export revenue, 45% of government revenue, and 33% of GDP. The Government of Botswana recognises the need to reduce its dependence on diamonds, a finite resource, by diversifying the economy into other sectors. Tokafala aims to leverage the wealth creation potential in the mining sector in favour of divisification, supporting SMEs in Debswana's and De Beers value chains and reaching 4,000 – 5,000 jobs by the end of 2016.

Partnership activities

Given the already wide array of enterprise development schemes in place in Botswana, an important first step was to undertake an assessment of the enterprise development landscape to ensure the Tokafala programme addresses specific local needs and gaps and does not replace, compete with or duplicate existing initiatives.

A joint team comprising the Ministry of Trade and Industry, the Office of the President and the Anglo American Group developed a strategy and implementation framework, and TechnoServe, an NGO specialising in enterprise development, was hired to implement and operate the programme. Being able to leverage its extensive enterprise development experience in other countries enabled Anglo American and its partners to make rapid progress from design to implementation.

The landscaping exercise identified a key issue - that the availability of finance is not a specific constraint for SMEs in Botswana. The SME sector represents a significant opportunity for the banking sector but the associated social risks linked with SMEs are blocking a large commercial and social opportunity.

For Anglo American, this insight highlighted the opportunity for the Tokafala programme to help bridge the gap between commercial financing and SMEs, and the need to prioritise access to business advisory services first, and experienced business mentors for small and growing businesses as a second step before facilitating access to capital. This approach enables participating entrepreneurs to strengthen the

credibility of their business strategies and establish a track record, thus reducing the perception of risk amongst potential funders.

Ultimately, Tokafala aims to help small businesses and the organisations supporting them to reach scale, whether by supporting government initiatives to meet the needs of micro businesses, by helping the financial sector to build the expertise to better meet the needs of small and growing business, or by enabling local Botswanan small business advisers to enhance their advisory skills through access to world-class management consulting expertise.

A key element of the design of the strategy was to divide the programme in three different modules, with the first module of activity capable of being implemented and funded by Anglo American independently of government and corporate partner input. This has enabled Anglo American to demonstrate proof of concept, learn from experience and make adjustments to the programme model. The risk of joining for any of the other participants reduces over time as the first module confirms the approach and meets targets at the expected budget.

The Tokafala programme has four key characteristics:

First, the provision of individualised and integrated support for small and growing businesses over the long term acknowledges the varying needs of each small business during different stages of development. For each business, the programme provides a tailored blend of advisory support, on-going mentoring, access to markets and funding (e.g. grants, loans, equity).

Second, the programme identifies and builds on existing linkages with the supply chains of De Beers and Debswana, connecting enterprises to up but also downstream business opportunities.

Third, the programme avoids duplication and competition focusing on building on and identifying synergies with existing government enterprise development programmes.* The need to engage multiple organisations has resulted in a significant co-ordination efforts for the programme.

Fourth, the programme emphasises a rigorous filtering process to ensure the programme only works with highly motivated MSMEs with a credible track record developed in at least six months.

Examples of businesses currently being supported by the Tokafala programme include Prestige Carriers, a messenger and transport business, which has grown from one to eleven employees. Key elements of programme support include financial literacy training and advice on how to structure operations and grow market share. Thobo Orion Products, a newly established peanut roasting business, supplies councils, schools and some retail outlets with peanut products. CEDA has provided financing to enable the purchase of manufacturing equipment and Tokafala is helping the business to develop a robust growth plan and financing strategy. Innovative Perspective helps to prevent the loss of valuable items and property, including cellphones, laptops, plasmas and livestock, through innovative live tracking technology. Tokafala has helped the business with inventory management and advice on optimising operational expenditure and efficiencies.

Tokafala builds on the existing local financial sector resources and capabilities in Botswana. Anglo American has signed an MOU with Barclays to enable increased access to finance to SMEs participating in the Tokafala programme. Government organisations such as CEDA are also being engaged to increase access to finance to SMEs at a lower level of maturity. The goal is to avoid competition with the government and commercial initiatives and allow them to reach scale faster and at lower risk.

The programme is also exploring ways to extend support in a cost-efficient way to small businesses in rural areas and close to Anglo American's mines at Orapa and Jwaneng. Given the highly dispersed and fragmented nature of the population outside Gaborone, establishing geographically fixed enterprise hubs does not look like a viable option. Utilising smaller, mobile hubs is currently an option under consideration, potentially operated by local entrepreneurs.

Partnership structure

The Tokafala programme represents a total investment of $8m under a 50/50 joint venture between the Botswana government and the Anglo American Group.

The programme is underpinned by a robust governance structure comprising a Partners Committee to provide oversight and strategic direction; an Investment Committee comprising representatives from Anglo American's Zimele programme, the Botswana government, De Beers and Debswana and TechnoServe to decide on programme applications; a Programme Management Team to manage the various support programmes, to provide support to the enterpise office, and to engage with the financial partner responsible for loan disbursement and collection. Finally the office in Gaborone combines international experience of investment banking and management consulting in places such as NY and London with local Botswanan expertise in business advisory and mentoring in Botswana.

Partnership results

In only seven months since january 2014, nearly 70 SMEs are been supported via advisory and customised mentoring, supporting 250 jobs in micro, small and medium size enterprises, within and outside the mining sector. The target for this year is to support 680 jobs reaching 4,500 jobs by the end of 2016.

* Poverty Eradication Programme (PEP), led by the Office of the President, which provides support and financing for micro enterprises, the Ministry of Local Government (MLG), which supports micro enterprises in urban and remote rural areas, the Youth Development Fund (YDF) which supports youth economic empowerment and the Citizen Entrepreneurial Development Agency (CEDA), which provides funding and advisory support to local enterprises.

Chevron

Partnering with Conservation International to build local skills and institutional capacity in environmental management and related livelihood opportunities

© CHEVRON

Background

Companies in the extractives sector often face challenging operating environments, but particularly so in fragile or post-conflict states (FCS), where the systemic challenges involved in engaging after years of conflict are further exacerbated by extremely low public trust in private-sector companies and the governments with whom they must partner. Whether in FCS or other settings, extractives companies also must aim to ensure long-term sustainable environmental development at the same time that they contribute to economic and social development. Through learning from its past experiences, carefully choosing partners, and committing to a long-term approach, Chevron's Liberia Economic Development Initiative (C-LED) has begun to tackle these challenges, particularly through its Conservation Stewardship Programme partnership with Conservation International.

Though Chevron's approach has evolved with time, it continues to focus on community engagement as a factor critical to market entry and regularly analyses its community engagement programmes to learn from, build upon, and replicate successful initiatives and to examine the effectiveness of its strategies. The company thus has moved from a philanthropic model of assistance to a development model of assistance, where self-sustainability of projects is an important benefit in and of itself; from being a single donor to working in partnership to leverage and complement the strengths of other organisations; from treating socio-economic problems as an investment rather than simply a responsibility; and from "expert-driven" development to participatory development, in which the input of stakeholders is included in project planning and decision-making at key points.

Chevron's willingness to shift the ways it had approached and delivered social support was key to the success of its Angola Partnership Initiative (API) and Niger Delta Partnership Initiative (NDPI). From its experiences with API and NDPI, Chevron was well-positioned to establish the Chevron-Liberia Economic Development (C-LED) Initiative in 2010, the year that the Liberian government granted Chevron approval to acquire interests in three deep water blocks, located between 12 and 110 miles south of Monrovia and covering an area of about 2 million acres.

As Chevron's exploration activities were getting underway, the company also made significant social commitments to demonstrate that it was going to invest in the capacity of its host communities and Liberia's people in addition to its exploration operations.Through this five-year effort, Chevron has committed $10.5 million to social investment programmes in a country rebuilding itself after civil war. Chevron has partnered with the Liberian government, donors, and national and international nongovernmental organisations, aligning programming with the Liberian government's Poverty Reduction Strategy. C-LED has three focus areas based on extensive stakeholder engagement and needs assessment/analysis:

1. Health: increase health care access, with an emphasis on maternal and child health
2. Education: strengthen vocational and life skills of youth
3. Enterprise Development: enhance livelihoods and improve income generating capacities, especially for youth and women

A core characteristic of C-LED's approach is the diversity of its partnerships - both national and international. One example is Chevron's partnership with Conservation International (CI). Chevron has worked with CI globally for more than a decade to improve identification of environmental risks and opportunities in order to support enhanced decision-making, performance and stewardship, particularly through the development and application of biodiversity and ecosystem science, and to foster environmental stewardship capacity building within Chevron and the broader energy sector. Chevron and CI also work together to identify and to grow stronger linkages between social and environmental processes, specifically through programmes that simultaneously improve ecosystem health and enhance livelihoods and human well-being.

Partnership objective

Chevron's partnership with CI in Liberia, established in 2012 and part of C-LED, embodies this objective: "to identify and to grow stronger linkages between social and environmental processes."

Partnership activities

The partnership is helping to break down the barriers that often separate programmes focused on the environment from those with a social dimension, and reflects the growing recognition that these challenges must be addressed in a more holistic and integrated approach at the community level, with community ownership and participation in the process. Chevron and CI-Liberia work together to develop community-level integrated social and environmental projects with the Barcoline communities in Grand Bassa County through Conservation Agreements (CAs). The partnership aims to demonstrate that CAs—negotiated arrangements where resource users commit to conservation actions in exchange for benefit packages—can be a powerful tool in national conservation and development objectives.

The CA process includes a rapid feasibility assessment, a full feasibility assessment, an engagement phase, negotiations with the community, and the implementation of the CA. CI has conducted feasibility assessments for CAs with 12 villages just east of the port city of Buchanan. Villagers have committed to conservation activities such as protecting mangroves and sea-turtle nesting beaches and more sustainable hunting and fuel-wood collection. In exchange, with support from Chevron, CI is working with development partners to develop and deliver benefit packages that include investments in social services and livelihoods, as well as training, equipment and stipends for community efforts to protect natural resources. Preliminary work has already increased awareness of local communities as to how behaviour changes might help improve their lives as well as protect natural resources. Concurrently, Chevron is helping CI to build awareness and understanding of these types of agreements within the Liberian government.

Because the CAs deal with people's behaviour and attitude in the management of natural resources, the CA, unlike other livelihood-based projects, is designed with a component for financial sustainability in the form of the establishment of a "trust fund" around the particular resources the programme is trying to conserve. In principle, when the project is signed with the community, it has to be based around a particular natural resource to be conserved for perpetuity. The communities usually determine the type of benefit package which will enable them to continue to care for and manage the resource the programme is trying to conserve. Looking ahead, CI has consistently engaged with key partners in government to adopt a national-level Conservation Agreements programme in the form of a "biodiversity-offset-trust fund" arrangement.

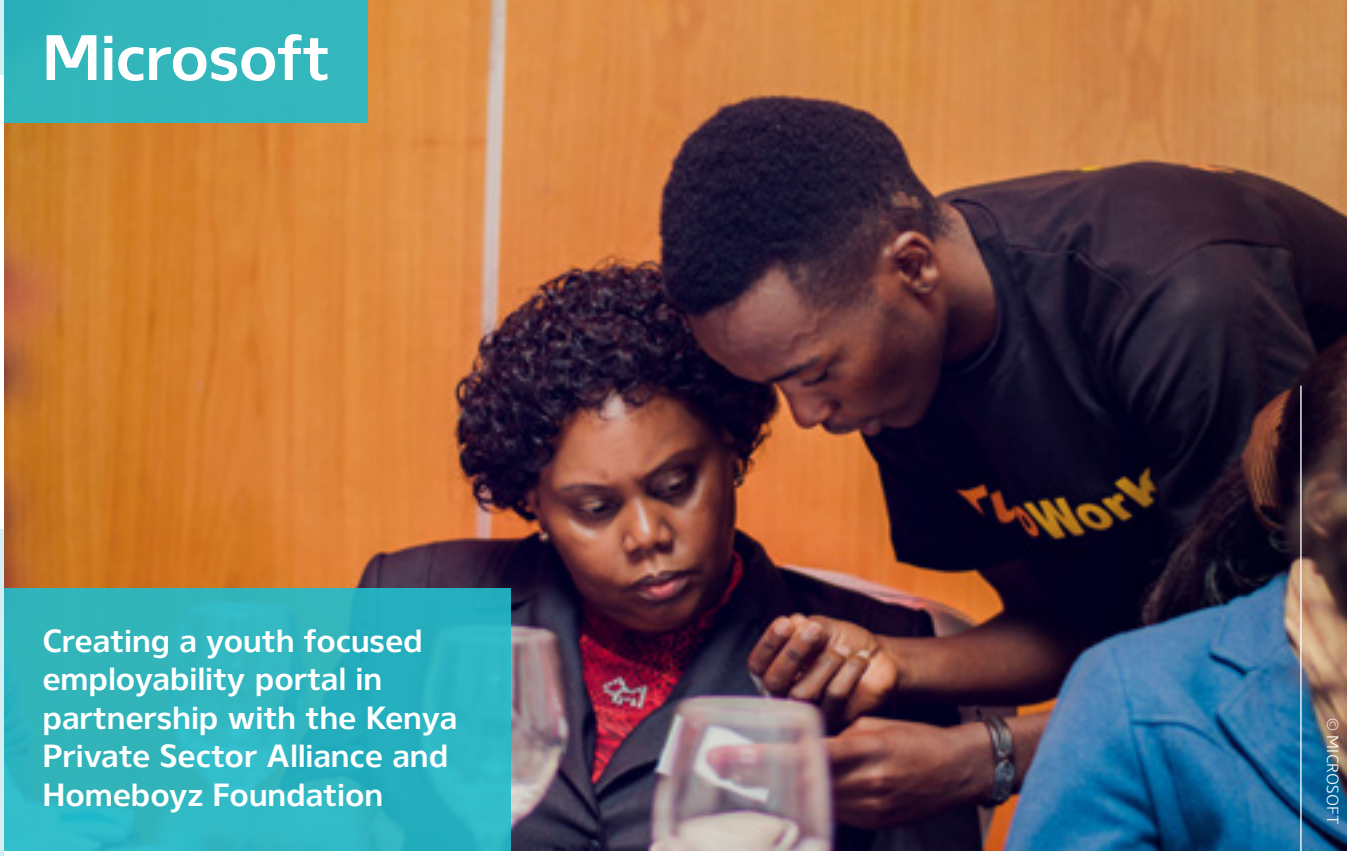
Partnership structure

The key implementing partner is the Society for the Conservation of Nature in Liberia (SCNL). SCNL, with oversight from CI, is responsible for facilitating the daily implementation of the CA on the ground, inclusive of benefit package delivery, monitoring, oversight, and renegotiation of the agreement. A "Conservation Agreement Committee" (CAC), comprising selected local residents in the community, representing every aspect of the community, is set up. This committee functions as a liaison with the implementing partners to ensure the CA is implemented consistently with the agreement. The CA approach also includes important engagements with key partners in the natural resources management sector, including local and national government, private sectors actors, and civil society organisations.

Partnership results

A national CA programme inspired by Chevron and CI's demonstration project with the Barcoline communities could facilitate broad distribution of the benefits of Liberia's natural resource wealth, and also serve as a model for other countries. Although the Conservation Agreement approach has been implemented in more than 50 projects globally, this is the first time it has been used with an energy company. Bringing this model of integrated environmental and social investment projects to the sector could spur greater delivery of social and environmental benefits to communities and countries with energy development. And, judging from its track record, there has been significant progress in relation to community livelihood development, and improved natural resource governance and management through communities' participation.

Microsoft



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Creating a youth focused employability portal in partnership with the Kenya Private Sector Alliance and Homeboyz Foundation

Background

With 1.2 billion people aged 15-24, the planet is experiencing its largest youth cohort ever; this number is expected to expand to 1.5 billion by 2035. According to the International Youth Foundation (IYF), this "youth bulge" will represent either a potential threat or a "demographic dividend," largely dependent on if these young people have opportunities to seek gainful and sustainable livelihoods. More than 60 percent of the population of Sub-Saharan Africa is under age 24, and the number of youth was expected to grow by 19 million just between 2010 and 2015. Youth unemployment rates in the region are around 60 percent, and even those youth who are employed tend to work in low-skilled jobs that pay very little, with 72 percent living on less than U$2 per day. As IYF noted in its 2012 report, *Opportunity for Action: Preparing Youth for 21st Century Livelihoods*, since the majority of job growth in the region is expected to be in the informal sector, it is critical that youth be equipped with the tools and skills to succeed as entrepreneurs if they are to be part of that "demographic dividend."

To heed this call, YouthSpark, operating in Africa under the auspices of Microsoft's 4Afrika initiative, is a company-wide programme designed to create opportunities for hundreds of millions of youth around the world. Through partnerships with governments, nonprofit organisations, and other businesses, the company's aim is "to empower youth to imagine and realise their full potential by connecting them with greater opportunities for education, employment, and entrepreneurship."

As part of YouthSpark, Microsoft has worked with a number of partners to develop ten (to date) country-specific employability portals, with the goal of empowering five million youths across Africa and the Middle East. Building off the success of MasrWorks, Microsoft's youth employability portal in Egypt that was created in 2012 in conjunction with Silatech, the Egyptian Ministry of Youth, and UNDP, each of the 4Afrika employability portal projects is reliant on local partnerships and reflects the needs of that local market. Implemented by local partners in each country, the portals are available in English, French and Arabic, with the additional ability for local language customisation. In Kenya, Microsoft worked with the Kenya Private Sector Alliance and the Homeboyz Foundation to launch the employability portal Tukoworks in June 2014.

Partnership objective

The objective of Tukoworks is to drive youth workforce development in Kenya through online, on-the-ground, and mobile career planning and job training resources.

Partnership activities

Like Microsoft's other YouthSpark employability portals in Africa, Tukoworks offers a localised, no-cost, fully inclusive experience. The portal provides career planning resources that help users identify career paths and any training gaps compared to the requirements. It offers extensive training options for different skills customised to specific groups and types of jobs, directs visitors to online and physical locations where they can identify available jobs, and helps them to prepare their applications. The portal also connects its users to career counseling and mentor matching opportunities as well as youth-to-youth social networking. Further, it aggregates the various programmes of individual companies and nonprofit organisations into a single site, giving users a broad view of available internship, fellowship and other programmatic opportunities as well as funding possibilities.

Tukoworks also hosts the Build Your Business (BYB) Curriculum, which is designed for current and aspiring youth entrepreneurs who are working in both urban and rural communities. BYB offers an interactive, hands-on approach, using games, exercises, video clips, and case studies to clearly explain and break down complex business skills. Accessible both online and offline, the BYB course uses a unique blended learning strategy in which skills introduced in e-learning modules are reinforced and enriched with face to face instruction led by a classroom facilitator and hands-on activities are conducted by the learners in their communities.

With all of these options, Tukoworks serves as an enabling portal for a variety of user types. For youth in school, Tukoworks is used for trainings from high school through tertiary education. The Kenya Private Sector Alliance (KEPSA), in partnership with the Africa Center for Women ICT, also uses Tukoworks to engage out-of-school youth in entrepreneurship training and education programmes. KEPSA also uses Tukoworks as part of its Kenya Youth Empowerment Project, a World Bank-sponsored initiative which followed the Kenyan government's 2007 "Marshall Plan" for youth unemployment and which specifically aims to have strong links to the private sector. Additionally, the portal mobilises private-sector employers to create structured internship opportunities for youth as well as additional entry-level jobs.

Partnership structure

Microsoft leads the partnership relationships management with all stakeholders in Tukoworks. The Homeboyz Foundation, which aims to help Kenyan youth achieve middle-income livelihoods, handles platform back-end management as well as outreach programmes to encourage youth participation and to champion organisations to donate hours in which youth can gain work experience. KEPSA and other partners raise and donate funds and help manage the portal's content.

Partnership results

Tukoworks has enabled KEPSA members to offer 4,500 internship opportunities in just its first year, with e-learning and mentorship available to all interns using the platform. The Kenyan Ministry of Education plans to grow its Tukoworks-sourced volunteer pool to 30,000 in three years for the Kenya Future Leaders Programme, which supports early grade learning in public schools. Tukoworks' many resources may soon be more broadly shared; a concept note has been approved by USAID for the portal to offer e-learning, mentorship and job matching for the Young African Leaders Initiative. Along with UNDP, Tukoworks will run the CEO Challenge starting in September 2014, which will challenge more CEOs to offer internships and entry-level opportunities within their organisations, Lastly, the National Youth Service plans to use Tukoworks to increase its recruits from 5,000 to 20,000 annually and to complement the recruits' technical training with market-oriented skills to improve their eventual employability.

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RAPID
TESTING
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4.2 STRENGTHENING HEALTH SYSTEMS

CONTEXT:

Globally, nearly 6.6 million children under five died from preventable diseases in 2012,[14] including diarrhoea, malaria and pneumonia. Around one billion people lack access to basic healthcare and nearly two billion people lack regular access to essential medicines.[15]

Not only does Sub-Saharan Africa have the highest mortality rate in the world for children under age five – more than 16 times the average for developed regions – it is also the only region where both the number of live births and the under-five population are expected to rise substantially over the next two decades. In 2012, one child in ten in sub-Saharan Africa did not live until their fifth birthday.[16]

Sub-Saharan Africa also continues to have the highest maternal mortality ratio of developing regions, with 510 deaths per 100,000 live births,[17] and is the region most affected by HIV / AIDS, where 70% – 1.6 million cases – of the estimated number of new HIV / AIDS infections occurred in 2012.[18]

A chronic shortage of trained frontline health workers in the world's least developed countries is recognised as one of the most fundamental constraints to improving access to healthcare. The World Health Organisation (WHO) currently estimates the health worker shortage at around 7.2 million.[19] In addition to serious shortages of healthcare workers and the associated stress and burdens placed on these workers, there are challenges in developing affordable and reliable delivery models for healthcare, ensuring good financial management and administration of public health facilities, improving information and public awareness of critical health issues, and sustaining safe and effective treatment regimes.

GSK and Save the Children

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Combining the skills, expertise and resources of GSK and Save the Children to help save the lives of one million children

Background

In 2009, GSK took the decision to reinvest 20% of its profits from Least Developed Countries (LDCs) back into those countries to help strengthen their healthcare systems and improve access to quality care, sustainably – primarily through supporting training of frontline health workers. This approach is fully integrated into GSK's developing countries and Africa unit, established in 2010. The unit is committed to expanding access to GSK medicines and vaccines for around 800 million people in developing countries.

GSK works with three NGOs to help train frontline workers. In 2011, GSK partnered with Save the Children to channel its 20% reinvestment funding into training workers across west and central Africa and advocating for policies to improve access to healthcare in poor communities worldwide. In east and southern Africa, GSK works with Amref Health Africa; and in Asia, with CARE International.

Working together in this way inspired GSK and Save the Children to take their collaboration to the next level. In 2013, GSK and Save the Children broadened their partnership with a five-year global agreement to help save the lives of one million children. This combines skills, expertise and resources across many parts of GSK's business with Save the Children's child health expertise and on-the-ground experience reaching children in the most remote and marginalised communities. The partnership supports Save the Children's vision and ambition that eventually no child dies from preventable causes.

Partnership objective

GSK and Save the Children aim to help save the lives of one million children.

Partnership activities

The extended partnership enables collaboration between GSK and Save the Children in the following areas:

- Expansion of healthcare worker training activities in west and central Africa initiated as part of the 20% reinvestment initiative, complemented by further health worker training in Kenya and the Democratic Republic of Congo;
- Research and development of child-friendly medicines; improving access to vaccines; and researching effective nutrition interventions to address the challenges facing children in need;
- Development of an advocacy platform for issues affecting children including child rights, Universal Healthcare Coverage and in-country prioritisation of health;
- Establishment of a $1M Healthcare Innovation Award for developing countries which this year has a focus on new-born survival;
- Creation of a joint humanitarian response strategy, exploring and building on areas where the resources and expertise of each organisation can be mobilised to build capacity and preparedness in emergencies;
- Financing holistic maternal and child health pilot programmes in disadvantaged communities in the Democratic Republic of Congo and Kenya;
- Development – and ultimately – public sharing of a monitoring and evaluation tool for the partnership and the various interventions deployed;

To ensure that programmes are relevant to specific communities' needs, GSK and Save the Children ensure they are aligned with Ministry of Health strategies on improving access to healthcare and develop proposals in collaboration with those ministries, with local

healthcare providers, civil society organisations and the communities themselves. This ensures that the greatest needs are identified, stakeholders are engaged, and the programmes have the capacity to be self-sustaining, scalable and replicable.

In Kenya, for example, GSK and Save the Children's maternal and new-born health programme is partnering with the Bungoma County Government, which has made health a priority. Together, they hope to reach around 200,000 women and children by supporting 50 health centres and empowering community members so that mothers receive improved quality healthcare and the support needed after delivery.

In the Democratic Republic of Congo, the partners aim to tackle challenges in the supply and demand of effective healthcare and contribute to a reduction of under-five deaths by two thirds by the end of 2017. They aim to reach 450,000 people through this particular programme. In support of this programme, GSK is introducing an antibiotic powder in sachet form to help fight pneumonia in the under-fives. This was granted market authorisation in DRC in April 2014.

GSK also plans to file for regulatory approval for a gel formulation of an antiseptic found in its Corsodyl mouthwash to help new-born umbilical cord care.

Partnership structure

The strategic global partnership between GSK and Save the Children is overseen by a steering committee comprising senior representatives from both organisations from different disciplines, including policy and advocacy, communications, programme delivery and R&D. The partnership is structured into workstreams focused on specific areas of activity, including immunisations, advocacy, health workers, humanitarian response, R&D and nutrition. Each workstream has agreed objectives and key performance indicators, and includes team members from both organisations.

GSK provides Save the Children with significant financial support, including a commitment of £15 million in funding as well as offering employee expertise through secondments from amongst its 100,000 global staff through the GSK PULSE Volunteer Partnership. Through PULSE, employees are assigned for an average of six months to meet needs identified by partner organisations. To date, more than 60 PULSE volunteers have been placed with Save the Children around the world, contributing their skills to roles ranging from supply chain advisers to communication and advocacy specialists. Save the Children also has two seats on a new GSK paediatric R&D Board aiming to accelerate progress on life-saving innovations for under-fives, and to identify ways to ensure the widest possible access in the developing world.

Partnership results

During the first year of the strategic partnership, GSK and Save the Children have made significant progress in key areas:

Increasing investment in the training, reach and scope of health workers in the poorest communities to help reduce child mortality.

- The 20% reinvestment initiative has helped fund Save the Children in the training of more than 5,000 health workers in 16 countries covering West & Central Africa, Haiti and Yemen since 2011. To date, the health workers trained have reached over 1 million women and children with quality healthcare and support.

Widening vaccination coverage to reduce the number of child deaths in the hardest to reach communities:

- The partnership has reached over 2,000 children with a catch-up vaccination programme in the Democratic Republic of Congo, where more than 1 in 7 children die before their 5th birthday.

Supporting lifesaving innovation in the developing world:

- Set up the first 'Healthcare Innovation Award'- a joint initiative to identify, reward and help scale up innovations in healthcare from developing countries that have proven to be successful in reducing child deaths in those countries. From nearly 100 applications from 29 countries, 5 innovations were nominated for a share of the $1 million Award fund. The Award was launched for a second year in June 2014.

Developing child-friendly medicines to reduce child mortality and new-born deaths:

- GSK challenged its global workforce of 100,000 employees to think of an idea that could lead to the development of a treatment or innovation that could help save children's lives. The winning idea came from three people in GSK's Emerging Markets R&D team with a proposal to develop heat-stable antibiotics in user-friendly formats for infants suffering from severe neonatal infection. This proposal is now undergoing a feasibility assessment.

Championing Universal Health Coverage:

- In the long term, GSK and Save the Children believe governments have the responsibility to develop systems of universal health coverage (UHC) – ensuring that all people obtain the health services they need, of good quality, without suffering financial hardship when paying for them. The partners are championing universal health coverage both globally and though multilateral processes. For example, with input from Save the Children, GSK has developed a set of principles in support of UHC and has worked with the International Federation of Pharmaceutical Manufacturers & Associations on the overall industry approach. Save the Children produced a report *Universal Health Coverage: A Commitment to Close the Gap* alongside UNICEF, WHO and the Rockefeller Foundation.

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Sustaining public healthcare in Tanzania through a long-term engagement with the Ministry of Health

Background

When companies engage in development issues, they typically face two related challenges in terms of their involvement: how to provide the long-term time and resource commitment that is necessary to be an effective development partner, and how to build projects into self-sustaining business models so that they are not reliant on outside leadership, management or funding to thrive in the long run. In 2001, Abbott, along with its foundation the Abbott Fund and the Tanzanian Ministry of Health, formed a public-private partnership to strengthen Tanzania's health care system through catalytic, sustainable improvements to the system's most foundational aspects.

With resource-limited health care infrastructure and a lack of trained health workers, Tanzania was facing major barriers to providing quality medical care to its citizens. This weak health system was a primary cause of the country's inability to effectively respond to the early years of the AIDS epidemic. It was clear that the country needed to adapt its health systems to meet the lifelong treatment needs of people living with HIV/AIDS, and at the same time strengthen its ability to tackle other disease burdens.

The Tanzanian government and its development partners commissioned several assessments that concluded that laboratory services were among the weakest links to provision of quality health care. Separate assessments from Tanzania and other African countries also showed a need to address gaps in emergency care. The Ministry of Health needed health care for its citizens that was not only of higher quality and easier to access, but also affordable, and it could not do this without bolstering the capacity of medical and technical staff as well as programme management.

Partnership objective

To strengthen Tanzania's health care system through catalytic improvements to the system's most foundational aspects including upgrading treatment and care; building and modernising laboratories, and critically, ensuring the improvements are sustainable.

Partnership activities

Strengthening Health Service Delivery

Abbott and the Tanzanian Ministry of Health identified Muhimbili National Hospital (MNH), the country's leading teaching and reference hospital, as a starting point. Since 2003, they have worked to implement improvements at MNH that include a new outpatient department with a training facility for students and hospital staff, a renovated Central Pathology Laboratory building, a modern IT system for tracking inventory, prescriptions, and patient health history, and trainings for hospital management. These helped to increase hospital-generated revenues by more than 50 percent in the first two years of the effort. After the initial work at MNH, the partnership expanded its scope to help drive improvements across the country at both the regional and local level through renovating clinics at more than 90 sites, creating local hospital HIV management teams, training healthcare workers across the country, and modernising diagnostics laboratories at all 23 of the country's regional hospitals. The partnership created the first Emergency Medical Department (EMD) in Tanzania, providing critical care for more than 120,000 patients in the first three years, and established the first residency programme in Emergency Medicine in East Africa.

Strengthening Management and Financial Capacity

Despite these successes, MNH continued to face rising case loads, particularly of poor patients; burgeoning costs and stagnant revenues; and poorly resourced departments. With the ability to build on the systemic improvements, Abbott and the Abbott Fund are now

working closely with the government to develop innovative new models for healthcare financing. The "next generation" of the Abbott-Tanzania partnership aims to help MNH meet the matched goals of better serving the poor and becoming financially sustainable by more effectively earning revenue from people with the ability to pay. This strategy focuses on two business units within the hospital: the Central Pathology Laboratory (CPL) and the Emergency Medical Department (EMD). Both units had been running substantial annual operating losses because a majority of their patients are government-subsidised and thus received services for free or paid a nominal flat-rate fee. Patients who had the ability to pay more (private pay or insured) were charged below market prices, despite receiving services that were on par or superior to those in most private hospitals. Additionally, the EMD had never charged patients for itemised services, but rather a flat rate plus consultation fee. Both units faced difficulty meeting operational costs and trouble retaining qualified staff due to recruitment by higher-paying private hospitals.

Rather than continuing to subsidise the units' growing operating costs, Abbott instead opted to work with its partners to strengthen the financial capacity of the departments by co-creating a more sustainable financial model. This sustainability strategy comprises expanding services to all patients while increasing revenue from insured patients by aligning pricing closer to market prices, itemising costs, and improving tracking and billing for all tests and procedures; offering new services by specifically targeting patients willing to pay more for comfort and convenience; and marketing services and negotiating contracts with private stakeholders, such as companies with large workforces in Tanzania, to drive insured patient demand. The CPL and EMD now have more autonomy on financial oversight and planning, profit and loss responsibility, staff management, professional development, marketing, and backbone functions.

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Increasing revenue from the new model is replacing the need for Abbott's support and filling gaps in government and donor funding. The total funding to the CPL and EMD will remain flat from the Ministry of Health and MNH, and by 2017, the business units will significantly reduce their annual dependency on Abbott Fund support. Abbott's support will ultimately include only maintaining Abbott equipment and providing time and expertise of Abbott and Abbott Fund staff in Tanzania.

Partnership structure

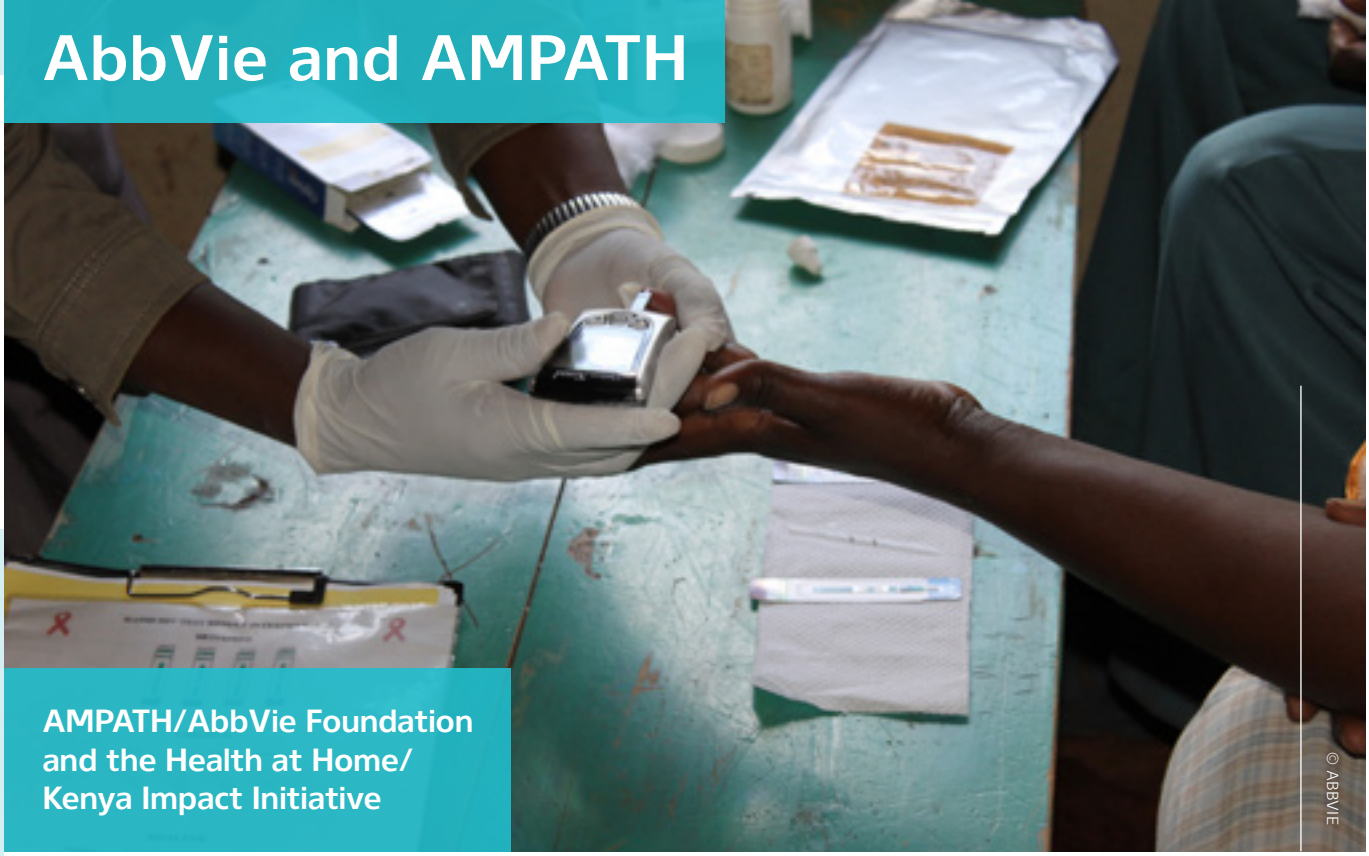
To implement this strategy, Abbott Fund, the Ministry of Health, and MNH signed an MOU that outlined the creation of the CPL and EMD as decentralised business units, with new governing bodies and externally audited systems. Management training and incentives are incorporated for leadership, management, and staff, and a monitoring and evaluation tool is used to track progress and serve as a way to bolster effective decision making. Abbott Fund provides in-kind support through supplies, equipment and maintenance; management support to fill gaps in human resources; clinical and management training; and ongoing monitoring and evaluation to develop real-time strategy solutions to challenges. Abbott contributes the expertise of Abbott lab technicians, providing training and mentoring on modern operations for local lab teams. The Ministry of Health provides base salaries for hospital employees, while the EMD and CPL revenue pays for newly hired support staff, allowances such as night and overtime shifts and any additional trainings. MNH continues to provide support to backbone functions such as procurement, finance, IT and HR as well as sharing government subventions to subsidise utility and supply costs. Lastly, the MOU included the commitment to equal standards of care for public and private patients.

Partnership results

The new strategy is already bearing fruit, as the two business units are already increasing revenues while maintaining high standards of patient service. The EMD served nearly 47,000 patients during the first year operating under the new business model (from July 2013-June 2014), maintaining the same ratio of 40 percent private and 60 percent publicly subsidised patients. There was a 40 percent increase in private revenue billing each quarter compared to the prior year, and 50 percent growth in private patients in the fourth quarter of 2013.

An increased percentage of patients transferred directly to the Operating Theater has been attributed to a stronger enforcement of standard operating procedures. Injuries from needle-sticks have gone down by half, average time without running water has gone from nine hours each day to zero, and there has been no incidence of a stock out for any critical surgical supplies. As a result of these and other advancements over the course of the 11-year partnership, MNH is increasingly becoming recognised as the hospital of choice in Tanzania.

AbbVie and AMPATH



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AMPATH/AbbVie Foundation and the Health at Home/ Kenya Impact Initiative

Background

The Health at Home/Kenya Impact Initiative's home-based testing model is symbolic of the holistic, patient-centered approach of the AMPATH partnership, which aims to enable and scale cost-effective, high-quality delivery of health care across western Kenya.

The Academic Model Providing Access to Healthcare (AMPATH) is an alliance among Kenyan and American government agencies, eleven North American academic health centers, and private-sector partners that collectively works to strengthen the health system of Kenya. AMPATH provides primary health care services in partnership with Moi University School of Medicine (Kenyan Ministry of Education) and Moi Teaching and Referral Hospital (Kenyan Ministry of Health), treats HIV/AIDS patients at more than 500 local clinical facilities, and treats and controls other illnesses ranging from diabetes to cancer. AMPATH "treats the patient, not the disease," and as such has programmes to feed HIV-affected individuals, offer school tuition assistance to AIDS orphans, and provide agricultural extension, microfinance, and other training to increase income security.

As part of this holistic approach, the AMPATH partners came together in 2009 to create one of Africa's most effective and comprehensive HIV/AIDS control systems, called the Health At Home/Kenya Impact Initiative, with the largest door-to-door HIV testing and prevention programme in East Africa. Research had shown that awareness of HIV status greatly reduces risk behaviours, which meant that testing people before they are obviously ill would not only help treat infected individuals in the earlier stages when treatment is more effective, but also help prevent disease transmission. It was critical to structure the programme so that it would work despite the stigma attached to being tested for HIV/AIDS, and, given the chronic regimen necessary to effectively treat the disease, ensure that programme recipients were not lost to follow up. The campaign was officially kicked off in 2009 by then Prime Minister Raila Odinga, GBCHealth, and PEPFAR. Through its foundation, AbbVie, a research-based pharmaceutical company that spun out of Abbott Laboratories in 2013, is the lead private sector funder of the Initiative, which is further supported by USAID/PEPFAR, the Indiana University School of Medicine, and the Kenyan government.

Partnership objective

The objective of the Health at Home/Kenya Impact Initiative is to stop the spread of HIV/AIDS through a holistic approach that bundles HIV/AIDS interventions with additional health and support services.

Partnership activities

The Health at Home/Kenya Impact Initiative uses Perpetual Home-Based Counseling and Testing (pHCT) to diagnose HIV as early as possible, which makes treatment less expensive and more effective as well as reduces risk behaviours that might expose others to the disease. Though pHCT, trained counselors and health workers follow the model of FLTR:

- Finding every HIV-infected person,
- Linking that person to care,
- Treating the individual, and
- Retaining that person in care.

Relying on mobile health (mHealth) technology and computerised Clinical Decision-Support Systems (CDSS) to connect AMPATH's field workers to the latest and best resources, the partnership has reached one million people as of May 2014 en route to a goal of reaching two million people. Through home visits, pHCT counselors offer counseling and testing for HIV, screenings for TB and other diseases, bednets for malaria prevention, and nutritional counseling. A full

99 percent of pHCT counselors are welcomed into the homes that they visit, with 95 percent of those visited agreeing to be tested. In a country where HIV and AIDS carry a deep stigma, these numbers are impressive, and the bundling of services offered by the pHCT counselors (from blood pressure testing to deworming medications) helps with this acceptance of the programme. Once individuals are tested, they are referred to a local health center if they are found to be positive for the disease, and the pHCT counselor follows up with them to ensure they are treated and then stay in treatment. This key component of FLTR, retaining the person in care, ensures adherence to treatment protocols and is of utmost importance in ensuring treatment of a chronic, and in this case highly transmissible, disease.

The AbbVie Foundation worked with the Indiana University School of Medicine to identify funding and technology delivery gaps, which led to its grant to fund hand-held GPS devices, smart phones, and electronic medical records systems and then link those together seamlessly. This mHealth technology is critical to the success of the Health at Home/Kenya Impact Initiative, which relies heavily on its pHCT workers' abilities to screen and record the results of the home visits. The mHealth-enabled electronic medical records system also helps ensure that the programme is sustainable, as it saves costs through task-shifting in clinical care.

Partnership structure

AMPATH is a consortium of eleven North American academic health centers, of which the Indiana University (IU) School of Medicine is lead, in partnership with Moi University School of Medicine (Kenyan Ministry of Education) and Moi Teaching and Referral Hospital (MTRH) (Kenyan Ministry of Health). Each North American academic partner is carefully selected for its expertise regarding one specific disease burden (HIV/AIDS, malaria, cancer, TB, and so on). All of AMPATH's programming is led and implemented by Kenyans, and the door-to-door pHCT workers are Kenyan as well.

USAID is the major donor to AMPATH, with a 5-year grant of $65 million (2007-2012) that flowed to IU followed by a second five-year grant of $75 million in 2012 that flowed to MTRH, with IU as a sub-recipient. AMPATH also receives grants from other multilateral and government agencies and from private sector donors and foundations. Through the Abbvie Foundation, AbbVie is the lead private sector funder of the Health at Home/Kenya Impact Initiative; its funding goes to IU, and the AbbVie Foundation works with AMPATH primarily through its IU contacts. The AMPATH donors by and large communicate informally with one another, mostly through meetings in which the progress of the partnership is discussed.

Partnership result

By May 2014, the Health at Home/Kenya Impact Initiative had reached more than one million people, and more than 160,000 HIV patients are now in care as a result. The model has been so successful that the AbbVie Foundation is funding a FLTR pHCT programme for AMPATH's cervical cancer patients. Through its comprehensive approach regarding the broader systems needed for wellness and health and by treating patients where they live, the Health at Home/Kenya Impact Initiative offers a valuable model for replication specifically for resource-limited settings where accessing health facilities is either not possible nor culturally desirable.

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4.3 ENSURING EQUALITY OF OPPORTUNITY FOR WOMEN AND GIRLS

CONTEXT:

Globally, around 240 million girls currently live in poverty and survive on less than $2 a day.[20] Many girls are forced to leave school to look after their families or are compelled to engage in hazardous working environments because of the poverty their families are facing. 16% of girls worldwide are involved in child labour and in the least developed countries, this figure rises to 28%. Moreover, approximately one-quarter of girls in developing countries are not in school[21] and one in three girls in developing countries is married by age 18. Girls are particularly at risk because of lower rates of education and literacy and higher rates of early school drop-out.[22]

At the same time, educating and empowering girls and women has a significant multiplier effect on economic growth. It leads to increased prosperity not just for individuals but for their communities and their societies. Several studies have shown that investment in girls and women positively affects GDP growth rates. Women, the main caretakers of their children, tend to reinvest 90%[23] of what they earn into their families, resulting in better education, health and nutrition outcomes.

Coca-Cola South Africa

Coca-Cola's partnership with UN Women and Hand in Hand aims to economically empower women at scale in South Africa

Background

Women in South Africa face a number of barriers to employment and economic opportunity, which include discrimination, harrassment and culturally entrenched ideas about gender roles. According to South African government gender statistics (2011), 72.6% of white men in the country were employed, 56.1% of white women, 42.8% black men, and only 30.8% of black women. The situation is exacerbated by a weak economy and high levels of unemployment, with approximately 25% of working age adults currently out of work, and young people especially hard hit. Limited educational attainment and skills also prevent women from reaching their potential.

The Coca-Cola Company's global 5by20 initiative aims to empower five million women entrepreneurs across its value chain by 2020. As Coca-Cola seeks to develop its business in emerging markets like South Africa, the company relies on women along its value chain to operate and grow, whether distributing, selling and recycling Coca-Cola products, or providing goods and services to the company.

Through 5by20, The Coca-Cola Company and UN Women have formed a global partnership to promote women's economic empowerment. Over four years, the partnership will reach more than 40,000 women in Brazil, South Africa and Egypt. In addition, a key objective of the partnership is to identify successful models that can be scaled up and replicated to economically empower women around the world.

Partnership objective

The UN Women and Coca-Cola partnership aims to remove barriers commonly faced by women entrepreneurs by providing business skills and leadership training and access to peer networks and financial assets. It is hoped that this will enable women to grow their businesses, increase their incomes, create new jobs in their communities, and become role models.

Partnership activities

Participating women entrepreneurs attend nine two-hour training sessions structured into modules covering both business and wider life skills. The training takes place in their local communities in order to be accessible to the women and minimise time away from their businesses.The trainings are also scheduled around peak business hours, at times when customer traffic tends to be quieter, so participants do not forego significant earnings in order to attend. The training programme has been adapted to the key local languages in South Africa and, where possible, is delivered in the language that participants speak.

The programme is also establishing peer group networks to enable women entrepreneurs to connect with one another and with potential mentors. Over time, the partners will also explore the scope for extending access to finance for participants.

Partnership structure

The primary relationship in the partnership is between Coca-Cola and UN Women, with Coca-Cola providing UN Women with $4 million in funding to cover activities in Brazil, Egypt, and South Africa. UN Women, in turn, has engaged Hand in Hand, an NGO whose mission is to reduce poverty through enterprise solutions, as the implementing partner to deliver the project on the ground in South Africa.

In addition to funding, through its four national bottling partners, Coca-Cola is able to leverage its value chain to make its contribution more sustainable and scalable by creating market opportunities for women as well as providing training and skills development.

In addition to leading the relationship with Hand in Hand, UN Women contributes its reach and influence as a leader in promoting gender equality and economic empowerment, alongside strong linkages with South African government policy-makers. The organisation also contributes significant subject expertise in gender empowerment.

A project steering committee comprising Coca-Cola, UN Women and Hand in Hand meets quarterly to evaluate progress, reflect on challenges and set strategy. UN Women and Hand in Hand meet monthly to address operational targets and activities, and UN Women and Coca-Cola meet bi-monthly to coordinate and address any issues requiring attention.

The partnership has also embarked on dialogues with the South African Department of Trade and Industry (DTI) to explore opportunities to amplify the programme through government-led activities that boost skills development, employment and enterprise.

Partnership results

A monitoring and evaluation system for the partnership has been established by UN Women. A Management Information System (MIS) captures information against each training participant to monitor progress through the programme, tracking them from entry to exit. The MIS helps to assess the numbers of beneficiaries reached, the number of peer groups formed, and increases in participant incomes. A consolidated and independent evaluation will take place when the three-year programme is completed.

Currently in its first year of operation in South Africa, the partnership has established a proof of concept and over 5,000 women have participated, with a geographical focus on Gauteng and North West Province. Ultimately, the programme will expand to encompass all nine provinces in South Africa, reaching a total of 25,000 participants by the third year of implementation.

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Standard Chartered

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Empowering and equipping adolescent girls with the confidence, knowledge, and skills they need to be economic leaders in their families, communities, and societies

Background

For companies like Standard Chartered, the business case for educating girls is linked to their need to recruit from a skilled workforce and to develop the next generation of potential customers who will have rising incomes and demand for products and services – creating new markets and new opportunities for growth.

Through the Goal programme, Standard Chartered is working with global NGO Women Win, which has expertise and experience in empowering girls through sports, to realize the business and development benefits of educating and empowering girls. Standard Chartered's business footprint covers 63% of countries with recorded gender inequality, so the bank is well positioned to replicate programmes across relevant markets.

Partnership objective

The Goal programme aims to transform the lives of adolescent girls around the world by bolstering their self-confidence, improving their knowledge of key health and social issues and offering them a safe place to learn, play, and grow.

Partnership activities

The Goal programme targets urban adolescent girls from low-income families between 12-20 years of age using sport as a platform for engagement. The programme takes a holistic approach, providing girls with financial education, life skills and employability training so that they can play active roles in their families, communities and economies. After enrollment, girls participate in activities that combine sport with training on communication and leadership skills, rights and freedom from violence, health and hygiene, and financial education.

The girls who complete Goal become Goal graduates. Graduates who show real leadership potential become Goal champions and help to educate the next group of Goal participants.

The champion system also helps identify the adolescent girls with the most economic and leadership potential. The programme is now being further developed to prepare Goal champions for employment opportunities in their communities by integrating additional modules that focus on workforce readiness skills such as English language and digital literacy. Standard Chartered's robust network, including suppliers and customers, is also being engaged to offer workshops, shadowing days, internships and entry level positions to Goal champions. Goal also plans to integrate entrepreneurship into the Goal curriculum.

Partnership structure

Women Win manages execution of the Goal programme through a hub and spoke model in which it identifies, manages and builds the capacity of local NGO partners best qualified to deliver the Goal programme on the ground. Women Win also coordinate monitoring and evaluation.

Local NGO partners in Africa include BRAC in Uganda, Youth Empowerment Foundation in Nigeria and NOWSPAR in Zambia. Local partners are best able to adapt Goal to the needs of their communities, selecting the sport that is of most interest to girls and modifying the curriculum so it is most relevant. Local government departments are also engaged in the programme. The Goal curriculum is made available online to NGOs and community groups not directly participating in the Goal programme free of charge.

Standard Chartered is the the primary funder of Goal, drawing on social investment resources. Donors have provided additional funding for the programme to Women Win on an ad hoc basis, including DFID, SIDA and the Novo Foundation, for example to adapt the course for specific conflict affected environments.

Partnership results

Over 90,000+ girls have been reached since the programme began. In 2013, measurement and evaluation to assess the impact of Goal training on participating girls' knowledge and attitudes showed that:

- the number of girls who knew how to prevent STI's, including HIV, increased by 64%;
- the number of girls who have written a budget increased by 21%;
- the number of girls who think women have a right to earn their own money increased by 18% after the programme.

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4.4 TACKLING WATER SCARCITY

CONTEXT:

Water availability is a major challenge impacting local communities and businesses. With the world population predicted to grow from 6.9 billion in 2010 to 9.1 billion in 2050 accompanied by a massive increase in prosperity, consumption and, therefore, the water footprint of individuals – especially in emerging markets – it is estimated that there could be a 40% shortfall between demand and availability of freshwater by 2030.[24] Almost half of the world's population will live in areas of high water stress by 2030.[25]

These challenges are exacerbated by the fact that global freshwater resources are not uniformly distributed (across the planet, nine countries account for 60% of current supplies) and the impacts of climate change. In the Africa context, it is estimated that 300 million people live in a water stressed environment.[26]

There is growing recognition of the need to move beyond project-based solutions for protecting water quality and reliability within specific business operations and local communities, although these remain important, to taking a more systemic approach to watershed management or water basin management. This requires much greater levels of stakeholder engagement and new models of cross-sector partnership.

SABMiller

Bringing together businesses, governments and civil society to identify and mitigate shared water risks at the watershed level

Background

For SABMiller, water is a critical resource and therefore a key business risk. SABMiller is a significant user of water through its value chain, from the growing of agricultural raw materials that go into its products and through the brewing process. In recognition of the risk facing the business, SABMiller teamed up with WWF in 2008 to undertake a series of water footprinting studies to assess water needs and risks around a selection of its breweries. Each study provides detailed analysis of the physical availability of water, the quality of water infrastructure, and governance of water resources, all of which influence the level of risk. A fundamental outcome of the process has been the understanding that water risk is a shared risk for both business and society, and therefore must be addressed through partnerships between business, government and civil society.

As a result, SABMiller, WWF and GIZ, the German development agency, formed the Water Futures Partnership in 2009 to identify and mitigate relevant shared water risks for the business and communities at the watershed level. GIZ has a specific interest in building the governance capacity of developing country governments; WWF's interest and expertise lies in protecting local ecosystems.

Partnership objective

The objectives of the partnership are to identify and mitigate shared water risks at the watershed level, strengthen the business case and creating mechanisms for companies to engage in local collective action to help address shared water risks, and contribute to a secure and fair water future that sustains businesses, communities and ecosystems.

Partnership activities

Water Futures Partnership projects fall in to four different categories:

- Making physical investments into infrastructure or ecosystems, for example to upgrade public infrastructure or improve water supply and sanitation
- Helping to reduce water impacts by mobilising other users in the system to reduce groundwater demand and introduce better water management practices
- Supporting governments to develop water policies
- Strengthening water governance through transparent public-private dialogue

Whilst each individual activity is important, the partnership emphasies the importance of addressing all four elements to ensure a holistic solution.

The Water Futures Partnership now has a portfolio of water risk mitigation projects in eight countries, including two in Africa.

In Zambia, the partnership has brought together local stakeholders, including GIZ, SABMiller's local subsidiary Zambian Breweries, the Department of Water Affairs and Ndola City Council to develop a long-term programme to protect the local water source and improve living conditions for local communities.

In South Africa, the partnership is working with local stakeholders on a project to replace alien trees in hop-growing areas with indigenous varieties which are less water-intensive. A system for monitoring groundwater levels is also being established.

Partnership structure

SABMiller and GIZ support the Water Futures Partnership financially and contribute the core capabilities of their respective organisations. For example, GIZ builds the capacity of governments at the local level to establish robust policy and regulatory frameworks and institutions for effective water management. WWF provides in-kind hydrology and environmental expertise alongside The Nature Conservancy (TNC).

To build on the success of the model to date, SABMiller, GIZ and WWF have decided to widen the partnership to other business sectors, including agriculture, energy and mining, and to more non-business actors from government, civil society and development agencies. This will enable the scaling up of activities in existing and new watersheds and encourage more funding for local implementation. In addition, a key learning from recent projects has been that local partnerships can benefit from a degree of centrally-provided support and access to existing experience.

To support the evolution of the partnership, a central coordinating body is in the process of being established, with the goal of enabling access to a global pool of shared resources and expertise to support local partners that have interests in specific watershed projects. Operating as an independent entity, the secretariat function will have the responsibility for building capacity, monitoring the impact of local partnerships, communicating progress, managing funding and budgetary aspects and faciliating local access to tools and services.

An international streering committee comprising partner organisations funding or engaging in multiple countries sets overall strategy for the partnership, provides guidance on policies and builds global reach. A charter articulating the shared principles of the partnership underpins the initiative. Formal Terms of Reference are created for each project and internal monitoring and evaluation of projects is ongoing. The partnership reports externally once per year.

Partnership results

Given the complex nature of addressing challenges at the watershed level, it can take a long time for projects to start showing results. Results from projects in the US and India focused around agriculture point to the potential impacts to come.

In the US, The Nature Conservancy, working closely with Idaho farmers and the MillerCoors brewing company, has experimented with ways to reduce water use on barley and alfalfa farms. The partners were able to gain water savings of 20% using irrigation technologies, to reduce energy costs almost by half, and to increase crop yields.

In India, SABMiller's local subsidiary has initiated a similar project with local smallholder farmers in Neemrana, Rajasthan – an area currently experiencing severe water stress – in order to help manage water demand in the region. Results over the past three years demonstrate that farmers have on average increased their productivity per hectare by 17-34%, increased their disposable incomes by 18%, and reduced their water use by 13%.

5 RECOMMENDATIONS FOR PUBLIC AND PRIVATE LEADERS

This report identifies five key recommendations for all stakeholders concerned with establishing the means and mechanisms to deliver on shared global development priorities:

1. Focus on strengthening the building blocks needed for systemic impact

Harnessing the comparative advantages of the private sector and creating innovative partnerships that contribute to the transformation of economic, social and environmental systems requires stakeholders to invest in a range of fundamental building blocks.

Those identified in this report include:

- fostering mindset change and dialogue amongst stakeholders;
- building human capital and capability;
- strengthening institutions or creating new ones;
- developing viable business models and processes;
- informing and advocating for policy reforms; and
- aligning financial and other incentives.

Organisations concerned with tackling systemic failures, whether relating to health, education, agriculture or economies, must identify and understand the underlying reasons for those failures, and work with system partners to strengthen the appropriate building blocks. Private sector partners may do so through core business operations, strategic philanthropy, public policy dialogue with government, or a combination of the three.

2. Be willing to invest for the long-term, beyond standard project cycles

As many of the case studies demonstrate, systems change is a long-term process, and projects designed to tackle systemic issues can be unpredictable, take time to generate impact and be hard to evaluate. Such projects can therefore be challenging for organisations accustomed to short-term project lifecycles and rigid monitoring and evaluation (M&E) and accountability frameworks. Moreover, some partners want to see clear outcomes and evidence of the the potential for scale before committing funding – evidence that is difficult to establish a *priori* or via a short pilot, creating a "catch 22" situation that limits progress.

Organisations engaged in systems change initiatives need to adopt a longer-term perspective and foster a more evolutionary approach, with a greater emphasis on building in scope for ongoing learning and adjustment. This will require organisations to become more comfortable with uncertainty and the risk of failure, and to build in greater scope to make "course corrections" as the project develops. This will be challenging for all organisations, including donors, businesses, and civil society groups, that are under pressure to show short-term results. Greater access to sources of patient capital with much longer-term social or financial return horizons needs to be a priority for donors, and all organisations should consider introducing rigorous yet more flexible M&E and accountability frameworks that enable initiatives to adapt their approaches and targets to evolving realities.

3. Overcome the silos and fragmentation that limit scale and systemic impact

As the number of business partnerships and individual partners grows, so too does the scope for consolidating and co-ordinating activities to reduce duplication of effort, process inefficiencies, and competition for the time and commitment of local stakeholders – especially government representatives – that lead to high transaction costs, waste of precious resources and limited impact.

There needs to be a greater willingness for organisations interested in investing in new initiatives to first explore the scope for building on existing initiatives rather than re-inventing the wheel. At the same time, there are significant opportunities for organisations to identify and capitalise on synergies between existing initiatives. For example, Standard Chartered's Goal programme has teamed up with Intel to integrate the *Intel She Will Connect* programme, which teaches digital literacy and technology skills, into the Goal curriculum. A growing number of companies with similar goals are seeing the potential to combine resources and link up initiatives to increase operating efficiencies and impact in areas including pre-competitive research, technology innovation and measurement and evaluation systems. There may be a role for organisations to informally keep track of who is doing what in particular geographies or issue areas for the purposes of light-touch facilitation of such linkages, spotting opportunities for synergies, sharing information and making introductions.

Any move towards greater consolidation and co-ordination of initiatives will require organisations to be willing to share the reputational benefits arising from their support.

4. Commit to sustained and coherent policy engagement

A cohesive and coherent policy environment from the global to local level in which government, civil society and the private sector can work together to agree policy priorities and implementation approaches is key to the long-term achievement of development priorities.

Governments have a key role to play in creating enabling environments for multi-stakeholder collaboration, both by creating the local mechanisms for on-going engagement and dialogue and by ensuring that actions

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to tackle deeply entrenched development challenges are underpinned by appropriate policies and legal frameworks. For example, partnerships like Standard Chartered's Goal programme and Coca-Cola's 5By20 programme can only ultimately be effective if governments take steps to end employment and workplace discrimination, assert land rights for women and ensure secure and safe environments for girls and women. By the same token, programmes to support enterprise and job creation can only be effective if the government creates an enabling environment for small businesses.

5. Build the infrastructure needed to systematically catalyse and support collaboration

More formal and structured partnership platforms can play an important role in breaking down silos and systematically catalysing new partnerships to achieve development priorities where needed.

The Partnering Initiative defines a platform for partnership as "an ongoing mechanism to systematically drive the creation of bi-lateral or multi-stakeholder partnerships for development. Platforms undertake activities to convene and align government, business, NGOs, donors and other development actors around a particular issue or geography, facilitate innovative collaborative approaches and directly broker and support partnership action." A platform may do so through a range of activities, including awareness-raising across sectors of the opportunities for and benefits of collaboration, facilitating dialogue that brings the sectors together to understand alignment among their underlying interests and the complementary resources they bring, directly supporting the development of cross-sector partnerships, and building the capacity for effective collaboration.

The Scaling Up Nutrition movement and Grow Africa initiative are good examples of global and regional platforms for partnership with strong national involvement, facilitating investments, connections and action at the country level. Similarly, the Business in Development Facility has developed open platforms in Zambia and Colombia that can support collective action on any development or business sustainability issue and plans to support interested organisations to create their own platforms around the world.

In its report *Platforms for Partnership: Emerging good practice to systematically engage business as a partner in development*, the Partnering Initiative has identified nine requirements for a high-performing platform, depicted in Figure 1.

Figure 1

Business Model	Governance	Operational Structure
Communication Strategy	Value Added Services	Core Competencies
Membership Engagement	Monitoring and Evaluation	Partnership Culture

The number of platforms for partnership is still very limited, particularly at the country level. Early experience suggests that they can fulfill important roles in tackling entrenched systemic challenges, and to that extent investment in the development of new platforms is warranted, ensuring they are built to good practice standards. At the same time, because the investment required is a real hurdle, there may be roles for both formal platforms and more informal, light-touch approaches as discussed above.

Finally:

Fostering an environment that values and harnesses the contributions of all stakeholders will ultimately determine whether the new development agenda succeeds in its goal of placing multi-sectoral collaboration at the heart of delivering new global development priorities.

The 5 key recommendations identified in this report aim to build understanding amongst public and private partners of how to establish the type of collaborative arrangements required to address the long-term systemic economic, social and environmental challenges facing Sub-Saharan Africa, which continue to hold back the region's enormous potential.

If collaboration is to be mainstreamed as an approach, considerable progress needs to be made by organisations from all sectors to build up their own partnering effectiveness: to put in place the leadership and strategy, systems and processes, expert support and staff competencies, and culture that will allow them to partner with excellence.[27]

Finally, the level of partnership literacy needs to be hugely increased. Training courses need to be made much more widely available in-house and through training agencies, and business and public policy schools should embed partnering within their course curricula to build understanding of the concepts.

'More formal and structured partnership platforms can play an important role in breaking down silos and systematically catalysing new partnerships to achieve development priorities where needed.'

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Partner profiles

Business Action for Africa

Business Action for Africa (BAA) is a network of businesses and development partners working collectively to accelerate economic growth and poverty reduction in Africa. Led by a board of multi-national companies, the UK Department for International Development and CDC, BAA aims to catalyse collective action, inform policy development and share best practice to enhance the contribution of business to Africa's development.

www.businessactionforafrica.org

Harvard Kennedy School Corporate Social Responsibility Initiative

The Corporate Social Responsibility Initiative (CSRI) at the Harvard Kennedy School's Mossavar-Rahmani Center for Business and Government is a multi-disciplinary and multi-stakeholder program that seeks to study and enhance the public contributions of private enterprise. Through its two primary workstreams, Governance & Accountability and Business & International Development, CSRI explores the intersection of corporate responsibility, corporate governance, public policy, and international development. CSRI bridges theory and practice, builds leadership skills of both students and practitioners, and supports constructive dialogue and collaboration among business, government, and civil society.

www.hks.harvard.edu/m-rcbg/CSRI

The Partnering Initiative

The Partnering Initiative is a not-for-profit organisation dedicated to driving the use of effective cross-sector partnerships for sustainable development worldwide. Working with companies, NGOs, the UN, governments and donors, it conducts action research to progress the theory of collaboration; delivers partnering skills training; provides direct support to partnerships and organisations; and creates multi-stakeholder platforms in-country to systematise the engagement of business as a partner in development.

www.thepartneringinitiative.org

Design: www.stevendickie.com/design

The views presented in this paper are those of the author(s) and do not necessarily represent the views of the Harvard Kennedy School, The Partnering Initiative and Business Action for Africa.