



# SDG Partnerships Agenda 2030



ACCELERATING PROGRESS



# Executive summary (1/4)

**Without a dramatic shift, we will not reach the Sustainable Development Goals (SDGs) until 2073.**<sup>1</sup> With a USD 2.5T annual funding gap,<sup>2</sup> no country on track to meeting all SDGs,<sup>3</sup> and reverse progress on several SDGs,<sup>2</sup> a step change is needed.

**To accelerate progress, there has been increasing emphasis on multi-stakeholder partnerships (MSPs).**<sup>4</sup> It is increasingly recognized that each sector has critical assets to leverage in pursuit of the SDGs – from the expertise of civil society organizations, to the scale of governments, to the networks and convening power of philanthropy, to the efficiency of the private sector. Moreover, given entrenched and systemic problems like the climate crisis; the increasing weight of the private sector; and the proliferation and fragmentation of social impact organizations, partnerships have been recognized as a critical tool to make meaningful progress on the SDGs. As of December 2019, more than 5,000 partnerships had registered on the SDG partnership platform.<sup>5</sup>

**There are some notable successes of MSPs,** such as Gavi, the vaccine alliance, which has immunized more than 760 million children in more than 90 countries since 2000.<sup>6</sup> There has also been a growth in innovative cross-sector partnership models, including blended finance mechanisms, which have mobilized more than USD 100B to support the SDGs.<sup>7</sup>

Notes: [1] Based on projections on the Social Progress Index. While not comprehensive, the Social Progress Index is an effective tool for measuring relative progress toward the SDGs. Social Progress Imperative, "Progress against the Sustainable Development Goals," 2018. [2] World Economic Forum, "How to close the \$2.5 trillion annual funding gap," 2018. [3] Sustainable Development Solutions Network, "Sustainable Development Report," 2019. [4] For the purposes of this report, a multi-stakeholder partnership refers to an initiative that involves three or more actors across two or more sectors; aims to address a social or development challenge; and include activities above and beyond each partners' 'business as usual' [5] UN Partnerships for SDGs platform, [sustainabledevelopment.un.org](https://sustainabledevelopment.un.org) [6] Gavi, [www.gavi.org](http://www.gavi.org) [7] Convergence, "State of Blended Finance," 2018  
See additional sources consulted in annex



# Executive summary (2/4)

**However, on the whole, MSPs have not lived up to expectations.** A study of 330 partnerships showed only ~25% had outputs fully matched to their aims<sup>1</sup> and a recent study of MSPs found that interviewees gave their MSPs an average a “C” grade ranking on performance against founding objectives.<sup>2</sup> Moreover, many express concerns that each sector is not being leveraged to its full potential and that partnerships are more costly and time-intensive than non-partnership mechanisms with a limited evidence base on effectiveness.

**At a minimum, to improve effectiveness and efficiency, MSPs must follow well-established standards of action.** Best practices include: having a clear, narrowly-defined purpose; aligning incentives upfront between the MSP and each partner; establishing a clear governance structure with defined roles, responsibilities, and independent decision-making capabilities; taking the time to build collaborative, trust-based relationships; and investing in systems and processes for measuring and reporting on performance.

**Yet these standards are not enough – more fundamental changes are needed to accelerate progress.** In particular, there is growing demand to (i) better recognize the expertise of communities and civil society organizations; (ii) ensure partners are sourced because of their potential for impact; (iii) pursue funding models that incentivize long-term and community-aligned impact; and (iv) publicly demonstrate that partnerships’ benefits justify their costs.



# Executive summary (3/4)

Thus, we put forward four ‘calls to action’ for partnerships for the SDGs:

- 1. Recognize power.** At a minimum, this means *consulting and including* community members early in the partnership process to define the problem and develop strategies and accountability mechanisms. Bolder shifts include *analyzing and accounting for the power and privilege* of all partners and revising governance structures to *give equal decision-making power* to communities over key aspects of the partnership
- 2. Radically expand networks.** At a minimum, this means *reducing hurdles* for new partners by lowering partnership logistical burdens and familiarizing oneself with the languages, timelines, and priorities of other sectors. Bolder shifts include *mapping and supporting the partner ecosystem* to identify existing networks and gaps and *radically diversifying hiring* to better represent communities served and build cross-sectoral expertise
- 3. Make every dollar count.** At a minimum, this means *understanding how partnership funding can and is supporting* local organizations and communities. Bolder shifts include *increasing operating support and reducing reporting burdens* for implementing partners and pursuing *longer-term, flexible funding* models through partnerships, including those that can unlock private capital
- 4. Move to accountability.** At a minimum, this means *opening the books* on all aspects of a partnership, including incentive structure, costs, and outcomes. Bolder shifts include *rigorously evaluating* partnership models relative to non-partnership models and enabling *community-led accountability* of partnerships including through community-driven data collection and evaluation



# Executive summary (4/4)

**Implementing these calls to action is not easy.** Despite growing calls for partnership approaches to evolve, change has been slow given entrenched barriers including resource requirements, misaligned incentives and risk aversion, historical norms and power dynamics, and knowledge gaps.


**Given these barriers, the leadership of each sector must commit to taking action.** We call upon:

- **Government** to actively include the voices of civil society in partnerships, including through supportive policy measures, advisory councils, and accountability mechanisms for all public funds spent through partnership
- **Civil society** to act as a bridge to communities and other organizations, sourcing talent and decision-making from communities served, pursuing collaborations with smaller, less-well known CSOs, and actively advocating for flexible, long-term, and comprehensive funding through partnerships
- **Philanthropy** to better support, connect, and learn from communities served, including through shifting partnership decisions to community members, diversifying hiring, and experimenting with transformational funding models through the deployment of flexible and patient capital
- **Private sector** to ensure businesses practices writ large are consistent with partnership and SDG aims, including by analyzing and interrogating historical sources of power relative to communities served, and making public all benefits received partnership participation

**Together, let's commit to partnering differently.**



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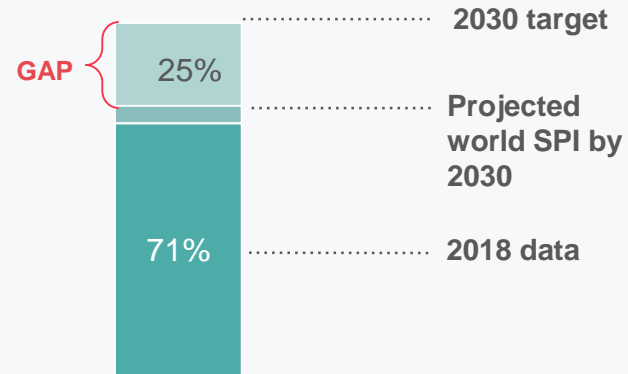


# Without a dramatic shift, we will not reach the Sustainable Development Goals until 2073

- There is an estimated USD **2.5T annual investment gap** in key SDG sectors<sup>1</sup>
- **No country is currently on track** to meeting all the SDG goals<sup>2</sup>
- Progress is **particularly alarming on climate and biodiversity** (SDG 13, 14, and 15), with trends on greenhouse gases and species preservation moving in the wrong direction<sup>2</sup>

Advancement on the Social Progress Index<sup>3</sup> predicts meeting only 75% of target by 2030

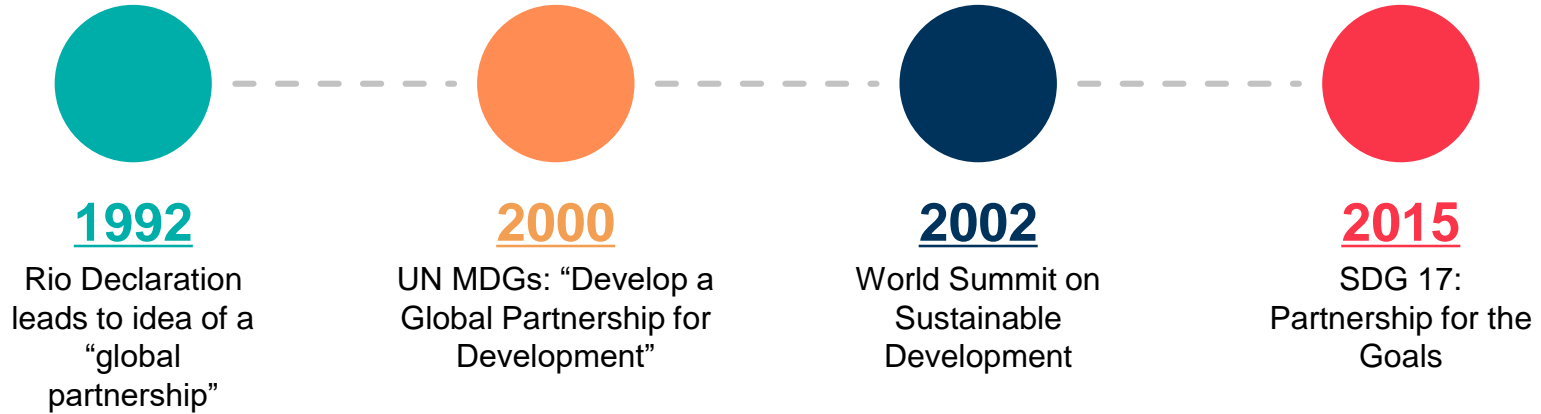
SDG-Adjusted SPI Rating, World Average



Notes: [1] World Economic Forum, "How to close the \$2.5 trillion annual funding gap," 2018. [2] Sustainable Development Solutions Network, "Sustainable Development Report," 2019. [3] Social Progress Index, while not comprehensive, is an effective tool for measuring relative progress toward the SDGs. Social Progress Imperative, "Progress against the Sustainable Development Goals," 2018.



# To accelerate progress, there has been increasing emphasis on multi-stakeholder partnerships<sup>1</sup>



Sources: The MSP Institute, “Making MSPs work for the SDGs,” 2017

[1] For the purposes of this report, a multi-stakeholder partnership refers to an initiative that involves three or more actors across two or more sectors; aims to address a social or development challenge; and include activities above and beyond each partners’ ‘business as usual’





# It is now understood that **partnering across sectors** is needed in today's context

*Multi-stakeholder partnerships are increasingly important given:*

- **Entrenched and systemic problems** that involve actors across all sectors, e.g., climate crisis
- **The increasing weight of the private sector**, with corporations now making up 69 of the top richest 100 entities by revenue<sup>1</sup>
- **The rise of social impact organizations** and need to avoid duplicative work; over the course of the 20<sup>th</sup> century, more than 20,000 INGOs were founded.<sup>2</sup>

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“ *Funders and nonprofits increasingly recognize that no single organization or strategy can solve a complex social challenge at scale.*”<sup>3</sup>

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“ *[A siloed approach] undermines the potential to address the drivers of systemic change and for scaling impact.*”<sup>4</sup>

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“ *We have witnessed a dramatic increase in the number of international organizations in the private and public sectors.*”<sup>2</sup>

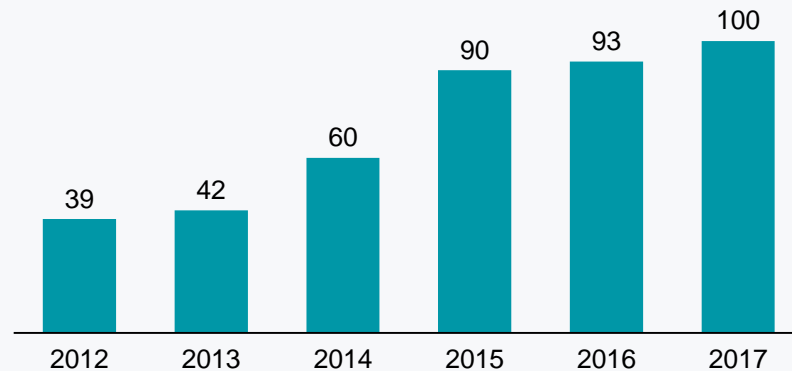


# And new models, including **blended finance**, are being explored

- **Innovative finance – particularly blended finance** – is increasingly recognized as a tool needed to close the SDG funding gap.<sup>1</sup>
- Since 2005, **over USD 100B** has been mobilized through over 300 blended finance funds and facilities<sup>1</sup>
- Several SDGs, including focused on infrastructure, energy, and energy, have been identified as **‘ready to scale’** through blended finance<sup>2</sup>

Blended finance has already mobilized at least \$100B to support SDGs<sup>1</sup>

Convergence database of blended projects that advance SDG goals, non-exhaustive  
Cumulative funding in USD billions, 2012-2017





# Each sector has **critical assets** to bring to multi-stakeholder partnerships

## Private sector

- Efficiency executing decisions
- Incentives to achieve financial sustainability
- Scale through networks, technology, and financial resources
- Expertise in key sectors

## Philanthropy

- Knowledge and expertise related to SDGs
- Networks and visibility
- Convening power
- Flexible, patient capital

## Civil society

- Geographic and sector-specific expertise (including through academia)
- Community credibility and relationships
- Implementation experience and power

## Government

- Mandate to achieve SDGs
- Regulatory and policy power
- Knowledge of public priorities
- Citizen accountability
- Institutional, financial, and human resources

*In practice, assets depend on specific organization*



# The number of partnerships continues to grow with **notable successes**

- A recent study found that the number of multi-stakeholder, **collective action efforts more than quadrupled between 2000 and 2015**, by a conservative and non-exhaustive count<sup>1</sup>
- As of December 2019, **over 5,000 partnerships** had registered on the SDG partnership platform<sup>2</sup>

## Noteworthy partnership efforts



Since GPEI's establishment in 1988, the global incidence of polio has fallen by 99%



Since 2000, more than 760 million children in over 90 countries have been immunized due to Gavi's work



Launched in 2009, ANDE supports small businesses in emerging markets by connecting experts and decision-makers. Today, ANDE's 280 members work in more than 150 countries, supporting tens of thousands of business entrepreneurs

Notes: [1] Collective action is defined by GDI as "any action taken by a group of actors to achieve a common objective," though, in this case, it largely refers to multi-stakeholder global partnerships. The group of sample MSPs is drawn from the research of a widely-cited report by the Global Development Incubator: GDI, "More than the sum of its parts: making MSIs work," 2015 [2] UN Partnerships for SDGs platform, [sustainabledevelopment.un.org](https://sustainabledevelopment.un.org)

Sources: GPEI, [www.polioeradication.org](http://www.polioeradication.org); Gavi, [www.gavi.org](http://www.gavi.org); ANDE, "Press Kit: ANDE Overview," [www.andeglobal.org](http://www.andeglobal.org)



# The literature points to well-established standards of action

*Details of meta-analysis in annex A*

Lifecycle of multi-stakeholder partnerships			
Define	Design	Implement	Assess
<ul style="list-style-type: none"> <li>• Clear, narrowly defined purpose requiring cross-sector collaboration</li> <li>• Early involvement of key stakeholders, including community members</li> </ul>	<ul style="list-style-type: none"> <li>• Efficient, clear structure and governance model</li> <li>• Complementary, adequate, and appropriate partner capabilities</li> <li>• Aligned incentives between MSPs and individual partners</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborative and open relationships built on trust</li> <li>• Dedicated and talented leadership and team</li> </ul>	<ul style="list-style-type: none"> <li>• Clear and appropriate timeline and exit strategy</li> <li>• Systems and processes for measuring performance, adjusting activities, and reporting back to stakeholders</li> </ul>

**“ It’s worth taking the time and effort to get the design and strategy right up-front particularly in the SDG context. It takes longer, but it’s high risk if you don’t do that work up-front before diving in”**



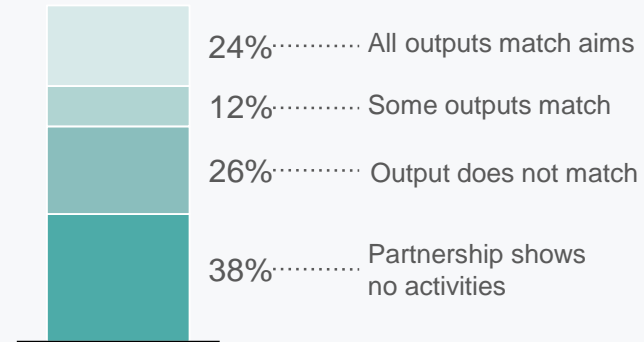
# However, many MSPs have not met expectations

*Many MSPs have experienced low effectiveness and low efficiency*

- A recent study of MSPs found that interviewees gave their MSPs on average a **C grade** ranking on performance against founding objectives<sup>1</sup>
- This same study found that the **time to launch an MSP was longer than partners expected**, averaging 18 months with high upfront investment costs<sup>1</sup>

A study of 330 partnerships showed only ~25% had outputs fully matched to aims

Percent of MSPs studied



Notes: [1] GDI, "More than the sum of its parts: making MSIs work," 2015. [2] Pattberg, Philipp & Widerberg, "Multistakeholder Partnerships: Building-Blocs for Success." 2014. Sources: International Civil Society Center, "Multi-stakeholder partnerships," 2014; Dodds, Felix, UN Dept. of Economic and Social Affairs, "MSPs: making them work for the post-2015 development agenda"

# And there are growing calls for change in partnerships for SDGs

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## Common shortcomings of MSPs voiced include...

- **Limited decision-making power granted to** community and civil society voices in partnership decisions and low recognition of community expertise
- **Perception that partnerships do not always include or incentivize** partners with the right skills or assets for the goal
- **Limited knowledge** of how to collaborate across sectors
- **Funding models that** hinder collaboration and scalable long-term transformation
- **Limited public accountability** for the structure and results of partnerships

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“ You can't achieve outcomes unless community is involved in the project at the beginning.”

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“ I think partnerships go wrong when the partner asks us to do things that aren't in [our area of expertise]”

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“ Everything is presented as super successful and that's not true. No one ever says we've made a mistake.”



# Partnering differently will enable us to leverage the **untapped potential** across sectors

## *Today, partnerships often see...*

### **Philanthropy as a funder**

Viewed primarily as a funding mechanism

### **Private sector as a barrier**

Rarely involved in impact-driven work and many can exacerbate SDG progress via core businesses

### **Government as an approver**

May be treated as a 'rubber stamp' for approval with opacity on how to engage

### **Civil society as an implementer**

Left out of strategic decisions and engaged primarily for execution





# Partnering differently will enable us to leverage the **untapped potential** across sectors

*Tomorrow, partnerships should leverage...*

## Philanthropy as a **facilitator**

- Connecting stakeholders
- Sharing best practices
- Providing innovative funding
- Encouraging a long-term outlook

## Private sector as an **accelerator**

- Using financial capacity and networks to push towards scale and financial sustainability
- Pursuing impact through core business and adhering to a policy of 'do no harm'

## Government as a **builder**


- Institutionalizing and scaling partnership activities
- Ensuring partnership coherence to the national agenda
- Bringing accountability to citizens

## Civil society as an **expert**

- Being recognized as an equal partner backed by the power of communities
- Utilizing local and sector-specific expertise (including through academia)
- Innovating in implementation



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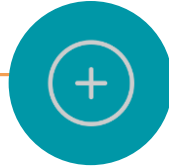


# Together

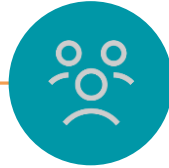
Let's commit to partnering differently



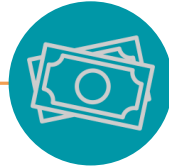
# Collective calls to action



Recognize power



Radically expand  
networks



Make every dollar  
count

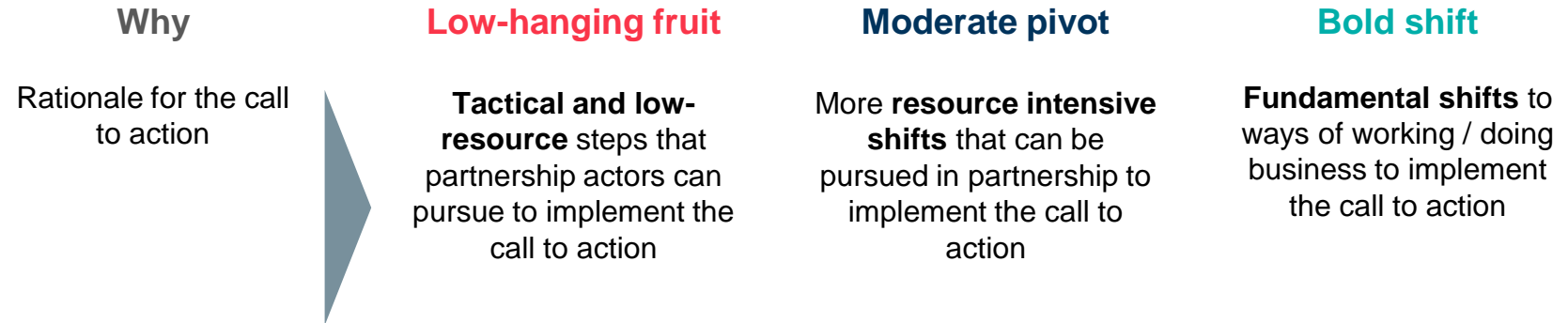


Move from  
transparency to  
accountability



# Implementing calls to action can range from 'low-hanging fruit' to 'bold shifts'

For each call to action, the subsequent slides outline:



*Further detail on implementation recommendations is provided in Annex B*



# Why recognize power

*Partners with financial resources – whether philanthropy, the private sector, or government agencies – tend to set the agenda and hold decision-making power over partnerships.*

*At the same time, calls to ‘shift power’ can counter-intuitively inadequately recognize the power that communities hold via expertise. It is only by truly recognizing this power that partnerships can increase community ownership and ultimate success.*

- **Communities know what they need best.** For example, a recent World Bank study showed that WB employees (while capable and well intentioned,) demonstrated biases around those living in poverty—incorrectly assessing their beliefs and motivations on key issues, in some cases by more than 60 percentage points<sup>1</sup>
- **There are increasing demands for participatory processes and ‘de-colonizing’ wealth.’** Whether participatory grantmaking or participatory budgeting, there is growing recognition that citizens need an active voice in decisions that impact them and this extends to multi-stakeholder partnerships<sup>2,3</sup>



# How we can recognize power

## Low-hanging fruit

**Consult and include** community members early in the partnership process, ensuring they have a voice in the problem-definition, strategy development, and accountability processes and are recognized for expertise

## Moderate pivot

**Conduct power and privilege analyses** of all partners and actively work (e.g., through meeting structures, agenda-setting, regular feedback mechanisms) to ensure equitable power dynamics throughout all aspects of the partnership

## Bold shift

**Revise governance structures** to give equal decision-making power to communities over key aspects of the partnership



# Why radically expand networks

*There is a tendency for partnerships to seek partners from existing networks, sectors, or even personal or educational backgrounds. This limits the likelihood of partnership efficacy, as local community expertise is often left out or under-valued and actors continue working in their own silos*

- **Local civil society organizations are often under-included in partnerships.** Even when civil society or NGOs are included in partnerships, small, local, and community-led organizations are often not adequately represented – emblematic of a challenge in development more broadly.<sup>1,2,3,4</sup>
- **Diversity in the sector is lacking, limiting networks to tap for partners.** A recent survey of ~200 U.S. non-profits showed that 90 percent of CEOs are white, as are 84 percent of board members.<sup>5</sup> Moreover, most sectors hire from within, and there is increasing demand for “tri-sector athletes” who have experience working across the public, private and social sector.<sup>6,7</sup>
- **Networks increase development effectiveness.** Non-profits that leverage networks of partners often achieve their impact more effectively and efficiently than those that work alone.<sup>8</sup>

Sources: Dalberg analysis; stakeholder interviews; detailed sources in annex

Notes: [1] Stakeholder interviews. [2] World Bank Group Global Partnership Facility for Enhanced Social Accountability, “Summary Feedback: Roundtable on Supporting the Accountability Agenda: The Enhanced Role of CSOs,” 2011. [3] Agenda for Humanity, “Grand Bargain: Summary,” 2019 [4] CGDEV, “Governance of New Global Partnerships Challenges, Weaknesses, and Lessons,” 2012 [5] Leading with Intent, “Leading with Intent: 2017 Board Source Index of Nonprofit Board Practices,” 2017 [6] HBR, “Why the World Needs Tri-Sector Leaders,” 2013 [7] Unilever, “Wanted: tri-sector athletes for the Global Goals,” 2017 [8] Wei-Skillern, Jane and Sonia Marciano, SSIR, “The networked nonprofit,” 2008





# How we can radically expand networks

## Low-hanging fruit

**Reduce hurdles for new partners** by lowering partnership logistical burden on small organizations and familiarizing across sectors (languages, timelines, etc.)

## Moderate pivot

**Support network “infrastructure”** to map existing players in relevant ecosystems and identify partner ‘blind spots’; invest in building cross-sectoral leaders; and support small CSO/NGOs’ financial and operational capacity to level the partnership playing field

## Bold shift

**Radically diversify hiring within partners** to better include communities served through partnership and expand networks through staff; increase hiring from outside existing sectoral network to enable new and better cross-sectoral collaboration



# Why make every dollar count

*In light of the multi-trillion dollar annual SDG funding gap, there is a need to unlock additional capital and use funding as effectively and efficiently as possible. Partnerships have the potential to do both by promoting cross-sector collaboration and empowering community-driven initiatives through long-term, flexible funding commitments*

- **Funding norms and reporting requirements can create heavy burdens on non-profits,** limiting ability to focus on impact. One study found that half of non-profits surveyed had less than six months of operating reserves<sup>1</sup>
- **Most philanthropic funding is siloed.** One estimate suggests pooled funding could unlock more than \$5B annually<sup>2</sup>
- **Private capital remains under-utilized relative to potential;** in blended finance deals to date, only 25 percent of capital mobilized has been from private investors (the rest coming from DFIs)<sup>3</sup>
- **Funding often overlooks local civil society organizations.** For example, in 2014, just 8 percent of gender-focused aid went directly to CSOs in the Global South.<sup>4</sup>

Sources: Dalberg analysis; stakeholder interviews; detailed sources in annex

Notes: [1] BDO, "Non-profit Standards," 2017 [2] Financial Times, "Donors increasingly believe in pooling resources to create a bigger impact," 2019 [3] Convergence, "Leverage of Concessional Capital," 2018 [4] OECD, "Donor support to southern women's rights organizations," 2016



# How we can make every dollar count

## Low-hanging fruit

**Understand the financial needs** of a given community and how well partnership is meeting them, including analyzing the proportion of funds going to community-led organizations and the space for different forms of capital (e.g., concessional capital)

## Moderate pivot

**Reduce funding burdens on implementing partners** by increasing funding for general operating support and simplifying partnership reporting requirements

## Bold shift

**Pursue partnership financing models that enable long-term transformation**, including through multi-year, unrestricted funding or collaborative models of financing that match community, organizational, and government needs



# Why move to accountability

*There are limited mechanisms available to communities to hold partnerships accountable to achieving the SDGs despite the fact that partnerships often rely on public resources and aim to impact society writ large*

- **There is limited rigorous evidence on partnership effectiveness** relative to less-costly and less time-intensive non-partnership mechanisms
- **Given few formal mechanisms for accountability of the SDGs**, there is a greater need for partnerships – and all individual partners across sectors – to hold themselves to account and demonstrate results<sup>1</sup>
- **Partnerships that cross sectors are often opaque to the general public** in terms of how resources (both public and private) are being used to advance the SDGs<sup>2</sup>

Sources: Dalberg analysis; stakeholder interviews; detailed sources in annex

Notes: [1] Ethics and International Affairs, “Accountability for the Sustainable Development Goals: A Lost Opportunity?” 2016 [2] CGDEV, “Development Impact Bonds Targeting Health Outcomes,” 2018



# How we can move to accountability

## Low-hanging fruit

**Open the books** on all aspects of a partnership, including incentive structure, partners, governance structure, costs, and impacts

## Moderate pivot

**Rigorously evaluate partnership models** to assess impacts on SDGs relative to non-partnership efforts and commit to publishing findings

## Bold shift

**Enable community-led accountability** of partnerships – including through data collection and analysis and pathways for feedback – to ensure progress toward goals and change in strategy as needed

# Making these changes is not easy – common challenges have hindered progress so far

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## Committed action by leadership is needed to overcome...

### Resource requirements

**Time, dedication, human and financial resources** are needed to:

- source and support partners beyond the 'usual suspects'<sup>1</sup>
- build equitable and inclusive partnership structures, processes, and relationships<sup>1,2</sup>
- build an evidence base and robust accountability mechanisms<sup>1</sup>

### Misaligned incentives and risk aversion

- **Existing incentives** (e.g., compensation structure) within individual partners do not incentivize calls to action
- **The fear that admitting mistakes** will damage individual or organizational reputations leads many partnerships to be risk averse and hesitant to pursue transparency<sup>3</sup>

### Historical patterns

- **The colonial roots of development and historical accumulation of wealth**, including via exploitative practices, can lead to unequal power dynamics, an undervaluing of expertise from the global south, and distrust across partners<sup>4,5,6,7</sup>
- **A lack of diversity** in the sector leads to bias and exclusionary networks<sup>8</sup>

### Knowledge gaps

- **Siloed sectors** lead to different ways of working and communicating<sup>1,9</sup>
- **Lack of contextual knowledge** when many funders are based in the global north and aim to address issues in the global south<sup>10</sup>
- **Limited transparency** reduces availability of information on how to implement partnership best practices<sup>11</sup>

[1] CDI, "The MSP Guide," 2015 [2] Center for Global Development, "Governance of new global partnerships," 2012 [3] Global Development Incubator, "More than the sum of its parts: making MSIs work," 2015 [4] Moyo, Dambisa, "Dead aid: why aid is not working and how there is a better way for Africa," 2009 [5] Maclure, Richard, Harvard Educational Review, "No longer overlooked and undervalued? The evolving dynamics of endogenous educational research in sub-Saharan Africa," 2006 [6] Ziai, Aram, "Development Discourse and Global History: from colonialism to the sustainable development goals," 2015, [6] Hodge, Hodl, and Kopf, "Developing Africa," 2015. [7] Phillips, Nicola, International Affairs, "Power and inequality in the global political economy," 2017 [8] Castillo, Elizabeth, Non Profit Quarterly, "Why are we still struggling with diversity, equity, and inclusion in non-profit governance?" 2018 [9] HBR, "Why the World Needs Tri-Sector Leaders," 2013 [10] Elayah, Moosa, Contemporary Arab Affairs, "Lack of foreign aid effectiveness in developing countries between a hammer and an anvil," 2016 [11] World Bank, "Public Private Partnerships Transparency and Accountability: Where Did my Data Go?" 2017  
Sources: Dalberg analysis; stakeholder interviews



**What will you commit to  
doing differently?**



Priority next steps for

# Government as builder



**Recognize power:** Actively engage CSOs in partnership efforts (e.g., by establishing CSO advisory councils)



**Radically expand networks:** Ensure local policies are supportive of an active and independent civil society sector



**Make every dollar count:** Ensure that new financing models pursued through partnerships (e.g., blended finance models) are responsive to community needs



**Move to accountability:** Develop channels to make partnership data, particularly the use of public resources and progress to the SDGs, public

Sources: Dalberg analysis; stakeholder interviews; detailed sources in annex

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“The more useful thing would be for governments to think differently about the delivery of SDGs and **begin to view CSOs as partners** rather than competitors”

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“Government should be **looking out for its citizens** and ensuring that the resources that a country have are used in an equitable and sustainable way.”

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“Some governments are very forward leaning in research or data and others aren't... They need to build a strategy and **be willing to share it**”





Priority next steps for

# Private sector as accelerator



**Recognize power:** Interrogate historical sources of power and privilege and develop incentives and processes to give community voices equal weight to other stakeholders (e.g., shareholders or board)



**Radically expand networks:** Expand hiring from the social sector and government



**Make every dollar count:** Identify opportunities to support partnership impact through core business and investment practices



**Move to accountability:** make public any benefits received from participation in a partnership and create a process for citizen response

Sources: Dalberg analysis; stakeholder interviews; detailed sources in annex

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“There are a lot of assumptions around brand. Until you actually **believe that it needs to be done**, I don’t see how anyone invests in it in a meaningful way.”

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“**Shareholder advocacy** is the only place I’ve seen the board room take notice of social impact”

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“Companies right now, there is a shift afoot from doing the work in CSR world but what you need is seeing the shift into their **core business practice**”



# Priority next steps for Civil society as expert



**Recognize power:** Actively include community members in partnership problem definition, strategy design, and implementation; join forces with other CSOs to increase collective power



**Radically expand networks:** Act as a bridge to high-impact, less-well known CSOs and increase representation of community members in staff and leadership



**Make every dollar count:** Advocate to donors to provide multi-year and general operating funding through partnerships



**Move to accountability:** Work with community members to collect, analyze, and act upon partnership data

Sources: Dalberg analysis; stakeholder interviews; detailed sources in annex

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“Non-profits and civil society don’t always **come together as one voice**. If we came together and spoke as one voice in the same sector it would be easier for the government to listen to.”

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“In order to be perceived as equal, local orgs need to come to table looking like an equal. **Clear articulation of who they are, why, what their strategy** is for where they are going

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“**Measure and assess the things that the community** finds important. Then they are more likely to continue after the project.”



Priority next steps for

# Philanthropy as facilitator



**Recognize power:** Analyze historical sources of power (including source of funding) and take a step back in partnership decision-making and agenda setting



**Radically expand networks:** Expand hiring from the private sector and communities served; actively seek out and connect partners outside known networks



**Make every dollar count:** Test new models of transformational funding through partnerships (e.g., multi-year pooled funding, participatory grant-making, deployment of long-term flexible capital to unlock private capital)



**Move to accountability:** Revise partnership metrics and evaluation mechanisms to ensure accountability to communities

Sources: Dalberg analysis; stakeholder interviews; detailed sources in annex

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“Philanthropists have a role to play as an **influencer, funder, and enabling others**. But they [must] recognize it is not their role to be a decision-maker about what the country does or how it would solve the problem.”

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“Philanthropies can take new risks on approaches and controversial issue areas. I think they could **have more impact by being catalytic**.”

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“A lot of funders care about do we have a board in place, audited financials, etc.. People can **check those boxes and it doesn't change anything**. [Better to ask] have the young people led that process?”



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# How Safe Surgery 2020 embodies the partnership standards of action

*If planning on using at WEF please confirm with Dalberg*

**Overview:** Safe Surgery 2020 was launched in 2015 by the **GE Foundation** as a multi-sectoral partnership in Ethiopia, Tanzania, and Cambodia. Through advocacy, national planning, testing and replicating workforce development programs, and best practice sharing, Safe Surgery 2020 strives to **reduce deaths from surgically treatable conditions**, aiming to impact 50 million people in five years.

**Impact:** Safe Surgery 2020 led to universal health coverage strategies, the improvement of surgical outcomes at district level hospitals, the launch of the Amhara Oxygen Center, the testing of a virtual surgery training tool in Tanzania, and more.

## Implementing the standards of action:

- **Define & design:** GE Foundation hand-picked multi-sectoral partners to ensure **complementary capabilities** and **aligned incentives**, incorporating them early to allow for **co-design** and assigning an **independent partner** to act as a secretariat, ensuring execution of the strategy.
- **Implement & assess:** As the partnership progressed, partners worked to **build trust** amongst themselves and **maintain a flat decision-making** structure with **constant communication** through in-person meetings, WhatsApp messages, and a joint work plan to track milestones, ensuring adherence to their five-year **timeline**.



# How Global Opportunity Youth Initiative is empowering youth to define their own solutions

**Overview:** Launched in 2018 by The Aspen Institute in partnership with Prudential, YouthBuild International, Global Development Incubator, and Accenture, GOYI is currently active in three cities (Pune, Mombasa, and Bogota), GOYI plans to add additional sites in the coming months.

**Impact:** While this program has not yet been evaluated, it was built on the model of the Opportunity Youth Forum initiative in 26 cities across the United States, which provided 27,000 individuals with jobs in just three years.

## Implementing calls to action:

- **Expanding networks. Place-based collaboratives** – In each community, GOYI forms a collaborative composed of an “Anchor Partner,” sector leaders, and youth who **co-create a 5-10 year plan** to increase youth access to economic opportunity. Strategies and solutions are systemic rather than programmatic, to impact the largest number of youth possible.
- **Recognizing power: Narrative Change** – GOYI works to **raise the profile of the youth unemployment issue and reshape the narrative** around the potential of affected youth by adopting an **asset-based framing** of these young people, emphasizing the systemic, rather than individual, nature of challenges youth face. Unemployed young people are re-framed as “Opportunity Youth”. **Youth voice and agency at the center** – mobilizes youth to design, champion, and lead solutions in their communities, through youth advisory boards, peer-facilitated workshops, and a global youth network. **“Nothing about us without us”**



# How the Kenya SDGPP is **blending finance** for the Sustainable Development Goals

**Overview:** After two years of building momentum, mobilizing partners, and an elaborate design process, the Government of Kenya [announced in 2017 at the UN General Assembly](#) the establishment of the SDG Partnership Platform (SDGPP). The SDGPP establishes thematic Windows in which it convenes leadership from Government, development partners, private sector, philanthropy, civil society, and academia to co-create and catalyze selected SDG Partnerships, Investments and Innovations in support of Government's development priorities, as framed under [Kenya's Big Four agenda](#).


**Impact:** Primary Healthcare (PHC) has been the first Window established to be a key driver for attainment of Universal Health Coverage. In line with the Window's strategic plan, key milestones have been reached in Kenya, including: i) Enhanced trust and understanding between public and private sector to partner for the financing and delivery of UHC, ii) Enhanced government capacities to advance public private collaboration for the financing and delivery of PHC, iii) PHC investment pipeline of approximately \$120 million (see below) iv) [SDG Accelerator Lab](#) to bridge the talent, drive, resources and capabilities from Silicon Valley with those in the Silicon Savanna in Kenya. As a result of all, the Platform has become a Government of Kenya UNDAF (2018 – 2022) Flagship initiative and received global recognition from [UNDCO and the Dag Hammarskjold Foundation](#) as a best practice to accelerate SDG financing.

## Implementing calls to action:

- **Making every dollar count:** The partnership raised **~6M catalytic support translating into a primary healthcare ~120M blended finance pipeline** currently being supported of which selected investments and partnerships are expected to come to fruition in 2020. Key here is that the SDGPP continues to look beyond fundraising and is taking an [ecosystem approach](#), developed with support of the World Economic Forum leveraging the public and private sector in co-creating and implementing 21<sup>st</sup> Century partnerships advancing the financing and delivery of Universal Health Coverage in Kenya.
- **Expanding networks:** The SDGPP brings together leadership from Government, development partners, private sector, philanthropy, civil society, and academia to **co-create** SDG accelerator windows to catalyze selected SDG Partnerships, Investments and Innovations to drive impacts in alignment with Government development priorities. The SDGPP advanced research, public private dialogues, and collaborations to enhance trust, understanding, policy and practice for creation of shared-value health partnerships delivering value for money.



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# Standards of action: Define



STANDARD	WHAT IT MEANS	EXAMPLE	QUOTES
Clearly defined and appropriate purpose	<ul style="list-style-type: none"> <li>• Aim to address a <b>systemic problem</b> that stems from fragmentation across actors and requires involvement from more than one sector</li> <li>• <b>Do not duplicate</b> existing partnerships or partner work</li> <li>• <b>Involve clear, narrow objectives</b> that align with community need and stakeholder strengths</li> <li>• <b>Specify scope</b> with a clear and defined timeline for accomplishment</li> </ul>	<p><b>The Global Polio Eradication Initiative:</b> GPEI was launched in 1988 with the goal of eradicating polio worldwide. Since then, the incidence of polio has decreased by 99%. GPEI's success can be partially attributed to its narrow purpose and attention to long-term impacts across sectors, from health to education to employment.</p>	<p><i>"Partnerships should have clear objectives and set specific measurable targets and timeframes for their achievement."</i></p>
Early involvement of key stakeholders, especially community members	<ul style="list-style-type: none"> <li>• <b>Consult and involve</b> target community and potential stakeholders in the establishment of partnership strategy</li> </ul>	<p><b>Global Opportunity Youth Initiative:</b> GOYI, which works to combat youth unemployment, begins every community engagement with 'placed-based collaboration,' which includes a series of workshops and community consultations to identify key issue areas and community priorities.</p>	<p><i>"As a golden rule, the earlier people are consulted, listened to, and given a chance to contribute, the more likely they are to be supportive."</i></p>



# Standards of action: Design (1/2)

Define		Design		Implement		Assess	
STANDARD	WHAT IT MEANS	EXAMPLE	QUOTES				
<b>Efficient and clear structure and governance model</b>	<ul style="list-style-type: none"> <li>• <b>Outline clear roles and responsibilities</b> by expertise to ensure non-duplicative structures, clarity of expectations, defined decision-making power, and ownership over specific efforts</li> <li>• Establish an independent <b>decision-making body</b></li> </ul>	<b>Gavi:</b> In addition to defining clear roles for partners (funders, pooled procurement partners, governments, private sector allies, and smaller implementing organizations), Gavi has set up a governance model with an overarching governing board (with representation across partner types), as well as administrative committees for policy, finance, governance, investments, and evaluations.	<i>"[A partnership] becomes really dependent on a strong secretariat that can respect all partners, listen to the issues well, make sure donors remain on the table even if they disagree, and, ultimately, be able to execute."</i>				
<b>Adequate, appropriate, and complementary partner capabilities and resources</b>	<ul style="list-style-type: none"> <li>• Ensure <b>complementary capabilities</b>, e.g., ensure each partner has skills needed</li> <li>• <b>Plan for resource sustainability</b> to ensure adequate financial and human resources for partnership duration</li> </ul>	<b>Safe Surgery 2020:</b> Partners include medical schools, local NGOs, government ministries, and the private sector, all aligned around making surgery "safe, affordable, and accessible across the world." GE Foundation hand-picked multi-sectoral partners to ensure complementary capabilities and aligned incentives, incorporating them early to allow for co-design	<i>"You have to have partnerships so that people are actually getting things they need. I don't think partnerships work unless it's a joint venture. The other partner has to get something."</i>				



## Standards of action: Design (2/2)

Define		Design		Implement		Assess	
STANDARD	WHAT IT MEANS	EXAMPLE		QUOTES			
<p><b>Aligned incentives between MSP and individual partners</b></p>	<ul style="list-style-type: none"> <li>• Ensure clear incentives for all partners to join partnership (financial, reputational, impact) and have 'skin in the game' that ensures commitment to the partnership's success</li> </ul>	<p><b>The Alliance for Bangladesh Worker Safety:</b> A coalition of industry members, led by U.S. congressional-backed legislation, signed a 5-year partnership with the government of Bangladesh, local factory owners, and NGOs to work to improve worker safety. Each partner faced strong incentives: for the private sector, a legal obligation and potential for reputational gain; for NGOs, a chance to make a difference in the lives of Bangladeshi workers; for the government and local factory owners, the promise of improved economic sustainability through education.</p>		<p><i>“Initial hiccups can be attributed to different incentives and aims of partners as well as differing levels of comfort/experience in a given region. It’s important to ensure alignment of incentives.”</i></p>			



# Standards of action: Implement



STANDARD	WHAT IT MEANS	EXAMPLE	QUOTES
<b>Dedicated and talented leadership and team</b>	<ul style="list-style-type: none"> <li>Select secretariat members and <b>strong partner representatives</b> that embody entrepreneurialism and diplomacy</li> <li>Allocate <b>partnership-specific financial and administrative resources</b></li> </ul>	<p><b>Africa GreenCo:</b> A P4G awardee, Africa GreenCo is a public-private partnership that seeks to operate as a creditworthy renewable energy intermediary in Zimbabwe and surrounding countries. Led by a strong and experienced executive team, the group is also supported by an advisory council. Media attention has demonstrated the leadership team's commitment to entrepreneurial and diplomatic approaches.</p>	<p><i>"Power dynamics go right down to the individuals within the organization. Highly-motivated, engaged individuals will move partnerships forward."</i></p>
<b>Collaborative and open relationships built on trust</b>	<ul style="list-style-type: none"> <li><b>Centralize communication</b> and regularly share information</li> <li><b>Facilitate trust</b> between partners built over time</li> <li>Formalize <b>transparency of decisions</b> between partners</li> <li>Create consistent opportunities for <b>feedback</b> between partners</li> </ul>	<p><b>Common Futures:</b> Before implementation, Common Futures dedicates an average of 18 months to building trust between stakeholders. The organization puts community voices first, which requires funders to take a step back and trust community experience and requires community stakeholders to trust one another.</p>	<p><i>"Good, trusting relationships define the difference between success and failure. If you can't get folks to want to be in a working relationship together, it will fail."</i></p>



# Standards of action: Assess

STANDARD	WHAT IT MEANS	EXAMPLE	QUOTES
<p>Define</p> <p>Design</p> <p>Implement</p> <p>Assess</p> <p><b>Clear and appropriate timeline and exit strategy</b></p>	<ul style="list-style-type: none"> <li>• <b>Establish</b> an appropriate timeline and plan for phasing out partnership or transitioning the partnership model to scale</li> <li>• <b>Communicate changes in timeline</b> and exit strategy to relevant stakeholders</li> <li>• Encourage continued <b>informal collaboration</b> amongst partners</li> </ul>	<p><b>SDG Compass:</b> Launched in 2015, this coalition creates tools to aid private sector engagement with the SDGs and measure progress. Like other SDG initiatives, this partnership is set to expire in 2030 and will likely work with the UN to ensure continuity with the next global development agenda.</p>	<p><i>“Most of the development sector is ruled by annual reports and three-year project cycles, which is very different from the time needed to see transformative change”</i></p>
<p><b>Systems processes for measuring performance, adjusting activities, and reporting back to stakeholders</b></p>	<ul style="list-style-type: none"> <li>• Define and outline <b>measurable objectives</b> before a partnership begins</li> <li>• Establish <b>interim targets</b></li> <li>• Create <b>systems of regular feedback</b> from stakeholders that sit outside the partnership model, e.g., community members</li> <li>• Publish an <b>independent assessment</b> conducted by independent body and share with partners, stakeholders, and the international community</li> </ul>	<p><b>Global Fund:</b> The Global Fund publishes annual financial and results reports, as well as five-year strategy plans which include statistics monitoring its effectiveness at meeting its goals to reduce TB, Malaria, and HIV worldwide, as well as perspectives on what it should be doing to augment its strategy.</p>	<p><i>“[The partners] are willing to share mistakes about what’s working well and not. Nobody is super stuck on their positions so I think that works well. [They can] be radically transparent about what hasn’t worked.”</i></p>



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## How we can recognize power

**Low-hanging fruit:** Consult and include community members early in the partnership process, ensuring they have a voice in the problem-definition, strategy development, and accountability processes and are recognized for expertise

### **Changes could include:**

- **Hold participatory / human-centered design workshops** that include members of the affected community to discuss the problems they see in their community and solutions they want to explore
- **Compensate community partners for time and expertise** that they provide to the partnership
- **Close the loop** with all community members and others consulted through the partnership process
- **Enter with a flexible attitude**, beginning with a clear objective, but not a clear path to getting there, to allow shifts driven by community members

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“I've seen it happen where people have run a similar consultative process ..You are pillaging the brains and experience and passion of people. At a minimum you have to **cover people's time and expenses** as you're taking essentially their IP.”



## How we can **recognize power**

**Moderate pivot:** *Conduct power and privilege analyses of all partners and actively work (e.g., through meeting structures, agenda-setting, regular feedback mechanisms) to ensure equitable power dynamics throughout all aspects of the partnership*

### **Changes could include:**

- **Map all partners' (both organizations and individuals) sources of power and privilege**, including race, gender, nationality, educational background, financial resources, etc. and hold sessions to explicitly discuss how to equalize power throughout the partnership process
- **Actively step back** if you hold traditionally-recognized sources of power (e.g., financial resources), such as by playing a listening role in meetings or strategically excluding oneself from meetings to encourage debate and deliberation without potential conflict of interests

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“*In most cases, philanthropy is still practiced with all of the power held by donors and whether it is intentional or not, they often control choices of implementers on the ground.*”





## How we can **recognize power**

**Bold shift:** *Revise governance structures to give equal decision-making power to communities over key aspects of the partnership*

### **Changes could include:**

- **Create advisory committees or steering committees** that have decision-making power (rather than just consultative power)
- **Revise board structures and voting rights to ensure community representation**, actively seeking to avoid tokenism
- **Seek out implementer-led initiatives** that have existing implementer-led governance structures. Support these existing partnerships rather than starting a new one

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*“It's true that at the level of decision-making power not a lot has changed. The closest to it is having some kind of representation at the level of the board.”*



## How we can radically expand networks

**Low-hanging fruit:** *Reduce hurdles for new partners by lowering partnership logistical burden on small organizations and familiarizing across sectors (languages, timelines, etc.)*

### **Changes could include:**

- **Reduce the logistical** burden for new partners to participate in partnerships by ensuring convenient and visa-conducive meeting locations, allowing significant advance notice for events, and compensating for time invested
- Spend time at other sectors' conferences and events to **familiarize with other sectors' languages, priorities, and ways of working** in order to reduce upfront transaction costs of partnership
- Make **internal timelines and strategies clear upfront** to all partners to account for sectoral differences and increase efficiencies

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“I'm interested in engaging grassroots orgs because of the power they hold. No one is inviting them in to discussions about the SDGs because it's hard.”



## How we can radically expand networks

**Moderate pivot:** Support network “infrastructure” to map existing players in relevant ecosystems and identify partner ‘blind spots’; invest in building cross-sectoral leaders; and support small CSO/NGOs’ financial and operational capacity to level the playing field with international actors

### **Changes could include:**

- **Map all existing players** in a given ecosystem to understand where gaps are and who most appropriate partners are (rather than relying on existing relationships)
- **Support opportunities for cross-sectoral learning**, such as cross-sectoral fellowship or leadership development programs
- **Invest in small local NGOs’ financial and operational capacity**, to allow them to better compete with international NGOs
- **Fund network-based organizations** that can help connect actors across sectors and geographies

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!! *We are used to working with the governments ...But in dealing with the private sector actors even our starting point is so tiny in terms of how to understand where are they even coming from.”*



## How we can radically expand networks

**Bold shift:** *Radically diversify hiring within partners to better include communities served through a partnership and expand networks through staff; increase hiring from outside one's own sectoral network to enable better cross-sectoral collaboration*

### **Changes could include:**

- **Commit to hiring from communities** that are meant to be served through the partnership in order to expand potential partner networks, ensuring to avoid 'tokenism' and engendering leadership responsibility to these representatives
- **Change hiring requirements** to begin hiring across sectors, encouraging the private sector to hire from hiring from the social sector, etc. in order to reduce transaction friction within partnerships
- **Publicize all diversity metrics of partnership members**, including board members' race, gender, nationality, and linkage to communities impacted and who has decision-making power over which issues

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*“Funders themselves have to diversify their staff a bit. If they diversify their staff they will bring their own networks.”*



## How we can make every dollar count

**Low-hanging fruit:** *Understand the financial needs of a given community and how well partnership is meeting them, including analyzing the proportion of funds going to community-led organizations and the space for different forms of capital (e.g., concessional capital)*

### **Changes could include:**

- **Map current funding streams** to identify the proportion of funds going to INGOs, national NGOs, and community-based organizations and work to increase the ratio of partnership funding going to community-based organizations
- **Map the opportunities** for concessional or catalytic capital<sup>1</sup> and blended finance<sup>2</sup> to identify how to best leverage private capital in partnerships, while avoiding to distort local industry
- **Understand the current funding sources and needs of potential partners** in order to identify the appropriate funding mechanisms (e.g., blended finance, pooled philanthropic funding) to pursue through the partnership

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*“We just have to shift away from funding projects. Instead we must fund the resilience of the system around the project.”*

[1] Catalytic capital is capital that accepts disproportionate risk and/or concessionary return to generate positive impact and enable third-party investment that otherwise would not be possible (see Tideline, “Catalytic Capital,” 2019.) [2] “Blended finance is the use of catalytic capital from public or philanthropic sources to increase private sector investment in sustainable development,” (see Convergence, “Blended Finance primer.” Sources: Dalberg analysis; stakeholder interviews; detailed sources in annex



## How we can make every dollar count

**Moderate pivot:** *Reduce funding burdens on implementing partners by increasing funding for general operating support and simplifying partnership reporting requirements*

### **Changes could include:**

- **Increase funding of general operating costs of implementing partners** to enable them to dedicate greater time and resources to partnership goals, e.g. distribute 'capacity credits' to support implementing partners' internal operating systems or take a 'core cost pledge' to always include budget for operating costs in partnership budgeting
- **End the publication of the overhead ratio**, as it can depress implementing partners' pay and benefits, making it harder for CSO/NGO partners to retain strong leadership and thus participate actively in partnerships, while failing to adequately measure organization effectiveness
- **Simplify funding application and financial reporting requirements**, e.g., by working with CSO partners and community stakeholders to account for differing measurements of success

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*“Sometimes I feel like the only thing I'm doing is writing reports and renewing grants.”*



## How we can **make every dollar count**

**Bold shift:** *Pursue partnership financing models that enable long-term transformation, including through multi-year, unrestricted funding or collaborative models of financing that match community, organizational, and governmental needs*

### **Changes could include:**

- **Utilize partnerships to distribute unrestricted funds with longer, multi-year implementation timelines** that match community needs and focus on addressing cross-sectoral problems with expansive impact
- **Support CSOs and government ministries with low absorptive capacity** with tailored assessments and smaller grants to enable them to accept multi-year and large-scale funding through partnerships
- **Use partnerships to test promising collaborative funding models** for pooled funding, participatory grantmaking, collaborative grant models, and funding distribution intermediaries in the global south, three promising models for providing longer-term, larger-scale funding with greater localized collaboration
- **Deploy catalytical capital<sup>1</sup>** to unlock private capital where needed based on mapping of community needs and financing gaps

[1] Catalytic capital is capital that accepts disproportionate risk and/or concessionary return to generate positive impact and enable third-party investment that otherwise would not be possible (see Tideline, "Catalytic Capital," 2019)  
Sources: Dalberg analysis; stakeholder interviews; detailed sources in annex

## How we can **move to accountability**

**Low-hanging fruit:** *Open the books on all aspects of a partnership, including incentive structure, partners, governance, costs, and impacts*

### **Changes could include:**

- **Publish internal documents about the partnership – both externally and to all partners –** including what each organization gains, how funds are spent, how decisions are made, and what outcomes are – even when not positive .
- **Create opportunities for the public to learn** about the partnership as it is being developed and provide input, whether through webinars, phone calls, or events
- **Celebrate partnerships that take risks**, such as including new or ‘unlikely’ partners, empowering the community as partnership decision-makers, or trying new funding models (e.g. pooled funding)

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“*In addition to there being a limitation publicly of what is shared, there is even a limitation of access to info to ‘junior members’ [of a partnership].”*





## How we can **move to accountability**

**Moderate pivot:** *Rigorously evaluate partnership models to assess impacts on SDGs relative to non-partnership efforts and commit to publishing findings*

### **Changes could include:**

- **Fund rigorous third-party evaluations of partnerships** to assess cost-benefit analysis of partnerships (taking into account full transaction costs of partnership model), relative impact compared to non-partnership approaches, and how partnerships achieved impact above and beyond 'business as usual for each partner'
- **Commit to publishing evaluations** of partnerships, shifting to viewing these as collective learning opportunities for the field

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“Need greater accountability for partnerships and also rigorous evaluation on partnership. Is it achieving incremental impact more than a non-partnership model that would have been more straightforward?”



## How we can move to accountability

**Bold shift:** *Enable community-led accountability of partnerships – including through data collection and analysis and pathways for feedback – to ensure progress toward goals and change in strategy as needed*

### **Changes could include:**

- **Engage community members in data collection and analysis** by having them determine which data will be collected, how success will be measured, and how to take a culturally sensitive approach, as well as by asking them to ensure community sensitization, consent, and outreach.
- **Ensure internal incentives and metrics of partnership** encourage community engagement. For example, commit to milestones at which results will be shared with the broader community and agree to hold citizen ‘town hall’ (or similar effort) to discuss results

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“One of the concerns we have in our work is citizens holding their government accountable to achieving the SDGs. How to collect data, who will collect data, what to do with the data is important for ownership and transparency.”



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# How to engage with the private sector

## When to get them involved:

- When their networks can be leveraged for scale
- When market sustainability will further the impact of the project

## How to engage\*:

- Bring a partnership idea that can drive their core business, not only CSR
- Prioritize influencing senior leadership
- Hire individuals with experience in the private sector to act as ‘translators’ to identify opportunities for collaboration
- Choose business partners based on benefit to partnership and ensure the collective benefit is greater than the benefit to the partner

*\*Specific engagement strategies depend on individual institutions*

Sources: Unilever, “Lifebuoy,” 2019; Co-Impact, “Handbook,” 2019; GDI, “More than the sum of its parts: making MSIs work,” 2015; CSIS, “Catalyzing Private-Private Partnerships for Social Impact,” 2017; Dalberg, “Stakeholder interviews,” 2019; Apex, “Lifebuoy relaunch and influencer partnership”

\*Case studies based on publicly available information as of December 2019

## Case study | Lifebuoy soap Unilever partnerships



**Goal:** Promote universal handwashing and improve hygiene

**Approach:** Unilever is incentivized to partner with a variety of international organizations on hygiene education and hand washing campaigns, as it expands its market share and customer base with Lifebuoy, the soap brand at the center of each partnership. In exchange, Unilever runs the campaigns and educational programs.

**Impact:** Handwashing has increased in areas with Unilever campaigns – by 50% in one pilot in India. In another campaign in Kenya, Unilever campaign contributed to a 30% reduction in preventable blindness. Additionally, Unilever gained profits and market share. Indeed, with one partnership to increase handwashing in Kenya, the Lifebuoy brand grew 200% and gained 4% market share.



# How to engage with the government

## When to get them involved:

- When a partnership aim requires geographically-specific implementation, policy change, or bureaucratic approval

## How to engage:\*

- Build relationships through regular in-person contact with multiple senior government officials to understand country priorities; current strategies, successes, and failures; assets and pre-existing partners; and where public momentum exists
- Offer strategy advice and evidence rather than a pre-formulated solution, allowing government officials to lead the direction of the engagement
- Target inquiries around existing government strategies and cycles
- Engage early and maintain consistent touchpoints and feedback with relevant government actors

*\*Specific engagement strategies depend on individual institutions*

Sources: Mastercard Foundation, "Young Africa Works"; Co-Impact, "Handbook," 2019; GDI, "More than the sum of its parts: making MSIs work," 2015; CSIS, "Catalyzing Private-Private Partnerships for Social Impact," 2017; Dalberg, "Stakeholder interviews," 2019

\*Case studies based on publicly available information as of December 2019

## Case study | Young Africa Works Mastercard Foundation



**Goal:** Enable 30 million young people across Africa to secure employment they see as dignified and fulfilling

**Approach:** While Mastercard Foundation identified youth unemployment as the key challenge to tackle, its engagement is context-specific, relying on extensive government consultations. Mastercard Foundation engages with Ministers of Finance and directly supports Job Creation Commissions.

**Impact:** Mastercard Foundation has begun initiatives with over 130 partners to build training programs (e.g., Hanga Ahazaza in Rwanda), collect data around financial access (e.g., Rural and Agricultural Finance Learning Lab), and help innovative farmers disseminate their techniques (e.g., Kilimo Jijini for vertical farming in Nairobi), among others.



# How to engage with philanthropy

## When to get them involved:

- When partnerships require coordination, new networks, and long-term, strategic financial support

## How to engage:\*

- Recognize their knowledge base and take advantage of their technical and strategic support
- Clearly state your needs and ask for philanthropic support beyond financial assets
- Be ready with your list of challenges, order of priorities, and ideas for solutions, ideally backed by evidence
- Share as much documentation as you can and be transparent about where you have gaps
- Recognize that philanthropy, like other sectors, is not a monolith and take the opportunity to engage with philanthropic actors in the global south

*\*Specific engagement strategies depend on individual institutions*

Sources: Blue Meridian Partners, "Our approach"; GDI, "More than the sum of its parts: making MSIs work," 2015; CSIS, "Catalyzing Private-Private Partnerships for Social Impact," 2017; Co-Impact, "Handbook," 2019; Dalberg, "Stakeholder interviews," 2019

\*Case studies based on publicly available information as of December 2019

## Case study |

### Blue Meridian Partners

blue meridian  
partners

**Goal:** Connect philanthropists and CSOs to build opportunities for economic mobility in the United States

**Approach:** Blue Meridian begins with research, identifying promising strategies for making a national impact on poverty reduction. The philanthropic partners, which have each committed a minimum of \$15 million, then work together to identify the best investment portfolio. Blue Meridian acts as the information broker, bringing to light the needs, priorities, strategies, and evidence of work for each potential investee. Ultimately, Blue Meridian is working to build an central infrastructure for philanthropy to connect to social sector investment opportunities.

**Impact:** Thus far, Blue Meridian has attracted over \$1.7 billion from 16 different philanthropic donors and has invested in nationally scaling eight CSOs.



# How to engage with non-profits/CSOs

## When to get them involved:

- To understand community perspectives – should be engaged throughout partnership processes

## How to engage:\*

- Actively support and reach out to local networks to identify the most pertinent CSOs in a given geography or sector to involve them early
- Re-design funding, reporting, and participation mechanisms to reduce the burden on CSOs
- Understand that results take time and be flexible on approach
- Build trust and act as a thought partner
- Compensate those providing community expertise
- Leverage CSO expertise by increasing CSO representation on partnership bodies
- Build in support for CSO overhead costs in partnership funding models

*\*Specific engagement strategies depend on individual institutions*

Sources: Co-Impact, "Handbook," 2019; GDI, "More than the sum of its parts: making MSIs work," 2015; CSIS, "Catalyzing Private-Private Partnerships for Social Impact," 2017; Dalberg, "Stakeholder interviews," 2019

\*Case studies based on publicly available information as of December 2019

Case study |  
Co-Impact

Co-Impact




**Goal:** Use pooled funding to support partnerships and projects geared towards advancing education, health, and economic opportunity.

**Approach:** Co-Impact works as a platform to connect CSOs with pooled donor funding, actively working to counter the unequal incentive structure present in many grantor-grantee relationships. In addition to encouraging single reporting to all funders, their own funding pool uses an open call for funding, aiming to 'surface the unusual suspects' and allowing applications in any language.

**Impact:** Round one of funding led to the disbursement of long-term grants to five locally-embedded organizations, and future rounds of grantmaking seek to be even better at unearthing 'unlikely suspects.'



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# Stakeholders interviewed

- |                               |                                     |                    |                                  |
|-------------------------------|-------------------------------------|--------------------|----------------------------------|
| • Ezgi Akarsu                 | Accountable Now                     | • Karen Kelly      | Laboratoria                      |
| • Namhla Mniki-Mangaliso      | African Monitor                     | • Crystal Lander   | Living Goods                     |
| • Inga Ingulfsen              | Candid                              | • Heather Pfahl    | Mars                             |
| • Mandeep Tiwana              | Civicus                             | • Chris Jurgens    | Omidyar Network                  |
| • Maria Donatelli             | Coalition Plus                      | • Donald Bambara   | Burkina Faso's Monitoring Office |
| • Silvia Bastante de Unverhau | Co-Impact                           | • Erastus Maina    | Safe Surgery 2020                |
| • Rodney Foxworth             | Common Future                       | • Swati Chaudhary  | Synergos                         |
| • Andrew Chunilall            | Community Foundations of Canada     | • Chris Worman     | TechSoup                         |
| • Diana Mwai                  | Educate!                            | • Kaysie Brown     | UN Foundation                    |
| • Marcy Scott Lynn            | Facebook                            | • Marcus Lenzen    | UN Peacebuilding Fund            |
| • Nina Blackwell              | Firelight Foundation                | • Anouk Heilen     | Unilever                         |
| • Alice Gugelev               | Global Development Incubator        | • Benjamin Bellego | WINGS                            |
| • Jamie McAuliffe             | Global Opportunity Youth Initiative | • Esin Efe         | World Economic Forum             |
| • Abhinav Nayar               | Government of India                 | • David Connolly   | World Economic Forum             |
| • Dr. Tigsistu Adamu          | Jhpiego                             |                    |                                  |
| • Ruben Vellenga              | Kenya SDG Partnership Platform      |                    |                                  |
| • Arif Neky                   | Kenya SDG Partnership Platform      |                    |                                  |

*Additional consultations were conducted with 10+ experts at Dalberg Advisors across Africa, Asia, and North American regional offices and with direct experience advising partnerships focused on health, agriculture, education, employment, financial inclusion, and impact investing*