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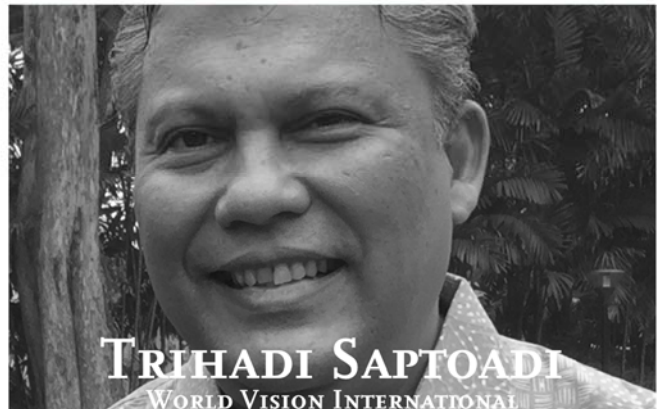
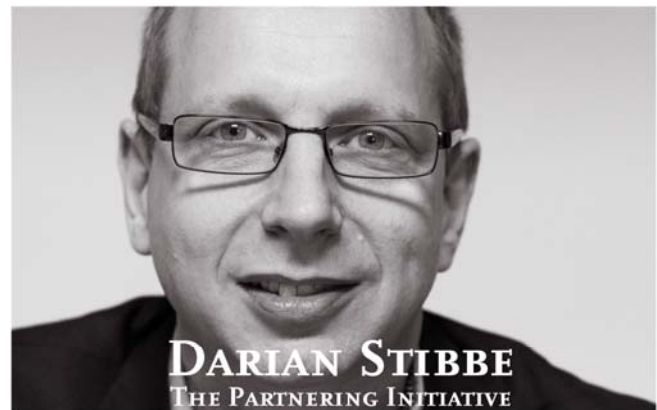
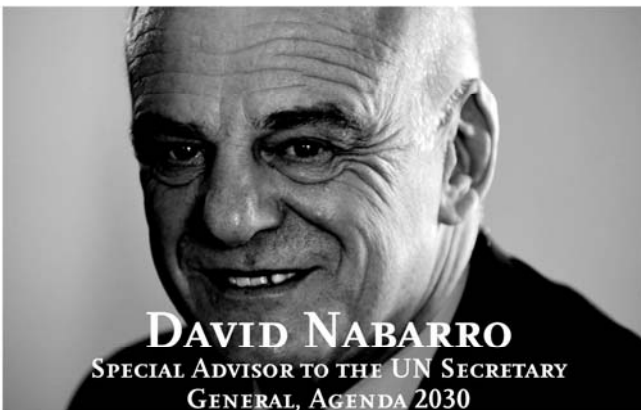


World Vision®

In association with:



DELIVERING ON THE PROMISE: HOW DO WE SCALE UP COLLABORATION FOR THE SDGs?



Webinar, June 30th 2016

Watch the video of the webinar at:

<https://www.youtube.com/watch?v=j-mON49I8CE>

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Summary notes

Darian Stibbe

Executive Director, The Partnering Initiative

Introduction

Welcome to this webinar, brought to you with our partners World Vision, and in association with Business Fights Poverty and Together 2030, on what is one of hottest topics in international development and business sustainability:

- ***How do we engage business and scale up collaboration to deliver the SDGs?***

The Partnering Initiative is a UK-based non-profit operating globally with a mission to unleash the power of partnership for development.

We have been at the forefront of developing the theory and practice of cross-sector collaboration for 13 years. Our focus in the last couple of years has been the topic of this webinar: how can we scale up, how can we mainstream collaboration as an essential mechanism to achieve the SDGs?

I am delighted to be joined in this discussion by three highly experienced and influential panellists:

- ***David Nabarro, the UN Secretary General's special advisor on Agenda 2030.***
 - Galvanizes UN and country action on implementing the Agenda;
 - Oversees special initiatives of the SG such as Every Woman Every Child.
 - Coordinated the UN's response to the Ebola outbreak;
 - Fundamental in driving forward the Scale Up Nutrition movement, which revolves around coordinated, multi-stakeholder action at the country level
- ***Jane Nelson, Director of the Corporate Social Responsibility Initiative at Harvard's Kennedy School of Government.***
 - Has worked in this field for nearly 25 years with the International Business Leaders Forum, with the UN, with the Clinton Global Initiative, and Cambridge University.
 - Considering her cutting edge thinking, research, and writing, there are few who have done more to promote and influence the role of business as a positive force in development.
- ***Trihadi Saptoadi, Global lead, impact and engagement, World Vision***
 - Experience has spanned every geographic level:
 - Was country director for Laos and Indonesia.
 - Regional leader for South Asia and Pacific.
 - Now World Vision International's Global lead for Impact and Engagement.
 - Has a reputation for innovation, pioneering new approaches, and cross-sector partnership to transform the lives of the poorest.

Context

In order to first set the scene, it is important to note that the SDGs are very different to the MDGs:

- They acknowledge the interconnectedness of the prosperity of business, and the prosperity of society and the environment.
- Recognising all societal sectors as essential actors in development.

- Asserting that a much more systems and integrated approach is required to effect sustainable change:
 - Requiring working across traditional development silos, across interconnected SDGs.
 - Requiring an unprecedented level of collaboration across societal sectors.

This is a heavy demand to place. Building trust, aligning interests, and partnering across societal actors is hugely challenging. It requires targeted, systematic efforts to make it happen.

From TPI's work in this area, we see the need for action at multiple levels:

- **International and national policy level** - to build understanding of the essential need for collaboration to achieve sustainable development;
- **Platforms level** - having in place the necessary infrastructure to catalyse and support collaboration.
- **Partnership level** - ensuring that partnerships are operating to the highest standards to ensure they deliver value.
- **Organisation level** - organisations need to be 'fit for partnering', to be institutionally set up to partner well
- **Individual level** - people have the skills and competencies to partner effectively.

This webinar is focussed on the infrastructure - the platforms for collaboration particularly at the country level, essential to catalysing partnerships for the SDGs.

This is the subject of the '**Delivering on the promise**' report by TPI and World Vision, which Trihadi will now give us a flavour of.

Trihadi Saptoadi

Global Lead, Impact and Engagement, World Vision International

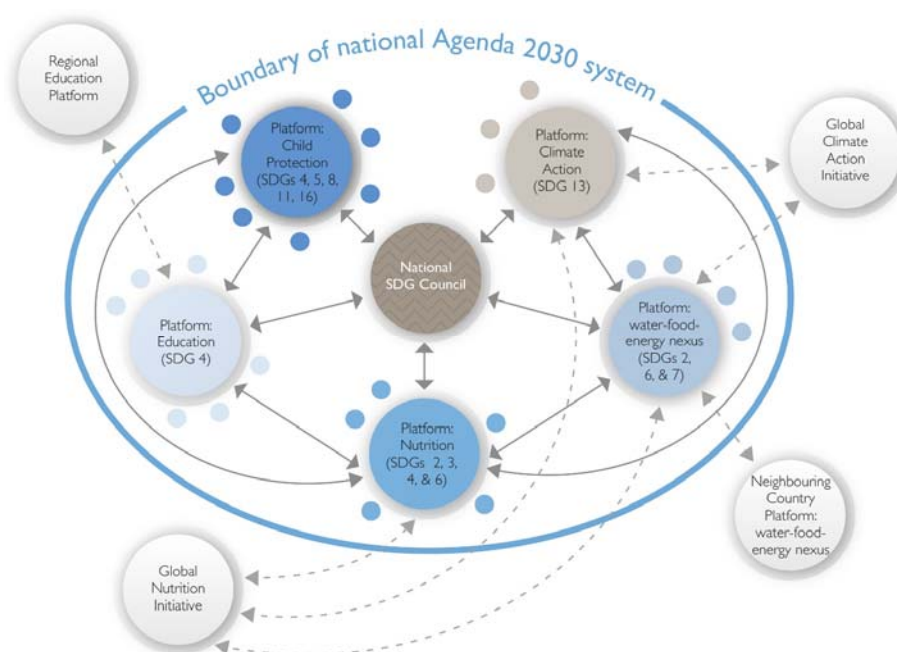
About World Vision and the report

- World Vision is a Christian relief, development and advocacy organisation dedicated to working with children, families and communities to overcome poverty and injustice, working in nearly 100 countries around the world.
- Agenda 2030 is important to all of us, and it is also ambitious. We believe that a business-as-usual approach to implementation will not deliver the transformation that is essential to reach 'zero targets' in areas such as preventable child deaths, hunger and violence against children.
- Convinced that cross-sector partnerships - partnerships between organisations from different sectors of society - have a huge role to play in delivering our promise to achieve the SDGs.
- We need *more* cross-sector partnerships and more cross-sector partnerships *delivering at scale*. The biggest challenge is scaling up our impact. Multi-stakeholder platforms which are specifically designed to catalyse collaboration have an essential role to play in this - providing a systematic approach.
- Passionately believe in multi-stakeholder collaboration. *Delivering on the Promise*, developed with The Partnering Initiative, is our fourth paper in the last 2 years on the subject.
- World Vision's investment isn't limited to policy papers. Entering into cross-sector partnerships at all levels of our organisation and working with The Partnering Initiative to build new platforms.
- E.g. one in Asia focused on water, sanitation and hygiene (WASH) and one focused on disaster management in East Africa.

- The paper focusses on three areas: *integration*, *delivering for the most vulnerable*, and *platform leadership*.

Integration

- None of the SDGs can be tackled separately. They are an interconnected and indivisible set of goals and it is critical that cross-sector partnerships and platforms support integrated approaches.
- 'Delivering on the promise' takes a 'systems-thinking' view and observes that platforms act like 'nodes' within the complex network of interrelationships comprising a national 'Agenda 2030 system'. Issue-focused platforms must not only apply integrated approaches within their internal operations but take a very intentional approach to the design of their external links.
- E.g. World Vision play a leading role in the Global BabyWASH Coalition, forming national platforms to bring together actors from all sectors of society focused specifically on integrating water, sanitation and hygiene; maternal, newborn and child health; nutrition;



and early childhood development.

Delivering for the most vulnerable

- Agenda 2030 insists that not only will no one be left behind, but that all efforts will be made to reach *first* those left furthest behind.
- In its partnerships with businesses, World Vision focusses on the most vulnerable children. E.g. Working with Royal DSM in improving child nutrition, and with Mastercard in digital identity and electronic payment technology, critical to the vulnerable such as refugees.
- Platforms must also prioritise reaching the most vulnerable, and hearing their voices, which, although seemingly obvious, is not always the case.

Platform leadership

- Currently national platforms have differing leadership structures, including leadership coming from just one sector of society.

- The paper recommends a shared cross-sectoral leadership model, including a central role for government. This being more suitable for managing sensitive multi-stakeholder processes and more likely to nurture a safe, open collaborative space.
- It is believed that this model is better able to handle politics and power in platforms, such as preventing and managing conflicts of interest.
- Government should play a central role in this shared leadership approach because governments are the primary duty bearers for their countries' development, and can ensure platform goals are aligned with country priorities.

In conclusion

- Encouragingly, we are seeing national platforms emerging from different stakeholder groups at the country level as well as from global initiatives seeking to strengthen their national-level implementation.
- 'Delivering on the promise' explores how to avoid overlap and duplication between platforms.
- It is also true that multi stakeholder collaboration still needs to greatly increase, and needs champions to do so. These champions must come from different sectors of society and make the case for, provide vision for, and inspire, action.
- Partnerships and platforms are not an end in themselves. They are a means to an end. World Vision will continue to work towards its goals, and the SDGs.

David Nabarro

Special Advisor to the UN Secretary General on Agenda 2030

- Important to note the aspects of the Agenda 2030 that challenge us to work in the way that we know is appropriate for development:
 - Working cross-sectorally – so many of the issues that affect people are interconnected – separating them out because they suit our professions or our sectors or our specialisms is not necessarily helpful to people.
 - The Agenda's universality means it is not reasonable to focus on one group of countries or people – it applies to everybody and a lot of the issues represent public goods, particularly those to do with climate or public health
 - Focus on *leaving no one behind*.
- The value of integrated action when addressing these different challenges, which is where the notion of platform working comes out, so well described in the paper;
- Emphasis on multi-stakeholder working which is at the centre of the Agenda.

Working in the UN system and learning from the Scaling Up Nutrition movement, we have identified five features of platform working:

- **New ways of thinking:** new narratives, new ways of analyzing challenges, new ways of thinking about the response, which is systemic rather than linear. To teach people to think in system terms is challenging since so many people are educated in cause-and-effect thinking
- **New ways of acting:** Trust must become the defining characteristic of all the actors on the platform. Building trust takes time, you need to be both predictable and respectful in your behaviour to others and vice versa. If trust is broken, it takes time to rebuild it. And if trust is broken repeatedly, the platform won't work. The issue of trust is fundamental in multi-stakeholder working and if there is trust, it can be used to deal with conflict. Trust will come if you are transparent about what you are doing and your intentions.
- **Ways of engaging:** You have to be always open. Never start an activity just by working with one or two people. That's an absolute way to wreck the platform. Everybody has to

be engaged from the start, formulating the ideas and agreeing on what's going to be done. I describe platforms as "big tents without walls". People know what's going on, they can always move and rearrange themselves. The most important thing is that there a big map in the tent and everyone knows where they are going, and people can change direction together. A clear direction finder – a compass or a pole star – a place where people get can gather and mingle.

- **Communicating:** When inside a platform, leave individual affiliations / identities behind at the door, taking out logos, to talk about common purpose. Primary loyalty must be to the goal of the movement. We must not start discussions saying "we in this organization take this point of view".
- **Reporting on behalf of all:** Rather than reporting what you have done as an organization, report how the people you are trying to serve have benefitted.

Our platforms are not islands. They are inside broad systems in society that have many other platforms, many other arrangements, an incredible multifaceted complexity of society. As soon as you see it as a set of systems, understanding the context gets interesting.

Features of context

- What is truth? What is knowledge within the context of broader systems in society? Is there absolute knowledge? Or is knowledge what is reflected in the minds and the hearts of the individual members of the system? I am increasingly feeling that knowledge is very much related to who's in the system rather than some absolute doctrine of facts.
- What does a system actually mean when you dissect it? – Increasingly I'm saying it's not about the organizations that are represented, it's the people, the networks of people and their characteristics and relationships.
- Inside systems what really matters in terms of trying to get alignment? How can you do it? By understanding the organizing principles of the systems: what is it that drives people to operate and behave in particular ways and what are the power relationships? Then working through that, seeking alignment through political action rather than institutional tinkering or intellectual argument.
- All this leads us to question who and what we are in our work. The notion that we have some kind of authority as development professionals to exercise influence over others because of where we come from, how we've learned, what we've done may not be the case. I see myself learning more and more, positioning myself as a servant within multiple systems, finding a place where I can be useful, without necessarily finding a position that casts me as different from any others. This notion of self-actualisation, self-realisation within platforms and systems is something I'm still working on.

Darian Stibbe

Thank you, David, I think you have issued quite a challenge. Many of things you're talking about have been coming up in the chat as well. You talked about self-realisation, and in general the need for us to be challenging assumptions about existing development models – indeed that we're talking about quite fundamental shifts in the way we 'do' development. The systemic approach has not been delivered nearly significantly enough, thinking has been too linear. Your discussions around systems not necessarily being organisations, but around individuals who can collectively drive development will certainly resonate with many of those listening today.

Jane Nelson

Director of the Corporate Social Responsibility Initiative at the Harvard Kennedy School of Government

- Wonderful to be part of this community of shared learning. Recognizing how much we still have to learn.

- We often think of business as monolith and companies as institutions, but businesses are clearly made up of people. Finding ways to connect with those people is really where we need to go.

Three key reasons business would be very interested in this new framework and the wonderful report from TPI and World Vision:

Crucial focus on the country level:

- The country level has been the missing piece in the last 10 years of building partnerships for development.
- We have made wonderful, inspiring progress in building important global partnerships in health, education, food and agriculture, but local and smaller businesses and NGOs do not have the resources to engage with global partnerships. We need the global partnerships for agenda setting but they are not necessarily as inclusive of smaller, national level or local level businesses as is needed.
- 1000s of project-level financing and implementation partnerships where one NGO might be working with one company or a small group of companies is working – we need many more of those: as one participant has commented, scale is important, but don't forget that many small steps help us to make large leaps. We need these local partnerships because that's where the implementation happens, but lots of disparate project partnerships do not necessarily add up, can contradict each other and don't have the necessary scale or systemic impact that is sometime needed.
- These country level platforms described in the paper give us enormous potential to have more scale and systemic impact at the country level. They are focussed enough in a particular country
- They are focussed enough in a particular country based around a particular set of issues, allowing businesses to get engaged and get their heads around it. They are also local enough that local businesses and NGOs can have a place at the table and get engaged.
- People asking in the comments: How do we get government involved? Answer: We are more likely to get government to the table if we reach out collectively as NGO and business communities in a particular country, rather than all doing it on a one on one basis.
- To reiterate: project level partnerships are still important, national platforms give us the opportunity to have a much greater systemic impact then we would have otherwise.

Integration:

- The great thing about national platforms is, whatever issue lens you go in through, be it female empowerment or health and wellness or child protection, these country level platforms give the opportunity to have a particular focus but also think much more systemically and holistically about what the links are between the SDGs.
- Companies on the one hand want focus, and are good at focus, but platforms bring useful external points to the table. We need to encourage everyone including companies to be more intentional to be more intentional whatever the focus is, to think about how that links with other development objectives and priorities.
- National level platforms encourage companies to be more intentional, align better, and have more systemic change.

Enabling business to engage in different ways:

- There has been a tendency recently to think that the role of business in development has to concern core business and not philanthropy. Some companies will want to engage philanthropically – using staff volunteers, social investment. Others will want to build inclusive business models and engage with their core business. Others will want to get involved with policy dialogue.

- National platforms give an opportunity for business to engage in different ways. Allowing for collective action and a more systemic approach but also flexibility in the ways companies engage.
- Those would be the three starting points: focus on the country level – opportunity to bring in local companies and local civil societies; opportunities to integrate across the different SDGs; and thirdly to think about different ways for companies to engage whether that be through their core business or philanthropy.

Darian Stibbe

Thank you, Jane, I like your expression of ‘being more intentional’, the idea that there are thousands of individual projects going on, but if we can somehow have the ‘polar star’ to somehow align these better, we will be able to achieve far more systemic change.

QUESTIONS

‘Delivering on the Promise’ emphasizes the importance of government as part of building in country platforms and partnerships. There is also concern that national governments often do not have the capability, or even the legitimacy to run platforms. Who should be leading platforms, should it be government or do we need much stronger multi-stakeholder governance?

Jane Nelson:

- Governance is critical in partnerships and platform initiatives. It requires a multi-stakeholder approach, with a very clear link between the platform and the government’s national strategy, and with key government personnel as part of the governance framework. It needs to be transparent and accountable - first and foremost to the vulnerable and the people who will benefit, but also the partners.
- Governance is critical, but at the end of the day as long as it’s transparent and accountable, there are other more important factors, for example the individual leadership capabilities of those involved in partnerships from all sectors. There is an incredible opportunity but also a responsibility to look at how we can have more shared learning around what it means to be a systems leader.
- Another important question is: How do we bring people away from the technical/expert approach (which we still need e.g. water and health experts), and bring people together from all the sectors to listen and share learning?
- Governance, individual leadership capabilities, and shared learning are crucial, and government figures are just as important in that as anyone else.

David, what’s your take on the leadership that’s going to be required in-country, and what is the UN’s role?

David Nabarro:

- **Leadership** - to stimulate and sustain, and advance platforms, leadership needs to be dispersed and not in the hands of a small number of individuals. Plans can’t be handed down from a “boss” they need to be taken on by mutual consent with mutual accountability.
- Sometimes the people best at holding things together aren’t necessarily the spokespeople or those with the most ideas, but may be the caretakers of good practice. These people may end up being the most important.
- **The role of the UN** – the UN is a collective of organisations that were set up with the belief that sectoral subdivision is the best way to approach development. Constitutionally challenged - faced with people in charge who direct people focus more and overlap less. Difficult environment in which to build a more horizontal way of working.

- While there is some progress, with some governors allowing more horizontal working while others are resistant, it is slow and needs continual work. Some very good features such as the resident coordinator system, designed for horizontal and open working – in this regard, the whole UN system has become much more horizontal than before.

In the current system, funding is mostly restricted and siloed for specific development programmes. More systemic approaches require less restricted funding to allow the freedom to innovate and also to fund the process of collaboration. How can NGOs and similar organisations be more systemic and collaborative when so much of their funding is so focussed?

Trihadi Saptoadi:

- The issue of funding is a challenging one, particularly when working to ensure the most vulnerable aren't left behind. Listening to the poor and vulnerable requires specific resources on the ground, technology may help, but you may also need other things. Engaging face to face, family to family, door to door. In listening you are establishing social accountability, which also requires resources.
- It is much easier to get funding for water pipelines, feeding children, or building schools, but building really effective social accountability, engaging with the poor so that we can listen to their voices is more difficult.
- Funding is hard to come by, because most donors are put off by the fact they may not see the result. We need to build common understanding of the fact that engagement and trust are needed, and in order to achieve this there needs to be a change in behaviour and mind-set.
- This needs a new funding stream, a new generation of supporters and donors, and a new understanding of development, to support it.

How can we widen understanding of these platforms as an essential mechanism? How do we convince donors (governments, companies etc.) to fund them?

Jane Nelson:

- Some companies will fund them, but not enough. These intermediary and infrastructural resources are crucial. The capacity of NGOs, cooperatives, trade unions etc. to engage on an equal basis is crucial. Both of these need capacity building.
- There is a role here for companies, which we have seen in New Vision for Agriculture and some of the Scaling Up Nutrition movement partnerships, where there is a core group willing to invest in infrastructure and institutional capabilities and make a long term commitment to it, particularly investing in intermediary organisations, but not so much on the capacity building of the NGOs, cooperatives and trade unions etc. to engage on an equal basis,
- There is a core group willing to invest in this side of development – but we need to encourage more companies to follow suit by illustrating its importance, and the need for long term investment in it.
- UN agencies, development finance agencies and bilateral institutions also need to think more about what is required for this crucial institutional relationship infrastructure.
- Some large philanthropic foundations do understand this but not enough are committing to supporting it. Therefore they as well as companies need to be called to support capacity building and institutional strengthening for partnerships.
- If one can show them exactly how they can do it, examples where it's happening, and examples of how it makes the difference by having much more equal relationships and capabilities at the table. We could hopefully mobilise more support both for the intermediary organisations and capacity building.

CLOSING COMMENTS:

David Nabarro:

- All who've worked in platform building or multi-stakeholder working know that building trust and establishing ways of working together takes time – you cannot assume everything is going to move nicely once a platform is in place – there are going to be disputes, that is the nature of platform working, and sometimes the disputes are important and need to be allowed to run their course.
- There is a community that understands this, and another that says this is all talking and we need to get on and do stuff. They don't understand that the point of partnering and platform working is having a space where people can come together and not feel rushed to do something, especially if they don't agree.
- The value that can come out of the work described in this paper is putting on the table the reality that patient capital is needed to let these things happen.
- All sectors need to be ready to put that capital in – it can't be completely unrestricted however, it has to have time limits and performance indicators on it.
- The new leadership of the Global Compact is understanding this and factoring it into their work.
- Hope these issues will come up in the Partnering Exchange at the high level political forum next month.
- The ideas about leaving no one behind are particularly interesting and are ones we should continue to talk about over time.

Trihadi Saptoadi:

- Development is complex and reaching the most vulnerable is difficult.
- The new generation will see that the boundaries between the sectors have blurred now.
- We can see a way to work together without seeing a big wall in front of us.
- The paper encourages us to be much more transparent with each other, and to see the unity of society.

Jane Nelson:

- As we strive to achieve the SDGs we undoubtedly need considerable funding, and technical expertise and abilities, but largely this is going to succeed or fail on the basis of the quality of our relationships, at the global level, at the project level and certainly at the country level through platforms.
- We also need:
 - Mutual respect.
 - Mutual responsibility and accountability for results
 - Mutual sense of possibility for what we can achieve together.
 - A balanced sense of excitement and possibility with a strong focus on the above need to be the principles that form the basis of how we work together.

Darian Stibbe:

- Thank you to all the panellists and to all those who contributed through comments and questions.
- We've seen how all sectors need to collaborate much more systematically if we are to achieve the SDGs. These platforms are a critical mechanism, a critical enabler of this new

wave, this new approach to development: systemic, transformational, all-of-society development.

- We've heard during the webinar a number of the key elements required to make country-level platforms work, from multi-stakeholder governance, to the role of individual system leaders; from the need for donors to be more flexible in their funding, to being inclusive and open to all.
- Clearly this represents only the beginning of the discussion. The conversation needs to widen and spread and, most importantly, we need to act: to take the leadership and build platforms for partnership wherever they are most needed.

Relevant links

Delivering on the Promise

The full policy paper, 'Delivering on the Promise: In-country multi-stakeholder platforms to catalyse collaboration and partnerships for Agenda 2030' by World Vision and The Partnering Initiative, can be found here:

<http://www.thepartneringinitiative.org/wp-content/uploads/2016/05/Delivering-on-the-promise-in-country-multi-stakeholder-platforms-for-Agenda-2030.pdf>

You can find a blog based on the paper here:

<http://www.wvi.org/blogpost/changing-children%E2%80%99s-lives-changing-business>

Other publications by The Partnering Initiative:

TPI's report, 'Platforms for Partnership', sets out emerging good practice on creating effective platforms that can systematically engage business as a partner in development through public private collaboration.

<http://thepartneringinitiative.org/publications/research-papers/platforms-for-partnership-emerging-good-practice-to-systematically-engage-business-as-a-partner-in-development/>

TPI's 'Roadmap' sets out a systematic approach to engaging business as a partner in development. It recommends five essential areas for action within which government, development agencies, business organisations and civil society each have their roles to play.

<http://thepartneringinitiative.org/research-and-learning-2/the-tpi-partnering-roadmap/>

Other publications by World Vision:

Trihadi mentioned previous papers by World Vision on cross-sector partnership, the role of business, and SDGs. You can find them here:

<http://wvi.org/agenda2030partnering>

Other links shared in the comments of the webinar:

For more information on babywash go to: www.babywashcoalition.org The plan is to launch this multi stakeholder / multi sector partnership at the UNGA in September as part of the Every Women Every Child EWEC effort.

"What David mentioned about the need for complexity leadership / management capacity is critical. There is a great free online resource called complexity academy and they have a number of courses for free such as the one here on complexity management:

<http://complexityacademy.io/course/complexity-management/> "

I [Jessie Henshaw] use an all-inclusive impact measure of pressure on the earth called a "World SDG", it points out how VERY poorly our present impact measures account for them.

http://www.synapse9.com/_SDinteg/ImpactsUncountedI.pdf

From "Sebastian" We have recently done a lot of work on private sector engagement, including a mapping on public support instruments to businesses, which you can find here

<http://ecdpm.org/dp187> and <http://ecdpm.org/bn90>

ODI is having a meeting next week on a girls education DIB that is open for virtual participation on <https://www.odi.org/events/4380-development-impact-bonds-paying-success>

"Check our work on Impact Investment in Africa here:

http://www.undp.org/content/undp/en/home/ourwork/funding/partners/private_sector/AFIM/impact-investment-in-africa--trends--constraints-and-opportuniti.html

“here is a good paper on this [social impact bonds]”

https://ceps.unibas.ch/fileadmin/ceps/redaktion/Downloads/Forschung/CEPS_Forschung_Praxis/CEPS_FORSCHUNGUNDPRAXIS_SIB_inhalt_web.pdf

“another good paper on impact investing is this one”

<http://www.socialimpactinvestment.org/reports/International%20Development%20WG%20paper%20FINAL.pdf>

Link to a platform dedicated to the implementation of the SDGs:

<http://sdgfunders.org/home/lang/es/>