



Shaping the Future for a Better Tomorrow ◀

WHEF WEBINARS - WORKING PAPERS

*Webinar 4: public-private partnerships, the transformative potential
of cross-sector cooperation*

Public-Private Partnerships Panel

The WHF webinar on Public Private Partnerships: discussing the transformative potential of cross-sector cooperation **met on 28 May 2020. It was moderated by Richard Hawkes, Advisory Board Member, WHF; CEO, British Asian Trust.** The webinar agenda included the following points and addressed the following questions:

SUMMARY OF POINTS:

Minute of the webinar and outline of the questions addressed



Dianne Dain,
Lead, UN Reboot Accelerator:

leads IT partnerships for the UN Secretariat, helped establish the UN Technology innovation labs. Currently leads the UN Reboot Accelerator *“which is designed to engage and activate youth, not only to become problem solvers, but also to connect them with resources, mentors, innovators, accelerators, people that can support and sustain these solutions.”*



unite



Helena Dollimore,
Senior Manager, Global Sustainability
Team, Unilever:

focuses on health and wellbeing, working on efforts to improve WASH access and responding to humanitarian emergencies, particularly focusing on mental health. *“We believe that businesses should operate for the benefit of everyone in their value chain”*. Unilever has committed to donate 100m EUR worth of products like soap and sanitisers, working with third sector organisations to undertake the product donation. Partners with the UK’s department for international development (DFID), giving a £100m contribution to tackle coronavirus overseas.



Unilever



Louise Holden,
Vice President, Humanitarian and
Development, Mastercard:

Mastercard primary aims to improve safe and smart commerce while recognising that international issues need to be thought of in global terms. **“Mastercard’s core capabilities enabling safe, secure smart commerce, we connect buyers and sellers all over the world. But we recognise that the problems of the world are too big to think small.”**

Mastercard aligns core assets to social good. 5 years ago, Mastercard made a commitment to onboard 500 million financially excluded individuals into the financial economy. Now aiming to extend that commitment to 1 billion people by 2025. Mastercard has also set up two philanthropic organisations, Mastercard Foundation and the Mastercard Centre for Inclusive Growth. Between them, these two organisations grant hundreds of millions of dollars to support inclusive growth, data for good and the future of work.

Over the last 10 years Mastercard has made strategic investments to grow the business to support vulnerable individuals living on less than \$8 per day, particularly those that have been left behind by the digital world. Mastercard has a focus on ensuring that all undertaken business is commercially sustainable. Business cannot thrive in a failing world.



Andrew Dunnett,
Group Director SDGs, Sustainable
Business & Foundations, Vodafone:

As a telecommunications company Vodafone’s main area of expertise goes into connectivity and looking at ways in which technology can improve lives globally. If we go back 10 years, 1% of the working population are constantly connected to the internet, now it is about 80-85%. In many ways this technological revolution has started and has brought significant advances from smartphones to cloud computing. **“It’s the biggest revolution that has ever happened in history. And those in the communications industry are a part of that extraordinary revolution that’s taking place.”** From AI to machine learning, all of these innovations require connectivity. The foundation team works across 27 countries and invests 45 million EUR every year, bringing not only funding but also technological, engineering skills which Vodafone possesses.



QUESTIONS ON THE AGENDA:

Dianne Daine, UN Reboot Accelerator

One very successful initiative, which WHF is very happy to be a part of, that is bringing the public and private sectors together during this pandemic is the COVID-19 Solidarity Response Fund for the WHO. Which is a first-of-its-kind platform for the private sector to support global efforts to contain and mitigate the ongoing pandemic. Due to the success of this initiative, can we expect to see more UN initiatives that aim to ask for contributions and support from business directly? In which ways can partnerships, especially in the technological sector assist with developing solutions?

The role of the WHO Solidarity Response fund in bringing private sector support for COVID-19 response was highlighted as an example of future collaborations, raising over \$240m for the World Health Organization. It was equally stressed that the 17 sustainable development goals were primarily built for member states and that the private sector has not completely figured out how to implement the SDGs within the business process. The UN Global Compact has published a set of 10 principles that can be set as corporate targets for the SDGs. It was emphasized that for change to occur, there would be a need to create change within companies, not just through corporate social responsibilities from supply change to how we deliver humanitarian services.

What is the role of cross sector partnerships in the global south for effective post-COVID-19 economic recovery?

The divide between global south and north has always been there, the digital divide is the latest version. As the UN Technology group they are very concerned with the lack of technologies being developed and lack of connectivity. Due to this, the UN set up varying technology innovation labs, the likelihood of success was dependent on trust, this enabled certain projects to be scaled and sustainable. The UN has a technology transfer bank with 48 countries which are identified as least developed. The technologies developed have to be scalable, sustainable, open source, socially and environmentally sensitive.

“Trust was at the core of country to country success and the ability for us to not only build successful partnerships, but to progress and build technologies that were able to scale and be sustainable.”

*António Guterres, Secretary-General,
United Nations:*

*“We have to be guided by integrity,
accountability and transparency. We
have to engage with more companies
to reach the SDGs. And we have to
make sure that every single one of
those companies is committed to our
universal values and principles.”*



QUESTIONS ON THE AGENDA:

Andrew Dunnett, Vodafone:

What are the biggest challenges to creating successful collaborations between private and public organisations?

Highlighted the role of a mobile-money transfer programme M-Pesa which was launched in Kenya to enable mobile banking. With over 50 million people using it in Africa, it was initially created through a DFID grant with a focus on how to bring banking solutions to economies in which more than 80% of people did not have access to banking. Leadership was incredibly important in determining the success of the project along with patient capital, there was not the expectation of an immediate return on capital investment. Another example is a \$20m programme with USAID on women's access to emergency maternal treatment, through increased access to mobile money, this enabled women to pay to get access to treatment. McKinsey did a study on the program and determined that it resulted in a 27% decrease in maternal mortality where it is running. Sustainability was determined to be a key indicator, understanding whether funding is coming from governments for example is vital to whether a project will be successful long term or not.

“Businesses small and large have been stepping up and really showing that there are crises like the one we find ourselves in now where we can only solve it if we all act together across all sectors, you know, governments, business, civil society, and individuals as well playing their part.”

What is the role of cross sector partnerships in the global south for effective post-COVID-19 recovery?

Inclusion for digital learning is one area for concern in the global south, worked for 5 years with Khan Academy, providing e-school platforms for 1 million children in South Africa. Other issues surrounding gender based violence is another priority which Vodafone has worked on for 10 years, there is an app called Bright Sky which provides assistance to help users identify if they are in an abusing relationship and geolocate the nearest services.

QUESTIONS ON THE AGENDA:

Louise Holden, Mastercard:

What are the biggest challenges to creating successful collaborations between private and public organisations?

In answering a question related to the biggest challenges to cross sector collaborations, Ms Holden highlighted some of Mastercard's experiences. Successful partnerships can be built between organisations that do not necessarily work in similar areas. Organisations can complement each other by bringing key assets together, this leverage can create a partnership which they couldn't have created by themselves. "Our partnerships and programmes must be commercially sustainable and scalable if we're going to deliver on the promise of inclusive growth. This isn't philanthropy. It makes good business sense because businesses can't thrive in a failing world." Strong partnerships need to operate on shared trust, values and vision. Senior level executive support is also necessary on all sides of a partnership. Strong partnerships are also based on challenge led, user centric, co-created solutions, these enable the private sector to bring innovation centric solutions. Mastercard has also found that a buy/seller relationship isn't necessarily effective for PPPs, procurement roles often do not work as it works on the assumption that the public sector knows exactly what solution is necessary.

Another area of their work is with an organisation called GAVI, vaccine alliance. Worked with them to bring their expertise around digitising transactions. They've used their expertise to digitise health transactions, the transaction being a vaccination record. This tool enables the capture of a patient or caregiver's ID and it can identify the correct vaccinations to give to the patient and contract the adherence to the vaccination schedule with this data reporting directly to the local Ministry of Health. This digitisation of health is a solution which will be useful for COVID-19 responses, this is also an interesting example of applying company skill sets into a different sector.

What is the role of cross sector partnerships in the global south for effective post-COVID-19 recovery?

Mastercard has worked with the Bill & Melinda Gates Foundation and with the Wellcome Trust on a therapeutics accelerator. Mastercard joined to help with the fair and equitable distribution of vaccines and therapeutics into the global south.

Louise Holden, Mastercard:

These are regions where health infrastructure and economic resilience is weaker. There are real challenges to social isolation, density of population centres and income. Financial inclusion programmes are vital in these areas to allow people to give and receive digital payments.

The importance of digital infrastructure is vital in responding to the crisis, systems and services need to be able to communicate with each other, especially for individuals living in the last mile. The role of local partners is key, Mastercard has partnership models based on location, namely, local, national, international and last mile. Last mile partners who are closer to end users are private and public, enabling them to build their own capacity for the future.

“Their key assets, their kind of core DNA, their unique strengths, they can leverage off each other and build a creative partnership which they couldn’t have done on their own.”



QUESTIONS ON THE AGENDA:

Helena Dollimore, Unilever:

How can public private partnerships contribute to the COVID-19 response? Are there any examples of such partnerships that are already responding to the crisis?

The way in which businesses, small and large, have been stepping up is evidence of a positive response to COVID-19. In the UK, businesses have switched production lines to support PPE production with other examples such as tech businesses using their skills to make contact tracing apps. Unilever was a part of the ventilator consortium, with production lines being switched from deodorants and beauty products to make sanitiser and other hygiene products.

As the world's largest soap producer, Unilever has scaled up production so that hygiene products can be delivered to those who need them globally. One of Unilever's biggest contributions is in the expertise in hygiene, going back to the origins of the company aiming to make cleanliness a common place. Another example is Unilever sustainable living plan, one of Unilever's brands Lifebuoy set a plan to improve the handwashing of 1 billion people, passing the target in 2019. This was done through programs with local organisations, improving education in schools, community groups and vulnerable groups. Unilever has also worked with refugee populations, partnering with Oxfam in a program called Mum's Magic Hands, which was designed to fill a gap in the humanitarian sector by encouraging hand washing practices in humanitarian situations.

In certain settings in which individuals have been displaced by disasters, sanitation is even more important as diseases are more likely to spread. This approach is being used in partnership with DFID in response to coronavirus. Another point of importance for Unilever is supporting WASH systems, everyone should have access to safe hygiene and sanitation. COVID-19 has evidenced the importance of this globally.

What is the role of cross sector partnerships in the global south for effective post-COVID recovery?

While we may think about the economic impact of COVID-19, there are other impacts that need to be considered. Unilever has a partnership with GAVI also, specifically looking at handwashing and immunisation as two of the most effective ways to reduce child mortality in India. One area for concern can be seen with the Ebola pandemic, more people died of measles than Ebola because of a fall in routine immunisations among children. This was partially due to strains in local health systems and fear from using these services. Similar occurrences happened in maternal health, maternal mortality increased, almost as many mothers died in childbirth as died in Ebola due to disruptions in maternal health. If essential services are impacted and if programmes aren't able to run due to social distancing then there is a risk of going backwards in terms of health progress.

Helena Dollimore, Unilever:

“For a long time at Unilever, we’ve been advocating for investment in wash infrastructure that’s, you know, water and sanitation, infrastructure. Everyone should have access to safe hygiene, safe sanitation and infrastructure, wherever they live and whoever they are. But I think a moment like this really shows the importance of that for the whole world. We will not get to the end of this pandemic and eradicate Coronavirus till everybody has access to that basic wash infrastructure”



CONCLUDING POINTS OF ACTION

This cross-sector discussion recognized the unique expertise that businesses possess when assessing the role of P3. For example, Mastercard's specific expertise in financial transactions, Vodafone's expertise in connectivity and Unilever's knowledge in hygiene can be used for differing purposes from creating health transaction tools to analyse vaccine use, improving access to educational tools through increased connectivity and to switching production lines to assist responses to COVID-19. From a UN perspective, the Sustainable Development Goals were primarily aimed at member states, meaning that business needs to think about sustainability and how to create corporate targets which align with the SDGs, not only for the purpose of advancing the SDGs, but because it is in businesses best interest to promote the SDGs.

With regards to points of action, the World Humanitarian Forum believes that there are several areas of potential collaboration. Successful partnerships require trust between parties along with shared values in order to ensure success. Business also needs to take a long-term approach to partnerships with the non-for-profit sector. Return on investment cannot necessarily be guaranteed in the short term, however, longer term projects such as M-Pesa are evidence that a longer-term approach to change can bring wide scale impact to millions of users. COVID-19 has highlighted the global nature of international problems and the necessity to provide internationally led solutions which encompass all areas of society from local partners to last mile users.

Considering that we are in the decade of delivery and to fulfil our commitment to the Global Goals, these criteria are recommended:

- 1. Promoting a values based approach to the creation of P3**
- 2. Understanding the unique expertise that each company can bring and how these can be used within the development context**
- 3. Educating business on the need to comply with the UN SDGs as the future of business is dependent on the achievement of the Global Goals**

To discuss these issues further, the World Humanitarian Forum will aim to:

- 1. Promote the necessity of P3 to business as a means to support the UN SDGs through panel discussions, podcasts, webinars and our live events.**
- 2. Collaborate with sponsors and partners to assess the ways in which business can support international development issues**
- 3. Further aim to partner with civil society, governments and international organisations to create educational tools for business to allow them to effectively support P3**