

The UN Global Compact–Accenture Strategy CEO Study

Special Edition:

Transforming Partnerships for the SDGs



United Nations
Global Compact

accenturestrategy





To deliver on the promise of a prosperous and peaceful future, development actors will have to find new ways of working together and leveraging genuine partnerships that make the most of expertise, technology and resources for sustainable and inclusive growth.

*H.E. António Guterres,
Secretary-General, United Nations
"Repositioning the UN development system
to deliver on the 2030 Agenda
– ensuring a better future for all," June 2017*



SPECIAL EDITION: TRANSFORMING PARTNERSHIPS FOR THE SDGs

In this year's Special Edition of the UN Global Compact-Accenture Strategy CEO Study, the world's largest program of CEO research on sustainability, we focus our attention on transforming partnerships for the Sustainable Development Goals (SDGs).

Following a decade of research into the views of business leaders worldwide, we examine the views of UN leaders. As the UN Secretary-General calls for enhanced cooperation between the United Nations and the private sector, we ask agency heads and partnership practitioners across the UN system: what will it take to scale up partnerships to bring about transformational impact on the SDGs?

March 2018



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FOREWORD



H.E. Amina J. Mohammed
Deputy Secretary-General
United Nations

The United Nations is entering an exciting period of renewal, inspired by the 2030 Agenda – a universal vision for a better world that leaves no one behind. Through alliances and partnerships, we are committed to building new capacities, transforming ways of working and shaping new operating models. To this end, we need all sectors fully engaged.

Success in achieving the goals of the 2030 Agenda requires all of us to deepen our commitment and engagement to work together in creative new ways. We need a bolder approach to financing and partnerships, with particular emphasis on local collaboration to address the needs of the most vulnerable in communities around the world. We need to innovate and rethink how we work, focusing less on process and more on results. We must create incentives for collaboration and integrated approaches that respond to the complexity of the transformation necessary for peace, sustainable development, human rights and opportunity for all people on a healthy planet.

This year's Special Edition of the UN Global Compact-Accenture Strategy CEO Study focuses on transformative partnerships for the Sustainable Development Goals. Engagement with business leaders is critical for moving the SDG agenda forward. Responsible business leadership needs to be grounded in the Ten Principles of the United Nations Global Compact. Doing business responsibly is essential for inclusive development and long-term sustainable growth.

In particular, we need to support young entrepreneurs and women in leadership to guide the way – our success depends on engaging and empowering a new generation of change agents. I take great encouragement from the energy and drive of the young entrepreneurs I regularly meet from all around the world. To them, working in partnership to advance the SDGs represents sound and forward-thinking business sense. From their vantage point, a better future is within our grasp if we are willing to work together to achieve it. Their optimism, collaborative spirit and creativity should be an inspiration to us all.

We have a collective responsibility to invest in tomorrow, today, to build the world we want in 2030 and beyond. People around the world are looking to us to deliver. The solutions exist. The opportunities await. The time is now. We count on your support.

INTRODUCTION

As we welcome a new era of action at the United Nations, with the investiture of the ninth Secretary-General, His Excellency António Guterres, we come together this year to pivot the United Nations and business towards deeper, strategic collaboration. With less than 5,000 days remaining to achieve the 2030 Agenda for Sustainable Development, business, governments and civil society stand at a critical moment in the history of global development: one that demands collective effort focused on innovation, scalability and impact to address the challenges that afflict our world.

Over the past decade, our CEO Study research program has tracked developments within the corporate sustainability movement. As awareness and commitment from business have grown, with more than 9,000 companies now publicly committed to the Ten Principles of the Global Compact, one growing narrative has emerged: that value attained from collaboration consistently outperforms results achieved in isolation.

The objectives of both our sectors are increasingly intersecting. The Secretary-General's recent report to the General Assembly, Towards global partnerships, reflects this trend. Business leaders acknowledge the importance of societal purpose as a pathway to core business and as a key differentiator in their industries. For the United Nations, business agility, financial capital, program management and technological capability are resources and expertise

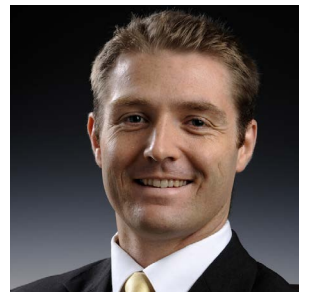
required to achieve Agenda 2030. This convergence of interests is integral in delivering on our universal roadmap for development – the Sustainable Development Goals – and the United Nations must play an even greater catalytic role in enhancing cooperation on common objectives.

However, as UN leaders publicly acknowledge, this commitment to scale alliances and partnerships requires a system-wide transformation, an evolution of bureaucratic processes and a clear, consistent partnership strategy across entities, for the United Nations itself to become an effective partner.

In our joint mission to accelerate progress on Agenda 2030, we turn our lens towards the United Nations in this Special Edition of the CEO Study, examining the views of UN leaders on the current and future landscape of partnerships with the private sector. We hope that this authoritative insight into the views of UN leaders and partnership practitioners will facilitate a stronger system-wide approach to cross-sector collaboration, and lay a pathway for all partners to collectively accelerate progress for the Sustainable Development Goals.



Lise Kingo
CEO & Executive Director
United Nations
Global Compact



Peter Lacy
Senior Managing Director,
Accenture Strategy

ABOUT THE STUDY

This year marks the second Special Edition of the UN Global Compact-Accenture Strategy CEO Study, and the first in our decade of research to look specifically at the views of United Nations leaders. This focus on the UN itself is driven by the insights from last year's CEO Study, in which 95% of business leaders told us that they felt a personal responsibility to ensure their company has a core purpose and role in society, and fully 87% saw cross-sector collaboration and partnerships as the critical means to accelerate progress towards Agenda 2030 and the Sustainable Development Goals.

This report incorporates insights from three streams of research: a series of interviews with UN leaders and their private sector counterparts; a survey of UN agency heads; and an accompanying information-gathering exercise with partnership practitioners in more than 35 entities across the UN system.

Our survey of senior leaders across the United Nations explores their views on partnership challenges and opportunities. Our in-depth work with practitioners identifies best practices, management strategies and impact measurement techniques.

On behalf of the United Nations Global Compact and Accenture Strategy, we would like to express our sincere thanks to the United Nations executives and other stakeholders who participated in the study. The project team has endeavoured to understand and interpret their many ideas, reflections and case study examples in conducting the study and delivering this report. Any insights are theirs, while any errors are our own.

In compiling this year's CEO Study Special Edition, we are once again indebted to the support of Lise Kingo and Melissa Powell from the Global Compact, as well as the invaluable contribution of Jamie Mattison. We also recognize the Accenture Strategy team: executive sponsors Peter Lacy and Jessica Long, project manager and lead author Rachel Mitchell, and authors Apurv Gupta and Jenna Trescott.

This year's study is an important addition to our existing body of research, bringing together the views and commitments of the United Nations with those of the private sector. As leaders across sectors look towards one another to adopt a more coordinated approach to solve the challenges of the coming century, we hope that insights from this report can support the new wave of ingenuity and innovation required to achieve the Sustainable Development Goals, together.

*Rob Hayward, Accenture Strategy
Angus Rennie, UN Global Compact
March 2018*

PARTNERSHIP CHAMPIONS AT THE UNITED NATIONS

Strengthening partnerships with the private sector and aligning business interests and investments with the SDGs are of vital importance — as echoed by partnership champions across the United Nations.



ACHIM STEINER, *Administrator,
United Nations Development Programme (UNDP)*

We know that public resources will only go so far in securing SDG achievement. Building on UNDP's convening power, we are committed to strengthen our partnerships with the private sector and to help support the alignment of business interests and investments with the SDGs.



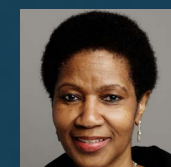
NATALIA KANEM, *Executive Director,
United Nations Population Fund (UNFPA)*

Meeting the ambitious pledge to leave no one behind calls for greater coherence, integration, inclusive partnerships, and innovation. It calls for mobilizing greater resources, marshaling greater political support, and broadening partnerships — and the agility and flexibility to do so in a complex, challenging and constantly changing environment.



LI YONG, *Director General,
United Nations Industrial Development Organization (UNIDO)*

From UNIDO's experience, businesses are ready to align themselves to the Sustainable Development Goals. This enables us to build partnerships that value the roles and capacities of one another. UNIDO will continue to reach out to the private sector in pursuit of inclusive and sustainable industrial development.



PHUMZILE MLAMBO-NGCUKA, *Executive Director,
UN Women*

We are very clear that the private and philanthropic sectors are essential partners for our work as we move forward with implementation of the 2030 Agenda for Sustainable Development. Their support is fundamental to UN Women endeavours.

1

TRANSFORMING PARTNERSHIPS: THE VIEWS OF UN LEADERS



BUSINESS LEADERS ARE COMMITTED TO STEPPING UP PARTNERSHIPS

87% believe the SDGs provide an opportunity to rethink approaches to sustainable value creation

89% say commitment to sustainability is translating to real impact in their industry

85% see cross-sector partnerships as critical to enabling business to help achieve the SDGs

UN LEADERS ARE LOOKING TOWARDS GREATER COLLABORATION WITH THE PRIVATE SECTOR

100% believe that greater collaboration across sectors will be critical in progressing Agenda 2030

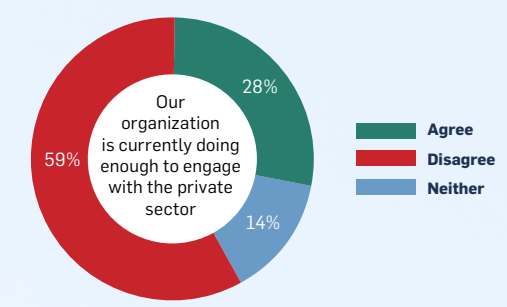


Figure 1: UN leaders do not believe that they are doing enough to engage with the private sector

A rapid scaling up of cross-sector partnerships is essential to accelerating progress on the Sustainable Development Goals. That is the unanimous view of UN leaders surveyed as part of landmark research on the past, present and future of UN-business partnerships.

In last year's UN Global Compact-Accenture Strategy CEO Study, the largest study of CEO opinion on sustainability, we described an emerging pathway for business on sustainability: the adoption of the Sustainable Development Goals, said CEOs, gave business a clear mandate and roadmap to scale up their efforts. Nearly all of the 1,000 CEOs surveyed (90%) felt a personal responsibility to ensure their company has a core purpose and role in society, while 80% told us that demonstrating a commitment to societal purpose was already a differentiator in their industry.

This belief reflected a broader commitment to the role of the private sector in accelerating global development: 87% saw the SDGs as an essential opportunity to rethink approaches to sustainable value creation, and a majority believed that business would be the single most important actor in delivering Agenda 2030. Crucially, asked what would enable them to accelerate their efforts, 85% of CEOs surveyed saw cross-sector efforts as critical to enabling business to help achieve the SDGs.

SHIFTING FOCUS: THE VIEW OF UN LEADERS

This year's CEO Study Special Edition focuses on those cross-sector efforts, and specifically on the potential of partnerships between the United Nations and the private sector. In this year's survey, we turn our attention to understanding the views of UN leaders, seeking the expertise of UN agency heads and partnership practitioners across the system.

Our headline finding is clear: 100% of UN agency heads surveyed believe that greater collaboration across sectors will be critical to making greater progress towards Agenda 2030 and the SDGs – and a majority believe that business will be the critical partner. But against this backdrop of commitment and intent, just 28% believe that their organization is currently doing enough to engage with the private sector.

In our survey, leaders identify several critical gaps that have acted as barriers to pursuing partnerships over the past three years.

First, more than half, 53%, identify capability gaps as a barrier to scaling up their collaboration with the private sector: leaders recognize that building and managing effective partnerships require specialist skills which are often in short supply.

Second, 47% of leaders cite resource constraints as a persistent barrier: as leaders adapt to the realities of doing more with less, the resources available to explore and support new partnerships are not always readily accessible.

The third critical gap, identified by 38% of respondents, is the risk appetite of their organizations to pursue new and innovative approaches to delivering on their mission.

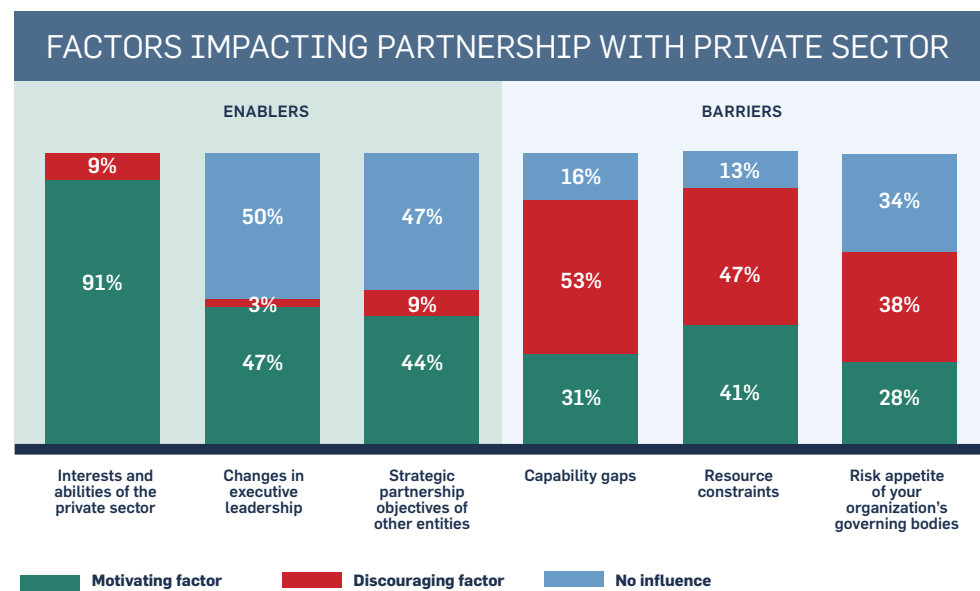


Figure 2: UN leaders identify strong interest and engagement from the private sector — but identify critical challenges that are preventing greater collaboration

Through our conversations, a broader cultural challenge is also evident: many leaders and partnership practitioners across the UN system identify a lingering suspicion of the private sector in some quarters, added to practical challenges in bringing together diverse cultures into effective and productive partnerships. Fully 78% of UN leaders cite restrictive legal policies and procedures that delay or limit partnership opportunities, while 50% see a lack of partnership-building skills across the UN system.

Nearly half, 47%, also see a widespread discomfort with business motivations for profitability in partnerships as a critical barrier that the UN system must overcome in order to be a more attractive partner for the private sector.

Our analysis of the current state of partnerships also suggests that traditional approaches persist, sometimes restricting the ability to scale up impact beyond pilot projects. With more than 1,500 UN-business partnerships active across the system, the landscape is dominated by bilateral arrangements: nearly half of reported partnerships involve just one corporate partner. Short-term collaboration also remains the norm: 61% of all UN-business partnerships reportedly last less than five years.

SCALING UP: LOOKING TO THE FUTURE

As they look to scale up the impact of cross-sector collaboration, a majority of UN leaders see a need to move towards longer-term strategic partnerships, informed and driven by a clear value proposition for both partners.

But economic realities continue to bite: nearly two-thirds (59%) of UN leaders report that their ability to engage in innovative, transformational partnerships is limited by resource constraints that prompt their agencies to focus on securing financial donations; a third report that the majority of existing relationships with the private sector are based on philanthropic or in-kind donations. To secure investment needed to achieve the SDGs, they envision partnerships with innovative financing mechanisms gaining prevalence; nearly three-fourths are considering participating in a project using alternative finance.

Unlocking the full potential of UN-business collaboration, say UN leaders, will demand a renewed commitment to value: 97% believe that to better engage the private sector and enhance impact on the SDGs, they must more effectively measure, track and communicate value. Leaders point to the need to define a clear value proposition for all partners; to measure and track the value of partnerships through their impact on society; and to communicate internally and externally on the value of collaboration in developing solutions together that could not be achieved in isolation.

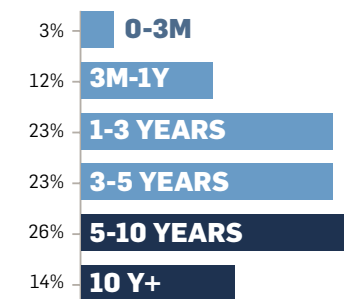
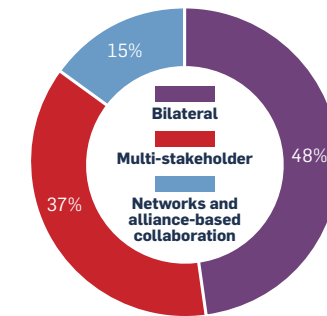


Figure 3: The landscape of UN-business partnerships reveals that traditional approaches persist

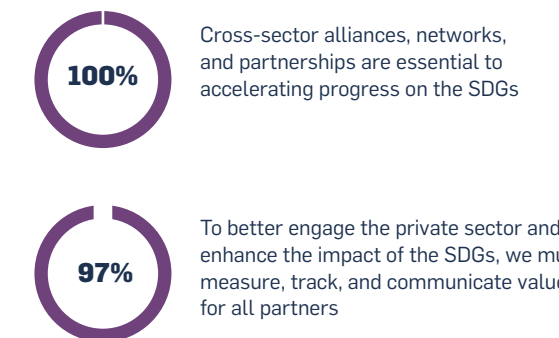


Figure 4: UN leaders see collaboration and partnership as critical to progress on the SDGs — and believe that better measurement and tracking of outcomes will be essential

Transforming Partnerships for the SDGs

In the 2016 CEO Study, business leaders told us that cross-sector collaboration would be critical to accelerating progress on the Sustainable Development Goals.

This year, UN leaders echo their call for new alliances and partnerships for the SDGs:



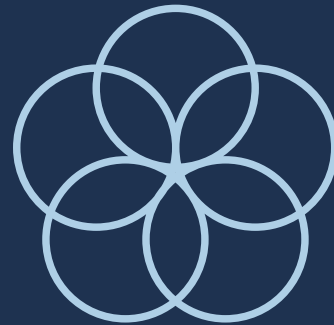
100% feel that cross-sector alliances, networks and partnerships are essential to accelerating progress on the SDGs



91% report growing interest and engagement from the private sector



59% believe that business will be the critical partner in the UN's ability to deliver the SDGs



Accelerating Progress to Agenda 2030

Against this backdrop of commitment and intent, UN leaders and partnership practitioners see an urgent need to overcome critical challenges and accelerate progress in scaling up transformative partnerships with the private sector.



believe their organization is currently doing enough to engage the private sector



report that resource constraints prompt their agency to focus on securing financial support rather than strategic partnerships



report ongoing cultural challenges in managing discomfort with profit-making partnerships



have already developed an organization-wide partnership strategy

Toward Greater Value & Impact



1. Define a clear value proposition for all partners



2. Measure and track impact



3. Communicate the value of collaboration and partnership



believe that greater engagement will depend on better measuring, tracking and communicating impact



of UN entities always define formal KPIs to measure and evaluate the impact and value of partnerships

Ensuring Deeper, Strategic Collaboration

Partnership practitioners across the UN system see growing support for cross-sector partnerships – and call for greater collaboration and ambition as the route to innovation.



of practitioners report increased support from senior management and other stakeholders for UN-business partnerships



call for increased risk tolerance across the UN system in pursuing innovative pilot projects

About the UN Global Compact-Accenture Strategy CEO Study

1,000+ CEOs, 100+ countries, 25+ industries

A decade of CEO Study research, 2007–17



This year, for the first time, exploring the views of UN leaders



Key learnings & insights from partnership practitioners



Over the past decade, our joint research has seen a growing number of CEOs committed to sustainable development. In the era of digital disruption and radical transparency, business is redefining competitive advantage through societal value creation. In this spirit, CEOs recognize how the United Nations can offer collective legitimacy to programmes as well as help charter isolated geographies and communities. As the UN-business relationship expands, there is a greater need for practical guidance on effective collaboration.

At the outset, we would like to dispel any myths or aspirations of a sure-fire partnership model. Techniques of UN-business partnership will continue to evolve as new patterns of development are recognized in the field, as the nature of global crises evolves, or as local realities redefine project objectives. However, throughout our interviews with partnership practitioners, certain strategies surfaced as common denominators, such as the importance of internal champions, the balance of goal setting and agility, and the need to build transparent and accountable management.

In this chapter, we present the human face of UN-business partnerships. Through discussions with the following practitioners, we reflect upon their stories and their critical challenges and success factors, and present a thematic journey of practices that have proven to work.

1. IFAD-GRAMEEN INTEL SOCIAL BUSINESS

The partnership between IFAD and Grameen Intel Social Business highlights the importance of embedding goals into performance management and embracing a collaborative approach to overcoming challenges. Partnership practitioners Nicole Carta, Senior Partnerships Officer, IFAD and Kazi Huque, CEO, Grameen Intel Social Business, discuss how they created value for farmers in Cambodia.

2. UNHCR-VODAFONE FOUNDATION

The partnership between UNHCR and the Vodafone Foundation highlights how partnerships can grow beyond “checkbook charity” to more long-term strategic initiatives. Partnership practitioners Oisín Walton, Vodafone Foundation, and Brad Henderson, UNHCR, reflect on how their partnership of providing telecommunication services to refugees evolved into one of the largest digital education initiatives.

3. ILO-MARS INC.

The partnership between ILO and Mars Incorporated highlights how committed partners can establish new industry standards for corporate operations as well as government action. Jeff Morgan, Community Development Specialist, Mars Incorporated, reflects on the company’s work with the ILO to advance human rights in the cocoa supply chain, and the challenges and opportunities for business in collaborating with the United Nations.

4. UNIDO-NALEDI3D FACTORY

The partnership between UNIDO and Naledi3d Factory demonstrates how innovative technologies such as virtual reality can be employed in the development sector. Their Android-based virtual reality simulations revitalized forest training in South Africa — increasing the speed and efficacy of learning and enhancing skill sets in a safe environment.

5. UNDP FINANCING FOR THE SDGS

UNDP is one of the pioneers in introducing creative mechanisms for financing Agenda 2030 — such as financial aggregation, impact bonds, pay-for-success systems or equity-based investments. This case study highlights the opportunities each of these financial tools creates for the private sector to mobilize resources while keeping socio-economic outcomes at the epicentre.



IFAD-GRAMEEN INTEL SOCIAL BUSINESS: eAGRO SUITE APPLICATION



Nicole Carta
Senior Partnerships
Officer at IFAD

In 2014, the International Fund for Agricultural Development (IFAD) partnered with Grameen Intel Social Business (GISB) to pilot a program providing innovative solutions to farmers in Cambodia. The GISB “eAgro Suite” is a suite of mobile apps enabling farmers to reduce costs and increase productivity yields through soil testing and recommendations on seed selection, fertilizer use and pest control.

The system is deployed locally by a network of local micro-entrepreneurs who purchase software licenses and receive training to provide eAgro consulting services to local farmers. Since the pilot launch in Cambodia, over 170 trained entrepreneurs have franchised the system, with 1,650 farmers benefiting from advice and support. Farmers involved have reported 32% higher yields and a 47% higher gross margin than those using traditional practices.

The study team interviewed Nicole Carta, Senior Partnerships Officer at IFAD, and Kazi Huque, CEO of Grameen Intel Social Business, to learn about how they were able to create impact at scale, and the importance of people in forging successful, impactful partnerships.



Kazi Huque
CEO of Grameen Intel
Social Business

Nicole, Kazi – thanks for taking the time. Could you tell us a little about the beginnings of your partnership?

NC: We connected in 2007 through a former Intel colleague, who introduced our team at IFAD to the pioneering work that Intel had been developing in the agriculture sector with Nobel laureate Muhammad Yunus. At the time, we were looking at how we could enhance our digital capabilities in the Asia Pacific region and really starting to think about how partnerships with the tech sector might allow us to extend our reach and impact.

KH: At Grameen Intel, we recognized that there was room to promote sustainable growth in agriculture through technology. Our chairman of the board Muhammad Yunus had a vision of a sustainable social business that could deliver technology-based solutions. As we looked across other Fortune 500 businesses, we realized that the landscape was dominated by philanthropic giving models and CSR initiatives, and this gave us the opportunity to do something different, really focusing on the specific challenges that farmers faced and developing very practical technologies to solve those issues.

What was it that you saw in one another? What could you do together that you couldn't do alone?

NC: Although we'd identified the opportunity and the need, at IFAD we needed more technical ICT knowledge to really make a difference. By partnering with Grameen Intel, we were able to draw on their expertise and innovation to extend the reach of new technologies to enhance the productivity and livelihoods of smallholder farmers.

KH: Partnering with IFAD gave us the local knowledge and expertise that we needed to contextualize and tailor our technologies to individual markets. If you think about what Intel does, it's essentially focused on tech-savvy customers: it's very different to pursue social impact initiatives in these rural markets. To make a difference to farmers, you have to know about the local ecosystem and what options there are for interventions: IFAD brought that knowledge, as well as the right connections with governments and local experts.

We often hear about challenges of integrating cultures across sectors; how did that play out for you?

NC: At first, we had some challenges. Historically, there has been some scepticism at the UN on partnering with the private sector: there's a hesitation in some quarters about the profit motive of business in addressing the needs of the vulnerable. However, the relationship with Intel was the first time we were bringing in a potential partner that would be offering a service to farmers, rather than buying from them. Working together allowed us to build a self-sustaining model with impact returns at its core — a model that thrived because farmers saw value in the service and were willing to pay a nominal fee to local entrepreneurs who offered the service.

KH: It's a fair question to ask, and we tackled this scepticism by creating a separate social enterprise with a defined mission for social impact at its core. Internally at Grameen Intel, we also recognized challenges managing stakeholders from a “traditional” business environment: leaders wanted to see concrete results from their investments fairly quickly, and we had to balance our narrative of social impact with quantitative data. Over time I think we've become more comfortable with the fact that in some of our projects, those success stories and quantitative impacts emerge over longer timeframes than we might expect for typical business ventures.

How did you maintain support and momentum within your organizations?

NC: It's really about finding alignment and then embedding the partnership into core business. In our case, we are working to link the GISB partnership with IFAD's investment programmes in developing countries. Identifying our government partners that are also prioritizing the use of ICT tools has been our starting point. We then work backwards to see if we can connect the GISB tools with the programs IFAD is financing locally.

KH: We also recognized the importance of internal champions — a few passionate individuals who were consistently working with IFAD to collate social success stories, share them with our people and maintain support and enthusiasm for the partnership. Those champions were really important to promoting the partnership with our senior leadership and to building

close working relationships with IFAD. I think it's that focus on communicating success among our people, as well as having those passionate and committed internal champions, that helped us keep the emphasis on driving partnership results.

One of the things we've heard a lot about is the need for peer learning to share best and emerging practice on partnerships. When colleagues and peers come to you for advice, what do you tell them?

NC: Two things stand out for me: the need for champions and the need for persistence. You always need someone who sees the value in the partnership to back you when you reach the inevitable challenges — and then you need that persistence to stay on top of things. So many potential partnerships fall apart after that first energizing meeting, because no one stays the course. At the same time we're all facing a reality where we have to do more with less, so you have to be very clear about how you're driving value and outcomes.

KH: For us it boils down to accountability: who are you holding responsible for what, and how do you measure and track performance? We have to tie all of our activity to our core mission and then drive the right behaviours tracked by the right metrics: that's how we go from ambition to real impact on the ground.

When you look at UN-business partnerships 'in the round,' what's the single biggest change that could really accelerate progress?

NC: One of the biggest challenges we face is understanding strategic trade-offs. Strategy is as much about what you don't do as what you do: as the world becomes more complex and more interconnected, it's easy to just start adding more partners to our plate without really thinking about it. Business gets this — they monitor these things and they cut products that aren't selling — but this is harder to do with partnerships. Both the UN and business can be more strategic in selecting and forming partnerships to ensure the greatest outcomes with the most efficient use of resources — human and financial. Though it sounds odd, doing less may help us do more better.



There is need for action on an unprecedented scale to redirect available public and private sources of finance in addition to official development assistance (ODA) to ensure global, inclusive growth and shared prosperity. Making effective use of diverse financing sources will entail an alignment of private financial flows with the 2030 Agenda, which in turn will require governments and markets to join in new partnerships that build awareness and trust, align regulations and enable the use of innovative instruments to foster risk-sharing and accountability.

*H.E. António Guterres,
Secretary-General, United Nations
"Repositioning the UN development system
to deliver on the 2030 Agenda
– ensuring a better future for all," June 2017*

UNHCR-VODAFONE FOUNDATION PARTNERSHIP JOURNEY



OISIN WALTON

Vodafone Foundation

"We really consider the agility

and flexibility our partnership adopted as one of the key reasons for success. We began by providing telecommunication services but also co-produced one of the most innovative educational initiatives. In partnership with UNHCR, we even mobilised our employee network to sensitize key audiences about the refugee cause and raise funds for support. The partnership had a ripple effect beyond measure: like helping refugees participate in society equally and equipping younger generations with skills to succeed."



BRAD HENDERSON
UNHCR

"Since the beginning, the Vodafone

partnership was beyond transactional for UNHCR. The partnership was about testing new solutions together and capitalizing on each partner's expertise to improve the lives of refugees. Vodafone brought in their technology skills to improve educational opportunities for refugee communities in addition to effectively engaging their employee network to build support for this initiative. This partnership is about going beyond raising awareness for refugees—it is about drawing upon each partner's skill set and ensuring there is direct impact on the ground."

2012

The Vodafone Foundation makes a strategic pivot from "checkbook charity" to leveraging its position as a leading telecoms provider

"From the moment we shifted from checkbook charity to involving our technology and people, the level of engagement internally vastly increased, and with it, our impact."
Oisín Walton

INSTANT NETWORK DISASTER RELIEF

The Vodafone Foundation partners with Télécoms Sans Frontières to deploy Instant Network, an ultra-portable mobile phone network, in the Philippines following a tsunami.



Through TSF, Vodafone Foundation makes a connection with UNHCR and begins looking at how its digital capabilities can benefit refugees

Calls made: **296,926**
SMS sent: **578,994**

2013

VODAFONE FOUNDATION MOBILIZES EMPLOYEE NETWORK

Builds support and awareness to sustain partnership momentum. 70 volunteers in 20 countries are trained and deployed. Employees raise more than €1m to support UNHCR.

"The active participation of Vodafone staff in this initiative has been another unique and key driver of this work: by engaging their staff, sensitizing audiences about the refugee cause, the Vodafone Foundation is creating multiplier effects beyond the direct impact on the ground."
Brad Henderson, UNHCR

The Vodafone Foundation builds a strong relationship with the UNHCR Innovation Team, recognizing there is opportunity to scale up impact for refugees, particularly in providing educational solutions. A joint needs assessment is conducted to develop a technology solution that will address the critical challenges of providing education in refugee camps.

INSTANT NETWORK

Vodafone brings its Instant Network to a refugee camp setting for the first time in Yida camp, South Sudan, where 75,000 take refuge from the Sudanese border war. Connectivity is initially provided for aid workers and troops securing the border, then expanded to fixed points for refugees themselves.

853 devices registered within 3km in one hour

2014

INSTANT NETWORK SCHOOLS

The Vodafone Foundation and UNHCR develop the Instant Network School (INS) at the Dadaab Refugee Camp. INS is a holistic solution to improve the quality of education for refugees via access to the internet and digital content. Each INS provides connectivity, power, tablet computers, mobile content, and teacher training to remote and isolated communities. As the team continues to innovate and expand the reach, it is developing sophisticated KPIs that measure not only scale and reach, but the real impact on refugees' quality of education.



40,000+ students accessing the INS each month and 500+ teachers benefiting from connected teaching opportunities



30 centers across 6 refugee settlements



Goal to enable **3 million** young refugees to access a digital education by 2020

Longstanding and trusting relationships between UNHCR and Vodafone Foundation teams, coupled with intimate knowledge of each other's strengths, allow the partnership to quickly get involved to address needs arising from the Syrian refugee crisis.

"We were fortunate to have a relationship with Vodafone, and their response to the situation in Greece was quite unique; their willingness to jump in made a significant impact in our ability to respond."
Brad Henderson, UNHCR

2016

2017

INSTANT NETWORK SCHOOLS FOR AFRICA

The Vodafone Foundation is making a commitment to provide access to free digital educational content to five million children in Africa. Piloted in South Africa, "Instant Network Schools" will roll to DRC, Ghana, Kenya, Lesotho, Mozambique and Tanzania.

INSTANT CHARGE GREECE

Vodafone deploys a durable and portable outdoor mobile charger that is specifically designed to support the work of UNHCR on the Greek islands of Lesvos and Samos.



Charges 66 smartphones simultaneously; sets up in 10 minutes

UNIDO-NALEDI3D FACTORY: VIRTUAL REALITY IN DEVELOPMENT

The United Nations Industrial Development Organization (UNIDO) partnered with virtual reality innovator Naledi3d Factory to revitalize forest training centre in South Africa. Using EON Reality's VR technology, the Naledi3d Factory's Android-based virtual reality simulations enabled forestry workers to train in chainsaw operations and handling in a safe environment, significantly increasing the speed and efficacy of learning and enhancing the skills, motivation and earnings of forest professionals across the region.

Promoting safety is paramount for the forestry sector, with education and training being critical to the protection of workers. But handling chainsaws demands well-honed skills that can be difficult to develop safely. Naledi3d Factory developed Android-based virtual reality (VR) simulations to train workers, something that had never before been done with chainsaw operations. This innovative solution uniquely addressed:

1. SAFETY — learning to use and maintain chainsaws is dangerous; getting hurt by a digital 3D chainsaw is better than getting hurt for real.

“SEEING IS BELIEVING AND VIRTUAL TRAINING HAS HUGE BENEFITS IN ENCOURAGING SAFE PRACTICE, BUILDING UNDERSTANDING, AND ENHANCING PRODUCTIVITY IN THE WORKPLACE.”
—Dave Lockwood, Naledi3d Factory

“EXPERIENTIAL LEARNING THROUGH VISUAL TECHNOLOGIES OVERCOMES HUMAN LANGUAGE AND LITERACY AS BARRIERS TO LEARNING.”
— Sean Paterson, UNIDO



2. LITERACY AND LANGUAGE BARRIERS — the visual nature of VR overcomes traditional training challenges such as poor literacy skills and language barriers by showing, not telling.

UNIDO implemented GoProve, a tablet-based beneficiary monitoring program, to go beyond traditional output metrics and evaluate the impact of its training. Through capturing initial baseline data from participants and comparing it to responses six to nine months after the end of the program, it found:

More than **70%** of participants said the training had **improved their job situation**



More than **40%** reported an **increase in earnings**



Partners also noted changes in their own business or organization as a consequence of their involvement: **Five out of six described an increase in staff motivation.**

All partners observed an increase in staff capacity and innovation. Naledi3d Factory was also able to apply learnings from the program, building a valuable library of 3D assets and models to extend its reach and take safe, interactive learning to more workers across the region.

“THIS PARTNERSHIP REALLY REMINDS US OF THE WAYS TECHNOLOGY CAN HAVE SUCH A PROFOUND, HUMAN IMPACT, CONTRIBUTING TOWARDS LITERACY AS WELL AS HEALTH AND SAFETY. WE ARE INSPIRED TO IDENTIFY OTHER POCKETS OF VULNERABILITY WHERE TECHNOLOGY CAN BE A SOLUTION.”

— Sean Paterson, UNIDO



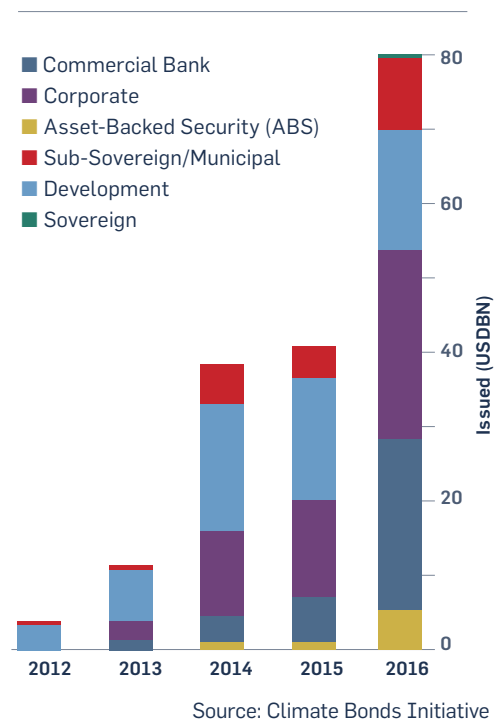
UNDP: FINANCING FOR THE SDGS

Financing for development, which puts socio-economic outcomes at the heart of mobilizing financial resources, operates at the intersection of financial capability and social innovation. Innovative approaches such as financial aggregation, impact bonds, pay-for-success systems, or equity-based investments provide new ways to accomplish the development goals. With nearly half of UN leaders surveyed expressing concern over constraints of traditional financing mechanisms, these new approaches are addressing the existing US\$2.5 trillion funding gap to support Agenda 2030 while unlocking innovative market opportunities across sectors.

Financial Aggregation is a process in which an aggregating entity standardizes and bundles together multiple small-scale assets and then seeks financing, or refinancing, from investors on the basis of future cash flows. This bundling of small loans creates investment products that meet the needs of large institutional investors such as global pension funds and insurance funds. In developing countries, aggregation also allows financial institutions, from banks to microfinance lenders, to make the most of limited balance sheets.

UNDP and Climate Bonds Initiative, for example, are working together to foster clean energy investment in developing countries by establishing a Climate Aggregation Platform (CAP). While low-carbon energy has benefited from cost reductions in recent years, financing costs in developing countries remain high, primarily due to frontloading investment costs. Aggregation lowers these costs by tapping into new financing sources and investor bases. With funding from the Global Environment Facility (GEF), the CAP is expected to leverage over \$100 million in co-financing from different partners, including the Inter-American Development Bank.

THE GREEN BOND MARKET 2012–16



Social Impact Bonds (SIBs) are financial tools that promote access to capital for social impact projects and distribute returns upon the achievement of pre-agreed outcomes. This mechanism allows projects to tap into investment funds, reducing reliance on traditional grants, and, unlike traditional donor funding models, SIBs can facilitate targeted capital against more flexible project outcomes. As of August 2017, over 89 SIBs have been contracted globally with approximately \$322 million in investments in industries ranging from healthcare to education.

For example, in 2015, UNDP, the GEF, the Zoological Society of London and other partners began developing the world's first rhinoceros impact bond to address illegal hunting and poaching, with a goal to launch a \$25 million-to-\$35 million Rhino Bond. Impact investing can provide a source of significant upfront capital to boost conservation efforts: in this case, the initial capital will be used to develop evaluation metrics and prepare proposed conservation sites in South Africa, Kenya, Zimbabwe and Namibia. Under the model, investors receive returns as payments against performance, such as the identification of conservation sites, improved protection of rhinos and reduced poaching activities. By harnessing private finance, the approach to conservation itself is changing, with a greater focus on driving and measuring tangible impact.

In 2017, UNDP, in collaboration with the Finnish Innovation Fund, designed a Youth Employment Bond in Serbia, where the unemployment rate among young people aged 15-24 is 47.5% — significantly above the general unemployment rate of 18.2%. The bond will provide funding for key services to long-term unemployed youth, such as skills development, career guidance, and entrepreneurship support. By applying the principles of SIB, UNDP believes the bond can reform public service delivery by creating incentives for providers to improve performance through results-based contracting and measurable impacts.

Impact Investment Funds are co-investment platforms for entrepreneurs, philanthropists and capital market investors to blend financing models and create economic and social dividends. These pools of investment can be leveraged to provide microfinance loans to encourage entrepreneurship or grants for innovation.

UNDP, UK Aid and KfW, for example, established a \$14 million competitive source of grant funding in Malawi, through which agricultural, manufacturing and logistics businesses can apply for funding for innovative projects. The fund identifies projects that deliver significant social impact to engage and benefit lower-income groups and accelerate economic diversification, even if the short-term commercial business case is not immediately clear. This fund empowers the private sector to take risks and push the boundaries of inclusive business. UNDP has further developed an Action Plan with interventions to develop the impact investment sector on the continent (in response to challenges identified in the report, *Impact Investment in Africa: Trends, Constraints and Opportunities*).

Crowd-Investing allows a large pool of individual investors to provide financing for projects via online investment platforms. For example, UNDP and TRINE — a finance-technology venture that connects investors with solar power entrepreneurs — have partnered to leverage \$7 million in private financing for social enterprises and clean energy projects, targeting households living in energy poverty. The partnership establishes a donor-funded guaranty facility to de-risk private capital, ensuring that projects with the highest potential impact are prioritized. It aims to lift 540,000 people in five Sub-Saharan African countries out of energy poverty by 2020.

The UNDP Alternative Finance Lab (AltFin Lab) is helping partners access such sources of capital to generate outcomes for the SDGs. The startup provides technical expertise and advisory and market intelligence support to government, business and other partners to experiment with emerging financial instruments. The lab manages a portfolio of over 40 prototypes exploring mechanisms and technologies such as crowd-investing, social impact bonds, forecast-based financing, and blockchain to help partners understand and access new capital and investment for their projects. The lab is revolutionizing development finance and has mobilized over \$3.2 million since 2016.

CALL TO ACTION: CATALYZING PRIVATE FINANCE FOR SUSTAINABLE DEVELOPMENT

To secure trillions of dollars of investment needed to achieve the SDGs, UN organizations recognize that greater effort is required to unlock new financial flows, especially from mainstream institutional investors. To increase collaboration and unlock prosperity by financing the 2030 Agenda, UN and UN-affiliated organizations and initiatives are mobilizing significant actors in the broad private finance space — touching large institutional investors; banks; insurance companies; foundations; and enablers such as stock exchanges.

In September 2017, the **UN Global Compact**, **UNEP Finance Initiative**, and the **UN Principles for Responsible Investment** launched a financing "Alliance," in which the organizations will work together to create a comprehensive set of solutions to mobilize private capital in achieving the global goals.

The UN Global Compact will pioneer financial innovation through an Action Platform that will bring together a multi-disciplinary group of

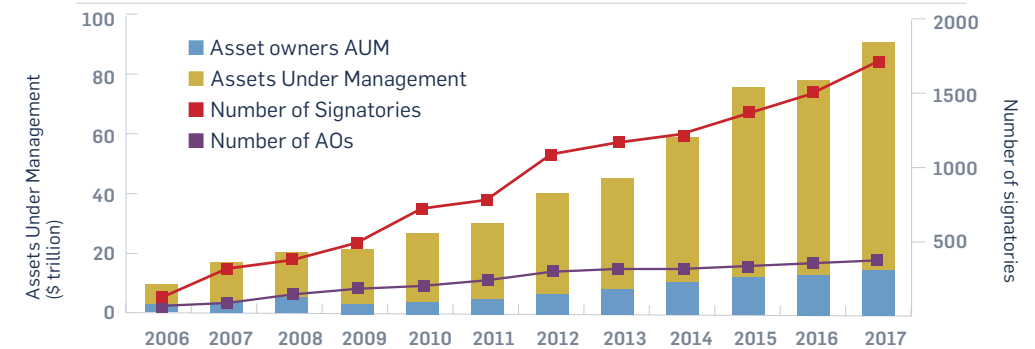
finance practitioners and experts to develop innovative financial instruments to direct private finance towards critical sustainability solutions.

UNEP Finance Initiative will coalesce its member banks and investors to foster an impact-based business and financing paradigm through its "Positive Impact" principles, working groups and open-source research and development.

The UN Principles for Responsible Investment, as a global consortium of over 1,500 signatory institutional investors, managing more than \$60 trillion, will aid companies and their investors in valuing sustainability through creating standards and frameworks for responsible investment.

The new alliance of UN organizations will drive action at the local level, leveraging the comparative advantages of their respective networks while also inviting other UN entities to join efforts in commitment towards scaling investments for the SDGs.

Growth in the Number of Signatories to the PRI since its Inception



Source: PRI

ILO-MARS, INCORPORATED: COMBATING CHILD LABOUR IN THE COCOA INDUSTRY

ILO and Mars, Incorporated initiated a partnership in the early 2000s to combat child labour practices (SDG 8.7) in the cocoa supply chain in two countries: Ghana and Côte d'Ivoire, which together account for 60% of global cocoa production. In 2009, they expanded their partnership to a group of companies in the chocolate and cocoa industry to accentuate momentum and eliminate child labour.

While the partnership was initially initiated by Mars, Incorporated to build capacity, the partnership evolved to fulfill three primary objectives:

- To strengthen the capacity of governments, social partners and cocoa farmers to combat the worst forms of child labour in cocoa-producing communities
- To support the development of community-based child labour monitoring systems (CLMS) to identify and refer child labourers and at-risk children to education channels
- To enhance coordination for ILO's International Programme on the Elimination of Child Labour (IPEC)
- Through committed effort by all partners, the partnership achieved the following results:
 - Partners eliminated child labour in their supply chains and supported the withdrawal or prevention of approximately 3,000 children in target communities
 - Company representatives and ILO stakeholders contributed to the implementation of National Action Plans in both Ghana and Côte d'Ivoire
 - Partners promoted greater coordination among local initiatives due to increased funding by private sector partners

Partnership success was a testament to the PPP sustainable model to scale-up efforts and achieve the industry goal of 70% reduction in child labour in cocoa-growing communities in both countries by 2020.



JEFF MORGAN, *Community Development Specialist at Mars, Incorporated, reflects on the challenges and opportunities for businesses stepping up their collaboration with the United Nations.*

As a family-owned business, Mars operates under a set of five long-held principles. Our mutuality principle, for example, imposes a special obligation on us to respect and develop the most sustainable methods for achieving our goals. Our aim is to provide a fair benefit to our suppliers and their local and national communities, increasing their prosperity and quality of life as we benefit from partnership with them.

Advancing respect for human rights in the cocoa supply chain with an emphasis on child labor has been a long-term focus at Mars, and as we looked to step up our efforts on these sensitive and challenging issues, we recognized that we needed to partner with others to make real progress. In the early 2000s, we chose to partner with the ILO given its expertise on labor rights, for its deep local networks in the countries we were targeting for action, and its effective working relationships with government leaders.

When we first began our partnership, there was no roadmap, no predefined steps we could follow. Both of our organizations have learned by doing. When we started working together, we structured our strategy around broad objectives such as "improving communities"; we're now much better at setting clear, specific objectives that really capture what we want to accomplish on the ground.

Our relationship with the ILO has progressed as we've learned through experience. By working more closely together we've come to understand and appreciate each other's working styles, cultural differences and varied areas of expertise.

At Mars, we recognize there is a great deal of progress still to be made on labor issues, both within our industry and by business more broadly.

Our partnership with the ILO helps us to address these issues. To tackle systemic factors that drive child labor, we need to build the capacity not only of business, governments and NGOs, but of local communities. Our partners at the ILO live and breathe this work, and their guidance has been invaluable. They've also helped us to share learnings across the industry and beyond, so that the progress we make isn't limited to our company alone.

Mars is committed to addressing child labor in our supply chain and to mobilizing efforts across the industry through our roles on the boards of the World Cocoa Foundation and International Cocoa Initiative. Partnerships will be an essential element in our future efforts — with the ILO and UN organizations, with local organizations, and with our supply chain partners themselves.

3

SCALING COLLABORATION AND IMPACT: A ROADMAP FOR BUSINESS LEADERS

Through the Secretary-General's recent report to the General Assembly, *Towards Global Partnerships*, and the Secretary-General's related roadmap for "Repositioning the UN development system to deliver on the 2030 Agenda," the United Nations has committed to significant cross-sectoral collaboration efforts.

This ambition is driven by a growing appetite across the United Nations to scale up work with business, which is cultivating a strong UN-business partnership response. Nearly two-thirds (63%) of UN entities report increased support for partnerships from senior management and other key stakeholders. UN partnership practitioners also believe the number of innovative and transformational partnerships will more than double (from 16% to 41%) in the next three to five years, giving business an unparalleled opportunity to scale its social, economic and environmental impact through collaborative partnerships.

Against these positive commitments, partnership practitioners also recognize that in public-private partnerships in the development space, measuring and evaluating impact and using key performance indicators remain challenging and examples of good practice scarce. These gaps demonstrate the challenge that many business leaders also face in advancing transformative partnerships for the SDGs. To meet this need, the UN Global Compact offers resources such as the UN Business Action Hub, a platform allowing companies to browse UN partnership projects, showcase those that have potential for scalability, and seek further partners. Additionally — as we have witnessed from our research — a deep, collaborative, flexible approach in achieving partnership objectives, coupled with the use of innovative methods of measuring partnership success, represents the greatest opportunity for business leaders to forge a deeper relationship with the United Nations.

Thus, the focus is now on business leaders to take tangible implementation steps at their organizations to join this effort. In this section, we outline a step-by-step roadmap for business to aid leaders and their partnership teams in establishing strong, meaningful relationships with the United Nations. We draw upon learnings from effective partnerships and encourage business leaders to think differently about how they collaborate with the UN system. At each stage of the partnership roadmap, we provide you with IDEAS — Identify, Develop, Engage, Act and Succeed — for partnership success.



IDEAS ROADMAP

	IDENTIFY	DEVELOP	ENGAGE	ACT	SUCCEED
Business Leaders 	<ul style="list-style-type: none"> Identify relevant SDGs, implementation targets and indicators that your company can address through its core business and value chain 	<ul style="list-style-type: none"> Act as an internal champion for partnerships and encourage efforts in advancing collaboration with the UN within the firm Assign responsibility to key champions within your organization by aligning key employees together to drive partnership; set clear performance expectations for their success 	<ul style="list-style-type: none"> Engage with senior UN leadership; ensure high-level strategic alignment on corporate mission and shared values with UN partners, communicating clear expectations and contribution level 	<ul style="list-style-type: none"> Maintain regular follow-ups with the partnership team and hold it accountable to previously set expectations Support a risk-managed approach to encourage the partnership team to pursue quick, flexible and iterative approaches to pilot projects 	<ul style="list-style-type: none"> Internalize partnership methodologies into business DNA as a new method of achieving business vision and objectives Observe opportunities to expand current partnership, or use successful partnership model in new areas of business capability to enhance impact
Partnership Practitioners 	<ul style="list-style-type: none"> Leverage tools such as the SDG Compass and other materials in the UNGC Blueprint for Business Leadership to streamline the SDG identification process 	<ul style="list-style-type: none"> Develop a list of the key value proposition your organization can bring through collaboration — e.g., innovative technologies, local market expertise, supply chain Perform a partnership readiness assessment to understand organizational capabilities, address gaps, and outline clear internal processes to facilitate partnership evaluation and approval 	<ul style="list-style-type: none"> Collaborate to create a sustainable partnership model and align on specific objectives and common KPIs to measure project progress Define collaborative techniques and cadence for regular communications (weekly status updates, biweekly leadership updates, etc.) Comprehend cultural differences between organizations to align effectively on timelines, UN approval processes and documentation 	<ul style="list-style-type: none"> Regularly map partnership progress against agreed KPIs and project objectives, while also remaining flexible on changing directions Maintain partnership momentum by flagging issues early, capturing lessons learned and discussing transparently with partners 	<ul style="list-style-type: none"> Communicate impact story (via KPIs and illustrative anecdotes) to internal and external stakeholders to build support and passion for work Continue compounding impact by expanding partnership in different areas and preparing refreshed business cases as on-the-ground requirements evolve
Reflections 	<p>“In our experience, the most successful partnerships in achieving the SDGs have never just been about financial resource mobilization; we have focused on asking our partners to contribute their knowledge and expertise.”</p>  <p>— Daniele Volpe, <i>FAO</i></p>	<p>“Even in large multinational corporations, it’s really the commitment of a few key champions that drives real change.”</p>  <p>— Kazi Huque, <i>Grameen Intel Social Business</i></p>	<p>“Our partnership was initially strategized around broad objectives as ‘improving communities’ without much granularity to specific targets – the importance of which is now one of our key learnings from the experience.”</p>  <p>— Jeff Morgan, <i>Mars, Incorporated</i></p>	<p>“The fascination with immediate results and outcomes can be a strain; there is often a desire to see an immediate causal relationship, whereas the full impact of a partnership can be more complex and partly intangible or manifest itself over a longer period of time.”</p>  <p>— Marina Skuric Prodanovic, <i>UN OCHA</i></p>	<p>“Oftentimes, the intended objective of the partnership will continue branching out into other subset goals. Business should be conscious of ensuring this ripple effect of impact is allowed to grow.”</p>  <p>— Oisin Walton, <i>Vodafone Foundation</i></p>

About the UN Global Compact

The United Nations Global Compact is a call to companies everywhere to align their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption, and to take action in support of UN goals and issues embodied in the Sustainable Development Goals. The UN Global Compact is a leadership platform for the development, implementation and disclosure of responsible corporate practices. Launched in 2000, it is the largest corporate sustainability initiative in the world, with more than 9,500 companies and 3,000 non-business signatories based in over 160 countries, and more than 70 Local Networks. www.unglobalcompact.org

Follow us on social media and join the conversation @globalcompact.

About Accenture

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions—underpinned by the world's largest delivery network—Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With more than 435,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives. Visit us at www.accenture.com.

About Accenture Strategy

Accenture Strategy operates at the intersection of business and technology. We bring together our capabilities in business, technology, operations and function strategy to help our clients envision and execute industry-specific strategies that support enterprise-wide transformation. Our focus on issues related to digital disruption, competitiveness, global operating models, talent and leadership helps drive both efficiencies and growth.

For more information, follow @AccentureStrat or visit www.accenture.com/strategy.

UN Global Compact-Accenture Strategy CEO Study

The CEO Study program is an effort to enhance understanding and commitment between the United Nations and the private sector. The program is an extensive review of the growing corporate sustainability movement, and the publications coalesce dominant views of CEOs, business leaders and UN executives to track developments in sustainability. The following are our publications to date:

- 2010: A New Era of Sustainability
- 2013: Architects of a Better World
- 2015: Special Edition: A Call to Climate Action
- 2016: A Window of Opportunity
- 2018: Special Edition: Transforming Partnerships for the SDGs

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The sustainable development agenda can only be realized with a strong commitment to partnerships at all levels between governments, the private sector, civil society and others.

*H.E. António Guterres,
Secretary-General, United Nations
“Repositioning the UN development system
to deliver on the 2030 Agenda
– ensuring a better future for all,” June 2017*

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THE TEN PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT



HUMAN RIGHTS

1. **Businesses should support and respect the protection of internationally proclaimed human rights; and**
2. **make sure that they are not complicit in human rights abuses.**



LABOUR

3. **Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;**
4. **the elimination of all forms of forced and compulsory labour;**
5. **the effective abolition of child labour; and**
6. **the elimination of discrimination in respect of employment and occupation.**



ENVIRONMENT

7. **Businesses should support a precautionary approach to environmental challenges;**
8. **undertake initiatives to promote greater environmental responsibility; and**
9. **encourage the development and diffusion of environmentally friendly technologies.**



ANTI-CORRUPTION

10. **Businesses should work against corruption in all its forms, including extortion and bribery.**