

SUMMARY OF INSIGHTS

BUSINESS PARTNERSHIPS CONTINUING AS A FORCE FOR GOOD

DATE: **WEDNESDAY 01/12/21**

THEME: **PARTNERSHIPS**

FORMAT: **HYBRID EVENT**

*Hosted on behalf of the UK Foreign, Commonwealth and Development Office (FCDO)
by Mott MacDonald in partnership with Business Fights Poverty*

EVENT SPONSORS:



REPRESENTATIVES OF BUSINESSES, GOVERNMENTS, AND NGOS CONVENED IN THIS HYBRID EVENT TO DISCUSS THE FUTURE OF PARTNERSHIPS TACKLING SYSTEMIC ISSUES TO HELP US ACHIEVE THE GLOBAL GOALS (GG).

IN THE FIRST SECTION OF THIS SUMMARY, WE SHARE THE SPEAKERS' EXPERIENCES AND LESSONS FROM PARTICIPATING IN COLLABORATIVE INITIATIVES. THE FOLLOWING SECTION PRESENTS THREE KEY INSIGHTS FROM THE TABLE DISCUSSIONS, WHICH LOOKED AT THE FOLLOWING THEMES:

- Partnership opportunities and vehicles for the future of GG
- COVID-19 recovery and job creation
- Including women in the economic recovery from COVID-19
- Timely business action for tackling climate change

The last section of this summary covers the closing remarks of David Cox, Regional Managing Director - International Development, South Asia, Middle East, and Africa at Mott MacDonald.

**SUCCESSFUL PARTNERSHIPS DEPEND
ON COMPLEMENTARY CAPABILITIES;
THEY BOOST DELIVERING
MECHANISMS AND STRENGTHEN
EXISTING SUPPORTING SYSTEMS.**

SECTION 1: INSIGHT SHARING

In this session, participants shared insights and lessons to inform the future shape of FCDO partnerships. Speakers touched on topics related to the impacts of COVID-19 and how we can rebuild better; they described challenges that have been overcome by cross-sector, multi-stakeholder collaborations and also discussed potential paths that could lead us to a more resilient future.

**LINDSEY BLOCK, HEAD OF PARTNERSHIPS
AND CAPACITY BUILDING, PRIMARK
- INCLUDING WOMEN IN ECONOMIC
RECOVERY FROM COVID-19**

There are effective ways to tackle gender inequalities in the global supply chains of the garment industry. Primark has launched programmes in Myanmar, India, Bangladesh, and other countries that, through partnerships with local organisations, transfer cash directly to women workers impacted by gender-related issues, help them to access social security benefits, and provide channels through which they can make their voices heard.

**IAN MICHELL, GROUP TECHNICAL
AND PROCUREMENT DIRECTOR,
FLAMINGO - TIMELY BUSINESS ACTION
FOR TACKLING CLIMATE CHANGE**

When the pandemic blocked air transport of flowers from Africa to Europe, Flamingo looked to partnerships and innovation to develop new and cleaner freight options. In a pre-competitive environment, the company collaborated with peers and other stakeholders in multiple countries to engineer a sea freight solution for the delivery of flowers across continents. With sea freight, Flamingo has been able to reduce its transport carbon footprint by 95%.

**TO DELIVER THE CHANGE WE
NEED TO BUILD A FAIRER SOCIETY,
WE CANNOT WORK ALONE.**

**CATHY PIETERS, SENIOR DIRECTOR
SUSTAINABLE INGREDIENTS & COCOA
LIFE, MONDELEZ - PARTNERSHIP
OPPORTUNITIES AND VEHICLES FOR
THE FUTURE OF THE GLOBAL GOALS**

Successful partnerships depend on complementary capabilities; they boost delivering mechanisms and strengthen existing supporting systems. With these core attributes, Mondelez has invested in partnerships that aim to improve the resilience of smallholder farmers in Africa. In collaboration with governments and local NGOs, the company has helped its suppliers diversify their income sources and improve their access to basic goods.

**SOPHIE PRIESIG, SUSTAINABILITY
MANAGER, MONSOON - PARTNERSHIP
OPPORTUNITIES AND VEHICLES FOR
THE FUTURE OF GLOBAL GOALS**

In addition to its impact on lives and livelihoods, COVID-19 represented an enormous challenge to companies that rely on lean and agile supply chains. Because Monsoon could count on long-term relationships with local authorities, NGOs, and suppliers in India and Bangladesh, the company was

able to provide immediate relief and recovery support to its most vulnerable partners in handworker communities thanks to those existing partnerships.

**AMY MORRIS, ETHICS AND SUSTAINABILITY
MANAGER - HUMAN RIGHTS, WAITROSE -
COVID-19 RECOVERY AND JOB CREATION**

Improving the protection of livelihoods in local communities and the sustainability of small enterprises has proven to be an urgent task for large companies as the world aims to build back better from the pandemic. Together with its partners in Africa, Waitrose has put forward initiatives to preserve jobs during crises, promote access to finance among smallholder farmers, and also provide training schemes to its suppliers so they are able to diversify their businesses.

**KATHLEEN BRENNINKMEIJER,
PROGRAMMES MANAGER, WIN-WIN
STRATEGIES, WOMEN WIN - PARTNERSHIP
OPPORTUNITIES AND VEHICLES FOR
THE FUTURE OF GLOBAL GOALS**

To deliver the change we need to build a fairer society, we cannot work alone. Women Win has been harnessing partnerships around the world—with governments, companies, and other organisations—to make sure every girl and woman can exercise their rights. Through collaborative initiatives, they have developed special funding strategies focused on women, contributed to the enhancement of workers' rights, and helped empower women in the workplace.

SECTION 2: TABLE DISCUSSIONS

In this session, participants were divided into groups to discuss how successful partnerships are created, the attributes of these collaborative initiatives that have been able to deliver on their missions, and also the types of challenges that potential partners can expect to face when inventing in new collaborations. Groups touched on topics related to the creation of enabling environments where partnerships can flourish, the importance for partners of developing a shared common vision, and why practical difficulties do not prevent collaborations from succeeding.

CREATING ENABLING ENVIRONMENTS FOR LEARNING IS KEY FOR SUCCESSFUL PARTNERSHIPS

Different groups in the table discussions highlighted the importance of creating enabling environments that help companies learn about new collaborative initiatives for specific goals, help them share best practices, and also help them engage with local, national, and global institutions. Participants pointed out that safe, dynamic environments contribute not only to harnessing synergies between governments, companies, and NGOs, but also to breaking down silos within these organisations. They cited examples of successful partnerships that started small but gained scope and reach after national authorities got involved, and they mentioned the social impact benefits of integrating the planning and strategies of sustainability and human rights teams inside companies.

A SHARED COMMON VISION AMONG THE MEMBERS OF A COLLABORATIVE INITIATIVE IS CRUCIAL FOR ITS SUCCESS.

PARTNERS MUST HAVE A SHARED COMMON VISION FOR COLLABORATIONS TO DELIVER

A shared common vision among the members of a collaborative initiative is crucial for its success. In the discussions, participants remarked that it is by developing a shared common vision that partnerships can clarify expectations, create accountability mechanisms, delegate responsibilities among partners, and agree on programmatic objectives. Moreover, these partnerships command a higher degree of trust from stakeholders and local governments as they engage with different organisations to construct action plans that allow them to deliver on their goals. For participants, a shared vision

is born out of intensive conversations, collective deliberations, flexibility among partners, and an appreciation that the inevitable challenges that emerge during the journey are best tackled together.

PRACTICAL DIFFICULTIES SHOULD NOT DETER PARTNERSHIPS FROM PURSUING THEIR GOALS

During the discussions, members of various tables gave examples of practical challenges they have experienced when forming partnerships. Crucially, these difficulties did not prevent them from reaching their targets and, in fact, reinforced the partners' commitments. As examples, participants pointed to collaborations that succeeded in creating job opportunities for young people, providing funding opportunities to women entrepreneurs, and investing in climate change adaptation strategies in agriculture. When entering into collaborative initiatives, potential partners need to identify the appropriate skill sets for their mission, set short- and long-term mutual goals, put transparency mechanisms in place, build strong financial and logistic foundations, and employ a sense of urgency.

SECTION 3: CLOSING REMARKS BY DAVID COX, REGIONAL MANAGING DIRECTOR - INTERNATIONAL DEVELOPMENT, SOUTH ASIA, MIDDLE EAST, AND AFRICA AT MOTT MACDONALD

In his closing remarks, David Cox reminded us of how partnerships have been crucial in the fight against COVID-19. Collaborations between companies, governments, NGOs, and other organisations have been able to provide immediate support for vulnerable people around the world, and they are now contributing to build back better. The fast high-quality response of partnerships to the impacts of the pandemic has proved to be an invaluable support system for lives and livelihoods. As well, David highlighted how talented individuals working together can bring about innovative solutions for the pressing challenges ahead of us. Partnerships unite people and organisations serving as forces for good while making our societies greener and fairer.

ATTENDEES IN PERSON

1. Alessa Rigal, **New Look**
2. Amy Morris, **Waitrose**
3. Andrew Brodie, **FCDO**
4. Annefloor Alting, **Partner Africa**
5. David Cox, **Mott Macdonald**
6. Duncan Tossell, **Mott MacDonald**
7. Elle Harrison, **Fairtrade**
8. Grace Tar-Haar, **Unilever**
9. Ian Felton, **FCDO**
10. Ian Finlayson, **PSI**
11. Ian Michell, **Flamingo**
12. Justin Dell, **Care International**
13. Karen Smith, **Private Sector Development Ltd**
14. Kaylie Miller, **Mott MacDonald**
15. Laura Kelly, **IIED**
16. Lindsey Block, **Primark**
17. Louise Holden, **Mastercard**
18. Louise James, **Accenture**
19. Marjan Kloosterboer, **Mott MacDonald**
20. Mehnaz Bhaur, **Mott MacDonald**
21. Naomi Somerville-Large, **Fairtrade**
22. Natasha Kwakwa, **Standard Chartered**
23. Nicola Doody, **Accenture**
24. Peter McAllister, **ETI**
25. Raania Rizvi, **FCDO**
26. Rahul Malik, **Accenture**
27. Rosemary Lugg, **Mott MacDonald**
28. Sophie Preisig, **Monsoon**
29. Susanne Roelofs, **Mott MacDonald**
30. Tom Adams, **60 Decibels**
31. Tom Smith, **Walmart**
32. Violeta Stevens, **Union Roasted**
33. Warren Bishop, **ETI**
34. Yvette Torres-Rahman, **Business Fights Poverty**
35. Zahid Torres-Rahman, **Business Fights Poverty**

ATTENDEES ONLINE

1. Abi Rushton, **Sainsbury's**
2. Aisha Aswani, **Coop**
3. Alan Yeboah, **Business Fights Poverty**
4. Alice Allan, **Business Fights Poverty**
5. Annabel Beales, **Business Fights Poverty**
6. Carole Lelearge, **Mott MacDonald**
7. Caroline Downey, **MM Flowers**
8. Cathy Pieters, **Mondelez**
9. David Alder, **MWW**
10. David Croft, **Reckitt**
11. Georgina Duffin, **Mott MacDonald**
12. Ian Miller, **FCDO**
13. Iffat Sharmin, **Dimensions**
14. Ikhtiar Uddin Khandaker, **Care International**
15. Ira Hersch, **Gap Inc**
16. Isabel Dimitrov, **Cargill**
17. Jackie Strong, **Illovo**
18. Jason Baker, **Illovo**
19. Jenny Carty, **GSK**
20. Jephthah Mensah, **Mondelez**
21. Julie Taylor, **Dimensions**
22. Justin Perrettson, **Novozymes**
23. Kate Cooper, **FCDO**
24. Kathleen Brenninkmeijer, **Women Win**
25. Katie Hyson, **Business Fights Poverty**
26. Marc van der Stouwe, **Mott MacDonald**
27. Mihaela Balan, **Mott MacDonald**
28. Mita Samani, **FCDO**
29. Munir Uddin Shamim, **ETI Bangladesh**
30. Natasha McEwen, **Business Fights Poverty**
31. Nicholas Ramsden, **Former BP4GG**
32. Nick Mwaura, **IPL Ltd**
33. Pascale Maria Schuit, **Union Roasted**
34. Patrick Adjewodah, **Fairtrade Africa**
35. Paul Ellingstad, **Pearson**
36. Radana Crhova, **FCDO**
37. Ravikant Sharma, **VFC**
38. Sara Clancy, **Partner Africa**
39. Sara Petersson, **ETI**
40. Silvia Mera, **Goodweave**
41. Sophia Cochrane, **Tesco**
42. Taposh Barua, **ETI Bangladesh**
43. Taryn Holland, **Fairtrade**
44. Tracey Kilminster, **Sainsbury's**
45. Wim De Groof, **Primark**
46. Yaa Peprah Amekudzi, **Mondelez**