

Engaging with Multilateral Organizations:

*Multi-stakeholder Partnerships
for the 21st Century*

Presentation for Public Affairs Council
by APCO Worldwide
December 15, 2015

APCO
worldwide®



Agenda for today



WHAT are multi-stakeholder partnerships?



WHY are these partnerships important today?



HOW do you structure an effective and successful partnership?



EXAMPLES



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About APCO Worldwide



Independent:
The freedom to
innovate and invest
for the long term



Public affairs foundation:
A deep understanding of
policy and stakeholders that
informs everything we do



One integrated firm:
The flexibility to provide
the best people and the
best solutions

APCO Worldwide is a communication, stakeholder
engagement and business strategy firm that
challenges conventional thinking
and creates movements to help our clients succeed.



360° perspective:
A fusion of highly
diverse viewpoints
and experience



Global view, local insight:
Globally connected team of
best-in-class talent



One culture:
An enterprising spirit, shared
passion and commitment to
collaboration

About APCO Worldwide



What are multi-stakeholder partnerships?

Partnerships are defined as **voluntary** and **collaborative relationships** between **various parties**: civil society, international organizations, private and public sectors, media and other stakeholders, in which all participants agree to work **together** to achieve a **common purpose** or undertake a specific task and to share risks and responsibilities, resources and benefits.**

From a corporate perspective, effective partnerships are **relevant and valuable** for a number of key company departments, from **business strategy** to **public affairs, communications** and **corporate responsibility**

** UN General Assembly, 60th session, Report of the Secretary General. UN Doc A/60/214.



A broader context

- **Global challenges** are simply too big for any one sector to address alone
- **The complexity** of the issues we face – expands beyond the community and local level to cities, regions and states



A broader context

- **Need to collaborate:**
different stakeholders
bring unique skillset and
expertise
- **Win-win for partners:**
successful partnerships
not only leverage the
strength of each entity
to meet the challenge,
but also allow each
partner to advance their
own objectives



Evolution of public-private engagement

1980s-today

Era of
corporate
philanthropy,
giant checks
and photo-ops

Era of
globalization
backlash

Era of “us vs.
them”, birth of
CSR, reporting
standards and
triple bottom line
of People, Planet,
Profit

Era of Public-Private
Partnerships,
convergence of social
& economic goals,
public & private
sectors realize the
impact they can have
together

“You cannot have a successful
business in a failed world”

Millennium Development to Sustainable Development Goals

- Set in 2000, till 2015
- Extreme poverty halved
- Equality in primary education
- 17,000 less babies die/day
- Maternal mortality fell by 45%
- 2.3 billion people gained access to clean drinking water



What does this mean for the private sector?

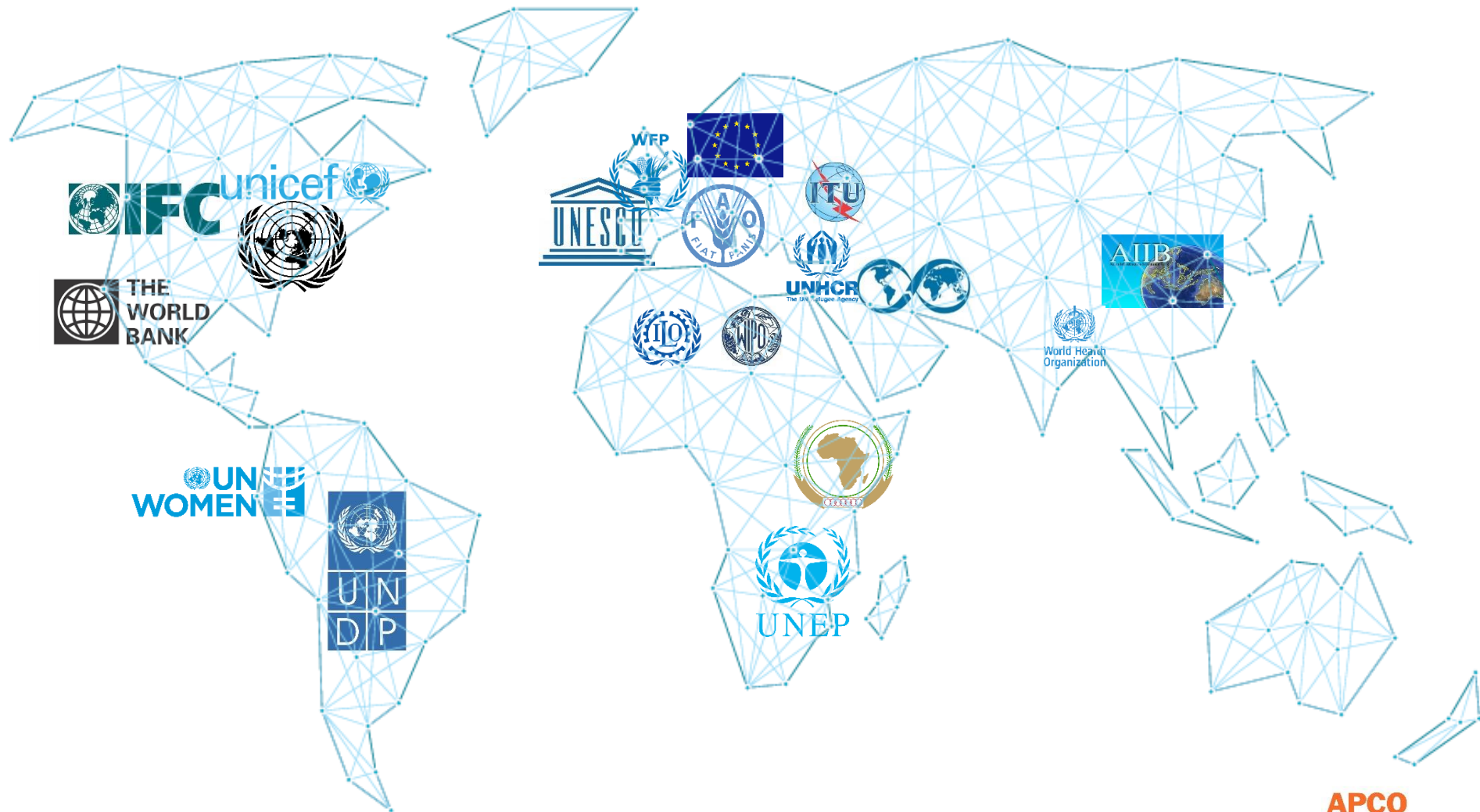
- 17 goals, 169 targets
- Agreed by all 193 UN member states
- Cover a 15-year timeframe to 2030



**Sustainable business
becomes mainstream**

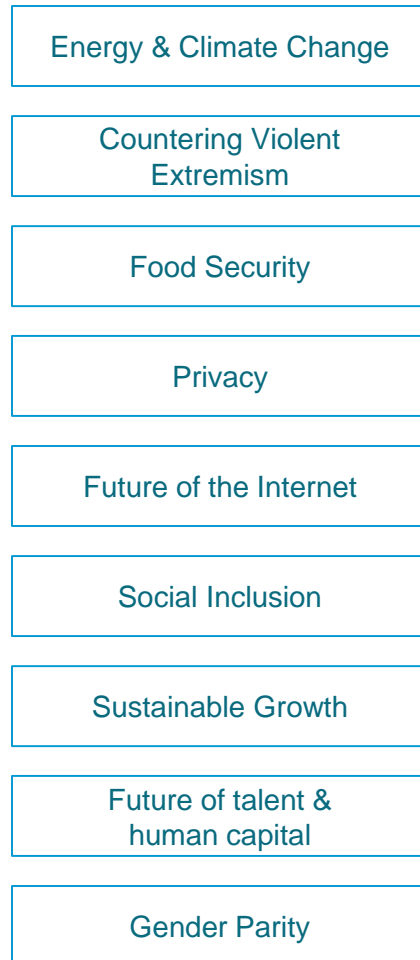


A Glocalizing Network



Setting the context for today

Issues



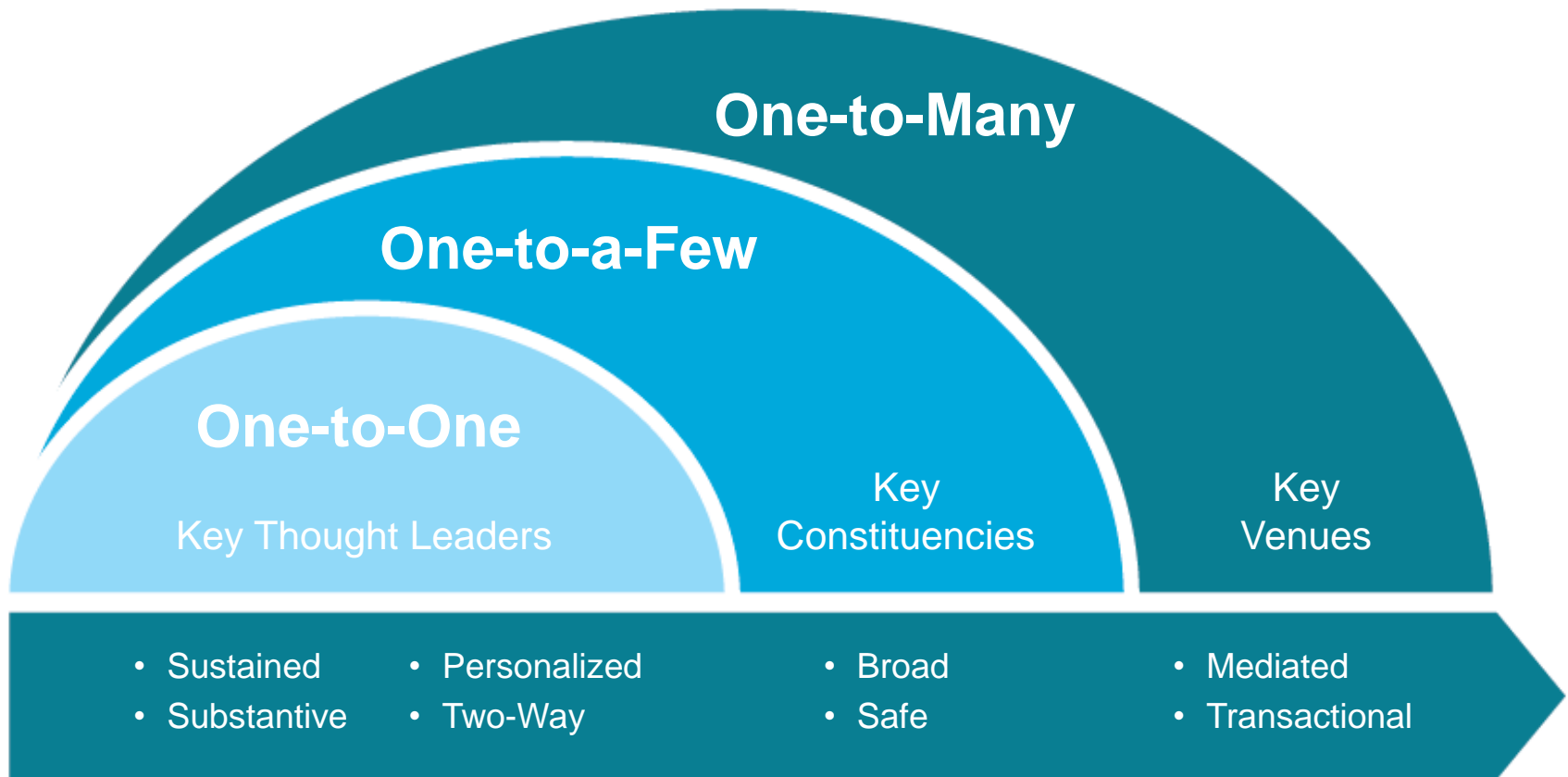
Actors



Global Convening Events



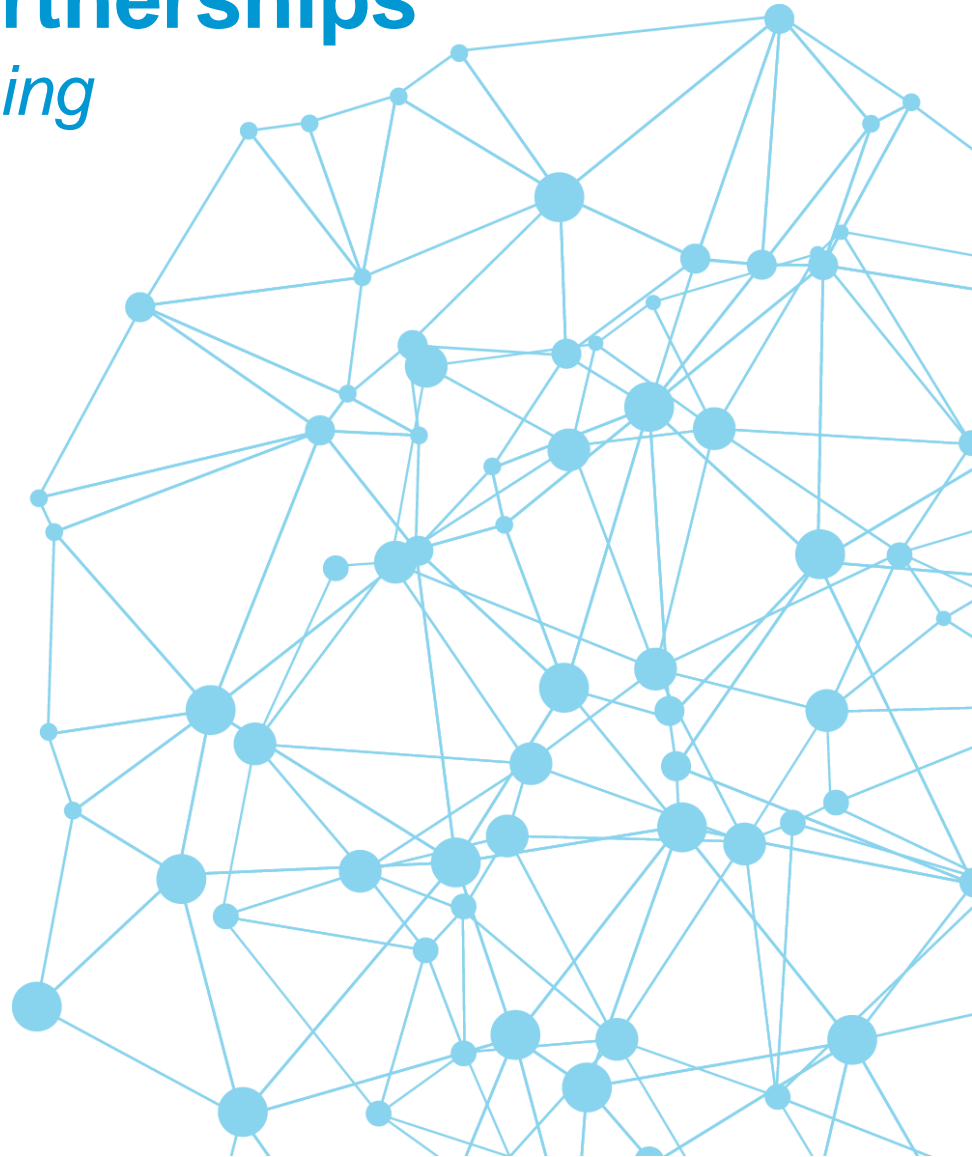
Identifying your engagement strategy



Building effective partnerships

Step 1: Internal soul-searching

- Goal setting
- Identifying the sweet spot, link to business AND possible partners' needs
- Evaluation phase:
 - What are your comparative strengths as an organization?
 - Reason for engagement?
 - Resources and commitment?
 - Short vs. long term mind-set?
 - Cultural fit?
- Level of engagement, senior level buy in
- Define the measurement of success and key benchmarks



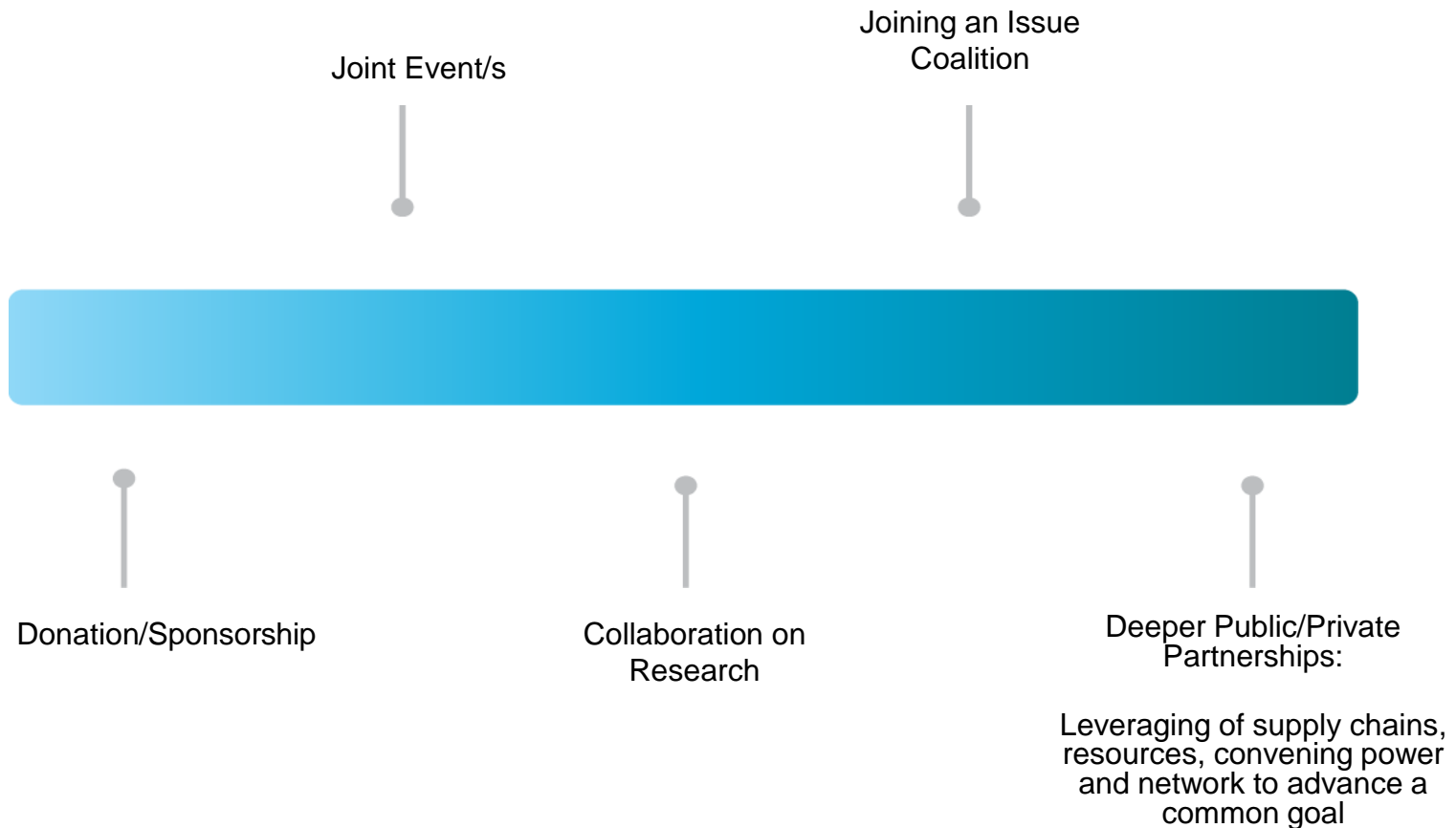
Building effective partnerships

Step II: Guiding factors to identifying the right partner/s

- **Relevance** to your business
- Organizational **focus** on your priority agenda
- **Consistency** and **durability** of engagement of the issue over time
- **Openness** and ability to engage in a productive collaboration
- **Reach** and global footprint overlap across your priority markets
- **Credibility, authority** and **trustworthiness** in the wider marketplace
- **Visibility** and popular appeal through media and social channels
- Connectedness and **influence** among the wider thought leader community and your priority stakeholders
- **Resources**, commitment, security of funding and organizational support for collaboration on both sides



Different levels of engagement



Case studies and examples

1. Convening key stakeholders and influencers:

Two ways of looking at the Rio +20 Summit: Fortune 50 company and a small(er) urban water loss management company

2. Coalition to tackle a complex issue:

Anti-Corruption and Transparency (PACI/World Economic Forum)

3. Research, measurement and validation

Women Economic Empowerment (ExxonMobil, UN Foundation)



Case Study I

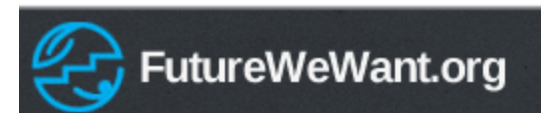
Convening key stakeholders & influencers: *Why Rio +20?*

- In June 2012, heads of state, Fortune 100 executives, leaders from civil society, media and intl. organizations gathered in Rio de Janeiro to mark the 20th anniversary of the **1992 United Nations Conference on Environment and Development** and the 10th anniversary of the **2002 World Summit on Sustainable Development** (WSSD)
- Billed as one of the most important events in the sustainability arena and one of the most important gatherings in the UN calendar for 2012
- Particular focus on **green economy**, **poverty eradication** and **institutional framework** for **sustainable development**

Many players, many organizers:



World Business Council for Sustainable Development



Innovation and Collaboration for the Future We Want
Friday, 15 June - Monday, 18 June 2012



Case Study I

Convening key stakeholders & influencers: **Fortune 50** vs. *smaller water efficiency company*

Partners Engaged in the run up/at the Summit



UN Global Compact Representation

*2,700 participants from 100+ countries
with equal public/private representation*



Panels

- Profits & Opportunities at the Base of the Pyramid
- Global Voluntary sustainable agriculture
- Water stewardship - moderated by CEO Water Mandate
- Sustainable Consumption

Closed Luncheons

- Women in Sustainability
- Agriculture and commodity management

CEO Water Mandate Press Conference

*Communique reinforcing renewed
commitment to water*

Press conference participation

- Of the 45 companies named in the communique, X was only major company invited to press conference panel



The CEO Water Mandate

Sponsored Events



Company's Presence Across Rio+20 Pre-Conferences



June 14

Exec. at CEO Lunch,
Brazil team attended



June 13

Exec on Sust
Consumption panel



June 14 & 18

Exec in Sustainability
working sessions

WOMEN
AND THE
GREEN ECONOMY

June 16

Exec at Breakfast
Roundtable



June 17

Exec on Water Panel
Exec on Sust Biz Panel



June 20

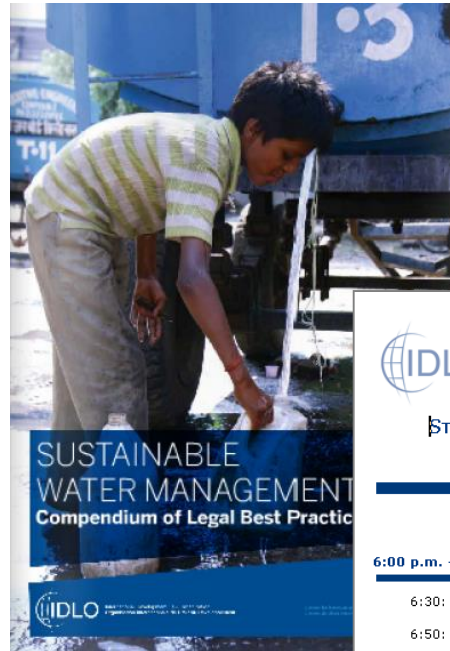
Exec on Food
for All panel

Case Study I

Convening key stakeholders & influencers: *Fortune 50* vs. *smaller water efficiency company*

Challenge & Opportunity

- Private company set up in 2007 to mitigate the staggering challenge of water loss in municipal centers around the world
- Partnering with municipalities around the world from United States, Canada and Brazil, to South Africa, India and the Philippines to reduce water loss and increase water efficiency.
- Lacked market recognition and understanding of their approach and solutions by several priority stakeholder groups: regulators and the public sector, private sector and the multilateral community
- Rio +20 was seen as a priority, but equally a challenge to get their voice heard
- Getting to know each organization
- Contribution to research
- Joint event, bringing together:
 - CEO Water Mandate / Head of UN Global Compact / Head of UN Water
 - UNDP / UN Under- Secretary-General / Special UN Rep. for LDCS
 - UN Ambassadors and representatives from Friends of Water coalition at the UN



International Development Law Organization
Organisation Internationale de Droit du Développement

STRENGTHENING WATER EFFICIENCY: LAW, PARTNERSHIPS AND INNOVATIVE SOLUTIONS FOR WATER IN THE 21ST CENTURY

Monday, May 21, 2012 / 6:00 p.m. – 9:00 p.m.
University Club, 1 W.54th St., 7th floor, New York

6:00 p.m. – 7:00 p.m.

WELCOME RECEPTION

- 6:30: Welcoming Remarks by **Ms. Irene Khan**, Director-General, IDLO
- 6:50: Remarks by **H.E. Csaba Kőrösi**, Permanent Representative, Hungary
- 7:00: **Ms. Khan** and others direct guests to dinner

7:00 p.m. – 9:00 p.m.

WORKING DINNER

- 7:05: **Ms. Irene Khan**, Director-General, IDLO
- 7:10: **Mr. Gavin Power**, Deputy Director, Global Compact
- 7:20: **Mr. Meir Weitchner**, Chairman, Miya Water
- 7:30: Discussion during Appetizer course
- 7:50: **Ms. Kenza Kaouakib-Robinson**, Secretary, UN-Water
- 8:00: Discussion during Entrée course
- 8:30: **Dr. Kishan Khoday**, UNDP
- 8:40: Discussion during Dessert course

CONCLUDING REMARKS

Ms. Irene Khan, IDLO, Director-General – Closing Remarks



Case Study II

Coalition to tackle a complex issue: Anti-Corruption and Transparency

News Release



World Economic Forum calls on business leaders to strive for corruption-free world

- World Economic Forum launches [PACI Vanguard](#), a community of global CEOs committed to zero tolerance against corruption
- The Forum and OECD initiate collaboration for a globally harmonized anti-bribery framework
- New report, [Safeguarding Aviation and Travel Value Chains Against Corruption](#), looks at collective action on sector-specific corruption
- More information on the Partnering Against Corruption Initiative (PACI) can be found [here](#)
- For more information about the Annual Meeting, visit <http://wef.ch/Davos>

Davos-Klosters, Switzerland, 23 January 2014 – Based on a decade of anti-corruption work through its [Partnering Against Corruption Initiative \(PACI\)](#), the World Economic Forum has launched a community of top business leaders across industry — named the [PACI Vanguard](#) — committed to being the premier global business voice advocating for a more robust anti-corruption agenda. This group of 20 CEOs builds on the more than 100 leading companies that are [PACI members](#) and have signed on to the [PACI Principles for Countering Corruption](#).

Partnership
Against Corruption
(PACI)

PACI CEO
Vanguard Group

Global Agenda
Council on
Transparency and
Anti-Corruption

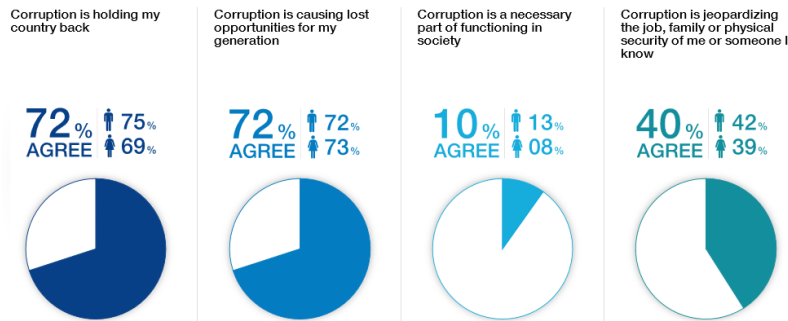


Case Study II

Coalition to tackle a complex issue: Anti-Corruption and Transparency

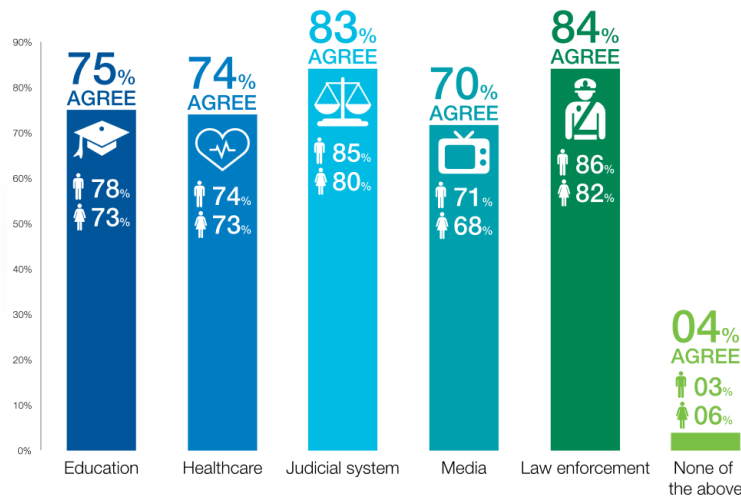
1. Corruption is... (choose all that apply)

When asked to describe the impact of corruption, the vast majority of those we surveyed believe corruption is holding their country back, and depriving their generation of opportunity.



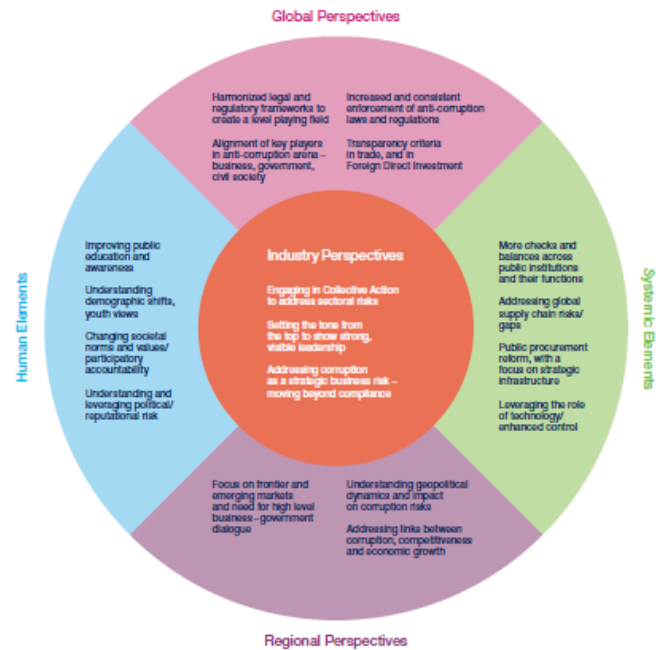
2. In your country, do you think corruption is a problem in the following sectors? (choose all that apply)

The judicial system and law enforcement are ranked the top two sectors of concern among our respondents – highlighting a trust deficit in governance and public institutions.



WORLD
ECONOMIC
FORUM
COMMITTED TO
IMPROVING THE STATE
OF THE WORLD

What are the core elements of designing corruption out of the system?



Case Study III

Research, measurement and validation: Women Economic Empowerment

RESEARCH COMMISSIONS

This report would not have been possible without the contributions of the research partners and authors of the research commissions, listed below.

ENTREPRENEURSHIP

Improving the Productivity and Earnings of Women-Owned and/or Managed Enterprises in Developing Countries: What Works?

Christopher Woodruff and David McKenzie

Capital, Skills and the Economic Lives of the Poor: Recent Evidence from Field Experiments

Oriana Bandiera, Robin Burgess, Selim Gulesci, Imran Rasul and Munshi Sulaiman

Subsistence, Transformational and Something in Between

Elias Camberoni, Rachel Heath and Emily Nix

The Benefits of Women's Business Networks

Vital Voices Global Partnership

Women Who Save: A Comparative Analysis of Ecuador, Ghana and Karnataka, India

Cheryl Doss, Carmen Diana Deere, Abena D. Oduro and Hema Swaminathan

Financial Services for Low-Income Women: Opportunities for Economic Empowerment?

Rakha Mehra, Payal Patel, Adithi Shetty and Anne Gola

Breaking the Metal Ceiling: Female Entrepreneurs Who Succeeded in Male-Dominated Sectors in Uganda

Francisco Campos, Marius Goldstein, Laura McGowan, Ana Maria Munoz Boudet and Overt Pimhuzai

FARMING

A Meta-Analysis of Land Rights and Women's Economic Well-Being

Yana Rodgers and Nidhiya Menon

Land Rights and Economic Security for Women in Vietnam

Nidhiya Menon, Yana Rodgers and Alexis Kennedy

Good and Efficient? Women's Voice in Agriculture

Ralitza Dimova and Ira H. Gang

You Can't Eat Cotton: Evidence on Crop Portfolios and Gender from Benin

Marius Goldstein, Karim M'chich, Joao Montalvao, Ana Maria Munoz Boudet, Michael O'Sullivan and Beth Zikronah Rosen

Women's Economic Empowerment in Agriculture: Supporting Women Farmers

Cheryl Doss, Zoe Bockius-Suwyn and Shereen D'Souza

Closing the Gender Asset Gap: Learning from Value Chain Development in Africa and Asia

Agnes R. Quisumbing, Deborah Rubin, Cristina Manfre, Elizabeth Walthering, Mara van den Bold, Deanna Olney and Ruth Meinzen-Dick

Increasing the Productivity and Earnings of Rural Women: What Works?

James C. Knowles

WAGE EMPLOYMENT

How to Improve Women's Employability and Quality of Work in Developing and Transition Economies

Petra Todd

Case Studies and Best Practice Research on Empowering Women through Clean Cookstoves Projects in Bangladesh

Nepal Chandra Dey

YOUNG WOMEN'S EMPLOYMENT

Identifying Research Gaps and Priorities for Women's Economic Empowerment: Gender and Youth Employment

Elizabeth Katz

SPECIAL COLLABORATION WITH THE UNITED NATIONS

Mapping Demand for Women's Economic Empowerment Projects: A Global Analysis of UN Women's Fund for Gender Equality Proposals

UN Foundation and UN Women Fund for Gender Equality

WOMEN'S ECONOMIC EMPOWERMENT: A ROADMAP

[ROADMAP](#)[MEASUREMENT](#)[RESOURCES](#)[ABOUT](#)

THE EVIDENCE GAP

Research has demonstrated that when women are economically empowered, entire communities benefit. Yet until now, there has been a crucial knowledge gap regarding the most effective interventions to advance women's economic opportunities. This initiative helps close this gap by gathering the best available evidence to help guide smart programs and investments.



- UN Foundation and ExxonMobil Foundation joined forces in early 2012 to create a roadmap to catalyze program and policy action for women's economic empowerment.
- This research initiative builds on the organizations' shared interests and expertise, and engaged partners across the research and program communities to produce rigorous and practical recommendations for action.
- The Roadmap gives funders, non-governmental organizations (NGOs), and governments a path to programs that effectively help women improve their incomes, productivity, and ultimately, their communities.



Key takeaways



Partnership
strategy reflects
business
objectives



No “one size
fit all”



Give it time



Authentic
and non
transactional



Questions?