

GLOBAL PARTNERSHIPS WEEK

PARTNERSHIP PRACTITIONERS FORUM REPORT  
**2017**





## Letter from the Partners

This year, it was our pleasure to host over 350 leaders from the public, private, and nonprofit sectors at the [Partnership Practitioners Forum](#) at the U.S. Institute of Peace in Washington, D.C. on March 6, 2017. Held during [Global Partnerships Week \(GPW\)](#), under the theme 17 in 17: Partnerships to Achieve the UN Sustainable Development Goals (SDGs), the Forum was developed in partnership with the [Secretary's Office of Global Partnerships](#) at the U.S. Department of State, the [U.S. Global Development Lab](#) at the U.S. Agency for International Development (USAID), [Concordia](#), and [PeaceTech Lab](#) kicked off the annual week-long celebration in recognition of the critical role that cross-sector collaboration plays in advancing the SDGs globally. This Forum convened stakeholders to share best practices in the creation and implementation of cross-sector partnerships and recognized the urgency of leveraging governments, civil society, and businesses to achieve capacity and scale in global development by 2030. Discussion topics included measuring partnership metrics, governance and legal issues, and negotiation in partnerships. In addition, sessions explored specific issue areas reflecting the other 16 SDGs, including human rights, economic opportunity, health, the environment, and infrastructure.

- During the event, dozens of new and potential partner connections were established and over 250,000 impressions were made over social media.
- In addition to the Practitioners Forum, over 25 independent partnership-building events were held around the world in honor of GPW. See all events [here](#).

# 17 PARTNERSHIPS FOR THE GOALS





## Welcome & Opening Remarks

### Speakers:

- Nancy Lindborg, President, U.S. Institute of Peace
- Matthew A. Swift, Co-Founder, Chairman & CEO, Concordia

### Summary:

Nancy Lindborg, President of the U.S. Institute of Peace and PeaceTech Lab Board Member, kicked off the Forum with optimism about prospects for the future. She said that despite the plethora of “grim news” making headlines, violence is at an all-time low. On the SDGs, she expressed similar optimism explaining how they represent an opportunity to “think more systematically than we have before.” Specifically focusing on Goal 16, she called for public-private partnerships to help foster peace. Concordia CEO, Matthew Swift, echoed Lindborg’s optimism, describing how Concordia sees public-private partnerships as “critical vehicles for change and positive social impact.” He called for greater collaboration to tackle the world’s most pressing challenges that includes leveraging knowledge from the public and nonprofit sectors and resources from the private sector. He also acknowledged all of the partners and sponsors that supported GPW and their important role in demonstrating the benefits of P3 collaboration firsthand.

### Quotes:

- “With the SDGs as a framework, we are here today to think about how we can create P3s for social impact. You are all part of a community that is on the ground carrying out this very important work.” - Nancy Lindborg, President, U.S. Institute of Peace
- “We see public-private partnerships as a critical vehicle to social impact.” - Matthew Swift, Co-Founder, Chairman & CEO, Concordia





## U.S. Department of State's Partnership Excellence Award for 2017

### Speaker:

- Thomas Debass, Acting Special Representative for Global Partnerships, U.S. Department of State

### Summary:

Within the U.S. Department of State and USAID, employees have embraced the Secretary's challenge to the Department to create partnerships that leverage private sector resources and innovative leadership to promote sustainable development and opportunity around the world. The U.S. Department of State's Partnership Excellence Award recognizes and celebrates individuals who have made strong commitments to the advancement of public-private partnerships within the Department of State and USAID.

### 2017 Winners:

- Deborah L. Birx, M.D., Ambassador at Large, U.S. Global AIDS Coordinator & U.S. Special Representative for Global Health Diplomacy
- Lauren A. Marks, Esq, Director of Private Sector Engagement for PEPFAR, U.S. Department of State, Office of the U.S. Global AIDS Coordinator and Health Diplomacy (S/GAC)
- Terence Miller, Chief of USAID Peru Office of Alternative Development

### 2016 Winners:

- Ambassador John A. Heffern, Acting Assistant Secretary of State for European Affairs
- Valerie A. Wenderoth, Attorney and Advisor in the Department



## Goal 17 in 2017: Partnerships for the Global Goals

### Speakers:

- Raj Kumar, President, Devex (Moderator)
- Irina Bokova, Director-General, UNESCO, Leadership Council Member, Concordia
- Kathy Calvin, President & CEO, UN Foundation
- Trevor Davies, Global Head, International Development Assistance Services Institute, KPMG
- Claus Stig Pedersen, Head of Corporate Sustainability, Novozymes
- Tomicah Tilleman, Director, Bretton Woods II, New America

### Key Takeaways:

- Public-private partnerships are a critical vehicle for change and positive social impact.
- Rather than being viewed as a challenge, the SDGs represent an opportunity for actors to think more systematically than before.
- Companies that engage with all actors in the same ecosystem are more flexible and sensitive to the challenges and needs of different entities in that space.
- Data, and access to it, is essential in identifying what is working and what challenges still exist in different ecosystems, as well as how different entities can most efficiently partner to make positive impact.

### Summary:

The opening plenary session of the 2017 GPW Partnership Practitioners Forum, moderated by Devex's Raj Shah, focused on how partnerships can be utilized to address the planet's most pressing issues and achieve the SDGs. Tomicah Tilleman, Director of Bretton Woods II, New America, explained how investments with long-term horizons are exposed to risks from nearly every sector of the economy. Because of this, long-term investors can save money by "channeling capital to address root causes" of social issues. Irina Bokova, Director-General of UNESCO, and Claus Stig Pedersen, Head of Corporate Sustainability, Novozymes, spoke about how public-private partnerships are key to addressing social issues, like poverty, and actually help companies better understand the environments in which they operate. Trevor Davies, Global Head, International Development Assistance Services Institute, KPMG, stated that the SDGs are "more than an academic exercise" and private sector corporations like KPMG have employees working towards them all over the world. Kathy Calvin, President & CEO of the UN Foundation, stressed the importance of having

all actors at the table and how the SDG framework should be viewed as a tool for companies to articulate to their stakeholders why they are engaged in helping to improve the world. A main focus of the session was how much private actors stand to gain from partnerships with governments and civil society. Collaborating with partners in their respective space allows private firms to be more dynamic and in-tune to the needs and concerns of all actors in various ecosystems. The importance of data, and access to it, in all levels of decision-making processes was also stressed. Finally, it was made clear that it is necessary for companies to become sustainably developing institutions, just like it was once an imperative for them to go digital.

#### Quotes:

- “I think in the end, that last goal, that 17th goal, is really the innovation goal. It’s the place where all of the different entities that are represented in this room today come together to create something new, something bigger.” - Raj Kumar, President, Devex (Moderator)
- “The Sustainable Development Goals are shifting the paradigm and changing the overall mentality as to how we see development, how we see peace, how we see security.” - Irina Bokova, Director-General, UNESCO
- “Paul Polman doesn’t just look at the bottom billion, but the billion bottoms.” - Kathy Calvin, President & CEO, UN Foundation
- “The 21st century will be about sustainable development. The opportunity is enormous.” - Kathy Calvin, President & CEO, UN Foundation
- “Partnerships are unnatural acts among consenting adults. They’re not easy to do.” - Kathy Calvin, President & CEO, UN Foundation
- “I would challenge the nonprofit sector to do better. We need to look at the [SDGs] as a new way of doing work.” - Kathy Calvin, President & CEO, UN Foundation
- “From our perspective, all of those areas actually impact our communities, our clients and our people. The SDGs are more than just an academic exercise.” - Trevor Davies, Global Head, International Development Assistance Services Institute, KPMG
- “It’s not about making fast profits and then exiting. It is about really understanding the needs of the world and how we can innovate to meet those needs. It’s about learning that we will only succeed if we collaborate with all of the uncommon partners and understand the ecosystem, influence the ecosystem, and create the pathway for our innovations.” - Claus Stig Pedersen, Head of Corporate Sustainability, Novozymes
- “There’s a kind of financial engineering that can be good. I’m seeing a lot of multilateral banks saying let’s guarantee an investment, let’s help make a project more attractive, let’s find a way to work with a municipality or a state to get them to the point where investors who might have seen this as too risky can engage. We are today with this work where venture capital was in 1957, 1958, where we saw the creation of an entire new model of value creation. Today we are at the threshold of a similar revolution.” - Tomica Tilleman, Director, Bretton Woods II, New America



## PARTNERSHIP BUILDING WORKSHOPS

### Social Impact Bonds: Lessons Learned and New Directions

#### Speakers:

- Yennie Tse, Senior Advisor, U.S. Department of Housing and Urban Development (moderator)
- Anna Fogel, Director, Social Finance
- Sarah Gillespie, Senior Research Associate, Urban Institute
- Sindhu Lakshmanan, Investment Associate, Living Cities
- Megan Lizik, Senior Evaluation Specialist, U.S. Department of Labor

#### Key Takeaways:

- The current Pay for Success program process is too exhaustive and needs to be streamlined.
- There is a role for government to play, including devoting resources to promoting PFS projects.

#### Summary:

Megan Lizik, Senior Evaluation Specialist with the U.S. Department of Labor (DOL), explained how motivation behind pioneering the Pay for Success (PFS) program was to involve new partners, grow a body of evidence, and scale up interventions to secure better outcomes for target populations. It took the DOL 6 months to put together a request for proposals and 4-6 months for DOL-funded partnerships to be formed. She also emphasized the importance of securing buy-in from leadership in order to have the resources to overcome obstacles that arise and better understand how the federal government faces cultural challenges by learning to lessen oversight and hand off the process to partners. Investment Associate Sindhu Lakshmanan walked through how Living Cities assesses the credit-worthiness of PFS transactions by looking at four criteria:

1. Partnership - Do partners have strong communication, the ability to compromise, and skin in the game?
2. Program - What does the research say about the effectiveness of intervention?

3. Policy - How supportive is the policy environment in supporting the project?
4. Processes - How will coordination across bureaucratic lines be managed?

Sarah Gillespie explained how the Urban Institute is in the process of assessing the PFS model by examining whether it induces system-level changes that lead to more partnerships, breaking down barriers, and establishing greater community benefits. She also explained that we need to broaden our thinking beyond the straightforward benefits of PFS programs and incorporate the positive-externalities involved. Anna Fogel explained how her role as a PFS intermediary has been to connect interested parties and oversee work streams. PFS timelines vary and are affected by different issues including getting groups to share data and contract structuring. Fogel stated that PFS projects could move quicker if there were government resources dedicated to pushing them through.

#### Quotes:

- “PFS projects could move quicker if there were government resources dedicated to pushing them through.” - Anna Fogel, Director, Social Finance

### **Beyond the Usual Suspects: Using Competition Models to Foster Innovation and Entrepreneurship**

#### Speakers:

- Alice Gugelev, Director, Global Development Incubator (moderator)
- William Center, Director, International Funding Organizations, Philips
- Jenn Gustetic, Small Business Innovation Research Program Executive, NASA
- Mike Walker, Program Manager, DARPA
- Quintan Wiktorowicz, Co-founder and Managing Partner, Affinis Labs

#### Key Takeaways:

- The aim of many of these competitions is to engage organizations and individuals who traditionally would not be involved in projects with donor organizations. It's way to work with more non-traditional groups, as opposed to larger, more grounded stakeholders.
- Be very clear about the topics for which we are seeking solutions. There needs to be a clearly defined problem that we are asking competition participants to work towards.
- How do we engage people and organizations that don't have experience working with larger organizations like USAID? We can use challenges and competitions, and rely on networks that source and find people that can bring something to the table.
- It's important, when designing a program, to involve other actors from the beginning. They can help inform what the problem truly is and how to solve it.
- Stakeholders and customers are different. If you design a program for stakeholders then you miss out on truly engaging customers and have a much higher risk of producing a product that the customer ultimately will not need or use.
- How to structure the competition is crucial. If you are very clear about messaging that the project will end and that all (or most) projects will be shared, you won't have teams that hide what they are

doing. In fact, they are actually encouraged to share and that can lead to even greater outcomes.

- At the end of the day ideas are great, but ideas can fall flat and, ultimately, we need to be able to transfer ideas to actual projects and outcomes.
- Innovation is a disruptor. There will always be winners and losers and we need to keep that in mind when designing programs. We need to be mindful about who these winners and losers are.
- Prizes and grand challenges can play different roles. Not everything is going to scale and become big, successful projects. Some are designed for small wins to prove that something is possible.
- The development community needs to catalogue different models that work so we can learn from each other and share platforms that have actual impact.
- Many of the potential participants in these competitions are not connected to the appropriate networks, to learn about these programs. We must do better at expanding these models to include people and communities that are not typically included.

### **Summary:**

In today's budget and resource constrained environment, ambitious targets like those set out in the SDGs will require a range of innovative approaches to longstanding challenges. Prizes, challenges, hackathons and other approaches have enabled the public and private sectors to engage a range of partners – innovators, entrepreneurs and scientists – to develop revolutionary new ideas for solving development challenges and achieve our objectives in cost-effective and efficient ways. This session focused on using competition models to engage new and nontraditional partners, leveraging innovation and technology and building a community of practice to reach beyond the usual suspects in working toward shared development objectives.

### **Quotes:**

- “When we run the hackathons, we don't simply do them to create innovation, but it's really about mobilization and systems building” - Quintan Wiktorwicz, Co-founder and Managing Partner, Affinis Labs
- “We want strategy to drive process, especially when it comes to allocating funds and spending money.” - Jenn Gustetic, Small Business Innovation Research Program Executive, NASA
- “We believe there are as many commercial benefits as social benefits in some of our business models and we cannot succeed in this space without partnerships. Ultimately, our way of doing business relies on external collaboration” - William Center, Director, International Funding Organizations, Philips

## **Government Partnering Pitch for the Sustainable Development Goals**

### **Speakers:**

- Andrew Mack, CEO and Principal, AMGlobal Consulting (moderator)
- John Heffern, Acting Assistant Secretary, U.S. Department of State
- Ed Martin, Founder and CEO for Goodx
- Jessica Long, Managing Director, Managing Director, Accenture Strategy and Sustainability
- Angus Rennie, Senior Manager, UN Global Compact, Partnerships and UN Relations

## Key Takeaways:

- Partnerships include real people and we therefore need to approach partnerships with this in mind because, “Underneath P3s lays an additional ‘P’ - people,” explained Andrew Mack. We must recognize that companies are going out of their comfort zone and this requires trust. The biggest issue we face right now is trust, and learning to build that trust is afforded from the very beginning.
- The most successful partnerships stem from connecting the core business to the need or gap in your movement forward on an SDG. Jessica Long said, “Notice what a company is doing in x, y, z country and see how they can make one small different in their supply chain, which can support an SDG and accomplish an already core company goal.” Approaching a company from this point of view is what starts the relationship process to building trust, including equal benefit for all parties and ultimately making it more sustainable in the long run. This makes it necessary to educate yourself before entering into partnership talks in the first place.
- There are companies already leading the charge, but many don’t understand that they are. It is difficult, but nevertheless important, to help these companies understand how they can get involved without much change or effort. Ambassador Heffern suggested, “How do we get local companies to get involved overseas? If our U.S. international companies could work with the embassies to get local companies involved, that would really help advance the SDGs overseas.” There are many companies that are already implanted in a country’s community and know the culture. Their main business plan and end goal could help implement the SDGs into reality, but first they must understand how it fits into their structure and how a small change – be it an addition or a takeaway – can shed light to the fact that their company is doing something to advance global development and sustainability.

## Summary:

The world agreed to ambitious goals to eliminate poverty, hunger and improve life for billions of people living in poverty. Governments alone can’t finance the investments that will be needed to make significant progress toward the goals. It will take the whole of society, including businesses, foundations, civil society organizations and academia among others to work together to address the goals. This panel discussed how the government can best pitch partnerships to address SDGs. It addressed what attracts people to the goals and how we find partners domestically and internationally to achieve progress. The panel included a variety of backgrounds and perspectives from the federal government in foreign service, private sector marketing, contracting and consulting, and a nonprofit international organization with a voluntary initiative based on chief executive commitments to support the global goals. The moderator, stemming from the private sector, opened with questions for the entire group to dissect best practices of pitching partnerships to the corporate and for-profit community in support of the internationally committed plan to enhance sustainable development globally.

The panel encouraged the audience to think about what type of partner they need and are looking for ahead of time, specifically to fill in any gaps. Then, it is important to prepare by learning about the company before approaching them to build a relationship. The overarching theme of the panel was trust-building and leveraging the foundation of a company’s core interests to identify where partnership made sense for all involved, while approaching a potential partner with incentives and allowing for equal benefits toward each member’s overall business strategy and mission. The panel gave examples on how an alliance truly starts with developing a solid foundation to build

upon through talks and finding mutuality together. The long standing major partnerships needed to take on a vast task like the SDGs are built on trust.

As a result of the Forum, practitioners should feel empowered to engage partners by first identifying those who are already making progress towards the goals or working at the grass root level. They can then adapt their practices as needed and approach on equal footing, which would not only benefit themselves but the collective SDG achievement process overall. The private sector must learn more about the goals by demonstrating where they fit into the grand scheme of things and first, and foremost, develop a strong relationship that leads to trust. A trusted community of partners is what endures for the long haul. This all starts at the beginning of the process when identifying gaps, potential partners, educating yourself on their mission and how a potential connection will benefit all involved. Lastly, remember that, “really all 17 Goals have meaning or relevance to every business around the world and in some way, it can fit. It may not be a direct hook, but perhaps an indirect hook to their business plan and it is up to us to show them this, because it creates a type of sustainability with long term interest,” (Angus Rennie) and, “we all have reputation in the game” (Andrew Mack).

#### **Quotes:**

- “Really all 17 Goals have meaning or relevance to every business around the world and in some way, it can fit. It may not be a direct hook, but perhaps an indirect hook to their business plan and it is up to us to show them this, because it creates a type of sustainability with long term interest,” (Angus Rennie) and, “we all have reputation in the game” - Andrew Mack
- “Underneath P3s lays an additional ‘P’ - people,” - Andrew Mack, CEO and Principal, AMGlobal Consulting

### **Infrastructure Partnerships: Lessons Learned and Opportunities for Increasing Impact**

#### **Speakers:**

- Kyeh Kim, Acting Vice President, Department of Compact Operations, Millennium Challenge Corporate (Opening Remarks)
- Ryan Johnson - Office of Strategic Partnerships, Millennium Challenge Corporation (Moderator)
- Carl Kress, Regional Director, East Asia / Middle East, North Africa, Europe and Eurasia, US Trade and Development Agency
- Ellen Moran, Senior Advisor Energy Practice Group, Millennium Challenge Corporation
- Tam Nguyen, Global Head of Sustainability, Bechtel
- Lawrence Carter, Public Private Partnership Group, World Bank

#### **Key Takeaways:**

- Choose partners strategically and match project to partnership.
- Necessity of working with local entities for sustainability/institutional support.
- Need for effective communication and information sharing.

## Summary:

This breakaway session examined the role of public-private partnerships in financing infrastructure projects. The session started with introductory remarks from Kyeh Kim, Millennium Challenge Corporation's (MCC) Acting Vice President for the Department of Compact Operations, who gave a high-level overview on MCC's infrastructure work, and set the context for the discussion on public-private partnerships in infrastructure. Panelists included representatives from USDTA, Bechtel, World Bank, and MCC. MCC opened the panel by pointing to the \$3.3 trillion gap in infrastructure financing that has led to an increased need for infrastructure-based public-private partnerships. Moderator Ryan Johnson, Senior Director for MCC's Office of Strategic Partnerships, then asked panelists to examine factors that have contributed to successful partnerships. They noted competitive solicitations, credit support, incentivized delivery and development structures, strong executing agencies on the ground, and strong data and scaling tools. The panel then turned to focus on the importance of strategically choosing partners. They agreed that it was often more successful to first determine appropriate partners before project specifics. Furthermore, the panel agreed that implementing partners and partners on the ground were essential for sustainability and successful partnership longevity. Lastly, the group spoke about some of the largest constraints to infrastructure-based partnerships, which they agreed stem mostly from a lack of project integration and failures of communication and information sharing.

## Quotes:

- What are the critical factors to success? "Being willing to say no when the specifics of the proposal and the historical data don't provide a strong case for a successful outcome. We look very carefully at past results of the parties, the country and the sector in selecting projects to support." - Carl Kress, Regional Director, East Asia / Middle East, North Africa, Europe and Eurasia, US Trade and Development Agency
- "When choosing partners, MCC first looked for partners that can serve as implementers, then additionally sought out partners that can help with longevity, with leveraging resources, innovation, and new ways of thinking." - Ellen Moran, Senior Advisor Energy Practice Group, Millennium Challenge Corporation
- "Successful partnerships include creating and mentoring a local agency that can execute complex national infrastructure plans." - Tam Nguyen, Global Head of Sustainability, Bechtel
- "Lack of information is one of the binding constraints to successful partnerships." - Lawrence Carter, Public Private Partnership Group, World Bank

## **The Softer Side of Partnerships: Strengthening Relationship Health and Management**

### Speakers:

- Todd Kirkbride, Senior Partnership Advisor, The Partnering Initiative (moderator)
- Nate Hurst, Chief Sustainability and Social Impact Officer, HP
- Judith Hochhauser Schneider, Deputy Director, Private Sector Engagement, World Wildlife Fund
- Prairie Summer, Senior Partnerships Advisor, US Global Development Lab, USAID

## Key Takeaways:

- Partnership practitioners should build soft skills in trust, negotiation, and active listening to help support healthy relationships. Tools like The Partnering Initiative's Partnership Health Check Tool can help actively check a partnership's alignment.
- Create systems that improve relationships with partners, such as a relationship managers' network or a single point of entry that can help potential partners navigate complexity.
- Start small, build trust and buy-in by achieving a few early wins with the partnership, and then explain the opportunity for scale. Big companies like HP value this kind of approach.

## Summary:

There's a certain kind of personality and a certain kind of chemistry that can make effective partnerships. Do you leave these to chance or do you try to build the foundation to create relationship builders? This breakout session, "The Softer Side of Partnerships: Strengthening Relationship Health and Management," aimed to support partnership practitioners' efforts in building skills that cultivate healthy partner relationships. Todd Kirkbride, senior partnership advisor at The Partnering Initiative (TPI), began the session by sharing TPI's core principles: equity, transparency, and mutual benefit. He encouraged attendees to build their soft skills such as trust, negotiation, and active listening, and offered TPI's Partnership Health Check Tool as a way for attendees to actively and regularly check the health of their partnership. Prairie Summer, senior partnerships adviser at USAID's U.S. Global Development Lab, shared USAID's tools for supporting healthy relationships, including a Relationship Managers' network and a focus on co-creation, strategic alignment, and trust. Summer noted that partnerships that were more successful in the longer term had relationship managers who were willing to take time to have hard conversations and address pain points before they affect the partnership's activities. Nate Hurst, chief sustainability and social impact officer at HP, said that partnering with big companies is all about scale – companies want to start a pilot that has the potential to scale from one country to multiple. He also encouraged partners to collectively define their vision, have boots on the ground that understand the local market, and be transparent from the very start. Hurst also mentioned HP's value for starting small, having a few early wins, and building up the partnership activities from there. Judith Hochhauser Schneider, deputy director of private sector engagement at the World Wildlife Fund (WWF), offered her experience as the single point of entry for private sector companies interested in partnering with WWF. This helps outside partners navigate the complexity of WWF activities and find the most meaningful opportunities for partnership. She also reiterated the value of trust, especially as the local level, providing the example of connecting partner Coca Cola's offices in 190 countries with WWF local teams.

## Quotes:

- "It's not just about the dollars we leverage. It's about how we build strong relationships to get to a great development impact." – Prairie Summer, Senior Partnerships Advisor, US Global Development Lab, USAID
- "We acknowledge that we don't have all the answers. Using tools like the Global Development Alliance and the Broad Agency Announcements, we can bring together all stakeholders who are interested in an issue to address it as a shared goal." – Prairie Summer, Senior Partnerships Advisor, US Global Development Lab, USAID
- "From the onset, define your vision. Collectively as partners, define what your vision is and what

your roles are.” – Nate Hurst, Chief Sustainability and Social Impact Officer, HP

- “Connection. It’s important to have those boots on the ground that understand the market where you’re dealing with. That’s where public sector can really help private sector, where we need to connect to the local partners.” – Nate Hurst, Chief Sustainability and Social Impact Officer, HP
- “WWF works holistically with corporations. We do large transformational partnerships with companies like Coca Cola and Walmart that affects everything from sourcing to operations.” – Judith Schneider, Deputy Director, Private Sector Engagement, World Wildlife Fund
- “There’s a certain kind of personality and a certain kind of chemistry that can make effective partnerships. Do you leave these to chance or do you try to build the foundation to create relationship builders?” – Todd Kirkbride, Senior Partnership Advisor, The Partnering Initiative



## Lunch Discussions

In addition to the regular program, the Forum offered the opportunity for informal table discussions during lunch for attendees to convene around a specific partnership-related topic. These included:

- Zero G Summit - Shuttle Diplomacy in a New Space Age - Hosted by Space Trust
- Unreasonable Goals - Hosted by the U.S. Department of State
- Sustainable Diaspora Goals - Hosted by the U.S. Department of State
- Utilizing Data for the SDGs - Hosted by the U.S. Department of State
- Innovation and the SDGs - Hosted by the U.S. Department of State
- Catalyzing Private Investment: A Discussion with USAID's Office of Private Capital and Microenterprise - Hosted by the USAID
- Concordia Campaigns: Partnering for Social Impact - Hosted by Concordia
- Finding Ground Truth: Data-Driven Local Awareness for Decision Making - Hosted by PeaceTech Lab

These sessions offered additional networking opportunities, and participants were able to make connections with new individuals and organizations working on projects related to their field or area of interest.



## Afternoon Remarks

### Speakers:

- Sarah Glass, Acting Director, Center for Transformational Partnerships at USAID

### Summary:

Speakers from GPW partner USAID and sponsor M&C Saatchi discussed the importance of cross-sector collaboration.

### Quote:

- “At USAID, we prioritize cross-sector partnerships as a critical piece of our work.” - Sarah Glass, Acting Director, Center for Transformational Partnerships at USAID
- “Working with the private sector is no longer a luxury but a necessity...reaching the ambitious targets that we’ve laid out in the Sustainable Development Goals cannot be achieved through traditional development assistance alone.” - Sarah Glass, Acting Director, Center for Transformational Partnerships at USAID
- “Achieving the possible and meeting the ambitions of the SDGs means tapping into resources from multiple sources: increased domestic resource mobilization by host country governments, greater flows of investment from the local and global private sector, and continued commitments from donor nations to channel assistance to where it is most needed.” - Sarah Glass, Acting Director, Center for Transformational Partnerships at USAID
- “The question is not if we need to partner, but how.” - Sarah Glass, Acting Director, Center for Transformational Partnerships at USAID



## SDG Accelerator Announcement

### Speakers:

- Thomas Debass, Acting Special Representative for Global Partnerships, U.S. Department of State
- Daniel Epstein, Founder & CEO, Unreasonable Group

### Summary Paragraph:

The Secretary's Office of Global Partnerships at the U.S. Department of State has joined forces with Unreasonable Group, a leading firm that supports entrepreneurs solving global challenges at scale, to launch a new partnership called Unreasonable Goals. The first global initiative of its kind focused on scaling up high-growth entrepreneurs worldwide who are best positioned to tackle the SDGs, the inaugural Unreasonable Goals program will run from July 2–16, 2017, just outside of Washington D.C. Each year thereafter, the team at Unreasonable will bring together 16 highly scalable entrepreneurial solutions, each uniquely positioned to solve one of the SDGs. The inaugural Unreasonable Goals cohort includes the first fair trade apparel company on the African continent and a company transforming plastic waste from Kenyan slums into a lumber substitute — creating thousands of jobs and saving millions of trees. By 2030, after running the initiative for 13 years, Unreasonable Goals will have worked with over 200 global, high-growth entrepreneurs. Unreasonable Goals is a hallmark of public-private partnerships in action, partnering with the U.S. Department of State as host and Johnson & Johnson as a cornerstone partner. The initiative is also looking to bring in over a dozen other multinational companies, NGOs, and key foundations as partners.



## Afternoon Keynote

### Speaker:

- Vikki Spruill, President, Council on Foundations

### Key Takeaways:

- Foundations inherently believe in transformative potential of ideas. Philanthropies can act as research and development partners for SDGs, because they have the willingness to take risks and the flexibility to finance innovative solutions.
- Philanthropic partners can be valued beyond their checkbooks. Philanthropies have rich knowledge and deep connections within local communities in the United States and around the world.
- Philanthropies want to be seen as active partners, not just another funding source. They should be brought in from the beginning, so that partnerships can leverage their unique assets.

### Summary:

Vikki Spruill, President of the Council on Foundations, delivered remarks focused on the value of philanthropies and foundations in public-private partnerships. Spruill said that philanthropies intend to invest more than \$360 billion towards the Sustainable Development Goals (SDGs) globally. Philanthropies should be treated as a catalytic partner in public-private partnerships. According to Spruill, philanthropies want to be seen as an active partner, not just another funding source. They should be brought in from the beginning, so that partnerships can use its unique assets. These unique characteristics include the willingness to take risks and the flexibility to finance innovative solutions. Philanthropies have the ability to be a strategic partner for risk capital and innovation, in both the United States and around the world. Spruill referenced many examples of philanthropies engaging in development today. One example was convening 250 foundations from five cities, which led to commitments from the mayors of Minneapolis and New York City to engage philanthropies to strengthen their economies and support their growing cities. Other examples included the partnership FutureWithFood that works with business and nonprofit partners to provide solutions for cutting food waste in half; Impact 2030, a global, private sector-led organization that incentivizes companies to empower their workforce to dedicate their time and talent towards achieving the SDGs; and SDG Funders, a platform that works to coordinate the efforts of philanthropies tackling the SDGs. Spruill said that the ambition of SDGs makes them

exciting, but that ambition is why cross-sector partnerships are needed to achieve the Global Goals. Spruill challenged attendees to “think beyond your singular areas of expertise and join together with unlikely partners.” She reflected on the importance of convenings like Global Partnerships Weeks, which brings together a diverse set of people and offers the opportunity to find new and innovative ways to partner to achieve the SDGs.

#### **Quotes:**

- “I challenge you to think beyond your singular areas of expertise and join together with unlikely partners. Think big, think bold. Link up with a partner addressing a problem from an entirely different angle. That’s why convenings like this are so important.” – Vikki Spruill, President, Council on Foundations
- “Foundations are bigger than their checkbooks.” – Jim Thompson, Director for Innovation, U.S. Department of State

#### **Sponsor Remarks:** [Innovations in Behavior Change](#)

#### **Speakers:**

- Marcus Peffers, CEO at M&C Saatchi

#### **Summary:**

Marcus Peffers, CEO of M&C Saatchi, discussed how approaches to behavior change need to evolve in order to match the nature of the threat. He shared best practices from the private and public sectors and discussed how M&C Saatchi sees the opportunities and challenges for organizations like USAID to facilitate and accelerate sustainable behavior change in development.



## Partner Pop Quiz: A Match Made in Headquarters

### Speakers:

- Bruce Sherman, Strategic Adviser, PeaceTech Lab (moderator)
- Charles Blazeovich, Corporate Partnerships Specialist, Feeding America
- Chad Blevins, Senior Analyst, USAID GeoCenter
- Paula Diaz, Senior Manager, Conservation International
- Evamay Lawson, Social/Environmental Affairs Manager, IKEA
- Mikel Maron, Data Team, Mapbox
- Michael Yamoah, Manager, Sustainability and Global Insights and Analytics, Bechtel Corporation

### Summary:

In this high-energy session moderated in the spirit of The Newlywed Game, three competing teams in pairs answered questions about the benefits and challenges of their meaningful work together, making for an engaging and informative experience. The questions posed to the participants included:

1. What key issue drove the initial foundation of your partnership?
2. What do you believe is the most important metric to track your partnership's work?
3. Time, money, personnel, and public awareness are all important to achieving your end goal. However, if you could only choose one, which is most critical to your future success?

Evamay Lawson from IKEA generated some controversy when, in response, to the second question, she said IKEA was not as concerned with metrics in evaluating the success of their “Feeding the Future” campaign. Rather, IKEA focused on the intangible benefits of the program: employees were enthusiastic and motivated in their work, and had increased feelings of loyalty towards IKEA for addressing the issue of hunger in their local communities. The third question also sparked debate, when all the participants except Michael Yamoah from Bechtel listed “public awareness” as the most critical element to their future success. Michael disagreed, saying “time” was the most important aspect of a good partnership. He emphasized the need to invest time into thoroughly vetting and planning for a potential partnership, in order to achieve the desired impact.



## SGD - Themed Breakout Sessions

### Supporting Refugees: Partnership-based Business Solutions for Humanitarian Needs

SDG Track: Human Rights



#### Speakers:

- Adva Saldinger, Devex (moderator)
- Chiara Cardoletti, Deputy Regional Representative to the United States and the Caribbean, UNHCR
- Hanne Dalmut, Director of Social Impact, Concordia
- Kathleen Newland, Co-Founder, Migration Policy Institute
- Nes Parker, Manager, Monitor Deloitte

#### Key Takeaways:

- It is critical to address the lapses in refugee assistance and form collaborations around education for refugees, linking refugees to the outside world, and elevating the importance of the issue in order to increase the level of global attention for refugees.
- The business case for refugees can be successful when it is framed as a future talent pool and human capital concern. Additionally, as consumers increasingly become more socially conscious, their preferences will pressure the private sector to shift their approach from a social impact/CSR niche to a more mainstream business calculation that influences their bottom line.
- Cross sector partnerships, like The Future Lab led by Deloitte and Oxford, are filling in gaps and creating unique platforms to make refugees more marketable and facilitate connections to employment opportunities in the United Kingdom.

#### Summary:

The finite number of resources dedicated to refugees create a competitive environment of scarcity. With guidance from cross-sector partners like NGOs, multilateral organizations, and governments, businesses willing to lend their resources can gain a holistic understanding of the role they can play

and commit to sustained, long-term solutions. We've observed how companies like Starbucks have taken a stand to support refugees, and know this has become a topic of increasing reputational importance for businesses and consumers. Socially conscious consumers are playing a bigger role in elevating the private sector conversation on refugees from a purely CSR concern to a more mainstream business calculation. The path forward will require vast improvements in coordination among stakeholders and cross-sector actors actively working in this space. Organizations like UNHCR recently developed a Comprehensive Refugee Response Framework that takes a whole of society approach to the crisis and seeks to address innovation lapses by bringing in new ideas and partners. However, much more is still needed to reconcile an overall lack of political, support for governments setting a positive example, and promote a narrative shift that stresses the constant urgency of this crisis outside of cycles of popularity on social media.

### Quotes:

- “We need a long-term commitment to the current migration crisis. Coordination amongst stakeholders and the building of a clear business case are both essential to ensure that this challenge is prioritized by all influential parties in the coming years.” - Hanne Dalmut, Director of Social Impact, Concordia
- “There are very few contexts in which partners would not come in handy.” - Chiara Cardoletti, Deputy Regional Representative to the United States and the Caribbean, UNHCR
- “Refugees are incredible people with incredible skills and it's about giving them a chance.” - Chiara Cardoletti, Deputy Regional Representative to the United States and the Caribbean, UNHCR
- “Concordia provides a good example of the next step... it takes a leader to bring together a coalition of partners. It takes a critical mass to move forward.” - Kathleen Newland, Co-Founder, Migration Policy Institute
- “Resettlement is a solution. Immediate care and maintenance is not.” - Kathleen Newland, Co-Founder, Migration Policy Institute

## Sprinting Towards Success:

### Agile Business and the Race to Tackle the World's Toughest Challenges

SDG Track: Economic Opportunity & Employment



### Speakers:

- Nancy Payne, Vice President, PeaceTech Lab (moderator)
- Eva-Maria Dimitriadis, Chief Operating Officer, C5 Accelerate
- Todd Gagorik, Senior Manager, Federal Solutions, Amazon Web Services
- Daniel Hsu, Vice President of Business Development & New Initiatives, Village Capital
- Ulrich Mans, Co-Founder, Humanity X
- Brandon Pollak, Head of Global Affairs, 1776

## Key Takeaways:

- There needs to be a better framework for accelerators to become more successful, especially in a sustainable way.
- There are incredible pockets of potential growth and innovation all around the world in a variety of ecosystems. There must be more due diligence to find them, wherever they are, and to enable them.

## Summary:

“Agile” doesn’t just describe Silicon Valley startups anymore. Governments, businesses, and nonprofits alike are feeling the pressure to show greater impact, sooner. To better understand how and why accelerators can provide an answer to this question of agility, this panel brought together the leaders of four groundbreaking accelerators who are on a mission to achieve the SDGs, and transform the way people think about “doing business” in the process. The discussion began with an overview of current accelerator trends industry-wide and navigated towards a conversation on how the model, which was initially developed for tech industry startups, may be adapted for those interested in impacting conflict and supporting development. The discussion ended with highlighting the importance of setting up accelerator entrepreneurs with the toolkits to win. The major takeaway of the panel was an awareness of the value that having entrepreneurs from a variety of backgrounds, places, and countries holds for long-term impact. Second, the accelerator model pioneered by the tech industry requires thoughtful adaptation in order to support entrepreneurs interested in impacting conflict and promoting peace; for instance, a continuous partnership mechanism may be required. Lastly, in order to ensure the success of entrepreneurs, accelerators must find and enable them where they are. This will allow them to operate to the best of their capacity, wherever they may be.

## Quotes:

- “C5 Capital has social return and financial return as qualifiers. We also need investor dialogue running until the very end of our accelerators because having relationships start, and last, until the end, is a must.” - Eva-Maria Dimitriadis, Chief Operating Officer, C5 Accelerate
- “The importance of scale for our entrepreneurs is creating a specialized audience into a global audience.” - Todd Gagorik, Senior Manager, Federal Solutions, Amazon Web Services
- “There are 3 US states that get 60% of venture capital- minorities and women are definitely underrepresented.” - Daniel Hsu, Vice President of Business Development & New Initiatives, Village Capital
- “One key thing we try to do is get people into the mode of ‘I can fail!’” - Ulrich Mans, Co-Founder, Humanity X
- “The 90-day accelerator model is not feasible. We must build up partnerships, and this takes time. We cannot just run through 90 days, this is not the best use of the startups time or the business’ time.” - Brandon Pollak, Head of Global Affairs, 1776

# Knowing the Unknown: Partnering to Protect Against Blind Spots

SDG Track: Human & Natural Environment



## Speakers:

- Brett Johnson, Director of Inclusive Markets, SSG Advisors (moderator)
- Ellen Goodwin, Product Development Manager, Knoema Corporation
- Dr. Mira Olson, Associate Professor of Civil, Architectural, and Environmental Engineering, Drexel University
- Dr. Gerry Power, Chief Research Officer, M&C Saatchi
- Andrew Zolli, VP Global Impact Initiatives, Planet, Inc.

## Key Takeaways:

- Merging datasets with partners is a cost-effective way to bridge the knowledge gap and generate big data.
- Data should be shared openly and in particular, with communities from which the data is drawn.
- Data must be tied to decision making and used to change the structure of organizations.

## Summary:

Partnering supported by data, storytelling, and imagery can help organizations expand their worldview and realize the opportunity in their own backyard. In this session, representatives from the Knoema Corporation, Drexel University, M&C Saatchi, and Planet, Inc. discussed how their organizations make data available to other organizations and the public. The panelists agreed that good quality data can help identify societal problems and lead to institutional change. It is essential to share the aggregated data with the community from which it was extracted so that they will benefit from the information. Because of the time and resources required to generate data, organizations should collaborate to combine their data. Andrew Zolli of Planet, Inc. challenged organizations to move from “big data” programming to “big indicators.”

## Quotes:

- “It is imperative to have nuanced information.” - Dr. Gerry Power, Chief Research Officer, M&C Saatchi
- “Data collected through technology or community engagement can help fill the knowledge gap.” - Brett Johnson, Director of Inclusive Markets, SSG Advisors
- “We’re blind to change on Earth because we can’t see it.” – Andrew Zolli, VP Global Impact Initiatives, Planet, INC.
- “When partnering, we must understand our goals and what we can and can’t do on our own.” – Dr. Mira Olson, Associate Professor of Civil, Architectural, and Environmental Engineering, Drexel University
- “We work with global statistics offices to take the data burden off of countries.” – Ellen Goodwin, Product Development Manager, Knoema Corporation

## Prevention to Treatment: Strengthening Community Health Systems

SDG Track: Health



### Speakers:

- Alan Robbins, Partner & Global Head of Partnerships, Devex (moderator)
- Gisela Abbam, Global Executive Director, Healthcare Government Affairs & Policy, GE Healthcare
- Ashley Arabasadi, Policy Advisor and Campaign Manager, No More Epidemics Campaign
- Lisa Carty, Director, US Liaison Office, UNAIDS
- Dr. Peter Lamptey, President Emeritus, FHI360; Senior Advisor, Novartis Foundation
- Judith Robb-McCord, Senior Director, Every Preemie-SCALE, Project Concern International

### Summary:

Health is impacted by all 17 Sustainable Development Goals. Evidence has shown that investments in public health provide some of the most cost-effective short and long-term returns, with positive spillover effects on many areas of a nation's overall prosperity. The importance of community health systems in prevention, early detection, and access to treatment cannot be understated. Community health workers are essential in providing simplified and decentralized access to services by operating as trusted counselors with local knowledge to perform effective outreach to the most vulnerable populations, including women and children. This session discussed the challenges to and opportunities for strengthening community health systems in less-developed countries, by addressing issues such as: training, technology, financial resources, and health policy. Viewing health as an ecosystem that affects many arenas, panelists discussed how they had witnessed much progress in past decades, but stakeholders need consider the broader system in order to help larger populations. This includes partnering with various groups such as education providers and community health workers for sustainable results. Though securing funding for projects is a vital, proper infrastructure remains equally important to maintaining long-term solutions. By intervening at different levels, partners can implement relatively low-cost and effective solutions with proper training materials, stronger management, and education. For example, working with partners to take some screenings out of hospitals and into the communities and the hands of the patient. Additionally, focusing on communications can also captures people's attention for improved results. Some groups like WHO have commissioned anthropologists for response teams to make more comprehensive recommendations. Other organizations, such as No More Epidemics, are setting up networks to engage policymakers and key stakeholders to have voice. It is crucial to effectively collect, analyze, and use data for this narrative. Instead of providing handouts and funds, partnerships must be collaborative. When considering lessons learned for the SDGs, panelists explained that at the heart of the community health system are the people within that community. Targeting local businesses, not just large multinational companies, as partners is often key. Actions must be driven by these communities to achieve change.

## Quotes:

- “Partnerships can be key to global health innovation.” - Alan Robbins, Partner & Global Head of Partnerships, Devex
- “When looking for potential local partners, GE considers countries where need is the greatest in order to make the biggest impact.” - Gisela Abbam, Global Executive Director, Healthcare Government Affairs & Policy, GE Healthcare
- “It doesn’t matter if you have a magical vaccine if there are no trained community health workers and no functioning health system.” - Ashley Arabasadi, Policy Advisor and Campaign Manager, No More Epidemics Campaign
- “What are we missing? Community-level involvement. Ebola doesn’t start in a government office.” - Ashley Arabasadi, Policy Advisor and Campaign Manager, No More Epidemics Campaign
- “We would not have come this far with HIV/AIDS if we did not have strong community health systems and a people-centered approach.” - Lisa Carty, Director, US Liaison Office, UNAIDS
- “Through our partnership with Novartis we’ve taken hypertension screenings out of the hospital.” - Dr. Peter Lamptey, President Emeritus, FHI360; Senior Advisor, Novartis Foundation
- “Premature birth is the number one cause of infant mortality globally.” - Judith Robb-McCord, Senior Director, Every Preemie program, Project Concern International
- “There are innovative partnerships occurring with maternal and child health, but community health systems and the continuum of care are critical.” - Judith Robb-McCord, Senior Director, Every Preemie program, Project Concern International

## Promoting Private Participation in U.S. Infrastructure

SDG Track: Infrastructure



## Speakers:

- Art Smith, Chairman, National Council for Public-Private Partnerships (moderator)
- Ben Brubeck, Vice President for Regulatory, Labor and State Affairs, Associated Builders and Contractors
- Marshall Macomber, President, ThinkP3, LLC
- Scott Walchak, Senior PPP Consultant, United Nations Economic Commission for Europe (UNECE)

## Key Takeaways:

- Utilization of P3 models for infrastructure in the U.S. remains far below its potential level.
- At the Federal level, there remains a great deal to be done to establish a strong legal and regulatory enabling environment for P3s. The OMB scoring rules, in particular, are a major impediment to Federal P3s.
- Building institutional capacity to evaluate potential P3 options, and to implement them where appropriate, should be a high priority at both the Federal and state and local levels of government.

## Summary:

Private investment will be necessary to reduce the nation's infrastructure deficit, which has grown far too large to be financed entirely with public funds. This panel explored the themes of: what the Federal government can do to encourage private investment in infrastructure, at both the Federal and state and local levels; what lessons can be learned from the P3 experiences of other countries; and the role of the SDGs. The panel members noted that despite the strong financial rationale for consideration of P3s, P3s are not just a financial tool; P3s also offer governments a way to transfer risk to the private sector and accelerate project delivery time, among other benefits. However, despite these benefits, utilization of the P3 model in the U.S. has not yet approached its full potential. P3 utilization in the U.S. has been constrained by the lack of institutional knowledge and capacity to implement P3s in the public sector and the lack of a national P3 enabling environment. International experience demonstrates that a clear legal and regulatory framework at the national level is a significant contributor to successful P3 implementation, not just at the national level, but at sub-national levels as well. At the U.S. Federal level, P3 utilization for infrastructure is further constrained by the OMB budget scoring rules, which do not comply with international best practice by considering the full life-cycle costs of infrastructure project options. Attracting private investment in U.S. infrastructure will require: a clear political commitment to the consideration of P3s as one of our standard infrastructure options; a focus on a more robust P3 enabling development; and the development of budgetary and financial tools which will enable an accurate and objective evaluation of P3 alternatives.

## Quotes:

- “The lack of Federal P3 legislation has been a hindrance to P3 development in the U.S. On the plus side, with each state developing each own P3 approaches, the U.S. has become, in effect, a P3 laboratory, where many different P3 models are being explored.” - Art Smith, Chairman, National Council for Public-Private Partnerships
- “P3 activity has been more vigorous at the state and local level and states are taking advantage of recently passed state-specific legislation explicitly enabling the use of P3s. The federal government needs to change its scoring rules to encourage more P3 deal flow- especially for the GSA's portfolio of underutilized real estate assets ideal for P3s.” - Ben Brubeck, Vice President for Regulatory, Labor and State Affairs, Associated Builders and Contractors
- “P3s offer the public sector a solution in times of tight budgets and ever-growing infrastructure investment needs.” - Marshall Macomber, President, ThinkP3, LLC
- “P3s can be a significant tool for achieving the SDGs. At the UNECE, we're institutionalizing consideration of the SDGs across all of our P3 projects and programs.” - Scott Walchak, Senior PPP Consultant, United Nations Economic Commission for Europe (UNECE)



## Announcement of Road to Peace Project

### Speakers:

- Paloma Durán, Director, SDG Fund
- Jimena Leiva Roesch, Research Fellow, International Peace Institute
- Matthew Swift, Co-Founder, Chairman & CEO, Concordia

### Summary:

Concordia, the SDG Fund, and the International Peace Institute announced a research partnership that maps the role of the private sector in the implementation of the SDGs and provides concrete examples of how the public and private sectors can better work together. In particular, this project will focus on how companies use the SDGs to catalyze their positive social impact around the world in order to build peaceful and inclusive societies. Initial findings plan to be shared at the Concordia Annual Summit in New York in September, with the final report released at the UN in November.



## Closing Keynote

### Speaker:

- Lise Kingo, Executive Director, UN Global Compact

### Summary:

Focusing on Goal 17, Lise Kingo made it clear that the challenges we face in our turbulent and changing world are too great to face alone. She emphasized collaboration between governments, the UN, business, and civil society is the only path to success.

### Quote:

- “This movement of business as a force for good transcends borders, fences and walls. Now more than ever, this is a time to stay firm on our universal values and principles.” - Lise Kingo, Executive Director, UN Global Compact



## Closing Remarks

### Speaker:

- Nancy Payne, Vice President, PeacTech Lab

### Summary:

Nancy Payne closed out the Forum with special thanks to speakers, sponsors, partners and all participants. She concluded by placing a heavy emphasis on progress and partnership as a means of achieving the SDGs.



## Press & Contributed Content

### Analysis:

The 2017 Partnership Practitioners Forum generated increased coverage from previous years thanks to GPW Media Partner and leading global development outlet, Devex, a robust social media strategy that encouraged CEO engagement through the #Goal17 Twitter Challenge, a cross-promoted blog series, and partner announcements including the debut of Unreasonable Goals and the 2017 State of Global Partnerships Report. The official hashtag, #GPW2017, generated well over 250,000 impressions and allowed practitioners from all over the world to participate in the discussion. This joint awareness effort helped encourage organizations to align with the SDGs while building visibility for our shared goal of building partnerships for social impact.

### Media Coverage

- **Huffington Post** - [Partnership Practitioners for the Goals: Realizing Our Unique Role in Achieving the SDGs](#) - March 6, 2017
- **Devex** - [Opinion: Partnerships and the power of relationships](#) - March 1, 2017
- **Devex** - [The CGI annual meeting is no more. Can anyone fill the gap?](#) - March 6, 2017
- **U.S. Department of State** - [State of Global Partnerships 2017 Report](#) - March 6, 2017
- **UNESCO** - [Director-General participates in the Partnership Practitioners Forum at the US Institute for Peace](#) - March 6, 2017
- **Cyprus News Agency** - [US think-tank Atlantic Council organises discussion on Cyprus](#) - March 6, 2017
- **Famagusta Gazette** - [US think-tank Atlantic Council organises discussion on Cyprus](#) - March 6, 2017
- **Atlantic Council** - [Is Reunification Within Reach in Cyprus?](#) - March 9, 2017
- **U.S. Global Leadership Coalition** - [The Impact of U.S. Foreign Assistance and Private Sector Partnerships](#) - March 16, 2017

### P3.co Blogs

- **Alliance for Peacebuilding** - [“Working Together for Peace, Now More Than Ever”](#)
- **Center for Transformational Partnerships, USAID** - [“Public-Private Partnerships: Working toward Sustainability”](#)
- **Concordia** - [“Partnership Practitioners for the Goals: Realizing Our Unique Role in Achieving the SDGs”](#) - Matthew A. Swift, Co-Founder, CEO & Chairman
- **Drexel University** - [“Urban Technical Extension: Recognizing Needs in Our Own Backyard”](#) - Bryce Peckman, Environmental Engineering Student
- **PeaceTech Lab** - [“17 in 17: Partnerships for the Sustainable Development Goals”](#) - Twila N. Tschan, Communications Coordinator
- **Secretary’s Office of Global Partnerships, U.S. Department of State** - [“Partnering for a Better Future: How PPPs are advancing the SDGs”](#) - Thomas Debass, Acting Special Representative for Global Partnerships
- **Secretary’s Office of Global Partnerships, U.S. Department of State** - [“Ask, Spark, Crowdsource”](#) - Thomas Debass, Acting Special Representative for Global Partnerships

- TechnoServe - [“Delivering Inclusive Business for Sustainable Food Supply”](#)
- The Intersector Project - [“How Can Cross-sector Partners Work to Share a Vision of Success?”](#)
- The Partnering Initiative - [“The Chemistry Between Us: Partnerships and the Power of Relationships”](#) - Dave Prescott, Associate
- University of Virginia Darden School of Business Institute for Business in Society - [“Nothing Ventured, Nothing Gained: The Risk-Return Tradeoff in Public-Private Partnerships”](#) - Maggie Morse, Associate Director, and Mary Margaret Frank, Associate Professor

## **#Goal17 Twitter Challenge**

Throughout Global Partnerships Week, private sector companies, organizations, and the public were encouraged to showcase their partnership commitments to the SDGs by using the hashtag #Goal17 on Twitter. Five tweets over five days. Each day had a specific SDG theme: March 6: SDG 8 (Decent Work and Economic Growth); March 7: SDG 5 (Gender Equality); March 8: SDG 11 (Sustainable Cities and Communities); March 9: SDG 4 (Quality Education); and March 10: SDG 9 (Industry, Innovation, and Infrastructure).

The tweets were “lightly judged” by an esteemed panel of CSR practitioners and the judging panel looked specifically for originality of the tweet, impact on the SDGs, and “likes” and “retweets” by the general public. Each of the five days had a daily winner culminating in a #Goal17 winner of the week, which was awarded to the Coca-Cola Company for their Day 1 tweet about the #5by20 partnership whose goal is to enable the economic empowerment of 5 million women entrepreneurs by 2020. Their winning tweet received 155 likes and 42 retweets. In the end, the challenge was designed to inform and inspire others by the work companies, organizations, and individuals are doing to address the Sustainable Development Goals.

Participants included The Coca-Cola Company, Marriott, Ritz Carlton, GlaxoSmithKline, Tata Consulting Services, Grant Thornton, Merck, Price Waterhouse Coopers, Altitude (Accenture), Apolitical, KMPG, Ericsson, UN Global Compact, Global Impact, Impact 2030, PVBLIC Foundation, UN Foundation, UNA-USA, The Business & Sustainable Development Commission, CollaborateUp, PYXERA Global, Global CEO Alliance, and Concordia.



## P3 Impact Award

- GPW participants were informed that application deadline for the 2017 [P3 Impact Award](#) was extended through April 17.
- Created in 2014 by Concordia, the U.S. Department of State Secretary's Office of Global Partnerships, and the University of Virginia Darden School of Business' Institute for Business in Society, the P3 Impact Award recognizes public-private partnerships that are improving communities around the world in impactful ways.
- [Project Nurture](#), a partnership between TechnoServe, the Bill & Melinda Gates Foundation, and The Coca-Cola Company, was the winner of the 2016 P3 Impact Award out of more than 100 applicants. This influential group of experts sought to alleviate poverty among African farmers and address the challenges that food and beverage companies face when sourcing agricultural products from across the continent.
- For more information, please see the official [announcement by the State Department](#).



## Upcoming Events & Future Engagement

- If you are interested in participating in the 2018 Partnership Practitioners Forum during GPW, please contact Regina Sheridan at [rhubard@concordia.net](mailto:rhubard@concordia.net).
- Participants at the Forum will be added to the Concordia Working Group related to the Shared Value & Social Impact [Programming Pipeline](#). Concordia looks forward to keeping this community informed on future programming and initiatives related to financing and achieving the SDGs.
- In continuation of the Forum discussions, the [2017 Concordia Summit](#) in New York on September 18th and 19th will address several issue areas relating to the SDGs.
  - Concordia provides a unique environment to hear from leading experts at the intersection of the public, private, and nonprofit arenas. Members will be informed on the latest P3 developments, connect with an immense network of global leaders, and find opportunities for creating partnerships that align with their areas of interest. To become a member, learn more [here](#).

## Organizations Represented at the 2017 Partnership Practitioners Forum

- 1776
- AB InBev
- Accenture
- Affinis Labs
- Agora Partnerships
- All Hands Volunteers
- Alliance for Peacebuilding
- Amarant Village, Inc.
- Amazon Web Services
- American College of Obstetricians and Gynecologists
- American Red Cross
- American Society for Microbiology
- Americans for Peace Now
- AMGlobal Consulting
- Arabella Advisors/New Venture Fund
- Arizona State University
- Associated Builders and Contractors (ABC)
- Atlas Corps
- Bechtel Corporation
- Bonobo Conservation Initiative
- Bureau of Economic and Business Affairs/  
Economic Policy Analysis & Public Diplomacy
- C5 Accelerate
- C5 Capital
- Cardno
- Care
- CARTO
- Catholic Relief Services
- Center for Strategic and International Studies
- Centers for Disease Control and Prevention (CDC)
- Chevron/Niger Delta Partnership Initiative Foundation
- Chobani
- Civic Hall
- CollaborateUp
- Concordia
- Conservation International
- Council on Foundations
- Defense Advanced Research Projects Agency (DARPA)
- Deloitte
- Devereux Advanced Behavioral Health
- Devex
- DevResults
- Drexel University
- Embassy of Canada
- Eurasia Foundation
- Everwaters, Inc.
- FaegreBD Consulting
- Federal Communications Commission (FCC)
- Food and Drug Administration (FDA)
- Feeding America
- FHI 360
- FHI Foundation
- FrontlineSMS
- Fulcrum Consulting Group
- GE Healthcare
- German Institute of International and Security Affairs
- Global Alliance for Clean Cookstoves
- Global CEO Alliance
- Global Co Lab Network
- Global Development Incubator
- Global Environment & Technology Foundation (GETF)
- Global Impact
- GoodXchange.com
- George Washington University
- Hewlett-Packard
- Hollings Center
- IKEA North America Services
- Insidengo
- Institute of International Education
- International Center for Journalists
- International Medical Corps
- International Peace Institute
- International Republican Institute
- International Trade Administration
- JCAD International
- Jericho Road Community Health Center
- Jhpiego
- Jstreet
- Knoema Corporation
- KPMG LLP
- Land O'Lakes International Development
- Legend
- Leiden University
- LiveBeyond
- Living Cities
- Living Collaborations
- Love Frankie
- Lynx Global Intelligence
- M&C Saatchi World Services
- Make It Happen
- Mapbox
- Meridian International Center
- Mhealth Tanzania Partnership
- Migration Policy Institute
- Millennium Challenge Corporation
- MSI, A Tetra Tech Company
- My Brother's Keeper Alliance
- NASA
- Nathan Associates Inc.
- Nationswell
- No More Epidemics Campaign
- Novozymes
- NRECA International
- Organization of American States
- Overseas Strategic Consulting
- Pact
- PartnersGlobal
- Peace Corps
- PeaceTech Lab
- PepsiCo
- Philip Morris International
- Philips
- Planet
- Power 8
- Project Concern International
- Population Services International (PSI)
- PurePoint International
- PwC
- RSM US LLP
- SDG Fund
- Smithsonian Enterprises
- Smithsonian Institution
- Social Finance
- Space Trust
- SSG Advisors
- Steele Solutions LLC
- SylvanFrontier
- Syngenta
- TechnoServe
- The Coca-Cola Company
- The National Council for Public-Private Partnerships
- The Nature Conservancy
- The Partnering Initiative
- The Walt Disney Company
- The World Bank
- ThinkP3
- Thomson Reuters
- Thomson Reuters Foundation
- Tolaro Global
- TW Consulting
- U.S. Agency for International Development (USAID)
- U.S. Agency for International Development, Africa
- U.S. Agency for International Development, Bureau for Latin America and the Caribbean
- U.S. Agency for International Development, U.S. Global Development Lab
- U.S. Agency for International Development, Global Health
- U.S. Agency for Transformational Partnerships
- U.S. Department of Housing and Urban Development
- U.S. Department of Justice, Office for Access to Justice
- U.S. Department of Labor, Chief Evaluation Office
- U.S. Department of State
- U.S. Department of State, PEPFAR
- U.S. Department of State, Office of U.S. Global AIDS Coordinator and Health Diplomacy
- U.S. Department of State, Secretary's Office of Global Partnerships
- U.S. Institute of Peace
- U.S. Small Business Administration
- U.S. Trade and Development Agency
- U.S.-Saudi Arabian Business Council
- UN Global Compact
- Uncle Giuseppe's Marketplace
- UNESCO
- UNHCR
- United Nations Economic Commission for Europe
- United Nations Foundation
- United Nations Joint Program on HIV/AIDS
- United States Council for International Business
- United Way Worldwide
- Unreasonable Group
- Urban Institute
- USDA Forest Service
- Ushahidi
- Vereva Group LLC
- Village Capital
- Voice of America
- Volunteers for Economic Growth Alliance (Vega)
- Voyage Control
- White House
- Wilson Global Communications
- Winrock International
- Wittenberg Weiner Consulting
- Women's Global Impact Initiative
- World Learning
- World Vision
- World Wildlife Fund

# PARTNERS



## THE U.S. DEPARTMENT OF STATE

The Secretary's Office of Global Partnerships (S/GP) is the entry point for collaboration between the U.S. Department of State, the public and private sectors, and civil society. S/GP aims to strengthen and deepen U.S. diplomacy and development around the world through partnerships that leverage the creativity, innovation, and core business resources of partners for greater impact. S/GP works with partners across sectors, industries, and borders to promote economic growth and opportunity; to invest in the well-being of people from all walks of life; and to make democracy serve every citizen more effectively and justly.



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## U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID)

USAID partners to end extreme poverty and to promote resilient, democratic societies while advancing our security and prosperity. USAID's mission statement highlights two complementary and intrinsically linked goals: ending extreme poverty and promoting the development of resilient, democratic societies that are able to realize their potential. We fundamentally believe that ending extreme poverty requires enabling inclusive, sustainable growth; promoting free, peaceful, and self-reliant societies with effective, legitimate governments; building human capital and creating social safety nets that reach the poorest and most vulnerable.



CONCORDIA

## CONCORDIA

Concordia is a nonprofit, nonpartisan organization that serves as a platform to promote effective and sustainable public-private partnerships (P3s) to achieve economic and social impact. Concordia is dedicated to identifying new avenues of collaboration for governments, businesses, and nonprofits by convening global leaders and developing new research products. Concordia's programming offers stakeholders an opportunity to network with global leaders and identify opportunities to work together to help solve some of the world's most intractable problems. Concordia's research guides these collaborations to ensure that the full potential of P3s is realized.



PEACETECH LAB

## PEACETECH LAB

PeaceTech Lab works for individuals and communities affected by conflict, using technology, media, and data to accelerate local peacebuilding efforts. An independent non-profit organization, the Lab's mission is to amplify the power of peacetech to save lives through earlier warning and smarter responses to violence. The Lab's programs emphasize a data-driven, cross-sector approach, engaging everyone from student engineers and citizen journalists to Fortune 500 companies in scaling the impact of peacetech.

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