



**United Nations System
Private Sector Focal Points Meeting 2006**

FINAL AGENDA

**“Towards Impact, Scale and Local Ownership: New tools and
mechanisms for effective partnership management”**

UNESCO Headquarters

Room X

7, place de Fontenoy

Paris, France

1-2 June, 2006

co-hosted by:

UN Global Compact Office

United Nations Educational, Scientific and Cultural Organization

UN System Staff College

UN Fund for International Partnerships

Objectives of the Meeting

The Annual UN Private Sector Focal Points Meetings seek to accomplish the following objectives:

1. **Enhance Communication:** Basic information sharing and dissemination about partnership-related activities across the United Nations system including at the country level.
2. **Strengthen Learning:** Education and training support for Private Sector Focal Points and other important players in the UN system and utilizing the Private Sector Focal Points as multipliers to inform and educate staff in country/regional UN offices.
3. **Advance Coordination:** Effective networking with staff from across the UN system working on partnership issues.
4. **Improve Collaboration:** Contribute to community-building and a sense of ownership among UN staff working in partnership with business.

Given the specific requests made by the General Assembly in 2005 (Resolution A/RES/60/215 “Towards Global Partnerships”), this year’s meeting will focus on two key aspects of effective partnership management in the context of the evolving UN/Business partnership agenda:

- **Impact assessment of partnerships:** Last year’s survey of the UN’s involvement in partnerships with business showed that many partnerships lack effective review processes and impact assessment mechanisms.¹ In order to scale-up successful activities to achieve even broader societal impact, the UN needs to develop a selectivity mechanism/tool that could help provide the basis for such decisions. Under what conditions can a successful partnership be scaled-up and when should the UN scale-down partnerships that are not delivering?
- **Local ownership in partnerships:** Some UN organizations, agencies and programmes have started to devolve their partnership work to the country level. This process generates many challenges, including the training of local staff, engaging local groups (local government, business, and NGOs), or allocating the necessary resources to get such work off-the-ground. How have others dealt with these challenges? What are effective channels of communication between local actors and UN organizations’ headquarters?

¹ See Jan Martin Witte and Wolfgang Reinicke (2005), *Business UNusual: Facilitating United Nations Reform through Partnerships* (United Nations: New York).

United Nations System Private Sector Focal Points Meeting 2006

DAY 1: Thursday, 1 June

8:30 - 9:00 Registration (Lobby - UNESCO Main Entrance, 7 Place de Fontenoy)

9:00 - 9:30 1. Opening Plenary Session and Introductory Remarks (Room X)

- Georg Kell, Executive Head, UN Global Compact Office
- Birgitte Moller, Director, Division for Cooperation with Extrabudgetary Funding Sources, United Nations Educational, Scientific and Cultural Organization (UNESCO)
- Staffan de Mistura, Director, UN System Staff College (UNSSC)
- Mary Oakes Smith, UNFIP Advisory Board Member and Fellow Information Technology for Education and Health, World Bank

9:30 - 10:30 2. Plenary Session and Discussion: A Review of UN-Business Relationships (Room X)

Innovative partnerships with business have become a common phenomenon at the UN in recent years. A wide range of UN programmes, funds and agencies across the system are leveraging the skills and resources of the private sector and civil society toward the goals of the Organization. In so doing, the UN is undergoing a process of profound institutional adaptation that necessarily involves changing institutional processes and attitudes as well as a deepening understanding about how partnerships can help address some of the complex challenges of our world. While all UN entities are distinct in their mandates and engagement strategies and while progress varies across the system – what are the key challenges the UN must confront if it is to become a more effective partner?

Meeting Facilitator: Jane Nelson, Director, Corporate Responsibility Initiative, Harvard University, and International Business Leaders Forum

- Christian Thommessen, Incoming Director, Division for Business Partnerships, United Nations Development Programme (UNDP)
- Afzaal Malik, Director, Global Stakeholder Relations, The Coca-Cola Company

10:30 - 11:00 Coffee break

11:00 - 12:30 3. Plenary Session and Discussion: Policies and Procedures for Effective Partnerships: A Review of the UN/Business Guidelines (Room X)

Partnerships can only succeed if useful policies and procedures are in place. This session will provide participants with the opportunity to explore the UN/Business Guidelines and

their implications in practice. Participants will also showcase examples of UN agency guidelines that have been developed to complement the UN's guidelines.

- *How well do existing guidelines work and how could they be improved?*
- *Is there a need to revise these guidelines in order to place a greater emphasis on the facilitation of partnerships?*
- *Under what circumstances can the UN logo be used?*
- *Is there scope to clarify legal requirements and simplify the partnership creation process without jeopardizing the UN's credibility and brand?*

Moderator: Jane Nelson, Director, Corporate Responsibility Initiative, Harvard University, and International Business Leaders Forum

Contributors:

- **Akiko Niihara, Legal Officer, General Legal Division, Office of Legal Affairs (OLA)**
- **Christelle Loupforest, External and Donor Relations Officer, Office for the Coordination of Humanitarian Affairs (OCHA)**
- **Philipp Müller-Wirth, Specialist for Cooperation with the Private Sector, Sector for External Relations and Cooperation, United Nations Educational, Scientific and Cultural Organization (UNESCO)**

12:30 - 13:30 Lunch (participants are required to cover their own expenses)

13:30 - 15:00 4. Working Groups Session #1:

Participants will participate in one of three simultaneous working groups. Each group will be led by UN representatives and experts. These groups are designed to facilitate lessons learned and the sharing of good practice on the following themes:

- A) Partnership Impact Assessment and Review Mechanisms (Room X)**
- B) Partnerships in Action: Learning to Make Them Work (Room X bis)**
- C) Partnerships in Bilateral Development Cooperation: Lessons Learned and Scope for Collaboration (Room III)**

One representative from each of the working groups will provide a brief report-back to the plenary at the end of the day and highlight *3-5 key recommendations* stemming from the group's discussion.

A. Partnership Impact Assessment and Review Mechanisms (Room X)

Multi-stakeholder partnerships in international development are rising in number– but not all of them produce the desired impact or are sustainable. Whether or not a partnership succeeds or fails depends on numerous factors, many of which are beyond the control of UN partnership practitioners. However, much would be gained if UN Focal Points had access to an assessment tool that could increase their understanding of the expected outcomes of a partnership, *prior* to embarking on such a project. An assessment tool designed to evaluate the risks and opportunities of partnerships upfront could help UN Focal Points make more informed choices about which partnerships to develop - before

partners make significant investments. Although assessing impact beforehand cannot replace political judgments about priorities, creative solutions or common sense - it can raise fundamental questions that enable a more-informed decision regarding the potential impact of a partnership.

The International Finance Corporation (IFC) has developed a “Framework for Measuring Sustainability”, which includes indicators that demonstrate significant expected positive environmental, social or corporate governance impact. This working group will examine this and other such frameworks with the intent to launch a process to develop a simple assessment tool for use by UN staff across the Organization.

- *How do UN focal points currently assess whether or not to embark on a partnership project and how do they determine the likelihood that such projects will contribute to UN objectives (i.e. development, MDGs)?*
- *Could UN focal points benefit from a simple tool that would provide a forward-looking assessment and assist them in making more informed decisions regarding which partnerships would be more/less likely to deliver on their objectives?*
- *What kind of indicators might be useful in order to develop target measurements or benchmarks for partnerships?*

Moderator:

- **Søren Petersen, Policy Advisor Business Partnerships, UNDP Nordic Office**

Contributors:

- **Cecilie Hultmann, Junior Professional Officer, UN Global Compact Office: "Measuring Sustainability: The Tool"**
- **Gib Bulloch, Director, Accenture Development Partnerships: "How to capture the MDG relevance of partnerships"**

B. Partnerships in Action: Learning to Make Them Work (Room X bis)

The UN System Staff College (UNSSC) and The Partnering Initiative launched a new phase of the *Partners in Action* programme in September 2005. The programme is designed to offer UN agencies new opportunities to develop the partnering skills and competencies of their staff and to strengthen strategic partnership thinking and procedures across the UN system. This workshop will explore the learning experiences of UN staff based on the delivery of the *Partnering Skills for Strategic Engagement* course in Vienna, Geneva and Paris, and related UN training in Eastern and Central Europe. Building on this experience, we will explore lessons learned and identify additional staff learning needs and partnering priorities within the UN system.

Partnering with non-state actors is not yet fully internalized within the UN system and external actors still find partnering with the UN difficult. This workshop will seek to foster a greater understanding of the key issues and to articulate new activities to address these challenges.

- *What are the core partnering skills and competencies that are needed within the UN system to facilitate and strengthen UN-business partnerships?*
- *What impact on partnering practice has the course had to date?*

- *What are some of the practical challenges of developing appropriate partnering courses for UN staff?*
- *How can individuals and agencies build further capacity system-wide, particularly at the country and regional levels?*

Moderators:

- **David Murphy, Senior Associate, Programmes, United Nations System Staff College (UNSSC)**
- **Ros Tennyson, Director, The Partnering Initiative, International Business Leaders Forum (IBLF)**

Contributor:

- **Djordjija Petkoski, Head of the Business, Competitiveness and Development Program, World Bank Institute (WBI)**

C. Partnerships in Bilateral Development Cooperation: Lessons Learned and Scope for Collaboration (Room III)

In parallel to the work of the United Nations system, many bilateral development agencies have also developed extensive partnership initiatives and programmes in recent years. While there are many differences between partnership programmes developed by bilateral and multilateral organizations, they all face common challenges:

- *How can successful partnership initiatives be developed in organizations traditionally focused on donor-funded project work?*
- *What does it take to mainstream partnership work, or is mainstreaming really the best way to go?*
- *How can new partners from business, civil society and foundations be recruited for the development cause?*

This workshop will facilitate a frank exchange of lessons learned and best practice. In addition, this session will provide a forum for exploring potential collaborative work on partnerships between bilateral development agencies and the UN.

Moderator:

- **Andrei Iatsenia, Senior Adviser, Private-Public Partnerships, International Strategy for Disaster Reduction (ISDR)**

Contributors:

- **Jörg Hartmann, Executive Director, Center for Cooperation with the Private Sector/PPP, German Technical Development Agency, (GTZ)**
- **Patricia Lerner, Counselor of Mission for International Development and Representative to the European Union, United States Agency for International Development (USAID)**
- **Jérôme Adam, Advisor to the CEO, Agence Française de Développement (AFD)**
- **Birgitte Moller, Director, Division for Cooperation with Extrabudgetary Funding Sources, United Nations Educational, Scientific and Cultural Organization (UNESCO)**

15:00 - 15:30 Coffee break

15:30 - 17:00 5. Working Groups Session #2: Implementing Partnerships on-the-ground

Participants will engage in one of the following simultaneous working groups which will provide an opportunity to exchange lessons learned in working with business at the country-level.

- *What works well and what does not?*
- *How can innovative initiatives be scaled-up to achieve even greater impact?*

A) The Growing Sustainable Business Initiative at the country-level (Room X)

- *How does the GSB approach differ to other partnership initiatives?*
- *How does the initiative engage business?*
- *What is the role of national governments?*
- *What are the experiences of the GSB Brokers at the country level?*

Lead Discussant: Sanjay Gandhi, Global Programme Manager, Growing Sustainable Business Initiative (UNDP)

Contributor:

- **Dag Nielsen, Director, Ericsson Response**

B) An Industry-Wide Approach to Partnerships (Room X bis)

- *What is the value of industry-wide partnerships?*
- *What are the objectives of the Sustainable Building and Construction Initiative (SBCI) and how do companies engage in it?*
- *What kind of industry initiatives have been developed by UNIDO at the country-level?*
- *Have the partnerships achieved their objectives?*
- *What are the benefits and drawbacks of partnering with a group of companies rather than with one individual corporation? (i.e. in terms of partnership management, potential impact etc.)*

Lead Discussant: Cornis Van der Lugt, Division of Technology, Industry and Economics, United Nations Environment Programme(UNEP)

Contributors:

- **Guillaume Meyssonier, Sustainable Business and Construction Initiative, United Nations Environment Programme (UNEP)**
- **Jean Charles Bancal, Attorney, Gravel, Leclerc & Associates**
- **Kai Bethke, Industrial Development Officer, United Nations Industrial Development Organization (UNIDO)**

C) A Country/Regional Approach to Partnerships (Room III)

- *How can the UN mainstream partnership work at the country-level/in a regional office?*
- *How could learning and capacity-building be organized at a regional/country level?*
- *What has worked well in terms of training? How could it be replicated?*
- *How can the UN engage local organizations/actors in partnership efforts?*
- *What are effective channels of communication between local actors and UN organizations' headquarters?*

Lead Discussant: Karolina Mzyk, Policy Analyst, Europe and the CIS Bratislava Regional Centre, UNDP

Contributors:

- **Ms. Sirisupa Kulthanan, Assistant Resident Representative, United Nations Development Programme (UNDP), Thailand**
- **Hansin Dogan, Programme Manager, Private Sector, United Nations Development Programme (UNDP), Turkey**

D) The Role of Business in Humanitarian/Disaster Relief (Room 5.086)

- *How can we engage the private sector successfully at country level in humanitarian relief efforts? (i.e. disaster relief, refugee protection, famines etc.)*
- *What are special problems and concerns for the UN and how is the system working to overcome them?*

This session will provide participants with an opportunity to share examples of partnerships with business and any specific lessons learned in the context of the tsunami. It will also give participants an opportunity to provide recommendations to business, the UN and the aid community for inclusion in a report that the Office of the Special Envoy will publish focused on the role of businesses in the tsunami relief and reconstruction effort. *(A draft of the report will be circulated in advance of the event.)*

Lead Discussant: Elisabeth Faure, Strategic Partnerships Advisor, Office of the Special Envoy for Tsunami Recovery

Contributors:

- **Benedicte Pansier, Donor Relations Officer, World Food Programme (WFP)**
- **Luke Disney, Communications Director, TNT**
- **Audra Jones, Director of Partnership Development, UN Foundation**

17:00 - 18:00 6. Plenary Session: Working Group Recommendations (Room X)

Moderator: Jane Nelson, Director, Corporate Responsibility Initiative, Harvard University, and International Business Leaders Forum

One representative from each of the seven working groups will provide a brief report-back and highlight **3-5 key recommendations** stemming from the group's discussion.

****18:30-20:00 Cocktail Reception sponsored by Veolia (Restaurant, 7th Floor)****

DAY 2: Friday 2 June, 2005

9:00 - 9:15 7. Plenary Session: Re-cap of Day 1 & Overview of Day 2 (Room X)

- **Jane Nelson, Director, Corporate Responsibility Initiative, Harvard University, and International Business Leaders Forum**

9:15 - 10:45 8. Working Groups Session #3: Capacity Building

Participants will engage in one of the following simultaneous working groups to develop practical solutions and action strategies - thereby sharing knowledge and lessons learned on key partnership management issues. Prior preparation is not necessary. One representative from each working group will provide Jane Nelson (Meeting Facilitator) with a list of *3-5 key recommendations/action points* stemming from the group's discussion which she will present to all participants in the closing plenary.

A) Enhancing UN Communication Platforms: A Focus on the UN/Business Website (Room X)

Moderators:

Melissa Powell, Programme Manager, UN Global Compact Office

Jan Martin Witte, Director, Global Public Policy Institute (GPPi)

Contributor: Sally Begbie, International President, Global Hand

This workshop will provide an opportunity for a practical strategy discussion of existing UN communication platforms and how the UN system can better communicate its partnership priorities and objectives with the private sector. Few UN organizations have a systematic approach to recruiting business partners for new initiatives. In most cases, partnerships are supply-driven in the sense that business approaches the UN, and not the other way around. UN organizations would benefit from a more systematic approach to identifying and recruiting new partners from the business community. In addition, the Global Compact Office has recently launched "The UN-Business Focal Point" newsletter. How can this platform be better utilized?

- *Who are the target audiences? - How can the UN identify new partners?*
- *What types of information are audiences looking for, in what format and what tools can be employed by the UN to provide it?*
- *To what extent does the current UN-Business website speak to the right audiences/provide the right information in appropriate formats? What could a revamped UN-Business website look like?*
- *How can UN organizations collaborate most effectively in order to avoid competition and frustration of business partners?*

B) How can I improve partnership performance through enhanced accountability? (Room III)

Moderator: Simon Zadek, Chief Executive, AccountAbility

Calls for greater accountability of partnerships between the UN and business have intensified recently. There often appears to be an assumption that ensuring accountability while important, only creates additional costs and bureaucratic red tape. However,

accountability mechanisms can also be important for improved partnership management and performance. This session will give UN focal points the opportunity to apply the new AccountAbility “Partnership Accountability Framework” to a case study and analyze it. The tool can be accessed online at: <http://www.pgaframework.org/index.asp>

- *Why is accountability an issue in partnerships?*
- *What does accountability mean in the context of partnerships? Who are partnerships accountable to?*
- *What can practical accountability mechanisms look like, considering the fact that we live in world replete with resource constraints?*
- *What can improved accountability mechanisms contribute to good partnership management? - What kind of mechanisms have proven useful?*

C) Communicating Partnership Success (Room V)

Moderator: Anne Marie Grey, Chief, International and Corporate Alliances, UNICEF

UN Private Sector Focal Points face a great challenge in communicating their work – including the implementation of successful partnerships – to internal as well as external audiences. Internal communication is important to get the buy-in from colleagues as well as management. External communication is also extremely important in order to attract new partners and to manage relations with existing partners. Most Focal Points, however, do have very little time and other resources on their hands to communicate effectively. Given such resource constraints, what are easy and yet effective ways for Focal Points to overcome internal and external communication challenges? Participants will be challenged to develop concrete suggestions about “marketing” a partnership both to colleagues/management in-house, and to external audiences.

10:45 - 11:00 Coffee break

11:00 – 12:30 9. Plenary Session: Perspectives from Business (Room X)

This session will provide business with an opportunity to offer a critique of their partnership relations with the UN. The objective of this session is to provide lessons learned that could enable the UN to improve relationships with business.

Moderator: Jane Nelson, Director, Corporate Responsibility Initiative, Harvard University, and International Business Leaders Forum

Contributors:

- **Randy Gossen, Vice President – Safety, Environment and Social Responsibility, Nexen**
- **Dominique Heron, Vice President for Partnerships, Veolia Environment**
- **Melissa Pailthorp, Senior Manager Community Affairs, Microsoft (tbc)**

12:30 - 13:00 10. Concluding Plenary Session: Common Priorities and Next Steps (Room X)

- *How can the UN private sector focal points network be further strengthened?*