

*Fixed building blocks of*  
**CONVERGENT INNOVATION**

**PHILANTHROPY AND A WHOLE OF SOCIETY APPROACH TO INNOVATION:**  
A REPORT TO THE ROCKEFELLER FOUNDATION

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# ACRONYMS

**AAFRC** American Association of Fund Raising Counsel

**AII** African Institutions Initiative

**CAAFS CGIAR** Research Program on Climate Change, Agriculture and Food Security

**CGIAR** Consultative Group on International Agricultural Research

**CI** Convergent Innovation

**CIC** Convergent Innovation Coalition

**CIMMYT** International Maize and Wheat Improvement Center

**CRP4 CGIAR** Research Program on agriculture for nutrition and health

**DIB** Development Impact Bonds

**ÉTS** École de technologie supérieure

**FAIR** Farmer Access to Innovation Resources

**GAIN** Global Alliance for Improved Nutrition

**GAVI** Global Alliance for Vaccines and Immunization

**GFAR** Global Forum on Agricultural Research

**GIIN** Global Impact Investing Network

**IDS** Institute of Development Studies

**IFFI** International Finance Facility for Immunization

**IMCI** Integrated Management of Childhood Illness

**IRIS** Impact Reporting and Investment Standards

**IRRI** International Rice Research Institute

**ITN** insecticide treated net

**LISF** Local Innovation Support Funds

**MaRS** Medical and Related Sciences

**MCHE** McGill Center for the Convergence of Health and Economics

**MISEREOR** German Catholic Bishops' Organization for Development Cooperation

**MSP** Multi-Stakeholder Partnership

**NCD** Non communicable disease

**NGOs** Non-Governmental Organizations

**PBR** payment-by-result

**Prolinnova** PROMoting Local INNOVation

**PSB** Pay for Success Bonds

**QeF** Quebec en Forme

**RBM** Roll Back Malaria

**SBB** Social Benefit Bond

**SIB** Social Impact Bonds

**SIG** Social Innovation Generation

**SSA** Sub-Saharan Africa

**SUN** Scaling Up Nutrition

**UAM** United Against Malaria

**WoS** Whole of Society

# EXECUTIVE SUMMARY



Philanthropy has been described as the “third sector,” filling voids left by state and market in addressing human wellbeing.<sup>1</sup> One way in which philanthropy has engaged in addressing wellbeing historically is through its support of innovation. In recent years, there have been calls for convergence in the efforts of various actors, including philanthropy, governments and development agencies to support innovation for bridging gaps between human wellbeing and economic development.<sup>2,3</sup> This report moves beyond dichotomies between state and market, between human wellbeing and economic development by re-conceptualizing philanthropy’s role in efforts to simultaneously improve human wellbeing and economic development as part of a *whole of society (WoS)* approach, specifically through *Convergent Innovation (CI)*. With WoS, representing a paradigmatic shift in thinking about policy and innovation,<sup>4</sup> we define CI as: *processes that integrate the goals, insights, and resources of actors from multiple sectors and levels of society in the identification of societal challenges and innovative solutions with conceptualization of impact, scale and resilience at the onset, for simultaneously improving human wellbeing and economic development.*

This report is a companion to an action guide on convergent innovation, and was developed by the McGill Center for the Convergence of Health and Economics (MCCHE) at McGill University with funding from the Rockefeller Foundation. The report is informed by a study conducted with two key objectives:

*The first objective was to highlight to the Rockefeller Foundation roadblocks that are faced in attempting innovation that simultaneously improves wellbeing and development, and synthesize lessons learned about how philanthropy can support a paradigm shift to whole of society efforts, enabling partnerships between government, civil society, and private sector actors to more frequently move innovations from concept to scale.*

*Second, the study informs the actions of philanthropies and funding agencies that will be involved in convergent innovation, which is anchored in the whole of society approach to improving human wellbeing and economic development. Findings directly inform the creation of a Convergent Innovation Coalition (CIC), which the McGill Center for the Convergence of Health and Economics (MCCHE) is spearheading, in partnership with a worldwide network of clinical epidemiology (The INCLEN Trust) and the CGIAR Research Program (CRP) on agriculture for nutrition and health (also known as CRP4). The CIC centers innovation around challenges in domains that are critical to sustainable development and affordable healthcare, and operationalizes solutions around time-bound, targeted, and achievable roadmap projects aiming for convergence between human wellbeing and economic development.*

The study comprised a review of literature, interviews, and the development of a real-time descriptive inventory of Multi-Stakeholder Partnerships (MSPs) for health and other humanitarian outcomes, which informed case summaries that are presented in the report. Literature reviewed included academic literature, organization strategic documents, program and project reports, websites, etc. Interviews were conducted of 24 philanthropy leaders with extensive experiences in multiple types of organizations engaged in philanthropic causes and in multi-stakeholder partnerships at global, national, provincial, and community levels. Informants interviewed were based

in Canada (9 informants), the US (12 informants); as well as in India (an executive director of a foundation focusing on education) and the UK (a senior business analyst and an international advisor, both from a foundation working across education and research; environment, nature and animals; health; human services; and international aid). The interviews focused on noting lessons learned through successful and unsuccessful processes of philanthropic support for innovation.

The development of real-time descriptive inventory of Multi-Stakeholder Partnerships (MSPs) for health and other humanitarian outcomes captured information about partnerships in healthy lifestyles, obesity and NCD prevention and control; health other than NCD prevention and control; and agriculture, food security and nutrition. We focused on what the partnerships are trying to achieve; the partners involved and their roles; the partnership model and framework; funding; governance mechanisms; conflict of interest management policies; and their impact, scale and sustainability for society and partners involved.

From the perspective that we take, philanthropy is not simply part of a separate “third sector,” but can play a key role in a whole of society (WoS) approach at simultaneously improving human wellbeing and economic outcomes. Recognizing the complexity of processes that occur in multiple sectors and levels to ultimately address societal challenges and shape society, the WoS approach does not assume rationality of individual and collective actors. Rather, the approach is rooted in multiple bodies of knowledge. We characterize individual and collective actors and their actions by drawing upon psychology, behavioral economics, and decision sciences models of bounded rationality in individual choice on the one hand,<sup>6,7,8,9,10</sup> and on the other hand, in management, social and political models of such bounded rationality in collective action.<sup>11,12</sup> Dube et al. 2012 highlight that in developing convergent solutions that draw upon multiple sectors and levels of action, individual and collective choices are intertwined within the same complex system as all actors seek to simultaneously improve human and economic development.<sup>13</sup>

The root of WoS noted above further provides a foundation for convergent innovation. Indeed, convergent innovation is anchored in our WoS approach, which is characterized by 5 features that we discuss:

- i.**Complexity of individuals and choices in addressing societal challenges
- ii.**Relationships of trust as drivers of action, beyond government hierarchical authority or market incentives
- iii.**Multiplicity of interests and drivers of action by actors from multiple sectors and levels
- iv.**Polycentric governance, in which there are many centers of decision-making
- v.**De-siloed organizational and policy processes

We note that for a whole of society approach to innovation there is a need to enable long-term interactions by individual stakeholders to develop relationships of trust, out of which emerge multi-sector and multi-level innovation partnerships, and ultimately policies that enable further innovation. There is a need for leadership by philanthropy in focusing more on supporting the practice and understanding of innovation work by individual and collective actors, who span government, civil society, and private sector organizations in households, communities, states/provinces, nations, and the globe. As members of cultural or professional communities, the values of such actors shape organizations and institutions. With scaling of innovations being a major challenge, the engagement of government and the private sector particularly in conceptualizing scaling from the beginning of innovation processes emerged as key to developing innovations that simultaneously improve wellbeing and economic development. These key points are largely captured in a quote by Jean-Marc Chouinard, Vice-President of Strategy and Partnerships at the Chagnon Foundation in Quebec, who notes:

*The success of an innovation is about the people involved, the community, the specific context, ... For example if in one community an innovation works because of a leader or because of a series of great leaders, it's not necessarily going to work in a different neighborhood. So, our approach is more about emergence, it's about building systems in which innovations arise as problems arise.*

Philanthropy's leadership role in convergent innovation is to provide support for the various individual and collective actors as they engage in identifying, testing, and scaling up innovation. From the study conducted, it was noted that simultaneous improvements in wellbeing and economic development emerge from iterative processes in which relationships of trust are built over time during interactions between the actions of individual and collective actors in government, private sector, and civil society; and the structures or contexts within which such actors are embedded. We highlight lessons learned about how philanthropy can support identifying, testing, and scaling convergent innovation, in iterative processes.

- 1.** During a first stage of convergent innovation processes, philanthropic support is needed for enabling space where *individual actors* from multiple sectors and levels engage in continuous dialogue in structures such as *innovation labs* or *change labs*. Such dialogue, occurring over multi-year periods, is key for *identifying social problems* and *innovations* that are being developed at the grassroots level, and for developing shared

understanding about how to *nudge* such innovations in manners that make them more likely to be taken up by relevant populations. *Relationships of trust* emerge from this stage, potentially leading to inter-organizational partnerships

**2.** Second, philanthropic support is also needed for engaging organizational actors in collaborations and partnerships that take into consideration their comparative advantages in processes of testing innovations to identify synergies between them, while also testing organizational and financial innovations, and developing measures of social innovation processes and outcomes, with the goal to shape coherent strategies by civil society, private sector, and government for scaling up convergent innovation.

**3.** Third, there is a need to rethink the scaling of innovation, moving beyond aspirations, to developing and sharing knowledge about mechanisms for scaling in a resilient manner in partnership with government and the private sector. Philanthropic support would be essential in developing and sharing such knowledge to inform policies that enable convergent innovation to be institutionalized. We propose that purposefully developing innovations in partnership with government and private sector actors allows their engagement, so that there is a better understanding of the complexity of innovation processes, for developing policies to overcome challenges that have been faced.

We conclude by noting the leadership role of some foundations in convergent innovation, given their mission and expertise. Also, we highlight the emergence of the Convergent Innovation Coalition as an opportunity for drawing upon the lessons learned for potential action in addressing challenges at the nexus of agriculture, health and wealth.

# 1. INTRODUCTION



Philanthropy has been described as the “third sector,” filling voids left by governments and markets in addressing human wellbeing.<sup>14</sup> One way in which philanthropy has engaged in addressing humanitarian challenges historically is through its support of innovation, defined here simply as “new ways of doing things.”<sup>15</sup> As philanthropy researcher Frumkin (2006) points out, philanthropic funding has “long been viewed as social venture capital designed to be used to promote new thinking and programs.” Among the public functions of philanthropy, support for innovation stands out, given that governments and for-profit actors have traditionally left such efforts to philanthropy, in part due to their bureaucratic and risk-averse nature respectively.

In recent years, there have been calls for convergence in the efforts of various actors, including philanthropy, governments and development agencies to support innovation for bridging gaps between economic development and human wellbeing.<sup>17,18</sup> Such calls arise at a time when there is recognition that although decades of support for technological and related types of innovation has contributed to prosperity, particularly in industrialized nations, technology has failed to alleviate social challenges, such as poor health in many parts of the world.<sup>19</sup> Indeed, in both developed and developing regions of the world, technological advancement has been associated with increases in problems such as non-communicable diseases (NCD), environment degradation, and crises in fuel, food, finance, and healthcare tied to unsustainable patterns of consumption.

A dichotomy between human wellbeing and economic development has led to various efforts to simultaneously address both outcomes. Notably, French President Nicolas Sarkozy’s 2008 launch of the Commission

on the Measurement of Economic Development and Social Progress emphasized a shift from measuring development in terms of economic production to measuring it in terms of human wellbeing. Prominent economists, including former chief economist of the World Bank and 2001 Nobel laureate, Joseph Stiglitz have noted a need for processes and systems of governance to take into account and measure people’s own view of their wellbeing. It has become more important to pay attention to the views and participation of “civil society” in social and economic development policy processes.

Whereas some have characterized state versus non-state efforts to simultaneously improve human wellbeing and economic development, this report moves beyond dichotomies by re-conceptualizing philanthropy’s role in such efforts as part of a *whole of society (WoS)* approach, specifically through *Convergent Innovation (CI)*. With WoS, representing a paradigmatic shift in thinking about policy and innovation,<sup>20</sup> we define CI as: *processes that integrate the goals, insights, and resources of actors from multiple sectors and levels of society in the identification of societal challenges and innovative solutions with conceptualization of impact, scale and resilience at the onset, for simultaneously improving human wellbeing and economic development.* Actors in CI cut across government/state, civil society, and for-profit/private sectors; and span household to global levels. In CI, philanthropy catalyzes innovation not only by supporting civil society actors, but by supporting multi-sector, multi-level collaborations and partnership efforts at bridging a gap between micro-level experimentation for innovation, and macro-level impact that is desired as attempts are made to bring innovations to scale and simultaneously improve human wellbeing and economic development.

This report is a companion to an action guide on convergent innovation, and was developed by the

McGill Center for the Convergence of Health and Economics (MCCHE) at McGill University with funding from the Rockefeller Foundation. The main objective of the report is to highlight the role that philanthropy can play in catalyzing convergent innovation. The report is informed by a study that was guided by the following overall question:

*Given lessons learned over the past few decades, how can philanthropy successfully engage in convergent innovation collaborations and partnerships to identify, test, and scale up innovations that simultaneously improve human wellbeing and economic development?*

### 1.1 Why Philanthropy?

The need to address gaps between human wellbeing and economic development have led to the call for philanthropy to play a key role in supporting dialogue and related actions for convergent innovation, given its reach in various domains of society. Whereas innovation efforts of community organizations, for-profit companies, and government actors are handicapped by factors such as lack of resources, risk aversion, and bureaucracy, philanthropies - particularly small ones - are often nimble enough to engage with civil society actors that are innovating; philanthropic organizations often emerge from, and are well-linked with the private sector, and are able to capitalize on relationships of trust that already exist; and philanthropic organizations - particularly large ones - often have resources and credibility that provide

leverage in engaging government during efforts at bringing innovation to scale.

The evolution of philanthropy in becoming influential across multiple sectors and levels also makes it well-placed to help address the human wellbeing-economic development gaps in the current era. Philanthropic organizations, which previously focused on their own particular programs and projects have been shifting to collaborative models, taking into consideration the complexity of factors and actors needed to solve societal challenges. This shift represents a major change in the history of formal philanthropy after its emergence in the 19th and 20th centuries in the industrialized countries of Europe and North America.<sup>21</sup> Having started from addressing basic humanitarian needs of poor members of societies, the field has expanded to address multiple categories of needs. The American Association of Fund Raising Counsel (AAFRC) classifies the areas of philanthropic work into 8 categories as follows: (i) culture; (ii) education and research; (iii) environment, nature and animals; (iv) health; (v) human services; (vi) international aid; (vii) public/social benefit; and (viii) religion.<sup>22</sup> According to the AAFRC, as of 2010, philanthropic contributions in the US amounted to over 290 billion US dollars, addressing needs in the multiple categories. Religious causes were the recipient of the largest share of contributions - 35% (101 billion USD), followed by 14% for education and research (42 billion USD), 11% for foundations (33 billion USD), human services (26 billion USD), and 8% for public/social benefit (24 billion USD) and health (23 billion USD) respectively. International aid accounted for 5% (16 billion USD).

Forecasts suggest that philanthropy's role is likely to increase even further. For example, the Social Welfare Research Institute estimates that over the first half of

the 21st Century in the US, a substantial portion of up to 136,000 billion USD will be bequeathed, contributing to philanthropic causes.<sup>23</sup> Thus, the "Golden Age of Philanthropy" is anticipated.

With the growing influence of philanthropy, recent forums that have called for philanthropy's participation in multi-level, multi-sector approaches for addressing the current realities of a changing world are in order. For example, in 2011, the Rockefeller Foundation, the Institute of Development Studies (IDS), and the Resource Alliance led a series of deliberations collectively called The Bellagio Summit on The Future of Philanthropy and Development in Pursuit of Wellbeing, where donors, policymakers, academics, opinion leaders, social entrepreneurs, activists, and practitioners from over 30 countries deliberated on major challenges and opportunities for philanthropies to promote human wellbeing in the twenty-first century.<sup>24</sup>

The Bellagio Summit began to build a picture of a new ecosystem of international development and philanthropy, highlighting the complexity of societal challenges and the various sectors and levels or scales at which philanthropic action is needed for addressing problems of human wellbeing and economic development.

### **1.2 This Study of Philanthropy and the Whole of Society Approach**

Among the key outcomes of the Bellagio Summit was a noted need for incorporating the diverse perspectives of various actors implicated globally in reaching convergence around understanding and prioritizing human wellbeing for development. Within such a context, this study was conducted with two key objectives.

*The first objective was to highlight to the Rockefeller Foundation roadblocks that are faced in attempting innovation that simultaneously improves wellbeing and development, and synthesize lessons learned about how philanthropy can support a paradigm shift to whole of society efforts, enabling partnerships between government, civil society, and private sector actors to more frequently move innovations from concept to scale.*

The study comprised a review of literature, interviews, and the development of a real-time descriptive inventory of Multi-Stakeholder Partnerships (MSPs) for health and other humanitarian outcomes, which informed case summaries that are presented in the report. Literature reviewed included academic literature, organization strategic documents, program and project reports, websites, etc. Interviews were conducted of 24 philanthropy leaders with extensive experiences in multiple types of organizations engaged in the 8 categories of philanthropic causes and in multi-stakeholder partnerships at global, national, provincial, and community levels (Table 1).<sup>26</sup> Informants interviewed were based in Canada (9 informants), the US (12 informants); as well as in India (an executive director of a foundation focusing on education) and the UK (a senior business analyst and an international advisor, both from a foundation working across education and research; environment, nature and animals; health; human services; and international aid). The interviews focused on noting lessons learned through successful and unsuccessful processes of philanthropic support for innovation.

*Second, the study informs the actions of philanthropies and funding agencies that will be involved in Convergent Innovation (CI), which is anchored in a Whole of Society (WoS) approach to improving human wellbeing and economic development. Findings directly inform the creation of a Convergent Innovation Coalition (CIC), which the McGill Center for the Convergence of Health and Economics (MCCHE) at McGill University is spearheading, in partnership with a worldwide network of clinical epidemiology (The INCLEN Trust) and the CGIAR<sup>25</sup> Research Program (CRP) on agriculture for nutrition and health (also known as CRP4). The Convergent Innovation Coalition (CIC) will be a heterogeneous network, allowing for innovations to emerge simultaneously to address challenges as they are identified, with conceptualization of scaling impact and resilience at the onset of its work. The CIC centers innovation around challenges in domains that are critical to sustainable development and affordable healthcare, and operationalizes solutions around time-bound, targeted, and achievable roadmap projects aiming for convergence between human wellbeing and economic development. Efforts for engaging philanthropy in convergent innovation in the public health sphere can benefit greatly from lessons learned from other spheres that are noted in this report.*

developing partnerships that strengthen relationships between civil society and the private sector, as well as government through their working together to identify, test, and scale innovations in a manner that simultaneously addresses human wellbeing and economic development.

The rest of this report is in 3 parts. First, we discuss the rethinking of philanthropy’s role in efforts at improving wellbeing and development, moving away from thinking of philanthropy as part of a “third sector” that addresses humanitarian issues with civil society. Rather we adopt a systems perspective in which philanthropy is part of the whole of society (WoS) that also engages with private sector organizations and government agencies right from the start of innovation processes. We propose philanthropic support for convergent innovation as a means for engaging in the whole of society approach. Next, we highlight lessons learned about how philanthropy can support identifying, testing, and scaling convergent innovation, in an iterative process. We conclude by noting the leadership role that can be taken up by some foundations in convergent innovation, given their mission and expertise. We highlight the emergence of the Convergent Innovation Coalition as an opportunity for drawing upon the lessons learned for potential action in addressing challenges at the nexus of agriculture, health and wealth.

Type of Organization	Examples	# of Informants
Global	Wellcome Trust; William and Flora Hewlett Foundation; Rockefeller Foundation	12
National	Philanthropic Foundations Canada	4
Provincial	Caring for Colorado Foundation; Lucie and André Chagnon Foundation;	5
Community	Silicon Valley Community Foundation	3

Table 1. Summary of study informants interviewed

The development of real-time descriptive inventory of Multi-Stakeholder Partnerships (MSPs) for health and other humanitarian outcomes captured information about partnerships in healthy lifestyles, obesity and NCD prevention and control; health other than NCD prevention and control; and agriculture, food security and nutrition. We focused on what the partnerships are trying to achieve; the partners involved and their roles; the partnership model and framework; funding; governance mechanisms; conflict of interest management policies; and their impact, scale and sustainability for society and partners involved.

Our study finds that philanthropies are engaged in various forms of collaborations and partnerships for innovation, particularly with civil society actors. Overall, however, leadership by philanthropy is needed in



## **2. PHILANTHROPY: FROM “THIRD SECTOR” TO WHOLE OF SOCIETY**

Philanthropic support has been largely directed at improving human wellbeing through supporting innovation by civil society actors. Technological innovation, particularly, has been an area in which philanthropy has provided support, sometimes working with international development agencies. For example, the Green Revolution emerged from philanthropy and international development agencies supporting innovation to address a technological issue - the increase of agricultural output - through introducing new packages of tropical agricultural inputs (i.e. new grain varieties, fertilizer, and controlled irrigation), with solutions subsequently scaled up globally with government engagement.<sup>27,28</sup> Motivated by successes such as the Green Revolution, philanthropies and funding agencies of different types have focused on particular sectors - spanning health, agriculture, technology, trade, etc. - in efforts to improve wellbeing, particularly at the levels of the individual, household, and community, with addressing the public benefit in mind. (Figure 1).

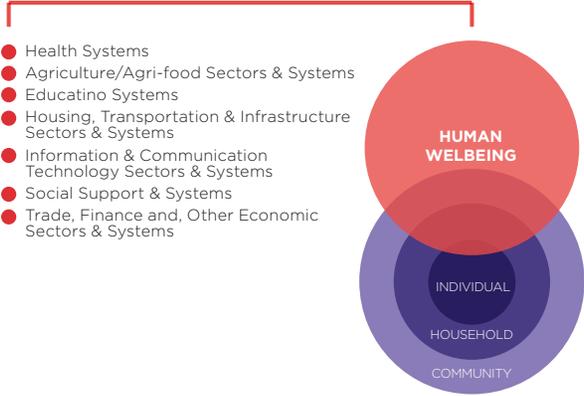


Figure 1. Philanthropy focus on Human Wellbeing

However, from the perspective that we take, philanthropy is not simply part of a separate “third sector,” but can play a key role in a whole of society (WoS) approach at simultaneously improving human wellbeing and economic outcomes. Recognizing the complexity of processes that occur in multiple sectors and levels to ultimately address societal challenges and shape society, the WoS approach does not assume rationality of individual and collective actors. Rather, the WoS approach is rooted in multiple bodies of knowledge. We characterize individual and collective actors and their actions by drawing upon psychology, behavioral economics, and decision sciences models of bounded rationality in individual choice on the one hand,<sup>29,30,31,32,33</sup> and on the other hand, in management, social and political models of such bounded rationality in collective action.<sup>34,35</sup> Dube et al. 2012 highlight that in developing convergent solutions that draw upon multiple sectors and levels of action, individual and collective choices are intertwined within the same complex system as all actors seek to simultaneously improve human and economic development (Figure 2).<sup>36</sup>

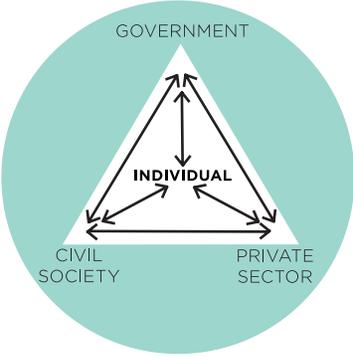


Figure 2. Individuals as the focal actors in the Whole-of-Society

The root of WoS noted above further provides a foundation for convergent innovation. Indeed, convergent innovation is anchored in our WoS approach, which is characterized by 5 features that we discuss in further detail below:

- i.**Complexity of individuals and choices in addressing societal challenges
- ii.**Relationships of trust as drivers of action, beyond government hierarchical authority or market incentives
- iii.**Multiplicity of interests and drivers of action by actors from multiple sectors and levels
- iv.**Polycentric governance, in which there are many centers of decision-making
- v.**De-siloed organizational and policy processes

**2.1 Complexity of individuals and choices in addressing societal challenges**

In the WoS approach, individual choice is a key factor to be considered for addressing societal challenges. The WoS approach assumes that individuals - complex beings that are often faced with complex arrays of choices - tend to act based upon biases, heuristics, and biological drives that favor the easiest course of action, even where it may be in conflict with what would best serve one’s interest.

Although knowledge about individual level actors is rarely considered in addressing societal challenges, participants in the Bellagio Summit persistently called for an approach to development that is more founded in people. In a study commissioned for the Bellagio Summit, Sumner (2011) concludes that there is “a need to rethink development assistance from a focus on poor countries to poor people and tailored to different types of context.”<sup>37</sup> (Emphasis is ours.) Whereas there have been calls for increasing the “voices of the poor” for

almost two decades, there has been little action. From the WoS perspective, calls to develop solutions “for and with the poor” must be addressed in light of the multiple factors that motivate “the poor,” as well as those who work with them. Individuals in marginalized communities are complex, and they may wear multiple hats in government, for-profit businesses, or community organizations. Similarly, there are various factors that motivate individuals engaged in philanthropic work, as well as those from other parts of society. As philanthropy researcher Frumkin (2006) points out, philanthropy has a “private, consumptive, and expressive function” that meets “psychic and social needs” of individuals in philanthropy, and although often ignored, this is a key aspect of the field,<sup>38</sup> so that more attention should be paid to understand the factors that motivate the actions of individuals in philanthropy for greater effectiveness.

The expanded focus on individuals in the whole of society - from people working in philanthropy, to government, private sector, and civil society organization workers in industrialized and industrializing countries - needs to be addressed in the development of mechanisms to foster innovation, and in the innovations themselves. All processes of innovation, from their conception, identification, testing, and scaling should be designed taking into mind what actions people would find easy to follow, in addition to what serves their best interest. For example, whereas there may be an interest in incorporating the ideas of individuals from multiple sectors and levels, and from industrialized and industrializing regions of the world to develop innovations, there is a need to provide an enabling environment that allows the multitude of actors to productively share their ideas, sometimes engaging in conflict during the process. Philanthropic support of mechanisms for such exchanges to take place - for

example in the form of experiential visits to innovation sites that allow actors to learn from innovations and practice; and in the development of innovation labs where actors from different sectors and levels work together on innovations - exemplifies how philanthropy is currently accounting for a deeper understanding of human behavior in innovation processes.

## 2.2 Trust as driver of action, beyond hierarchical authority or market incentives

Another feature of WoS, from a collective standpoint draws upon knowledge about bounded rationality from management, social and political literature to rethink the state-market dichotomy that has characterized previous debates about addressing social challenges.<sup>39,40</sup> WoS highlights that relationships of trust between actors in civil society, particularly in local community organizations is a powerful driver of action, beyond the traditional drivers of government hierarchical authority and market incentives that are often assumed. Thus, improvements in human and economic development are driven not only by laws or market incentives, but by the development of networks of trust that span civil society, state, and market, at levels of action from the household to the global.

Although philanthropy has been cognizant of trust as a driver of action, such knowledge has often been limited to work with civil society actors in improving human wellbeing. Philanthropy has largely left bringing about macro-level economic development to government and development agencies (e.g. social services and government health agencies around the world; The World Bank in developing countries), with actions largely driven by hierarchical authority and market incentives. In the field of innovation, the post-World War Two period saw the rise of the Bretton Woods Institutions, such as the World Bank, which have

been involved in diffusing technological innovations around the world, including the development of health infrastructure, vaccines, etc. Across various sectors, such institutions focused on bringing about economic development, employing authority and market forces at multiple levels, from the city/municipal level, and up to the global level (Figure 3). Whereas in the past there was a focus on how such innovations improve economies, the adverse effects of such development have recently received much attention.<sup>41,42</sup> Meanwhile, in some cases social innovations that were supported by philanthropies to improve wellbeing were neglected by governments, making them unable to reach the scale needed for sustainability or for affecting macro-level economic development.

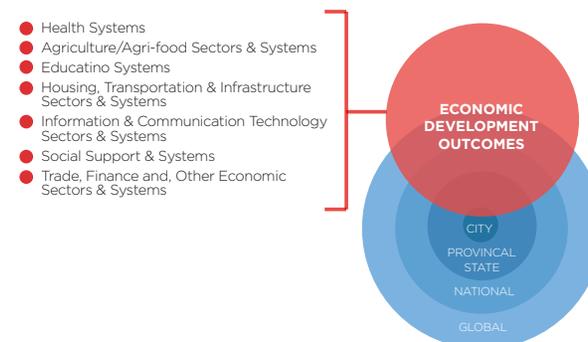


Figure 3. Government/Bretton Woods Institutions focus on Economic Development

For simultaneously addressing human wellbeing and economic development, rational models of action by separate “sectors” must give way to collaborative models in which state-market-civil society boundaries melt, as from the whole of society viewpoint. Indeed, some philanthropic organizations have assumed leadership roles in supporting partnerships that span the whole of society, and there is a need to shift philanthropy as a whole into such models.

### 2.3 Multiple sets of interests and drivers of action

Another key feature of the WoS approach is its highlighting of the need to address multiple sets of interests and drivers of action in collaborations between state, market, and civil society actors to reach the overall goal of simultaneously improving human and economic development. In health, for example, Dube et al. (2012) point out that the private sector has a major interest in investing in innovation to address healthcare challenges,<sup>43</sup> for example, as the sector accounts for about 75% of domestic healthcare needs in many industrializing countries.<sup>44</sup> There is therefore an incentive in engaging the private sector in collaborating with states and civil society actors around the world, taking into consideration their motivation to address their own interests, which is sometimes aligned with the public interest. There is a need for changes in the underlying operating assumptions and dynamic interactions of different actors, shifting from what currently largely pertains, where addressing private sector interests is viewed negatively in a mindset of trade-off, zero-sum games, and competition, to one that focuses on synergies, non-zero-sum games, and cooperation among the various sectors.<sup>45,46</sup> For example, government, market, and civil society actors each have different interests that potentially motivate scaling up innovations, as exemplified in the Green Revolution, with each group of actors contributing to scaling in ways that are aligned with their interests: governments satisfying promises to electorates by increasing agricultural output, agricultural-based businesses by increasing output and profits, and civil society by being mobilized and thereby avoiding famines.

Collaboration between actors from the various sectors means there is a need to address the diverse drivers that motivate their actions in the short and long-term. Whereas states address public good primarily through

hierarchical authority, markets address private interest primarily through market incentives such as price, and civil society addresses the creation of a common good in relationships of trust. Adler (2001) notes that as knowledge becomes more important in the knowledge economy, relationships of trust become the driving form for action in society.<sup>47</sup> Thus, in the knowledge-intensive work of innovation, the support of philanthropy can enable such relationships of trust to be built.

### 2.4 Polycentric governance

Having multiple actors with diverse interests and drivers of action raises governance challenges. Thus, a key feature of the WoS approach is *polycentricity*, which conceives of governance as being the collective outcome of many centers of decision-making that are formally independent of each other,<sup>48</sup> from our perspective, spanning state, market and civil society. From this viewpoint, the actions of actors from multiple sectors and levels interact, with none having direct authority over the other. Of particular importance in polycentricity, effective governance to address societal problems is anchored at the local level; where *actors* potentially have the highest level of motivation to initiate and sustain change, as well as expertise of the *structures*, including the levers of change and accountability.<sup>49</sup>

Polycentric governance emphasizes *self-regulation*, as individuals and groups are simultaneously shaped by, and are also “actively engaged in changing the structure” of their governance systems,<sup>50</sup> for example through developing guidelines for providing services or evaluating their activities.<sup>51</sup> It is not the general structure of polycentric governance that explains outcomes, but rather, how a particular governance arrangement fits the local context, how rules are

developed and adapted over time, and whether users consider the system to be legitimate and equitable.<sup>52</sup>

The polycentric feature of WoS implies that in convergent innovation, the structures governing actors from multiple sectors and levels emerge as they interact in different contexts. Various types of organizational and financial configurations may arise, with the actors adopting diverse measures as they evaluate their relationships with each other to see what works or not.

### 2.5 De-siloed organizational and policy level processes

Another feature of WoS is de-siloed organizational and policy level processes for simultaneously improving human and economic outcomes. De-siloing is achieved through collaborations around *issues*, which more realistically captures what is needed in this period of the 21st century, as opposed to products or programs that characterized organizational and policy processes in much of the last century. WoS calls for innovations that will be *impactful in various contexts*, and the engagement of government, market, and civil society actors right from the start of inter-organizational and policy processes is essential for conceiving and implementing innovation with *scale* and *resilience*, over time.

Thus, in a WoS approach, philanthropic support for innovation goes to issues around which there is collaboration. Issues in health, trade, etc., are affected by factors from other sectors, and decisions and actions are taken by multiple actors at multiple levels of governance in the whole of society, which includes the private sector, government, and civil society (Figure 4). Whereas there has been experience with using innovation to address human wellbeing and economic development, there have been unanticipated, adverse consequences of

innovations that have operated in silos, partly due to the non-engagement of actors who are affected or affect the processes and outcomes of such innovation. *Convergent innovation* processes address such adverse effects by engaging the various actors implicated right from the beginning of innovation processes.

In summary, philanthropy is part of a whole of society, in which individual and collective actors interact with the structures in which they are embedded, making decisions that are simultaneously shaped by, and Figure 4. Whole-of-Society (WoS) approach, involving state and non-state actors shape

the system at multiple levels. Anchored in the whole of society approach, convergent innovation capitalizes on human agency and individual and collective choice, and incorporates technical, organizational, social, financial and institutional innovation, with business engagement being key, in addition to government and civil society engagement.

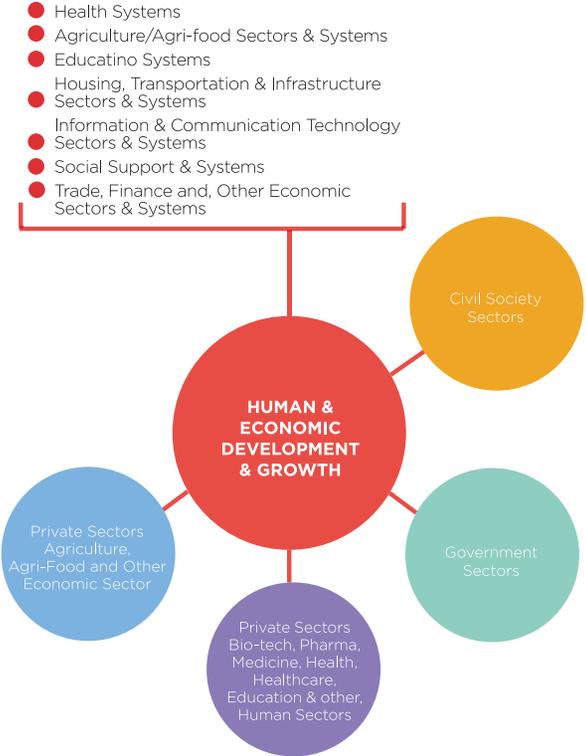


Figure 4. Whole-of-Society (WoS) approach, involving state and non-state actors



# **3. LESSONS FROM PHILANTHROPY AND INNOVATION**

For a whole of society approach to innovation there is a need to enable long-term interactions by individual stakeholders to develop relationships of trust, out of which emerge multi-sector and multi-level innovation partnerships, and ultimately policies that enable further innovation. There is a need for leadership by philanthropy in focusing more on supporting the practice and understanding of innovation work by individual and collective actors, who span government, civil society, and private sector organizations in households, communities, states/provinces, nations, and the globe. As members of cultural or professional communities, the values of such actors shape organizations and institutions. With scaling of innovations being a major challenge, the engagement of government and the private sector particularly in conceptualizing scaling from the beginning of innovation processes emerged as key to developing innovations that simultaneously improve wellbeing and economic development. These key points are largely captured by Jean-Marc Chouinard, Vice-President of Strategy and Partnerships at the Chagnon Foundation in Quebec, who notes:

*The success of an innovation is about the people involved, the community, the specific context, ... For example if in one community an innovation works because of a leader or because of a series of great leaders, it's not necessarily going to work in a different neighborhood. So, our approach is more about emergence, it's about building systems in which innovations arise as problems arise.*

Philanthropy's leadership role in convergent innovation is to provide support for the various individual and collective actors as they engage in identifying, testing, and scaling up innovation. From the study conducted, it was noted that simultaneous improvements in wellbeing and economic development emerge from *iterative processes* in which relationships of trust are built over time during interactions between the actions of *individual and collective actors* in government, private sector, and civil society; and the structures or contexts within which such actors are embedded. Patience and taking time to develop trust were two themes that informants brought up consistently, related to the actors and structures within which convergent innovation processes occur. As another philanthropy expert noted:

*Time is the most key factor in bringing about innovation that simultaneously improves human wellbeing and economic development. It takes time to get the different actors to have a shared understanding of the issues, the challenges, the solutions that are needed, and to develop and present a shared vision. It also takes time to build trust among the various actors, generate political, financial, and other types of support, to implement solutions, and to evaluate them for adaptation as contexts change. So a great deal of patience is needed.*

In the rest of this section, we highlight lessons learned about how philanthropy can support identifying, testing, and scaling convergent innovation, in iterative processes over time (Figure 5).

i. During a first stage of convergent innovation processes, philanthropic support is needed for enabling space where *individual* actors from multiple sectors and levels engage in continuous dialogue in structures such as *innovation labs* or *change labs*. Such dialogue, occurring over multi-year periods, is key for *identifying social problems and innovations* that are being developed at the grassroots level, and for developing shared understanding about how to nudge such innovations in manners that make them more likely to be taken up by relevant populations. *Relationships of trust* emerge from this stage, potentially leading to inter-organizational partnerships

ii. Second, philanthropic support is also needed for engaging organizational actors in collaborations and partnerships that take into consideration their comparative advantages in processes of testing innovations to identify synergies between them, while also testing organizational and financial innovations, and developing measures of social innovation processes and outcomes, with the goal to shape coherent strategies by civil society, private sector, and government for scaling up convergent innovation.

iii. Third, there is a need to rethink the scaling of innovation, moving beyond aspirations, to developing and sharing knowledge about mechanisms for scaling in a resilient manner in partnership with government and the private sector. Philanthropic support would be essential in developing and sharing such knowledge to inform policies that enable convergent innovation to be institutionalized. We propose that purposefully developing innovations in partnership with government and private sector

actors allows their engagement, so that there is a better understanding of the complexity of innovation processes, for developing policies to overcome challenges that have been faced.

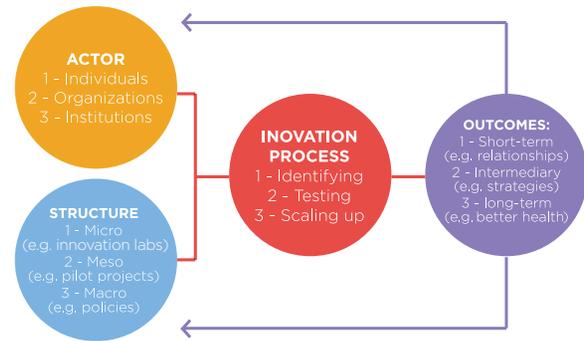


Figure 5. Iterative processes of convergent innovation

Although for clarity, this report delineates various stages of iterative processes for convergent innovation, in reality innovation is “messy,” and various processes may occur simultaneously.

### 3.1 Enabling long-term individual interactions for identifying innovation

Understanding individual-level behavior is a key feature of WoS, and although our study found examples of mechanisms and structures that enable individual level behaviors to foster innovation, attempts to purposefully create spaces for developing a greater understanding of such behavior is limited. There is a need for leadership in engaging various types of actors in the innovation space, to understand their behaviors while identifying social challenges and innovations, and testing innovations that are being initiated. Innovations that are being developed at the grassroots level - which are more likely

to be appropriate and affordable - and are supported by nudging them to be successfully brought to scale may then be able to have greater impact.

Philanthropy can provide such leadership. As snippets of philanthropic history in the US and the emergence of the Green Revolution shows, enabling structures for individuals to interact and share ideas can lead to innovation insights, the building of organizational collaborations, and ultimately to creating institutions that bring about improvements in human wellbeing and economic development (Box 1).

#### (Box 1) Structures that enable individuals to interact for innovation

*The case for structures that enable individuals to build relationships of trust for innovation is illustrated in the history of how a network of research centers for technological innovation emerged and subsequently shaped the Green Revolution.*

*According to historical accounts, in the 1950s Forrest “Frosty” Hill, Vice President for Overseas Development of the Ford Foundation, and J. George Harrar, Deputy Director for Agriculture at the Rockefeller Foundation habitually rode the same commuter train from Scarsdale, where they both lived, into New York City, where their offices were a few blocks from each other. The two began to engage in informal conversations during their shared commute, leading to formal collaboration between the two foundations to support agricultural innovations for growing sturdier, more productive crops to ensure food security to developing nations and stave off projected famines, especially in Southeast Asia.*

*The collaboration took into account the different interests and experiences of the foundations. Although Ford’s endowment was four times larger than Rockefeller’s, the latter had deeper experience in the field, and Ford agreed to cover capital expenses for agricultural research, while Rockefeller was responsible for staffing and program development responsibilities. In 1960, the two foundations started the International Rice Research Institute (IRRI) in the Philippines, which along with Mexico’s International Maize and Wheat Improvement Center (CIMMYT) in 1963 and other research institutes catalyzed the Green Revolution in Asia.*

*The foundation-supported research centers worked closely with governments, in conducting basic research in agricultural sciences, providing advisory services to rural farmers, and educating university students. Subsequently, building on the work done by the research centers, over the period from 1968-1971, the Ford and Rockefeller Foundations collaborated with the United Nations, and the World Bank to prioritize agriculture on the international development agenda, providing support for the formation of the Consultative Group on International Agricultural Research (CGIAR), which comprised the research centers. As of 2013, the CGIAR works with a mission to contribute to food security and poverty eradication in developing countries through research, partnership, capacity building, and policy support.*

Philanthropic support has been essential in developing short-term mechanisms such as conferences and forums that enable individuals to interact and exchange ideas and resources over periods of days or weeks. However, in the current collaboration era, given that actors from various sectors and levels of society may have divergent perspectives on the challenges and potential solutions, short-term interactions are often not enough for sustained dialogue that is needed for generating innovation. Philanthropy experts who informed this report highlighted the importance of enabling in-depth engagement between individuals working in philanthropy and those from other communities of practice that, given that individuals in each group are embedded in professional and cultural systems where they live, with their own value systems that are hard to change.

Also there is a need for individuals working in innovation to continuously interact with people in the communities where their innovations are being implemented. Particularly, for developing innovation that responds to the needs of marginal populations it is essential to gain extended first-hand experience of their daily lives, and vice-versa. As an informant notes:

*In bringing about changes in perspectives for innovation to occur we should remember that seeing is believing. Individuals' perspectives are complex and deep. And given how engaged individuals must be to shift their perspectives, it is important that where possible, they gain first-hand experiences of the challenges, to get some sense of the solutions that may be needed.*

Longer-term interactions are needed to allow time and space for conflicts that inevitably arise when actors from diverse sectors and levels convene to engage in dialogue, through which there are opportunities for identifying innovations that may already be emerging, and out of which other innovative ideas emerge. Additionally, longer-term interactions allow for interpersonal relationships to be built, as was the case of the leaders of the Ford and Rockefeller foundations, further facilitating inter-organizational collaborations that may arise from such interactions.

Informants noted that philanthropic leadership is needed for enabling space where actors from various sectors and levels can engage in longer and deeper interactions for convergent innovation. These spaces are also sites where studies can be conducted to gain a deeper understanding about individual-level behavior related to innovation. Such interactions can be built around issues that are generally recognized by the various actors as a challenge that they must address (e.g. improving health, addressing malnutrition, and community development).

One way in which such spaces are being enabled is in *Innovation Labs*, also known as Social Innovation Labs or Change Labs (See Box 2).

*(Box 2) Creating space for innovation: philanthropic support for innovation labs*

*Philanthropic support is being garnered for creating Innovation Labs, which provide space for various collaborators to engage in innovation. Such Labs offer “a neutral space dedicated to problem-solving in a highly experimental environment.” They allow for innovations to*

*emerge simultaneously as social challenges are identified by a multiple array of actors including the end-users of innovations. Individuals involved in such Labs are drawn from multiple domains: policy-makers, consultants, designers, non-profit professionals, etc.*

*Whereas creating space for multidisciplinary actors to engage in problem solving is not new in itself, focusing on purposefully using such space to enable long-term relationships to be built among innovators during processes of experimentation is an important innovation that these labs present.*

*The conceptual foundation for such Labs is complexity thinking, with a focus on the integration of “at least four distinctive academic/scientific traditions: a) group psychology and group dynamics; b) complex adaptive systems theory; c) design thinking; d) computer modeling and visualization tools.” Focus is removed from objects or end-products, with an emphasis rather being on process or the approach. The beginning point for the human-centered processes in what humans need or might need.*

*The MaRS Discovery District in Canada is an example of a Innovation Lab. The Lab is emergent in nature, exemplifying the emergent nature of innovation. Originally, MaRS was a filename: Medical and Related Sciences. Over time, its mandate expanded to include a broader range of innovative sectors beyond the medical.*

For example, the McConnell and Rockefeller foundations have been providing support for the development of innovation labs and networks of such labs.

While innovation labs have been established largely in industrialized countries, there is a need for labs and networks of labs in emerging economies, as well as spanning regions. Here again, philanthropy can play a leadership role.

### 3.2 Supporting organizational-level action for testing innovation

The WoS approach is characterized by organizational actors from government, civil society, and the private sector taking action with varying interests and drivers of action, making independent decisions from community to global levels, spanning multiple domains of health, agriculture, economics, etc. Although we found several cases of inter-organizational collaboration for innovation being supported by philanthropy, we also found relatively limited private sector engagement in such collaborations.

Diversity among the organizational actors involved in collaboration is vital during the testing of innovation, for developing sustainable models of improving wellbeing and economic development. Variation in the areas of expertise, organizational configurations, financial mechanisms, and overall social missions of collaborating organizations provides opportunities for them to play different roles in supporting the testing of innovation. For example,

Similarly, variation in the types of foundations that can collaborate presents opportunities for supporting innovation in novel ways, in partnership with other government, civil society and private sectors actors. Collaborations by groups of philanthropies and other actors allows them to pool knowledge, resources, etc. The relatively greater level of legitimacy of older, larger foundations may allow them to lend credibility to smaller foundations that may be more nimble

in supporting innovation, but may be reluctant to support riskier innovations given their fear of being associated with failure.

Thus, philanthropy as a whole can lead the development of strategic partnerships that draw upon the comparative advantage of different types of actors during the testing of innovation. Whereas large, global foundations such as Gates operate in multiple countries and may be better able to leverage its global partnerships, including with private sector companies, foundations such as Chagnon in Quebec and the Caring for Colorado Foundation have developed expertise in partnering with provincial/state level government, and community foundations such as the Silicon Valley Foundation and the Vancouver Foundation have experience with supporting innovation by grassroots organizations.

The case of PROMoting Local INNOVation (Prolinnova) exemplifies how different types of philanthropies and other organizational actors partnered in supporting innovation at a global level (Box 3).

#### *(Box 3) Philanthropic support for PROMoting Local INNOVation (Prolinnova)*

*Improvements in wellbeing and economic development have been realized in cases where philanthropy has supported collaborations that include indigenous innovators. For example, the ETC Foundation has been collaborating with other philanthropic organizations to coordinate the Farmer Access to Innovation Resources (FAIR) project, an example of user-generated innovation – innovation that originates from end-users themselves, and is therefore often*

*culturally and socially the best solution to the problem and the need.*

*The FAIR project is implemented by Prolinnova (which stands for PROMoting Local INNOVation), a multi-stakeholder partnership program that started in 2001 to promote processes of innovation by indigenous people in agriculture and natural resource management.*

*Prolinnova provides farmers access to financial resources through a funding mechanism called the Local Innovation Support Funds (LISFs). LISFs emerged from Nepal, where Prolinnova partners used their own resources to pilot the mechanism in 2004. As part of the FAIR project, further pilots were conducted in 2005 in Cambodia, Ethiopia, South Africa and Uganda with support from the French government-funded DURAS (Promoting Sustainable Development in Agricultural Systems) project. Subsequently, a funding pool for FAIR was developed, with contributions from various organizations, including the CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS), the Global Forum on Agricultural Research (GFAR), the German Catholic Bishops' Organization for Development Cooperation (MISEREOR), and the Rockefeller Foundation.*

*The support by these multiple actors has contributed to the scaling up of FAIR in other countries. For example, in Kenya, FAIR was piloted when networks of farmers requested financial support for experimenting with innovation in their farming techniques, crop*

*varieties, and access to market without being told what to do.*

*Additionally, an in-country facilitator ensured that lessons learned by the farmers were shared in the farmers' networks. The successes and challenges faced by the farmers also informed further related work. For example, a farmer who experimented with improving goat-feed found that despite his success, he had limited access to markets as his innovation did not meet national protocols for animal feed. Others in the farmer network learned that they had to consider such regulatory or institutional considerations in their innovations. Additionally, such findings have led to issues of regulation and policy being moved up the agenda of Prolinnova as a whole, as it operates globally.*

*A key component of FAIR has been collaboration between organizations at the global, national, and local levels to support processes that bring about the convergence of indigenous knowledge of farmers, scientific knowledge of researchers, and field experience of extension workers. Also, institutional structures have emerged to govern the activities of farmers in the networks.*

### **3.2.1 Enabling convergence in technological innovation**

Among the many organizational actors in society, philanthropies have gained extensive expertise in facilitating the diverse interests of its partners to support technological innovation that addresses convergent goals across domains, such as health, nutrition, agriculture, and wealth. Working groups at the Bellagio Summit proposed that philanthropy

can identify and provide support to complement the work of local organizations in developing the human capacities, talents and skills that are needed for convergent technological innovation.

Additionally, through supporting information sharing, philanthropy catalyzes further innovation by innovators who may have other interests, as they learn about initiatives that may be underway. For example, in the sphere of public health, there is a case of philanthropic support being key for multi-sector actors from government, civil society and private sector converging their different interests, and through decision-making at various levels, creating multiple innovations across the domains of health, technology, and business (i.e. clinical diagnosis protocols and mobile technology, and subsequently tracking value chain for medicines, and Management Information System (MIS) data for government) (Box 4).

#### *(Box 4) Collaboration for mobile technology in health*

*During a public health conference, a representative of a US-based foundation encountered the founder of D-Tree, an organization that was piloting the use of mobile technology for Integrated Management of Childhood Illness (IMCI) in Sub-Saharan Africa. IMCI reduces misdiagnosis of ailments, such as regular versus severe malaria, which can be fatal. The technology was being used in Tanzania, and D-Tree was looking to test it in Malawi.*

*Struck by the founder's commitment to*

*the innovation, as well as his presentation of clear and rigorous evidence from peer reviewed journals about an IMCI pilot and its impact in reducing infant mortality, the foundation engaged the founder of D-Tree in discussions about supporting the testing the innovation in Malawi. After a representative from the foundation went on a field visit to see the innovation in practice, and engaged in discussions with partners, and the government, it was established that D-Tree had a good track record, and also had leadership on the use of mobile technology within the country. The foundation provided financial support for a two-year pilot in Malawi.*

*The technology built on the success of mobile use in SSA by developing paper based protocols into software that allows health workers to go through steps for correctly making diagnosis for malaria. The development of the software enabled health workers to specify indicators that hitherto had been unclear for making diagnoses. Although the initial goal of the effort was to improve health by reducing misdiagnosis, secondary benefits of the software were realized. For example, it was realized that the data collected from patients could be used for the national MIS system, for accountability, and for measuring impact. Another philanthropic organization gained interest in the project and is supporting the piloting of the use of the technology for the national MIS system. Further, a third foundation is supporting the piloting of a related mobile technology to prevent leakage of medicine, for management of stock. There are now efforts underway to merge the organizations implementing the innovations.*

### 3.2.2 Facilitating innovative inter-organizational collaborations

A number of organizational barriers have challenged the emergence of convergent innovation. Such barriers include “turf wars” that arise among organizations that do not want to lose credit for funding or implementing successful programs (or do not want to be blamed for failures), thereby failing to identify synergies between issues they may be seeking to address; the project-based nature of work that undermines the value of having long-term organizational partners; and the lack of capacity and mechanisms for large international organizations (with resources) to follow closely what is happening on the ground, while smaller organizations that are more able to do so lack resources.

We found that with philanthropies overcoming organizational barriers and moving towards collaborative models, the key challenges now lie in how to facilitate such collaborations. For identifying synergies between organizations, it is useful for collaborating organizations to have space and staff dedicated to innovation. Lyse Brunet, vice-president on the board of Montreal’s *Quartier de l’innovation*, an innovation partnership launched by the École de technologie supérieure (ÉTS) and McGill University, notes:<sup>53</sup>

*Facilitating collaboration should be a full-time job for someone among collaborating organizations, not a part-time job for people who work within the organizations. There is a need for someone who wakes up in the morning and goes to sleep at night with a dedication to facilitating collaborating. Such a person must also have strong leadership in understanding the sometimes conflicting goals of collaborators, and how to address defensiveness among those who may feel that their goals are being threatened. Such a facilitator can focus on identifying and developing new ideas and solutions that often arise from conflicts among different actors. Additionally, having such a facilitator ensures that understanding and practice of collaboration is deepened.*

Philanthropies are relatively well-placed to be the facilitators of collaborations, given the relationships they often already have with the various actors in society, as well as their independence that makes it easier for them to adapt to changing contexts, necessitating adaptive organizational configurations. Reviews, including a philanthropy commissioned paper highlighted by the Bellagio Summit, conducted by Resource Alliance indicates the benefit of allowing adaptive organizational configurations to overcome organizational barriers, and to avoid one-type organizational approaches.<sup>54</sup> Thus, philanthropies can support innovations in organizational configurations to be made over time, particularly as collaborators strengthen relationships, sometimes forming new organizations. For example, The J.W. McConnell Family Foundation supported the development of the Social Innovation Generation (SiG), a partnership that includes organizational actors from multiple domains (Box 5).

*(Box 5) Developing an inter-organizational partnership: Social Innovation Generation (SiG)*

*Collaboration between philanthropies and other actors has led to the development of long-term partnerships to promote human wellbeing and economic development. The Social Innovation Generation (SiG) is a case that illustrates the emergence of a new networked organization from collaboration between philanthropy (The J.W. McConnell Family Foundation), a research institution (the University of Waterloo), a charitable organization (MaRS Discovery District), and a non-profit policy advocacy organization (the PLAN Institute on Caring Citizenship). SiG’s goal is to support whole system change through changing the broader economic, cultural and policy context in Canada to allow social innovations to flourish. Thus, it represents a pilot case of convergent innovation.*

*The SiG draws upon the comparative advantage of each collaborative partner for achieving its overall objective. The McConnell Foundation’s key role in SiG is to connect, convene and link innovators, researchers, practitioners, policy makers for social innovation. The role of the University of Waterloo in SiG is in generating new knowledge about social innovations and the social innovation process in Canada, in particular the dynamics of learning, adaptation and innovation in the arena of sustainable development and in the mental health domain. The key role of MaRS - a private-public partnership that was established to better connect the worlds of science, business and government - is capacity building for social*

*innovation by means of trainings, workshops, direct customized consultations and lectures and resources. The Plan Institute for Caring Citizenship leads the SiG's efforts at system transformation and public policy.*

### 3.2.3 Developing innovative ways of financing

Although we found relatively limited direct private sector engagement in philanthropy-supported innovation, the variety of private sector involvement in financial innovation - ranging from microfinance, which has become mainstreamed, to approaches such as matching funds and impact bonds - suggest financing is a fertile ground for philanthropy to enable more private sector engagement for social impact.

The Gates Foundation, in particular has shown great leadership in partnerships that engage private sector, government, and civil society actors, all serving their diverse interests towards realizing bigger health goals. For example, through the well-known GAVI Alliance (formerly the "Global Alliance for Vaccines and Immunization"), financial commitments and diverse interests and expertise of governments, international development agencies, community organizations, and the vaccine industry in both industrialized and industrializing countries has been directed at the overall goal of addressing vaccination shortages to improve immunization rates. Another case, at the nexus of agriculture, food security and nutrition is AgResults, a multi-stakeholder partnership led by the Gates Foundation, with participation by governments and development agencies, private sector actors, and NGOs (Box 6).

*(Box 6) Multi-Stakeholder Partnerships with leadership by philanthropy: AgResults*

*AgResults is a multi-stakeholder partnership with participation by national governments (Australia, Canada, Italy, United Kingdom, United States), global development agencies (World Bank, Dalberg), private sector (crop storage technology providers, seed suppliers, Premier Seeds and Maslaha Seeds, maize contractors, and processors) and an NGO (HarvestPlus).*

*AgResults was developed by a core group of national governments in partnership with the Bill & Melinda Gates Foundation, the World Bank and the global development advisory firm, Dalberg. Together, the governments and the Bill and Melinda Gates Foundation have contributed \$100 million, and are collaborating through the scoping phase. The World Bank Acts as a trustee for the initiative and will operate the Financial Intermediary Fund, where contributions from donors will be pooled. There is a secretariat from the World Bank overseeing technical and coordination support throughout the Scoping Phase.*

*AgResults will require ingenuity and drive of the private sector to identify and execute the most effective and efficient strategies to achieve development outcomes. Storage technology providers will be involved in a pilot project to generate innovative on-farm crop storage technologies in Kenya. Premier Seeds and Maslaha Seeds are preliminary participants in a pilot project to support distribution of*

*successful technology to reduce aflatoxin contamination in maize in Nigeria; other maize contractors who are able to support production inputs, provide technological services and act as buyers for smallholder farmers will be included in this project later. An NGO, HarvestPlus will act as pilot manager for a project to develop a market for new types of vitamin A-enhanced maize in Zambia.*

*Smarter investments are needed for agriculture to keep pace with the needs of the developed and developing world, and AgResults will provide economic incentives to private sector actors in smallholder agriculture to develop and ensure the uptake of innovative technologies with the potential to yield high development impacts. It will help overcome market failures impeding the establishment of sustainable commercial markets for technologies or goods produced, and achieve substantial and sustained development impacts (improved food security and food safety, increased smallholder incomes and better health and nutrition). Innovation and drive of the private sector will help identify and execute the most effective and efficient strategies to achieve development outcomes. Linking payments to demonstrated results will achieve impacts and maximum value for money.*

Other financing approaches that have grown over the past few years include *impact investments*, made with the primary intention of creating a measurable social impact, with potential for financial returns.<sup>55</sup> The standard impact investor invests in enterprises working on solutions to social problems, such as agribusiness, improved healthcare, and access to

clean water. Examples include the setting up of a 25 million USD fund in 2011 by a group of professional investors interested in catalyzing the growth of small agribusinesses in East Africa, and funds providing risk capital and management support for micro-enterprises in poor regions of the world. Yet, impact investment is still nascent when compared with other forms of investment. The non-profit, Global Impact Investing Network (GIIN) estimates that by 2014, the impact investing market will reach 500 billion USD, an amount that represents only about 1% of global equity market capitalization.

Philanthropies are also among investors that are employing different types of *bonds* for financing solutions to social problems. Social Impact Bonds (SIB), also known as Pay for Success Bonds (PSB) or Social Benefit Bond (SBB) are a relatively new funding mechanism that exemplify wider payment-by-result (PBR) experiments being undertaken in various countries, including the UK and the US. SIBs were developed to address the problem of financing prevention initiatives that could potentially save public agencies money, but which there is difficulty obtaining funding for. A key feature of SIBs is that the government/public agency responsible commits to paying non-government investors that fund the early intervention activities a proportion of savings that result from improved social outcomes. The first SIB was launched in 2010, and is undergoing evaluation (Box 7).

*(Box 7) Social Impact Bonds (SIBs) in the UK*

*The first SIB was launched to finance a prisoner rehabilitation program in the UK. The innovation emerged from the work of a multi-sectoral coalition of innovators that were assembled beginning in 2007, as the UK Prime*

*Minister's Council on Social Action to develop "alternative models of finance" for social action.*

*The SIB was launched by Social Finance, an NGO set up in 2007 to help build a social investment market in the UK, with support from various actors, including some private firms, the Young Foundation (a social innovation think tank), and other NGOs. As the intermediary organization that ran the initiative, Social Finance raised £5million from investors to finance the pilot, and commissioned providers to offer rehabilitation services for male offenders who serve under 12 months and are released from the Peterborough Prison. The service providers commissioned by Social Finance include St. Giles Trust, which provides skills training for former prisoners.*

*An independent assessment is to be conducted in 2014 to determine what savings have accrued, if any, and whether a payment is due to investors who funded the pilot. In 2013 the UK Ministry of Justice announced that preliminary assessments were encouraging, as there was a 6 per cent drop in reconvictions for released Peterborough prisoners from the period when the SIB pilot was introduced in 2010, compared with a 14 per cent increase nationally.*

Other types of bonds are being used to finance social causes. For example, building on what is being learned from SIBs, Development Impact Bonds (DIBs) are being developed for piloting. Also, aid-financing bonds are being developed, with the International Finance Facility for Immunization (IFFI) issuing 3.5 billion USD in vaccine bonds that were backed by the British government. The bonds convert long-term financial

commitments into cash to fund the development and distribution of vaccines. Also available are Climate Bonds or Green Bonds, which are tradable bonds that are issued to raise money for climate mitigation and environmental projects.

Philanthropic leadership will be key in the mainstreaming financing approaches such as *mission investing* and *opportunity funds*. Some philanthropies have adopted a strategy of spending down their endowments, investing in funds that address social problems. Foundations such as McConnell are advocating for institutions with large endowments, such as health and education institutions, to begin making mission investments their norm, thereby mainstreaming the practice.

#### **3.2.4 Developing measures of social innovation**

Leadership by philanthropy is also needed in developing solutions and sharing knowledge about common challenges faced in social innovation efforts: the difficulty of coherently measuring financial and other risks, processes and impact, particularly to inform diverse groups of actors, driven by diverse interests in domains such as health, agriculture, nutrition, economics, etc. Such challenges loom particularly large in high poverty contexts, where despite the greatest need, rules governing financial and other markets may be less defined or enforced, the capacity of individuals may be low, with high associated costs of due diligence, and data may be hard to come by.

The challenges of measurement increase the premium of trust: where social investors are able to build relationships of trust with organizations among marginalized populations, they may be more likely to invest despite the challenges faced. Trust further raises the issue of philanthropic support for long-term interactions among individuals from various

organizations, who may be able to develop coherent systems of measurement that speak to the diverse interests and processes across domains.

The measurement challenge presents a grand challenge around which philanthropy can organize as a central agenda - a Measurement Revolution is needed. Bill Gates highlights the key role of measurement in his 2013 Annual Letter from the Gates Foundation, and throws a challenge to develop more effective means of measurement. The measurement challenge has consequences. For example, assumptions about needing to increase the size of innovation projects to increase social impact may arise given that success is often measured by quantitative outcome indicators related to program size, rather than measures of processes, which may draw attention to more qualitative ways of scaling impact. A number of foundations are collaborating in the development of a shared way of measuring and reporting their philanthropic activities, in the Reporting Commitment.<sup>56</sup>

Also, efforts are underway with a number of organizational actors collaborating in using shared impact measurement systems, which may lead to acceptance of such measures. The Global Impact Investment Network (GIIN) is developing the Impact Reporting and Investment Standards (IRIS), for measuring social returns on investment.<sup>57</sup> IRIS has collected and aggregated data across industry and geographic area from over 2,390 organizations.

### 3.3 Rethinking Scaling of Innovation with Resilience and Impact

The Bellagio Summit pointed to the perennial challenge of bringing innovations *to scale*, including those supported by philanthropy, for *having resilience* (the ability to remain healthy and successful during shocks)

and *achieving impact*.<sup>58</sup> Scaling refers to expansion of experience, where attempts are made to increase impact within an area or country, and transfer of experience, where attempts are made to have impact in new and unassociated areas from where an innovation was adopted.<sup>59</sup> Two approaches for scaling impact are *horizontal/organizational growth approaches*, which involve expanding the coverage of innovations or pilots relatively unchanged; and *vertical/policy change approaches*, which use successful experiences to motivate policy changes. These two approaches are also respectively known as *scaling out and scaling up*,<sup>60</sup> and in this report we focus particularly on the latter, which particularly recognizes that the application and success of an innovation is context-dependent. From a systems perspective the successful scaling of an innovation arises from a combination of factors, which may be *internal* or *external*, in other words respectively within or outside of the control of the actors involved.

Philanthropy can lead efforts to develop and share knowledge about mechanisms for scaling up the impact of innovations, with resilience. With increasing interconnectedness of the world, the need for resilience is raised even more, as efforts at scaling up philanthropic and other related innovations may be more easily affected by shocks, or factors outside the communities or countries where the actors are directly involved. Yet, the increasing levels of interconnectedness also presents opportunities for scaling impact in a resilient manner. Where there is greater opportunity for diverse actors in and across communities, organizations, or countries to now collaborate and build non-heterogeneous social networks, there is more likelihood of innovation, and it is also possible to internalize the external factors that they may have experienced when their work was done independent of each other. For example, in the past, governments of less industrialized nations were

sometimes unable to implement their health policies when they were affected by the “external” actions of pharmaceutical companies in the industrialized world. Where increased levels of interconnection allow for governments of less industrialized nations and pharmaceutical companies to collaborate and build networks, the hitherto “external” actions of the pharmaceutical companies becomes “internalized” by the governments, and they are able to plan and implement scaling up in partnership with the companies, such that their initiatives are then more resilient. The leadership role of the Gates Foundation in enabling dialogue and partnership by government, private sector and civil society around GAVI exemplifies the type of role philanthropy can play in catalyzing innovations that can be scaled up in a resilient manner, incorporating the interests and actions of multiple actors, such that they are no longer “external” to each other, and are better able to engage in dialogue to anticipate shocks as well as strategies for overcoming them.

Study informants highlighted the need for completely overhauling the dominant view about scaling, from expanding the coverage of innovations, to rethink scaling as (i) developing partnerships between civil society, government, and private sector actors throughout innovation processes to engage them in advocating for policy changes; and (ii) building the capacity of institutions to identify, test, and sustain innovations that impact wellbeing and economic development.

#### 3.3.1 Partnering with private sector and government

Purposefully developing innovations through civil society partnerships with government and private sector actors allows a better understanding of the complexity of innovation processes and resources needed, for developing strategies to overcome challenges that may

be faced when scaling up. Whereas we found cases of philanthropy supporting partnerships between civil society and government to facilitate scale-up, engagement with private sector was relatively less common (See Annex). For example, in the province of Quebec, Canada, where the provincial government has a strong role in addressing social problems, the *Lucie and André Chagnon Foundation* formed a formal partnership with the provincial government in 2002, resulting in the creation of an organization called *Quebec en Forme (QeF)*, which also includes members from community organizations. Together with the Chagnon Foundation members, individuals from government and civil society are engaged in the process of identifying and testing innovation projects. The formal partnership makes it easier for engaging government in observing innovation processes from the beginning, thereby facilitating government support and buy-in for scaling-up impact. Despite government engagement in the partnership, there has been difficulty in engaging private sector participation. There is concern that private sector actors may have profit-seeking or other agendas that may not be consistent with addressing social challenges, and there are also conflict of interest concerns.

Leadership by philanthropy may be vital in changing private sector engagement in scaling social innovation, as evidenced by some partnerships in place. Through partnerships such as Global Fund To Fight AIDS, Tuberculosis and Malaria, international agencies such as the WHO, UNAIDS, UNDP, and World Bank, as well as the Gates Foundation have partnered with private sector actors (See Annex), and it has been noted that the know-how and distributional channels of private sector has been vital in addressing societal challenges,<sup>61,62</sup> for example in addressing malnutrition through food delivery as part

of the Global Alliance for Improved Nutrition (GAIN), or Scaling Up Nutrition (SUN). The private sector has particularly engaged in advocacy, including for an active lifestyle (e.g. Nike's Designed to Move campaign), as well as in providing resources and expertise for research and development, manufacturing (e.g. pharmaceutical companies in vaccine production), including in health and agriculture (e.g. linking smallholder farmers to markets), such as AgResults.

Further, some private sector organizations have been engaged in innovative partnerships with philanthropy and other actors, particularly through their support of advocacy efforts and use of their distribution channels for scaling up social innovations, motivated by addressing adverse effects of social problems on their employees and customers, as well as in raising their corporate social responsibility profiles. For example, with the framework provided by the Roll Back Malaria (RBM) Partnership - comprising governments, international development agencies, nongovernmental and community-based organizations, research and academic institutions, and foundations - there are coordinated innovation efforts at fighting malaria.

For-profit firms have become engaged in scaling up such innovations, given the adverse effects that malaria has on their employees. In the context of Sub-Saharan Africa, where a 2006 report found that 72% of companies reported a negative malaria impact,<sup>63</sup> some for-profit companies have had an incentive to invest in RBM. The WHO noted a case of three Zambian companies that invested in the RBM, realizing an estimated rate of return of 28% "under very conservative assumptions."<sup>64</sup> Box 8 highlights the case of Nando's, a restaurant chain headquartered in Johannesburg, South Africa in advocacy for RBM.

*(Box 8) Private sector engagement in scaling up: the case of Nando's in Roll Back Malaria*

*Originating from South Africa, Nando's has over 26,000 employees and more than 950 restaurants in 33 countries worldwide. Motivated by the need to address the adverse impact of malaria in its areas of operation and improving its corporate social responsibility profile, since 2006 the company has been engaged in the Roll Back Malaria campaign, capitalizing on its brand and ability to reach out to its customer base.*

*Nando's activities include delivery of insecticide treated nets (ITNs), a United Against Malaria (UAM) bracelet campaign to raise malaria prevention awareness and generate funds for the Global Fund to Fight AIDS, Tuberculosis and Malaria, and sponsorship of expeditions in which expedition members worked with local village chiefs, health workers, and educational institutions to increase their effectiveness in the distribution of ITNs.*

*There have been multiplier effects among the private sector, as other firms have begun to participate in advocacy efforts for malaria and HIV prevention to address challenges faced by their employees and customers, and also raise their corporate social responsibility profiles.*

### 3.3.2 Providing direct support for innovation institutions

An aspect where philanthropic support has been vital is in the “patient” work of building the capacities of individuals and leaders, and nurturing networks of innovators, which ultimately results in macro-level institutional innovation, including through the emergence of new institutional fields and policies. For example, the Wellcome Trust has a long-standing interest in tropical medicine research, and its activities in global health have historically included some aspect of research capacity strengthening, particularly in developing the careers and networks of individual researchers (Box 9). Philanthropy can directly support the development of institutions to nurture convergent innovation, taking a long-term view in which the approaches of such institutions in identifying, testing and scaling innovation becomes mainstreamed in the societies where they are embedded.

#### *Box 9. Capacity building and strengthening networks for institutions*

*The Wellcome Trust has used a number of mechanisms more recently to realize its aims of strengthening institutions, training individuals and forming equitable networks for meeting long-term innovation and public health needs to improve human and animal health. With the growing understanding that researchers need a adequate supporting environment in which to carry out their research, in 2008 the Trust set up the African Institutions Initiative (AII) to strengthen the ability of African Universities to do research that will lead to scientific breakthroughs.*

*The AII was set up as a competition, and shortlisted applicants were given some pump-priming funding (about £20,000) to develop their full-stage applications. The AII is a £30 million, 5 year initiative that comprised of 7 consortia across 70 institutions (50 of which are African) across 24 countries (18 of which are African).*

*The consortia are all Africa-led with African Directors that set their own agenda. The bulk of the funding is to the African institutions, and minimal funding (or no funding) goes to the ‘northern’ partners. RAND Europe have been commissioned to do a real-time evaluation of the initiative.*

*In addition the Wellcome Trust has set up*

*Major Overseas Programs, which are centers of excellence that have grown organically over time and carry out internationally competitive research. There are centers located in Kenya, Malawi, South Africa and South East Asia.*

*As an example, the Kenya Major Overseas Program (or KEMRI Wellcome Trust Program) started off in 1989 as a series of projects involving three major stakeholders (KEMRI, Oxford University and Wellcome Trust), and over 20 years it has grown from a total staff of 15 to one of about 700 and is one of the most productive research programs in Africa. The central aim of the program is to conduct research to the highest international standards on the major causes of morbidity and mortality in Kenya and the East African Region. Funding for the program is based on a “lean core” model. The Trust funds the core of the program, which represents about 27% of total funding for the program. The core provides a platform for an extensive scientific program, the large majority of which is funded separately from normal competitive funding. So, the remaining 73% comes from normal competitive funding applications (project grants, fellowships, etc.), with 46% from the Wellcome Trust and 27% from other funders. This approach ensures a high standard of research, as the scientific leadership comes from individuals who are demonstrably successful in international competition. This approach also ensures that each element of the research program is subject to rigorous peer review.*



# 4. CONCLUSION

We have proposed a whole of society approach to simultaneously address improvements in human wellbeing and economic development, drawing upon lessons learned from various cases studied. There is a need for leadership by philanthropy in convergent innovation, and much can be learned from some philanthropies that are already engaged in innovations noted in this report. The Rockefeller Foundation, based on its past experiences working collaboratively with governments and developing agencies to engage individuals from various sectors in dialogue, is particularly well-placed to lead in collaboration with other organizations, including smaller foundations that also informed this study, and private sector actors to support the creation of spaces for sustained dialogue on the whole of society approach, and convergent innovation processes we have described. Building on its work in engaging stakeholders in forums and conferences, the foundation can provide support for creating space where longer-term individual-level interactions can occur, for example through developing Innovation Labs and networks across multiple sectors and levels, and spanning industrialized and emerging regions. Providing support for studying the processes that occur in such labs would go a long way in informing our understanding of behaviors that promote or challenge innovation. Additionally, the Chagnon Foundation's partnership with the Quebec provincial government is a case that could be explored further in dialogue about convergent innovation, particularly in seeking how to engage the private sector in partnerships. Noting how the Gates Foundation provides leadership in engaging the private sector in innovations such as the GAVI Alliance, their participation in such dialogue would be useful.

There are opportunities for applying the lessons learned, for example, in addressing challenges at the nexus of agriculture, health and wealth through convergent innovation. Key stakeholders from government, civil society, and private sector will need to be involved in identifying issues and innovative solutions, as well as conceptualizing how to test and scale innovations from the beginning of innovation processes. The Innovation Lab model may be ideal for engaging these stakeholders in long-term processes of convergent innovation. Given findings of relatively limited private sector participation in the cases reviewed, a *Coalition for Convergent Innovation (CIC)* that is emerging to implement convergent innovation aims to have a special focus on more meaningful private sector engagement. The CIC is planning the launch of a 5 year start-up for a portfolio of projects in the 5 roadmap domains: micronutrient sufficiency, anemia, and stunting reduction; affordable dietary diversity and balance; whole-of-society solution for lifelong home health and self-care; obesity and non-communicable diseases prevention and control; digital technologies and traditions for affordable health care and universal health coverage. Lessons we will be learning from the CIC's work will also contribute to getting us closer to achieving goals of simultaneously improving human wellbeing and economic development.

For More Information About MCCHE, please consult:  
<http://www.mcgill.ca/desautels/mcche/>

## ANNEX

<i>AgResults</i>	
<b>PARTNERS</b> <sup>F,G</sup> ,	<p><b><u>Governments</u></b></p> <ul style="list-style-type: none"> <li>• Australia</li> <li>• Canada</li> <li>• Italy</li> <li>• United Kingdom</li> <li>• United States</li> <li>• Global development agencies:</li> <li>• World Bank</li> <li>• Dalberg</li> </ul> <p><b><u>Private sector</u></b></p> <ul style="list-style-type: none"> <li>• Bill and Melinda Gates Foundation</li> <li>• Crop storage technology providers</li> <li>• Seed suppliers Premier Seeds and Maslaha Seeds</li> <li>• Maize contractors, processors</li> </ul> <p><b><u>NGO</u></b></p> <ul style="list-style-type: none"> <li>• HarvestPlus</li> </ul>
<b>PARTNERS' ROLE</b>	<p><b><u>Governments</u></b></p> <ul style="list-style-type: none"> <li>• AgResults was developed by a core group of countries (Australia , Canada, Italy, the United Kingdom, the United States), working in partnership with the Bill &amp; Melinda Gates Foundation, the World Bank and the global development advisory firm Dalberg.</li> <li>• Together, these governments and the Bill and Melinda Gates Foundation have contributed \$100 million, and are collaborating through the scoping phase.</li> <li>• Other countries with experience in pull mechanisms, including France, Italy and Mexico, provided valuable inputs.</li> </ul> <p><b><u>Global Development Agencies</u></b></p> <ul style="list-style-type: none"> <li>• World Bank Acts as a trustee for the initiative and will operate the Financial Intermediary Fund, where contributions from donors will be pooled.</li> <li>• Secretariat from the World Bank overseeing technical and coordination support throughout the Scoping Phase.</li> </ul> <p><b><u>Private sector</u></b></p> <ul style="list-style-type: none"> <li>• Bill and Melinda Gates Foundation as funders, involved in scoping the project.</li> <li>• AgResults will require ingenuity and drive of the private sector to identify and execute the most effective and efficient strategies to achieve development outcomes.</li> <li>• Storage technology providers will be involved in a pilot project to generate innovative on-farm crop storage technologies in Kenya.</li> <li>• Premier Seeds and Maslaha Seeds are preliminary participants in a pilot project to support distribution of successful technology to reduce aflatoxin contamination in maize in Nigeria; other maize contractors who are able to support production inputs, provide technological services and act as buyers for smallholder farmers will be included in this project later.</li> </ul> <p><b><u>NGO</u></b></p> <ul style="list-style-type: none"> <li>• HarvestPlus will act as pilot manager for a project to develop a market for new types of vitamin A-enhanced maize in Zambia.</li> </ul>

<sup>F</sup> AgResults: Innovation in Research and Delivery, Draft Concept note, the Australian Agency for International Development, June 18 2012. Available at: [http://siteresources.worldbank.org/CFPEXT/Resources/AgResults\\_concept\\_note.pdf](http://siteresources.worldbank.org/CFPEXT/Resources/AgResults_concept_note.pdf)

<sup>G</sup> Giloth, Emma, The G20 “AgResults” Initiative. InterAction: A United Voice for Global Change, August 2012. Available at: <http://www.g20civil.com/upload/iblock/b9d/G20%20AgResults%20Paper%208-12.pdf>

<p><b>PARTNERSHIP MODEL<sup>H</sup></b></p>	<p><b><u>Governments</u></b></p> <ul style="list-style-type: none"> <li>• Portfolio of pilot projects that pulls private sector knowledge and resources toward development of innovative solutions leading to improved crop management and nutrition.</li> <li>• “Pay for Performance” – public funds only paid to partners that demonstrate measurable results in targeted areas.</li> </ul>
<p><b>FUNDING MODEL</b></p>	<ul style="list-style-type: none"> <li>• AgResults has attracted pre-launch funding of \$100 million. Funding will be allocated to three pilots that are well advanced in development. In total, as many as ten pilot programs could be supported.</li> <li>• AgResults aims to enhance smallholder welfare and improve food security for the poor and vulnerable through the use of “pull mechanisms” in agriculture.</li> <li>• Pull mechanisms are results-based financial incentives rewarding successful innovations and their adoption. They are designed to overcome market failures, and encourage private and public sector innovators to develop products and services that they would not otherwise bring to the market.</li> <li>• Public funds are only paid out to partners that demonstrate measurable results in targeted areas such as improving harvest management and nutritional fortification of staple foods.<sup>I</sup></li> </ul>
<p><b>GOVERNANCE MECHANISMS<sup>J,K</sup></b></p>	<ul style="list-style-type: none"> <li>• A steering committee made up of representatives from the countries and organizations that developed AgResults was formed to oversee the development of the initiative. <ul style="list-style-type: none"> <li>◦ An expert advisory group and four thematic groups were developed to consider pilot activity concepts, make recommendations as to which best met the initiative’s objectives and propose a basic architecture for pull mechanisms.</li> <li>◦ Consultations were undertaken with a diverse group of stakeholders including governments, private companies, non-government organizations, and civil society organizations.</li> </ul> </li> <li>• Implementation will be managed by a dedicated secretariat.</li> <li>• Implementation will be overseen by a governing body comprising representatives of donor agencies and other individuals they may agree to appoint for specific purposes and periods of time. This body will be responsible for strategic oversight of the initiative, including: <ul style="list-style-type: none"> <li>◦ Endorsement of key management decisions such as the appointment of a permanent secretariat and evaluator, and the appointment of managing agents for individual pilots.</li> </ul> </li> </ul>

<sup>H</sup> Innovative Fund to Boost Food Security and Farmer Livelihoods is Launched, Press Release No: 2012/516/SDN, The World Bank. Available at: <http://web.worldbank.org/WBSITE/EXTERNAL/NEWS/0,,contentMDK:23222452-pagePK:64257043-piPK:437376-theSitePK:4607,00.html>

<sup>I</sup> AgResults: Innovation in Research and Delivery. The Government of Canada. press release. July 19, 2012 at Reliefweb. Available at: <http://reliefweb.int/node/504653>.

<sup>J</sup> The World Bank. (2011). Agricultural Pull Mechanism (AGPM) Initiative Governance of the Scoping Phase. The World Bank. Available at: [http://siteresources.worldbank.org/CFEXT/Resources/WEB\\_AGPM\\_Governance.pdf](http://siteresources.worldbank.org/CFEXT/Resources/WEB_AGPM_Governance.pdf).

<sup>K</sup> AgResults Initiative: Innovation in Agriculture Financing, Research and Delivery, developed by a technical working group from across the World Bank, March 12, 2013. Available at: [http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2013/03/15/000442464\\_20130315121206/Rendered/INDEX/760040BROR20130OfficialUseOnly090.txt](http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2013/03/15/000442464_20130315121206/Rendered/INDEX/760040BROR20130OfficialUseOnly090.txt).

	<ul style="list-style-type: none"> <li>o Approving concepts, business plans and resource envelopes for proposed pilot activities,</li> <li>o Operational policies,</li> <li>o Monitoring the progress of the pilots and the initiative as a whole.</li> <li>• A specialist evaluation advisory body will be selected to work in cooperation with the secretariat. The evaluation advisory body will help the secretariat and the managing agents of individual pilots to develop and execute strong monitoring and evaluation strategies for each pilot, and for the initiative as a whole, so as to ensure that the initiative's performance relative to its goal is comprehensively assessed.</li> <li>• The evaluation advisory body will also play a role in defining payment triggers for each of the pilot activities, designing associated information collection protocols, and advising on how to ensure robust, independent verification of results claims.</li> <li>• The initiative as a whole will be subject to independent external evaluation approximately four years after the start of the first pilot activity, with a possible follow-up evaluation in a further two to three years.</li> <li>• The World Bank will serve as the Trustee for AgResults and as a non-voting member of the Steering Committee, with the following responsibilities: <ul style="list-style-type: none"> <li>o Receipt and management of financial contributions from donors;</li> <li>o Payments to the Secretariat, the Pilot Managers, and the Verifiers related to the responsibilities and activities of each entity, as approved by the Steering Committee;</li> <li>o Payments to Award Recipients upon the receipt of positive verification of results from the Verifier and Secretariat; and</li> <li>o Preparation of quarterly financial reports to donors on funds under management and disbursed.</li> </ul> </li> <li>• Steering Committee will have the following responsibilities: <ul style="list-style-type: none"> <li>o Selection and oversight of the Secretariat;</li> <li>o Approval of pilot initiatives; and</li> <li>o Overall review and oversight of the Initiative.</li> </ul> </li> </ul>
<p><b>CONFLICT OF INTEREST MANAGEMENT</b></p>	<ul style="list-style-type: none"> <li>• The World Bank may face risks arising from conflicts of interest related to its multiple roles (Trustee, non-voting Steering Committee member, procurement agent for the Secretariat, interim secretariat, and potentially pilot manager).</li> <li>• To manage this risk, a key requirement will be clear separation of roles and responsibilities in the AgResults Fund Framework, and ensuring that separate management chains are in place for the Trustee, procurement agent and non-voting Steering Committee member roles.</li> <li>• For the interim secretariat role, the Bank established during the interim engagement that no Pilot Managers or verifiers would be hired, and the sole purpose of the interim role would be limited to building and maintaining momentum with potential innovators.</li> <li>• If the World Bank were to propose pilots, seek to become a pilot manager or be closely associated with a pilot</li> </ul>

	<ul style="list-style-type: none"> <li>• proposer, the World Bank’s non-voting member of the Steering Committee would recuse him or herself from committee deliberations. As a non-voting member of the Steering Committee, the World Bank would avoid potential conflicts of interest and would not be eligible to receive prize awards.</li> <li>• The Bank’s multiple roles and conflict of interest aspects were reviewed by the World Bank’s Ethics and Business Conduct vice Presidency.</li> </ul>
<p><b>CONFLICT OF INTEREST MANAGEMENT PARTNERS’ IMPACT ON SUSTAINABILITY FOR SOCIETY AND PARTNERS</b></p>	<ul style="list-style-type: none"> <li>• Smarter investment needed for agriculture to keep pace with the needs of the developed and developing world.</li> <li>• AgResults will provide economic incentives to private sector actors in smallholder agriculture to develop and ensure the uptake of innovative technologies with the potential to yield high development impacts.</li> <li>• It will help overcome market failures impeding the establishment of sustainable commercial markets for technologies or goods produced, and achieve substantial and sustained development impacts (improved food security and food safety, increased smallholder incomes and better health and nutrition).</li> <li>• Innovation and drive of the private sector will help identify and execute the most effective and efficient strategies to achieve development outcomes.</li> <li>• Linking payments to demonstrated results will achieve impacts and maximum value for money.</li> </ul>

*Global Fund To Fight AIDS, Tuberculosis and Malaria: a leading funder of international health*

<p><b>PARTNERS</b></p>	<ul style="list-style-type: none"> <li>• Multilateral and bilateral agencies: WHO; UNAIDS; UNDP; World Bank</li> <li>• Private Sector: (RED); Bill and Melinda Gates Foundation; Chevron; Takeda Pharmaceuticals Co. Ltd; United Methodist Church and Lutheran Malaria Initiative; United Nations Foundation; Gift From Africa; United Against Malaria; Standard Bank</li> <li>• Donors: From all sectors (government, private sector, social enterprises, philanthropic foundations and individuals)</li> <li>• Recipient governments</li> <li>• Country Coordinating Mechanism (CCM): representatives from both the public and private sectors, including governments, multilateral or bilateral agencies, non-governmental organizations, academic institutions, private businesses and people living with the diseases</li> <li>• Civil Society Organizations and communities</li> <li>• Friends of the Global Fund: Friends Africa; Friends of the Fund Europe; Friends of the Global Fund Japan; Friends Latin America and the Caribbean; Friends Middle East and North Africa; Friends Pacific; Friends of South and West Africa; Friends of the Global Fight (U.S.)</li> </ul>
<p><b>PARTNERS' ROLE</b></p>	<ul style="list-style-type: none"> <li>• Partnerships are a core element and key principle of the Global Fund model. Because the Global Fund is a financial institution without a country presence, the success of the programs it supports depends critically on effective engagement by partners to assist countries in securing funding and conducting effective implementation. In addition, partnership – at global, regional and local levels – is essential to many other areas, including oversight and risk management, aid effectiveness, good governance and resource mobilization.<sup>o</sup></li> </ul> <p><b>Multilateral and bilateral agencies,<sup>p</sup></b></p> <ul style="list-style-type: none"> <li>• Global Fund respects the norm-setting functions of the United Nations as the broad policy reference for its work in health and development, providing legitimacy, credibility and technical guidance for its work. As a public-private partnership, it brings together governments, private sector, non-governmental organizations and communities in joint action with the special agencies, funds and programs of the United Nations; by mobilizing resources to fund country plans within the context of national strategies.</li> <li>• Global Fund relies on international organizations for technical expertise.</li> <li>• Engaged in every stage of proposal writing, grant implementation and monitoring and evaluation of Global Fund programs</li> </ul>

<sup>1</sup> The Global Fund. About: Partnerships. <http://www.theglobalfund.org/en/about/partnership/>. Updated 2013.

<sup>M</sup> The Global Fund. Donors. <http://www.theglobalfund.org/en/donors/> Updated 2013.

<sup>N</sup> The Global Fund. About: Country Coordinating Mechanisms. <http://www.theglobalfund.org/en/about/structures/ccm/>. Updated 2013.

<sup>O</sup> The Global Funds Partnership Strategy, Approved by the Global Fund Board at its Twentieth Board Meeting (GF/B20/DP27). Available at: <http://www.theglobalfund.org/en/about/partnership/>.

<sup>P</sup> The Global Fund. About: Development Partners. <http://www.theglobalfund.org/en/about/partnership/development/>.

- Global Fund engages bilateral development agencies in a continuous dialogue to clarify policy issues, harmonize the Global Fund's procedures with established development practices and to identify specific roles bilateral partners may undertake at country level to support the Global Fund process.
- Multilateral and bilateral partners hold many different and overlapping roles depending on the country and context: they are often members of the CCM; part of technical working groups; and provide technical assistance.
- Provide the necessary norms, standards and evidence to enable more strategic investment.

**Private Sector,<sup>Q,R</sup>**

- Encourages private sector to engage in all aspects of work ranging from resource mobilization to implementing grants to public advocacy.
- Growing source of sustainable, long-term income (provide money/in kind donations, support implementation, provide commercial goods and services on a socially responsible basis).
- Business and management competencies can be shared with local implementers.
- Fills gaps in governance, implementation, advocacy and procurement so that Global Fund-supported programs can continue to reach the people who are in need of their services.
- Media entities raise funds and awareness.
- Global Fund encourages countries to engage nongovernment organizations – including the private sector – as implementers of programs through becoming Principal Recipients and sub-recipients of Global Fund grants. In fact, the Global Fund explicitly recommends in its grant application package the routine inclusion of both government and nongovernment implementers in proposals for Global Fund financing, in a process dubbed “dual-track financing”. Private sector know-how, used to aid the implementation of Global Fund-supported programs, can result in capacity building and logistical efficiency gains that enable more effective delivery of prevention and treatment services.
- Private sector entities may be well suited to act as Principal Recipients of Global Fund grants because they may be the most viable source for delivery of services in locations where other networks and resources are insufficient. In other country contexts, private sector recipients may focus on financial management and reporting while working with a network of sub-recipients undertaking implementation on the ground. Successful private sector recipients include the Pilipinas Shell Foundation in the Philippines, which implements a US\$ 14 million malaria grant in the five most malaria-endemic provinces in the country.
- Global Fund-financed programs have also supported the private sector in the expansion of workplace programs and company clinics to also cover surrounding communities. This co-investment model has proven to work well in cases where businesses already provide health care to staff through company-run clinics and where there is a lack of public health infrastructure.

<sup>Q</sup> The Global Fund. About: Private Sector. <http://www.theglobalfund.org/en/about/partnership/privatesector/>. Updated 2013.

<sup>R</sup> Partnering for Global Health: The Global Fund and the Private Sector, available at: <http://www.theglobalfund.org/en/donors/private/>.

- As of 2009, 70 percent of Country Coordinating Mechanisms include private sector representatives and fifteen such bodies have a private sector representative as Chair or Vice-Chair. The benefits of engaging the private sector in the Country Coordinating Mechanism can range from drawing on their expertise in key areas such as financial planning, project management, logistics and supply chain management to providing a link between Global Fund-supported programs and national business-led responses in the fight against the three diseases.

**Country Coordinating Mechanisms,<sup>5</sup>**

- Country level multi-stakeholder partnerships that are central to the Global Fund's commitment to local ownership and participatory decision-making.
- Develop and submit grant proposals to the Global Fund based on priority needs at the national level.
- Oversee progress during implementation.
- For each grant, the Country Coordinating Mechanism (CCM) nominates one or more public or private organizations to serve as Principal Recipients. CCM ensures linkages and consistency between Global Fund grants and other national health and development programs.
- In many countries, the CCM has helped democratize the national health response. For the first time, stakeholders beyond the public sector have been fully involved in setting the country's priorities. Civil society members in particular have been able to engage in policy-setting and implementation in a way and at a level that didn't before exist. Ideally, the CCM is the country level mechanism around which partnership and coordination should be built.

**Civil Society Organizations and Communities,<sup>T</sup>**

- The involvement of civil society in all aspects of the work and governance of the Global Fund is in one of the founding principles of the organization.
- Integral role in resource mobilization, advocacy and policy dialogue. Through their seat on the Board, they also help ensure that needs of vulnerable and marginalized communities help shape the direction of the Global Fund partnership.
- Powerful voice calling for access to treatment, prevention and care, and ensuring the response to the three diseases reaches those who need it.
- Regional networks and global allies, marginalized communities such as women and girls, men who have sex with men, transgender persons, sex workers and people who inject drugs are helping set national health priorities, and are able to access funding to implement programs in the response to AIDS, tuberculosis and malaria.

<sup>5</sup> <http://www.theglobalfund.org/en/ccm/>. Updated 2013.

<sup>T</sup> <http://www.theglobalfund.org/en/about/partnership/civilsociety/>. Updated 2013.

	<p><b>Friends of the Global Fund</b></p> <ul style="list-style-type: none"> <li>• Promote a good understanding of the mission of the Global Fund as well as mobilizing political and financial support.</li> <li>• Friends are entirely independent entities and have diverse operational models. They are either national or regional and are governed by their own Boards. Friends receive no financial support from the Global Fund. They represent donors, implementing partners or both.</li> <li>• Each Friends organization determines its own core of objectives and activities, which vary according to the region, to the specific situation and relevant requirements.</li> <li>• Friends organizations in donor countries are mainly devoted to mobilizing wide public and political support for the Global Fund with the aim of securing significant financial contributions to combat communicable diseases worldwide.</li> <li>• Friends organizations in implementing countries tend to focus on education about the three diseases, the way of accessing Global Fund financing and also on resource mobilization.<sup>u</sup></li> </ul>
<p><b>PARTNERSHIP MODEL</b></p>	<ul style="list-style-type: none"> <li>• Global Fund was created as a PPP to join forces with partners from all sectors to mitigate the impact of AIDS, tuberculosis and malaria. It brings together at the country level a wide diversity of implementing government bodies, international development partners (including United Nations agencies and donors), national civil society organizations (including local media, professional associations and faith-based institutions), the private sector, and communities living with or affected by the diseases (HIV/AIDS, TB and Malaria). These partners are actively involved with the Global Fund at all levels.</li> <li>• The Global fund acts as financing instrument rather than implementing entity.</li> <li>• Partnership based on a collective responsibility for improving health outcomes and its success will ultimately be measured by progress achieved towards the MDGs.</li> <li>• Global Fund believes in Country ownership of programs, supports inclusive country-led processes and approaches.</li> <li>• The existing partnerships can be categorized as operational, technical, enabling or strategic.</li> </ul>
<p><b>FUNDING MODEL</b><sup>v</sup></p>	<ul style="list-style-type: none"> <li>• Global Fund became the main multilateral funder in global health. It channels 82 percent of the international financing for TB, 50 percent for malaria, and 21 percent of the international financing against AIDS. It also funds health systems strengthening, as inadequate health systems are one of the main obstacles to scaling up interventions to secure better health outcomes for HIV, TB and malaria.<sup>w</sup></li> </ul>

<sup>u</sup> <http://www.theglobalfund.org/en/about/partnership/friends/>. Updated 2013.

<sup>v</sup> The Global Fund Strategy: 2012-2016: Investing for Impact. Available at: <http://www.theglobalfund.org/en/about/strategy/>

<sup>w</sup> The Global Fund. About: Fighting AIDS, Tuberculosis and Malaria. <http://www.theglobalfund.org/en/about/diseases/>. Updated 2013.; The Global Fund. About: Fighting AIDS, Tuberculosis and Malaria - Health System Strengthening. <http://www.theglobalfund.org/en/about/diseases/hss/>. Updated 2013.

- Country-level partners share the common understanding that public funding is a key component of the response to the three diseases. Donor contributions are mostly part of Official Development Assistance (ODA) commitments and meant to complement national commitments made to health funding. This remains a policy and advocacy priority for the Global Fund and partners. Bilateral and multilateral partners, private sector partners and civil society organizations are instrumental in advocating for increased commitments for health funding.
- The Global Fund has developed an action plan to improve the effectiveness of its funding according to the Paris Declaration principles. This action plan focuses on three key areas: coordination of program staff salaries; alignment to national level cycles and systems; and increasing transparency of funding information at national levels.
- In several countries, the Global Fund is collaborating with implementing governments and multi- and bilateral partners through Sector Wide Approaches (SWAps) where the Global Fund supported programs are integrated into the national strategy.
- Moving to an “invest for impact” model; base funding on quality national strategies, which should be jointly assessed through multi-stakeholder process, using internationally agreed upon standards.
- Taken steps to base funding on national strategies through the National Strategy Applications approach and the Health Systems Funding Platform pilot (jointly carried out with the GAVI Alliance, World Bank and WHO).
- Innovative funding mechanisms:<sup>x</sup>
  - Debt2Health, which focuses on governmental sources, and corporate partnerships. The Debt2Health mechanism is an opportunity for partnerships between creditors and debtors in the joint pursuit of better health and improved quality of life for the people hardest hit by AIDS, tuberculosis and malaria. While debt swaps are known development-financing instruments, the innovative feature of Debt2Health is that creditors agree to relinquish interest payments on a country’s debt on condition that the recipient country invests the freed-up resources in public health using the Global Fund system.
  - Global Fund Corporate Champion. Corporate Champion partnerships provide a way for multinational corporations to make a substantial financial investment in the fight against the three diseases and gives them the opportunity to collaborate with the Global Fund on advocacy and public relations projects at the global level. The program also gives companies the chance to work more closely at the country level with implementers of Global Fund-supported programs.

<sup>x</sup> The Global Fund. Donors: Innovative Financing. <http://www.theglobalfund.org/en/donors/innovativefinancing/>. Updated 2013.

	<ul style="list-style-type: none"> <li>o The Dow Jones Global Fund 50 Index <sup>SM</sup> is the flagship of a new index series that will track companies which support the mission of the Global Fund. The index has been licensed to db x-trackers, the leading exchange-traded fund (ETF) platform of Deutsche Bank, to serve as a basis for a financial product: the db x-trackers Global Fund Supporters ETF. A portion of the licensing revenues will be given to the Global Fund to finance its programs. This partnership with Dow Jones Indexes provides the financial community with incentives to participate in financing health for development.</li> </ul>
<p><b>GOVERNANCE MECHANISMS</b></p>	<p><b><u>The Board</u></b></p> <ul style="list-style-type: none"> <li>• The Global Fund’s Board includes representatives of donor and recipient governments, non-governmental organizations, the private sector (including businesses and foundations) and affected communities. Key international development partners also participate, including the World Health Organization (WHO), the Joint United Nations Programme on HIV/AIDS (UNAIDS), public-private partnerships (Roll Back Malaria, Stop TB, UNITAID) and the World Bank. The latter also serves as the Global Fund’s trustee.<sup>Y</sup></li> <li>• In an effort to strengthen the engagement of all key partners in decision-making, the Global Fund Board has created one additional non-voting seat on the Board to represent the constituency of key partners (Partners Constituency) whose mission is directly related to the Global Fund and who are not currently represented on the Board</li> <li>• There is not always active and equal participation by all stakeholders in decision-making. Implementing constituencies in particular face challenges around communicating to their constituency, engaging in Board processes and feeding back to those they represent. The Global Fund will also work with its Board constituencies and partner organizations such as UNAIDS, GAVI and the World Bank to identify ways to facilitate synergies between constituencies’ engagement in the governing bodies of different organizations.</li> </ul> <p><b><u>Oversight mechanisms</u></b></p> <ul style="list-style-type: none"> <li>• The CCM involves all country-level stakeholders, and is the voice and representation of the Global Fund. It is the place where priorities and strategies on the country’s response to the three diseases are set and it is the mechanism that oversees the implementation of Global Fund-supported grants.</li> <li>• Regional meetings organized by the Global Fund and/or partners are important gatherings to convey information with in-country partners on grant management, progress and opportunities for collaboration. These meetings also allow for discussion and dialogue on broader health and development issues affecting specific regions and countries and disease-related information to partners in country.</li> <li>• Responsibility for multi-stakeholder involvement in program governance sits with Country Teams and grant management staff. This ensures that considerations around challenges relating to civil society engagement or CCMs are better integrated into grant management decisions.</li> </ul>

<sup>Y</sup> The Global Fund. Board. <http://www.theglobalfund.org/en/board/>. Updated 2013.

<p><b>GOVERNANCE MECHANISMS</b></p>	<p><b>Challenges and next steps<sup>11</sup></b></p> <ul style="list-style-type: none"> <li>• Global fund was built as a partnership; but it faces some challenges in relation to lack of clarity around mutual accountability and meeting countries' needs for timely, quality technical support. Developing a strategy to address these challenges, for example: <ul style="list-style-type: none"> <li>- Establish specific partnership arrangements in collaboration with CCMs, and country, regional and global partners. Individual partnership arrangements will respond to specific country needs, and could include: <ul style="list-style-type: none"> <li>o Programmatic and financial sustainability planning through coordinated interaction with relevant state and government bodies such as Ministries of Planning or Finance;</li> <li>o Support for the development of national strategy plans and applications;</li> <li>o Technical support during the iterative proposal development process; and</li> <li>o Resolution of implementation and communication obstacles related to Global Fund grants.</li> </ul> </li> <li>- Encourage country-level partners to work with CCMs to develop sound national technical assistance plans either as the product of national strategy joint assessments or in preparation for submission of applications.</li> <li>- A number of activities are being completed on TA, including a joint public database that captures useful feedback on TA, an analysis with technical partners on the cost of services to provide TA that are outside the normative mandate in order to inform direct financing discussions, and work with bilateral and multilateral partners to clearly define roles and responsibilities related to TA provision.</li> <li>- The Global Fund Partnership Performance Framework is being designed to achieve a balance in mutual partner accountability through an agreed performance framework that is not directly tied to Global Fund financing. The objective of the Partnership Performance Framework is to provide a mechanism through which the effectiveness of the Global Fund partnership model can be assessed at country level within key areas of success, i.e. access to funding and enhanced performance of grants. The Partnership Performance Framework outlines the collective accountability of all partners in the Global Fund partnership and measures the effectiveness of the partnership model. The Partnership Performance Framework can be viewed as a tool to assess for Global Fund partnerships and document partner engagement. The targets incorporated in the Framework will be linked to selected countries where partnerships will be operationalized and monitored. By comparing the results with targets, it will be possible to highlight areas of work and collaboration that require further attention.</li> </ul> </li> </ul>
<p><b>CONFLICT OF INTEREST MANAGEMENT</b></p>	<ul style="list-style-type: none"> <li>• Duty to disclose the existence of any actual or potential conflict of interest, and the nature of conflict, upon becoming aware that a conflict exists or that a conflict is reasonably likely to occur, or that there is the appearance of a conflict.</li> <li>• Individuals must complete and submit "Declaration of Interest" to the Ethics Official.</li> </ul>

- Disclosure statements shall be maintained confidential, updated annually and whenever there is a material change in the information they contain, and shall be maintained by the Ethics Official and made available for inspection by the Audit and Ethics Committee and by the board (if deemed appropriate by the ethics and audit committee).
- An employee shall request authorization of the Executive Director before accepting an office or occupation outside his or her employment duties at the Global Fund or accepting an honor or decoration provided by an outside party if the proposed action may give rise to an actual or potential conflict of interest.

**Procedure when a conflict of interest arises:**

- Actual or potential conflicts of interest must be disclosed in writing to the Fund's Audit and Ethics Committee through the Ethics Official.
- Audit and Ethics Committee reviews disclosures and decides whether an actual or potential conflict of interest exists and whether to issue a waiver defining the extent to which such Covered Individual may participate in any discussion of the issue that has given rise to the conflict.
- If an actual or potential conflict of interest exists, the individual does not participate in the matter that has given rise to the conflict, absent a waiver from the Audit and Ethics Committee. With respect to the Board, this means that the Covered Individual shall not vote or speak on the matter, and shall absent himself/herself without comment before any discussion or voting on the matter, unless a waiver has been granted by the Audit and Ethics Committee. The waiver may be designed to allow for any level of participation the Audit and Ethics Committee deems appropriate.
- Should an individual be found to have an actual or potential conflict of interest that has not been disclosed, or the Audit and Ethics Committee has reasonable cause to believe that a Covered Individual has failed to disclose an actual or potential conflict of interest, it will inform the individual and provide the opportunity to explain the alleged failure to disclose. If the Audit and Ethics Committee determines that the interested person has in fact failed to disclose an actual or potential conflict of interest, it shall notify the Board.

**Gifts:**

- All individuals are prohibited from accepting gifts under circumstances where it could reasonably be construed that the gift is motivated by the position of the individual and interests that could be substantially affected by the Fund.
- All individuals are prohibited from giving gifts where it could be reasonably construed that the gift is intended to affect the policies or practices of the Fund or any of the programs it funds. The Audit and Ethics Committee may waive this provision as appropriate.
- May accept unsolicited gifts on behalf of the Fund when refusal to do so would not be in the interest of the Fund. Gifts accepted on behalf of the Fund will be turned over to the Secretariat and handled under procedures developed by the Secretariat.

	<ul style="list-style-type: none"> <li>• May accept unsolicited gifts or provide gifts having an aggregate value of \$20 or less, provided that the aggregate value of individual gifts received from or provided to any one person does not exceed \$50 in a calendar year.</li> </ul> <p><b>Employment:</b></p> <ul style="list-style-type: none"> <li>• Any individual who has served as a Board member, Alternate, a member of a Board Committee, or as Chair or Vice Chair of the Technical Review Panel shall not be eligible for employment by the Global Fund Secretariat until one year following their last date of service in such a position.</li> </ul> <p><b>Country Coordinating Mechanisms:</b></p> <ul style="list-style-type: none"> <li>• The transparent operation of Country Coordinating Mechanisms is necessary for the effective implementation of programs financed by the Global Fund, and for the integrity of proposal development and approval. individuals shall use their best efforts to ensure that Country Coordinating Mechanisms operate in a transparent manner and actively safeguard against conflicts of interest.<sup>z</sup></li> </ul>
<p><b>PARTNERS' IMPACT ON SUSTAINABILITY FOR SOCIETY AND PARTNERS</b></p>	<ul style="list-style-type: none"> <li>• There are signs of a dramatic turnaround in the fight against HIV/AIDS, TB and Malaria, and the Global Fund has been a major contributor to this progress.</li> <li>• Programs supported by the Global Fund have made an increasingly significant contribution to the international targets for key services such as the provision of lifesaving antiretroviral therapy for people living with HIV, TB treatment under DOTS and insecticide-treated nets to prevent the transmission of malaria.<sup>12</sup></li> </ul>

<sup>z</sup> The Global Fund to fight AIDS, Tuberculosis and Malaria. Policy on Ethics and Conflict of Interest for Global Fund Institutions. Approved 10-11 October 2002, as amended at the Eighteenth Board Meeting (GF/B18/8) of the Global Fund to Fight AIDS Tuberculosis and Malaria and at the Twenty-Seventh Board Meeting (GF/B27/DP05). Available at: <http://www.theglobalfund.org/en/documents/governance/>.

## *GAIN*

<b>PARTNERS</b>	<ul style="list-style-type: none"> <li>• GAIN partners with business, governments, non-governmental organizations, international organizations, academia and other key players in the nutrition sector to deliver programs to vulnerable populations as efficiently and effectively as possible.</li> <li>• Engages in multi-sector partnerships and is part of international multi-sector initiatives that support countries in implementing policies for better nutrition.<sup>AA</sup></li> <li>• Key donors: Bill and Melinda Gates foundation, Children’s investment fund foundation, DFID, Dubai Cares, Government of the Netherlands, Irish Aid, Khalifa Bin Zayed Al Nahyan Foundation, USAID, Wellcome trust.<sup>BB</sup></li> <li>• Business Alliance members include: Unilever (chair); Ajinomoto; AkzoNobel; Amway; O-BASF; Bel; Britannia; Cargill; Coca cola; DSM; Pronutria; Fermentich; Dal Group; Win – a business unit of Fortitech; GlaxoSmithKline; Hershey’s; Hexagon Nutrition; Indo Food; Kemin; Kraft foods; Mana; Mars; Nutriset; Pepsico; Tate Lyle.<sup>CC</sup></li> <li>• International organization include: UN agencies; World Bank Group and regional groups; International finance corporation.<sup>DD</sup></li> <li>• Academia partners include: Cambridge university; Cornell University; Harvard University; IFPRI; International Institute for Management Development; International Zinc Nutrition Consultative Group; John Hopkins University; United States Centers for disease control and prevention; UC Davis; University of Geneva; Wageningen University.<sup>EE</sup></li> <li>• Advocacy/civil society organizations include: Ashoka, Clinton Global Initiative, Foundation of Consumer Rights, International Business Leaders Forum, Micronutrient initiative, World economic forum.<sup>FF</sup></li> </ul>
<b>PARTNERS’ ROLE</b>	<p><b>Business</b></p> <ul style="list-style-type: none"> <li>• Business plays a key role in delivery of quality, affordable and accessible food to those most at risk of malnutrition. GAIN remains committed to developing innovative business models to ensure that Base of the Pyramid (BOP) consumers are benefiting from nutritious products at an affordable price.<sup>GG</sup></li> <li>• Working with 100s of local companies to fortify foods such as wheat, maize, flour, sugar, vegetable oil, milk, soy and fish sauce; working with government and private owned private flour mills.<sup>HH</sup></li> <li>• Recognizes companies with innovative solutions to address malnutrition through GAIN Business Award for Innovation in Nutrition.<sup>II</sup></li> </ul>

<sup>AA</sup> GAIN. Partnerships. <http://www.gainhealth.org/partnerships>. Updated 2012.

<sup>BB</sup> GAIN. Donors. <http://www.gainhealth.org/about-gain/donors>. Updated 2012.

<sup>CC</sup> GAIN. Business Alliance Members. <http://www.gainhealth.org/partnerships/business-alliance/members>. Updated 2012.

<sup>DD</sup> GAIN. International Organizations. <http://www.gainhealth.org/partnerships/international-organizations>. Updated 2012.

<sup>EE</sup> GAIN. Academia/Research Partners. <http://www.gainhealth.org/partnerships/academia>. Updated 2012.

<sup>FF</sup> GAIN. Non-Governmental Organizations. <http://www.gainhealth.org/partnerships/ngoadvocacy>. Updated 2012.

<sup>GG</sup> GAIN. How GAIN Works with Businesses. <http://www.gainhealth.org/partnerships/how-gain-works-businesses>. Updated 2012.

<sup>HH</sup> GAIN. Business in Nutrition Programs. <http://www.gainhealth.org/partnerships/businessinnutritionprograms>. Updated 2012.

<sup>II</sup> GAIN. About the GAIN Business Award for Innovation in Nutrition. <http://www.gainhealth.org/award>. Updated 2012.

	<p><b><u>Governments</u></b></p> <ul style="list-style-type: none"> <li>• Works with governments to develop policies and legislation related to food fortification and to increase resources for fighting malnutrition. GAIN also partners with governments to deliver core nutrition programs.<sup>JJ</sup></li> </ul> <p><b><u>NGOs</u></b></p> <ul style="list-style-type: none"> <li>• Central role in designing and delivering nutrition interventions and programs, in advocating for support for better nutrition at national and global level, and research and capacity development around nutrition.<sup>KK</sup></li> </ul> <p><b><u>International organizations (IOs)</u></b></p> <ul style="list-style-type: none"> <li>• Active role in implementation, advance the nutrition agenda and develop national nutrition policies. Partnerships serve as a platform to advocate for improved nutrition and disseminate best practices in nutrition interventions.<sup>LL</sup></li> </ul> <p><b><u>Academia</u></b></p> <ul style="list-style-type: none"> <li>• Promote research on nutrition and public-private partnerships.</li> <li>• Vital role in conducting impact assessments and disseminating best practices through case studies and other publications.<sup>5</sup></li> </ul>
<p><b>PARTNERSHIP MODEL</b></p>	<ul style="list-style-type: none"> <li>• GAIN is an alliance of governments, international organizations, the private sector and civil society; projects are always implemented in partnerships.</li> <li>• National Fortification Alliances (NFAs) collaborate to strengthen policy, legislation and regulation around fortification.</li> <li>• NFA must have at least 1 representative from: Government, private sector, civil society, international agencies, development agencies, academia.</li> <li>• NFA provides strategic guidance for national fortification programs and acts as a governance body for GAIN supported projects. It guides the development and implementation of GAIN projects and ensures cohesion with other fortification and nutrition projects in the country.</li> <li>• The NFA is assembled to accomplish the following tasks: <ul style="list-style-type: none"> <li>o Facilitate communication among government, businesses and civil society regarding food and condiment fortification and related nutrition interventions and strategies.</li> <li>o Serve as a forum for open discussion of strategies related to alleviating vitamin and mineral deficiencies in the country.</li> </ul> </li> </ul>

<sup>JJ</sup> GAIN. Governments. <http://www.gainhealth.org/partnerships/governments>. Updated 2012.

<sup>KK</sup> GAIN. Non-Governmental Organizations. <http://www.gainhealth.org/partnerships/non-governmental-organizations>. Updated 2012.

<sup>LL</sup> GAIN. Strategic Partnerships. <http://www.gainhealth.org/partnerships/strategicpartnerships>. Updated 2012.

	<ul style="list-style-type: none"> <li>o Integrate the GAIN-supported fortification project into the national nutrition program.</li> <li>o Ensure transparency and participatory decision making.</li> <li>o Assist in mobilizing other resources to ensure sustainability subsequent to GAIN funding.<sup>MM</sup></li> <li>• GAIN Business Alliance (BA) established in 2005 brings together a range of business actors (global and local companies) and provides a platform for business leaders to meet with key stakeholders from government, NGOs, civil society, academia.</li> <li>• BA mobilizes business to play a greater role in combating malnutrition and facilitate business partnerships; events (e.g. Annual BA Global Forum and smaller regional events) provide opportunities for members to engage with like-minded businesses, governments, NGOs, IOs, and academics and help deepen member involvement in the fight against malnutrition.</li> <li>• GAIN shares best practices with BA members through: knowledge hub; newsletter; knowledge sharing materials (case studies, articles, etc.)<sup>NN</sup></li> <li>• GAIN business award, developed in association with the International Business Leaders Forum, recognizes innovation in fighting malnutrition, improving public health and promoting sustainable development.<sup>9</sup></li> <li>• GAIN obtained consultative status with the United Nations Economic, Social and Cultural Council (ECOSOC) in July 2008. With this status, GAIN has a platform on which it can put forward its position during UN conferences. GAIN can attend UN meetings along with other non-profit organizations, circulate statements at ECOSOC meetings and speak at ECOSOC subsidiary bodies' meetings.<sup>11</sup></li> </ul>
<p><b>GOVERNANCE MECHANISMS</b></p>	<ul style="list-style-type: none"> <li>• Projects GAIN funds are always implemented in partnerships with government, business and civil society organizations to ensure that public health objectives are reached</li> <li>• Program expenditures are broken down as follows: <ul style="list-style-type: none"> <li>o 62% large scale food fortification</li> <li>o 14% multi-nutrient supplements</li> <li>o 7% nutritious foods for children and mothers</li> <li>o 4% agriculture and nutrition</li> <li>o 13% overhead<sup>OO</sup></li> </ul> </li> <li>• GAIN is composed of a Board and a Secretariat. The GAIN Board comprises leaders from the donor, UN, development, research, business and civil society communities. The GAIN Secretariat is a small team of professionals and support staff who manage the day-to-day operations of the foundation.<sup>PP</sup></li> </ul>

<sup>11</sup> GAIN. Strategic Partnerships. <http://www.gainhealth.org/partnerships/strategicpartnershipsios>. Updated 2012.

<sup>MM</sup> GAIN. National Fortification Alliances. <http://www.gainhealth.org/programs/gain-national-fortification-program/national-fortification-alliances>. Updated 2012.

<sup>NN</sup> GAIN. GAIN Business Alliance. <http://www.gainhealth.org/partnerships/business-alliance>. Updated 2012.

<sup>OO</sup> GAIN. GAIN Financing. <http://www.gainhealth.org/about-gain/financial-statements>. Updated 2012.

<sup>PP</sup> GAIN. GAIN's Organizational Structure. <http://www.gainhealth.org/about-gain/gain%E2%80%99s-organizational-structure>. Updated 2012.

	<ul style="list-style-type: none"> <li>• Partnerships are formal relationships.</li> <li>• GAIN uses tools to assess and manage partner relationships. The tools assist managers in ensuring that potential partners are aligned strategically with GAIN and have a good track record of socially responsible practice.</li> <li>• Partner screening conducted by an external, independent corporate social responsibility expert.</li> <li>• Business partner management tools include: <ul style="list-style-type: none"> <li>○ Private sector strategic alignment filter: tool used to evaluate a private sector candidate's strategic alignment with GAIN's mission, organizational objectives, targets and ability to partner effectively</li> <li>○ Private Sector Social Responsibility Filter: Tool used to evaluate a company's social responsibility performance based on GAIN defined criteria.</li> <li>○ International code for marketing of breastmilk substitutes filter: used to assess compliance with the code</li> <li>○ PGA framework considerations tool: guidance document that outlines PGA guiding principles, such as mission and vision, strategic planning, structure and governance, performance accountability, financial and asset integrity, and stakeholder engagement.</li> <li>○ PGA Framework guidance details tool: additional detail for GAIN managers for sections referenced in the PGA Framework Considerations Tool.</li> </ul> </li> <li>• GAIN faces challenges reviewing companies from developing countries where the corporate responsibility movement is in a nascent stage and not enough information is publicly available to conduct an effective review process. The same applies to some private companies, which do not have the same reporting requirements and demand for transparency as publicly traded firms. In these cases, GAIN relies heavily on management interviews and stakeholder feedback.<sup>16</sup></li> </ul>
<p><b>CONFLICT OF INTEREST MANAGEMENT</b></p>	<ul style="list-style-type: none"> <li>• To evaluate and manage risks of partnering with the private sector, GAIN uses a review process before it enters into a formal relationship with a company.</li> <li>• Review process goal is to enter into partnerships with leading, responsible companies whose values, reputation and actions demonstrate a strong commitment to improving nutrition and conducting business in a socially responsible manner. The final decision on whether or not a company becomes a strategic partner rests with the management of GAIN.</li> <li>• GAIN does not partner with companies with negative impacts on public health, such as those involved in the manufacture of tobacco or weapons.<sup>17</sup></li> </ul>

<sup>16</sup> GAIN. Engagement Principles. <http://www.gainhealth.org/partnerships/engagement-principles>. Updated 2012.

**PARTNERS' IMPACT  
ON SUSTAINABILITY FOR SOCIETY  
AND PARTNERS**

- Business Alliance allows members to become active players in the fight against malnutrition as they explore the business opportunities as they enter the low income consumer market. Businesses have an opportunity to improve corporate reputation, increase their brand equity, and increase staff motivation and talent retention as they engage in the fight against malnutrition.<sup>RR</sup>
- Networking, knowledge sharing, communication and advocacy services give businesses the opportunity to:
  - Engage with other companies committing resources to the fight against malnutrition
  - Forge partnerships with global, regional, and national companies as well as other stakeholders such as NGOs and governments
  - Exchange experiences around business model innovation across different sectors and identify new opportunities for engagement
  - Highlight company's involvement in low income consumer nutrition projects
  - Access to industry information, trends, and best practices in BoP and nutrition
  - Develop case studies to effectively communicate engagement in the BoP market<sup>SS, 14</sup>

<sup>RR</sup> GAIN. Business Alliance: Membership Benefits. <http://www.gainhealth.org/partnerships/business-alliance/membershipbenefits>. Updated 2012.

<sup>SS</sup> GAIN. Business Alliance: Member Services. <http://www.gainhealth.org/partnerships/business-alliance/memberservices>. Updated 2012.

## GAVI

<b>PARTNERS</b>	<ul style="list-style-type: none"> <li>• Governments: Developing countries; Industrialized country governments.</li> <li>• Multi-lateral agencies: WHO; UNICEF; World Bank.</li> <li>• Civil society organizations: NGOs, advocacy organizations, community associations, faith based organizations and academia.</li> <li>• Private sector: Bill and Melinda Gates Foundation; Developing country pharmaceutical industry; Industrial country pharmaceutical industry.</li> <li>• Research and technical health institutes.<sup>TT</sup></li> </ul>
<b>PARTNER'S ROLE</b>	<ul style="list-style-type: none"> <li>• Members contribute to the Alliance through participation in strategy and policy-setting, advocacy, fundraising, vaccine development and procurement, country support and immunization delivery. GAVI relies on skills of individual members to fulfill its mission.</li> </ul> <p><b>Governments</b></p> <ul style="list-style-type: none"> <li>• Developing countries are equals in the GAVI Alliance. Health ministries in developing countries:             <ul style="list-style-type: none"> <li>○ Identify their own priorities and choose what GAVI support to apply for;</li> <li>○ Integrate GAVI support into their national health and immunisation plans;</li> <li>○ Contribute towards the cost of the vaccines they receive through co-financing.</li> <li>○ To enhance country ownership of vaccine financing and set a path to financial sustainability, GAVI requires countries to contribute towards the cost of the vaccines they receive. Co-financing levels are determined by each country's ability to pay.<sup>UU</sup></li> </ul> </li> <li>• Industrialized country governments are principle donors.<sup>VV</sup></li> </ul> <p><b>Multi-lateral agencies</b></p> <ul style="list-style-type: none"> <li>• WHO is the co-founder of GAVI and key implementation partner.</li> <li>• WHO regional and country offices work with Health Ministries to plan and implement immunization programs; assist in drafting applications for GAVI support and drawing up a plan of action for deploying vaccines. WHO staff provide technical support to implementing immunization programs, including storing and logistics, and undertaking post-introduction monitoring and evaluation of vaccines and equipment.</li> <li>• WHO sets down technical specifications for vaccines and prequalifies all vaccines employed in GAVI-supported programs.</li> </ul>

<sup>TT</sup> GAVI. The Partnership Model. <http://www.gavialliance.org/about/partners/the-partnership-model/>. Updated 2013.

<sup>UU</sup> GAVI. Developing Country Governments. <http://www.gavialliance.org/about/partners/developing-country-governments/>. Updated 2013.

<sup>VV</sup> GAVI. Industrialised Country Governments. <http://www.gavialliance.org/about/partners/industrialised-country-governments/>. Updated 2013.

- GAVI and its partners are guided by the recommendations of WHO's Vaccine Advisory Committee, vaccine position papers and the Immunization Practices Advisory Committee (IPAC) – advises on practices, operational standards, tools and technologies.<sup>ww</sup>
- UNICEF's supply division procures and supplies vaccines.<sup>xx</sup>
- World Bank is a key partner and fiduciary agent, developing innovative financing mechanisms for GAVI. It helped to set up, and is now financial advisor and treasury manager to, the IFFIm; also supports the Advance Market Commitment (AMC).<sup>yy</sup>

#### **Civil Society Organizations**

- In partnership with governments, implement immunization programs and ensure vaccines reach even the most remote villages.
- Deliver up to 65% of immunization services in many developing countries, strengthen health systems, train health workers, and support logistics and vaccine delivery.
- Influential in formulation of national health policy.
- Powerful voice in urging governments, donors and private sector to invest.<sup>zz</sup>

#### **Private sector**

- Provides funding; Bill and Melinda Gates Foundation provided initial seed money to launch GAVI.<sup>aaa</sup>
- Developing country vaccine manufacturing network: voluntary alliance of 27 state-owned and private companies from 14 countries; representative has a seat on the board; goals are closely aligned to GAVI's - provide consistent sustainable supply of quality vaccines and related technologies at affordable prices, particularly those needed by developing countries; assure availability of vaccines; and encourage research and development efforts.<sup>bbb</sup>
- Industrial country pharmaceutical industry: provides a critical bridge for harnessing their research and technical expertise to making and supplying vaccines that address the needs of developing countries; participates in innovative financing mechanisms; help develop technologies that facilitate distribution of vaccines.<sup>ccc</sup>

<sup>ww</sup> GAVI. GAVI's Partnership Model: The World Health Organization. <http://www.gavialliance.org/about/partners/who/>. Updated 2013.

<sup>xx</sup> GAVI. GAVI's Partnership Model: UNICEF. <http://www.gavialliance.org/about/partners/unicef/>. Update 2013.

<sup>yy</sup> GAVI. GAVI's Partnership Model: The World Bank. <http://www.gavialliance.org/about/partners/wb/>. Update 2013.

<sup>zz</sup> GAVI. GAVI's Partnership Model: Civil Society. <http://www.gavialliance.org/about/partners/cso/>. Update 2013.

<sup>aaa</sup> GAVI. GAVI's Partnership Model: The Bill & Melinda Gates Foundation. <http://www.gavialliance.org/about/partners/bmgf/>. Update 2013.

<sup>bbb</sup> GAVI. GAVI's Partnership Model: Developing Country Pharmaceutical Industry. <http://www.gavialliance.org/about/partners/developing-country-vaccine-industry/>. Update 2013.

<sup>ccc</sup> GAVI. GAVI's Partnership Model: Industrialised Country Governments. <http://www.gavialliance.org/about/partners/industrialised-country-governments/>. Update 2013.

	<p><b>Research and Technology institutes</b></p> <ul style="list-style-type: none"> <li>• Provides latest information and thinking from the scientific, medical and product delivery communities.</li> <li>• Keeps the research community abreast of GAVI's policy directions and programmatic needs.</li> <li>• Enabled the Alliance to deliver on its mission by generating and communicating the evidence base required by global and national decision-makers to argue in favour of introducing new and underused vaccines. This includes information about disease burden, vaccines' effectiveness and safety, and health economics.<sup>DDD</sup></li> </ul>
<p><b>PARTNERSHIP MODEL</b></p>	<ul style="list-style-type: none"> <li>• Founded as a PPP, GAVI serves as a forum for collaboration, with partners' different skills and experience delivering new and better ways of improving routine immunization.</li> <li>• GAVI Alliance channels its partners' specific skillsets into a single, cohesive agenda to avoid duplication of services.</li> <li>• GAVI relies on country-based systems and works with partners with widespread field presence to deliver its programs. This keeps burdensome transaction costs down for implementing country governments.</li> </ul>
<p><b>FUNDING MODEL</b></p>	<ul style="list-style-type: none"> <li>• GAVI is funded through: contributions by the government donors; Bill and Melinda Gates Foundation; and innovative financing mechanisms (accounting for 37% of the funding portfolio) such as International Finance Facility for Immunizations (IFFIm), the GAVI matching Fund and Advance Market Commitments (AMC).</li> <li>• The International Finance Facility for Immunization (IFFIm) uses long-term government commitments to raise funds on international capital markets. This gives GAVI access to cash funding now that would otherwise only be available over 20 years.<sup>EEE</sup></li> <li>• An Advance Market Commitment (AMC) guarantees donors funds for the development of new vaccines. This gives manufacturers an incentive to develop appropriate vaccines for low-income countries. In turn, they legally commit to supplying the vaccines at a lower price; both GAVI and the beneficiary countries agree to pay for the vaccines at the negotiated price. The co-financing policy helps ensure sustainability – countries can eventually sustain their immunization programs. Size of the contribution is based on each country's ability to pay.<sup>FFF</sup></li> <li>• GAVI's newest public-private partnership is the GAVI Matching Fund, which is designed to raise US \$260 million for immunization by the end of 2015. Under the program, the U.K. Department for International Development (DFID) and the Bill &amp; Melinda Gates Foundation have pledged about \$130 million combined (£50 million and \$50 million, respectively) to match contributions from corporations, foundations, their customers, employees and business partners. As a result, several companies are making a significant impact as partners in the GAVI Matching Fund:</li> </ul>

<sup>DDD</sup> GAVI. GAVI's Partnership Model: Research and Technical Health Institutes. <http://www.gavialliance.org/about/partners/research-and-technical-health-institutes/>. Update 2013.

<sup>EEE</sup> GAVI. How GAVI is Funded. <http://www.gavialliance.org/funding/how-gavi-is-funded/>. Update 2013.

<sup>FFF</sup> GAVI. How the Pneumococcal AMC Works. <http://www.gavialliance.org/funding/pneumococcal-amc/how-the-pneumococcal-amc-works/>. Update 2013.

	<ul style="list-style-type: none"> <li>o Absolute Return for Kids (ARK)</li> <li>o Anglo American plc</li> <li>o Children’s Investment Fund Foundation (CIFF)</li> <li>o Comic Relief</li> <li>o Dutch Postcode Lottery</li> <li>o “la Caixa”</li> <li>o LDS Charities</li> <li>o J.P. Morgan</li> <li>o Lions Clubs International</li> <li>o Vodafone<sup>GGG</sup></li> </ul>
<p><b>GOVERNANCE MECHANISMS</b></p>	<p><b><u>GAVI alliance board</u></b></p> <ul style="list-style-type: none"> <li>• The Board is comprised of 18 “representative” seats, 9 seats for independent or “unaffiliated” individuals and one seat for GAVI’s CEO. The Board’s representative seats ensure that institutions and constituencies can provide formal input into the development of all GAVI’s policies and the management of its operations. <ul style="list-style-type: none"> <li>o 5 seats representing the developing country government’s constituency.</li> <li>o 5 members from industrialized country governments.</li> <li>o 1 seat for research and technical health institutes’ constituency.</li> <li>o 1 seat for developing country vaccine industry.</li> <li>o 1 member from industrialized country vaccine industry.</li> <li>o UNICEF, WHO, the World Bank and the Bill &amp; Melinda Gates Foundation hold permanent seats on the Board. Constituency representatives serve on a time-limited basis.</li> </ul> </li> <li>• Independent Board members are private individuals with no professional connection to GAVI’s work. They bring independent and balanced scrutiny to all of the Board’s deliberations. These individuals also provide expertise in a number of critical areas such as investment, auditing and fundraising.<sup>HHH</sup></li> </ul> <p><b><u>The GAVI Alliance civil society constituency (GAVI CSO Constituency)</u></b></p> <ul style="list-style-type: none"> <li>• Diverse network of CSOs motivated to support the Alliance’s mission. The GAVI CSO Constituency comprises of a 20-member CSO Steering Committee and a Civil Society Forum, which provides input to the CSO Board member on GAVI policy and programs. They are also represented on the board.<sup>III</sup></li> </ul>

<sup>GGG</sup> GAVI. How GAVI is Funded: Public-Private Partnerships. <http://www.gavialliance.org/funding/how-gavi-is-funded/public-private-partnerships/>. Update 2013.

<sup>HHH</sup> GAVI. About the Alliance: Board Composition. <http://www.gavialliance.org/about/governance/gavi-board/composition/>. Update 2013.hange, August 2012. Available at: <http://www.g20civil.com/upload/iblock/b9d/G20%20AgResults%20Paper%208-12.pdf>

<sup>III</sup> GAVI. About the Alliance: Civil Society Constituency. <http://www.gavialliance.org/about/governance/gavi-board/composition/cso-constituency/>. Update 2013.

	<p><b>Other committees</b></p> <ul style="list-style-type: none"> <li>• The Program &amp; Policy Committee (PPC) assists the Board in fulfilling its responsibilities in respect to the programmatic and policy oversight of the GAVI Alliance</li> <li>• The Governance Committee was established to assist the Board in fulfilling its responsibilities relating to developing and implementing sound governance policies and practices for the GAVI Alliance. It serves the Board and the Executive Committee in an advisory function, nominating new Board members, evaluating and overseeing committees and key Governance policies. Members appointed on an annual basis with renewable terms.</li> <li>• The Investment Committee oversees the development of investment policies and objectives, asset allocations and portfolio construction. The Committee also guides performance monitoring and risk management, reporting, and the safekeeping of assets for the GAVI Alliance. Serves the board in an advisory fashion.</li> <li>• At the June 2009 Board meeting, the Governance Committee recommended that the Board charter a small Evaluation Advisory Committee comprising a majority of independent evaluation experts and a minority of board members. This Committee oversees organization and program evaluation; provides oversight for GAVI's organizational and programmatic evaluation activities; reviews and approves GAVI's multi-year and annual evaluation work plans and reviews the evaluation reports from the independent consultant selected to perform these reviews<sup>JJJ</sup></li> </ul> <p><b>Secretariat</b></p> <ul style="list-style-type: none"> <li>• Responsible for day to day operations: <ul style="list-style-type: none"> <li>o Mobilizing resources to fund programs.</li> <li>o Coordinating program approvals and disbursements.</li> <li>o Developing policy and implementing strategic initiatives.</li> <li>o Monitoring and evaluation.</li> <li>o Legal and financial management.</li> <li>o Administration for the GAVI Alliance Board and Committees.<sup>KKK</sup></li> </ul> </li> </ul>
<p><b>CONFLICT OF INTEREST MANAGEMENT</b></p>	<p>Board members recognize they have a fiduciary responsibility to put the interests of the GAVI Alliance before other interests when taking decisions on behalf of the Alliance.</p>

<sup>JJJ</sup> GAVI. About the Alliance: Board Committees. <http://www.gavialliance.org/about/governance/gavi-board/committees/>. Update 2013.

<sup>KKK</sup> GAVI. About the Alliance: GAVI Secretariat. <http://www.gavialliance.org/about/governance/secretariat/>. Update 2013.

#### **Conflict of interest policy**

- Purpose: protect the reputation and integrity of GAVI's decision-making processes, particularly in regard to the allocation and disbursement of resources, by establishing procedures to identify, evaluate and address any real or potential conflicts that may arise from time to time.
- Members of the Secretariat and others involved in decision-making processes on behalf of GAVI are expected to abide by the policy.
- A conflict of interest in and of itself is not wrong and may not be unethical, but those involved in decision-making processes on behalf of GAVI must take appropriate action to ensure disclosure of any actual, perceived or potential conflict of interest in order to properly manage conflicts of interest and mitigate the operational and reputational risks inherent in such conflicts.
- Required to disclose actual or perceived conflict of interest.
- A GAVI Person must disclose Organizational or Financial/Personal interests, including those that derive from Family Members, and the nature of such interest whenever (s)he becomes aware that a conflict exists, could be perceived to exist, or is reasonably likely to occur. Such interests should be disclosed to the Chair, the CEO, the Managing Director, Law and Governance or a managing director, as appropriate.
- Annually, each member of the Board (including alternate Board members and Committee delegates), members of Advisory Bodies, officers, and members of the Secretariat with signature authority shall complete and submit a conflict of interest form.
- Chair of the meeting, in consultation with the Managing Director, Law and Governance, as appropriate, determines the scope and level of a conflicted person's participation in the discussion and the necessity of recusal from voting given the type of interest disclosed. The minutes of the meeting shall reflect the conflicted member's disclosure and whether the conflicted member participated in the discussion and/or abstained from voting.
- All GAVI Persons engaged in GAVI procurement processes and contracting activities that have, or may have, any direct or indirect outside interest, financial or otherwise, or relationship that might conflict, potentially conflict, or appear to conflict with the procurement interests or contracting of GAVI must disclose this conflict to the Chair, the CEO, the Managing Director, Law and Governance or a managing director, as appropriate, who will take mitigating measures, if necessary.
- Should any GAVI Person have reasonable cause to believe that another GAVI Person has failed to disclose an actual, perceived or potential conflicts of interest, (s)he shall inform the relevant line manager, managing director, the Managing Director, Law and Governance, or the Chair of the meeting as appropriate of the basis for such belief so as to afford the GAVI Person an opportunity to explain the alleged failure to disclose. The reporting GAVI Person should have reasonable grounds for suspecting a violation and must do so in good faith.

- Failures to disclose or disputes over whether a conflict exists may be referred to the Governance Committee or, if necessary, the Board for resolution. Failures to disclose a personal interest by a representative Board or Committee member shall be addressed in consultation with the organization providing that member.
- It is GAVI's policy to protect all employees from reprisal, retaliation or other adverse action when reporting alleged failures to disclose if such reporting is done in good faith and with reasonable grounds for suspicion.<sup>LLL</sup>

**Ethics policy**

- Linked to the Conflict of Interest policy.
- Created to settle guidelines and principles of integrity and transparency.
- Purpose: ensure a clear, achievable and relevant standard of ethical conduct for the activities and decision-making of any member of the Secretariat (including employees and consultants), Board (including alternate Board members and Committee delegates) and Advisory Bodies to protect GAVI's reputation and integrity, and to ensure broad public trust and confidence in GAVI's operations.
- A GAVI Person who is an employee of the Secretariat may engage in outside activities that do not conflict with GAVI's interests or the GAVI Person's responsibilities to GAVI and he or she will consult with the Managing Director Law and Governance and/or CEO, as appropriate, in case of doubt as to whether an activity would constitute a conflict with GAVI's interests or his or her responsibilities to GAVI. However, a GAVI Person who is an employee of the Secretariat may not serve as a director, trustee, consultant, adviser or similar position without the prior approval of the CEO.
- A GAVI Person invited to speak at conferences or meetings on behalf of GAVI is encouraged to do so to the extent such conferences or meetings relate to or further the mission of GAVI. Participation should as appropriate be pre-approved by the CEO or Chair of the Board. Honorarium received for such speaking engagements on behalf of GAVI should be donated to GAVI.
- Any individual who has served as a Board member, Alternate, or a member of a Board Committee will not be eligible for employment with the Secretariat until one year following their last date of service in such a position.
- GAVI may accept donations (in-kind gifts) or contributions (cash gifts) only for programs, services and purposes consistent with its charitable mission, purposes and priorities. GAVI will not accept donations or contributions having restrictions that prevent it from effectively using the donation or income derived from the donation in furtherance of its charitable mission unless with prior approval by the CEO or the Board.
- GAVI will not accept donations or contributions that inhibit it from seeking donations or contributions from other donors or donations if they involve unlawful discrimination.
- GAVI will not accept donations or contributions from companies or organizations that exploit child labor or are involved in or connected to the manufacture of tobacco, weapons of any kind, including land mines, or drugs - excluding pharmaceutical companies.

<sup>LLL</sup> GAVI Alliance Conflict of Interest Policy Version no.: 2.0. Prepared by: Debbie Adams, Managing Director, Law and Governance. Approved by GAVI Alliance Board, effective from June 3rd 2012. Available at: <http://www.gavialliance.org/about/governance/corporate-policies/conflict-of-interest/>

- Failures to disclose or disputes over whether a conflict exists may be referred to the Governance Committee or, if necessary, the Board for resolution. Failures to disclose a personal interest by a representative Board or Committee member shall be addressed in consultation with the organization providing that member.
- It is GAVI's policy to protect all employees from reprisal, retaliation or other adverse action when reporting alleged failures to disclose if such reporting is done in good faith and with reasonable grounds for suspicion.<sup>LLL</sup>

**Ethics policy**

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- A GAVI Person who is an employee of the Secretariat may engage in outside activities that do not conflict with GAVI's interests or the GAVI Person's responsibilities to GAVI and he or she will consult with the Managing Director Law and Governance and/or CEO, as appropriate, in case of doubt as to whether an activity would constitute a conflict with GAVI's interests or his or her responsibilities to GAVI. However, a GAVI Person who is an employee of the Secretariat may not serve as a director, trustee, consultant, adviser or similar position without the prior approval of the CEO.
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<sup>LLL</sup> GAVI Alliance Conflict of Interest Policy Version no.: 2.0. Prepared by: Debbie Adams, Managing Director, Law and Governance. Approved by GAVI Alliance Board, effective from June 3rd 2012. Available at: <http://www.gavialliance.org/about/governance/corporate-policies/conflict-of-interest/>

- Donations or contributions shall not be accepted from companies that represent a direct conflict of interest for the GAVI Alliance (including vaccine manufacturers), unless made in accordance with the Vaccine Donation Policy.
- GAVI Persons or any Family Member may not solicit or accept, directly or indirectly, any cash or monetary equivalents (i.e., stock or other marketable securities), object of value or preferential treatment or seek or accept loans (other than conventional loans at market rates from lending institutions) from any person or entity that has done business with, or is seeking to do business with GAVI.
- Unsolicited gifts may be accepted on behalf of GAVI when refusal to do so would not be in the best interest of GAVI.
- GAVI Persons or any Family Member may not offer gifts or entertainment to persons or entities whose support or business GAVI may be seeking.
- Many countries in which GAVI conducts operations have laws that forbid the making, offering or promising of any payment or anything of value (directly or indirectly) to private individuals or government official (which may include the employees of public universities and medical centers, and foreign political parties and candidates), particularly when the payment is intended to influence an official act or decision. GAVI strictly prohibits payments of any kind to any person to influence or advance GAVI's interests with private individuals or governmental officials as defined above. Any such payment violates GAVI's policies and procedures
- GAVI prohibits discrimination on the basis of any criteria protected by law, including, but not limited to, race, colour, religion, sex, gender, marital status, national origin, age, disability or sexual orientation, whether committed by or against an employee, vendor, visitor or otherwise in the workplace. Conduct involving discrimination or harassment by GAVI Persons will not be tolerated and where the GAVI Person is a member of the Secretariat will be responded to in accordance with the relevant Human Resources Policies.
- All GAVI Persons have the responsibility to protect the confidentiality of information reasonably understood to be confidential obtained or created in connection with their activities at GAVI. Proprietary information about GAVI or its employees, or confidential information about a company, organization or any individual having a relationship with GAVI, must not be disclosed unless disclosure is authorized or legally mandated. In addition, confidential information provided by a partner organization under a confidentiality agreement must also be protected from disclosure and must not be used except for its intended purpose.
- Communication with the media and general public must be accurate, responsible and in keeping with GAVI's policies.
- In addition to any legal obligations it may have, GAVI cooperates with all government departments or agencies in any reasonable requests for information or facility visits in connection with government investigations. GAVI Persons contacted by a government agency or requested to provide any information to a government agency should consult with the Chair of the Board, CEO and/or Managing Director, Law and Governance, to determine the appropriate response.
- GAVI is committed to conducting its business in compliance with all relevant environmental and workplace health and safety laws and regulations.<sup>MMM</sup>

**PARTNERS' IMPACT  
ON SUSTAINABILITY FOR SOCIETY  
AND PARTNERS**

- Since 2000, 370 million additional children have been immunized against leading vaccine-preventable diseases in the world's poorest countries with GAVI support.
- There is evidence of GAVI's initial impact in the changing production and supply base, price declines in some specific vaccines and the entrenching of a tiered pricing approach that means poorer countries pay significantly less for vaccines:
  - As a result of long term supply agreements with manufacturers signed in 2012, GAVI will buy the bulk of rotavirus vaccine at a price of US\$ 2.50 per dose (US\$ 5 per course), a 67 percent reduction compared to the previous lowest price offered to GAVI of US\$ 15 a course.
  - Another manufacturer offered its human papillomavirus (HPV) vaccine at US\$ 5 per dose, a 64 percent reduction on the lowest public price at the time.
  - As countries prepare to apply for HPV vaccine support for the first time, GAVI is actively pursuing further price reductions from manufacturers.<sup>NNN</sup>

<sup>NNN</sup> GAVI Ethics Policy, Version no.: 1.0. Prepared by Debbie Adams, Managing Director, Law and Governance. Approved by GAVI Alliance Board, effective from June 12 2012. Available at: <http://www.gavialliance.org/about/governance/corporate-policies/conflict-of-interest/>

<sup>NNN</sup> GAVI. About the Alliance: GAVI's Impact. <http://www.gavialliance.org/about/mission/impact/>. Update 2013.

## *Scaling Up Nutrition (SUN)*

<p><b>PARTNERS</b> <sup>OOO, PPP, GGG</sup></p>	<ul style="list-style-type: none"> <li>• The SUN Movement is organized within five Networks: <ul style="list-style-type: none"> <li>○ Countries (governments)</li> <li>○ Civil society (national and international organizations working in various areas including: farmers, fishers, human rights defenders, women’s groups, humanitarian and aid assistance agencies, research entities, consumer groups, trade unions, etc.)</li> <li>○ Business</li> <li>○ Donors</li> <li>○ UN System (led by UN Standing Committee on Nutrition and the UN REACH Partnership)</li> </ul> </li> <li>• Networks work together at both the national and international level to end hunger, malnutrition and improve nutrition.</li> <li>• The SUN Movement supports government-led, multi-stakeholder initiatives in over 30 countries.</li> <li>• Over 100 organizations and entities have signaled their support to the SUN Movement.</li> <li>• Stakeholders reach across sectors to include expertise in health, agriculture and food security, education, social protection, development and poverty reduction, and women’s empowerment.</li> </ul>
<p><b>PARTNERS’ ROLE</b></p>	<p><b><u>Country Networks</u></b></p> <ul style="list-style-type: none"> <li>• National leaders take ownership and responsibility for delivering sustainable solutions to improve nutrition. In each country the Government and their stakeholders determine the sequence of activities.</li> <li>• Committed countries are at the core of the SUN Movement. Any country that is developing, updating or implementing policies, strategies and plans of action to scale up nutrition can participate in the SUN Movement.</li> <li>• SUN countries apply the key principles of the SUN Movement, which include: <ul style="list-style-type: none"> <li>○ Developing or revising national policies, strategies and plans of action to scale up nutrition that include both nutrition-specific interventions as well as nutrition-sensitive development strategies.</li> <li>○ Nominating a high-level national SUN Government Focal Point who is responsible for ensuring that the country’s efforts engage the whole of government and for coordinating external support. In some countries, the SUN Government Focal Point is supported by a facilitator from a development partner with technical expertise in nutrition.</li> <li>○ Nominating a SUN Donor Convener who works to bring the donor community together and encourage the alignment of financial and technical assistance to national plans.</li> </ul> </li> </ul>

<sup>OOO</sup> Scaling Up Nutrition. Sun Networks. <http://scalingupnutrition.org/the-sun-network>. Updated 2013.

<sup>PPP</sup> Scaling Up Nutrition (SUN) Movement Strategy, 2012-2015. September 2012. Available at: <http://scalingupnutrition.org/resources-archive>.

<sup>GGG</sup> Scaling Up Nutrition: A framework for action, April 2011. Available at: <http://scalingupnutrition.org/resources-archive>.

- o Forming or strengthening a multi-stakeholder platform that includes relevant line ministries – across agriculture, health, education, social welfare, women's affairs and local government – and key partners including civil society, UN agencies, donors, the technical and research community and businesses. Often countries will have a steering committee and a working group.
- o Undertaking regular stocktaking of in-country and partner capabilities in nutrition to clearly identify capacity gaps and set priorities for resource mobilization.
- o Increasing numbers of SUN countries are carefully looking at the costing of specific nutrition interventions and nutrition sensitive strategies as the starting point resource mobilization.<sup>RRR</sup>

**Civil Society Network**

- Community mobilizers (raise public awareness), advocates, evidence-builders, policy analysts and implementers; can catalyze political and institutional change; essential for the sustainability of the Movement.
- Align the strategies, efforts and resources of civil society with country plans for scaling up nutrition within the SUN Framework.
- Work together to build capacity and maximize resources to ensure the greatest impact on nutrition.
- The Network currently represents the collaboration of over 200 organizations with local or international presence.<sup>SSS</sup>

**Business Network**

- The private sector can deliver impact at scale across a range of sectors that positively affect nutrition.
- Aims to harness business expertise to improve nutrition.<sup>TTT</sup>
- Works to advance opportunities for the business community to support efforts around agriculture, product development, infrastructure systems, distribution channels, or research and innovation.<sup>UUU</sup>
- Identifies mutual value propositions that link social benefit with their need to ensure profit and organizes forums in SUN countries to facilitate discussions on the role of private sector in scaling up nutrition.
- Provides tools and share best practices.

**Donor Network**

- Takes responsibility for aligning its members' Official Development Assistance and mobilizing additional external resources.

<sup>RRR</sup> Scaling Up Nutrition. How Countries Can Get Involved. <http://scalingupnutrition.org/about/how-countries-can-get-involved>. Updated 2013.

<sup>SSS</sup> Scaling Up Nutrition. Sun Networks: Civil Society Network. <http://scalingupnutrition.org/the-sun-network/civil-society-network>. Updated 2013.

<sup>TTT</sup> SUN Movement: Revised Roadmap, Secretariat of the Scaling Up Nutrition Movement, September 2012. Available at: <http://scalingupnutrition.org/resources-archive>

<sup>UUU</sup> Scaling Up Nutrition. SUN Networks: Business Network. <http://scalingupnutrition.org/the-sun-network/business-network>. Updated 2013.

	<ul style="list-style-type: none"> <li>• A Donor Convener in each SUN country is appointed by the government. The SUN Donor Convener works with donor agencies to focus on increasing and coordinating financial support for national nutrition interventions.</li> <li>• The primary roles of the Donor Convener are: (1) Catalyze collective donor support for scaling up nutrition at the country level; (2) Prioritize and harmonize investments to address identified gaps; and (3) Represent the wider donor group in discussions with government.</li> <li>• Donor conveners are in 24 countries, and include organizations such as world bank, USAID, UNICEF, WFP and countries.<sup>www</sup></li> <li>• UN System Network</li> <li>• Brings together the global level UN normative platform for policy and technical harmonization with country level coordination in support of national nutrition plans and joint UN efforts. <ul style="list-style-type: none"> <li>o Convene the dialogue of the UN system agencies and international organizations on nutrition and on how to interact as a group with the SUN Movement and its stakeholders,</li> <li>o Harmonize the response of the UN system in terms of coherent policy and technical guidance on nutrition</li> <li>o Foster and contribute implementable solutions and guidance on nutrition</li> <li>o Build and maintain the evidence base: Document lessons learned and knowledge gaps in SUN countries and others</li> <li>o Develop capacity within governments and in collaboration with partners to effectively design and implement direct nutrition and nutrition sensitive strategies, policies, plans and programs</li> <li>o Influence International Forums: Coordinate input into intergovernmental mechanisms such as the World Health Assembly (WHA) and the Committee on World Food Security (CFS) and international forums such as the G8 or G20</li> <li>o The UN System Network helps coordinate activities in SUN countries by aiming to appoint in-country conveners and creating a system to respond to country requests. Overall, the UN System Network aims to streamline and increase the effectiveness of national and international work to scale up nutrition<sup>www</sup></li> </ul> </li> </ul>
<p><b>PARTNERSHIP MODEL</b></p>	<ul style="list-style-type: none"> <li>• The Networks receive overarching strategic direction by the SUN Lead Group, and are supported by the SUN Movement Secretariat.</li> <li>• Strategic objectives include: <ul style="list-style-type: none"> <li>o Creation of an enabling political environment, with strong in-country leadership, and a shared space (multi-stakeholder platforms) where stakeholders align their activities and take joint responsibility for scaling up nutrition.</li> <li>o Encourage collective responsibility: alignment of actions around high quality and well-costed country plans and build mutual accountability, track and evaluate.</li> </ul> </li> </ul>

<sup>www</sup> Scaling Up Nutrition. SUN Networks: Donor Network. <http://scalingupnutrition.org/the-sun-network/donor-network>. Updated 2013.

<sup>www</sup> Scaling Up Nutrition. SUN Networks: UN System Network. <http://scalingupnutrition.org/the-sun-network/un-system-network>. Updated 2013.

	<ul style="list-style-type: none"> <li>• Groups coordinating in the SUN Networks abide by standard Principles of Engagement (social contract), which establishes a common purpose, agreed behaviours and mutual accountability. Principles of engagement include: <ul style="list-style-type: none"> <li>o All stakeholders to transparently and honestly demonstrate the impact of collective action.</li> <li>o Be inclusive: Through open multi-stakeholder partnerships that bring proven solutions and interventions to scale.</li> <li>o Rights based: Act in line with a commitment to uphold the equity and rights of all women, men and their children.</li> <li>o Willing to negotiate: When conflicts arise, hold the intention to resolve conflicts and reach a way forward.</li> </ul> </li> <li>o Mutually accountable: Act so all stakeholders feel responsible for and are held collectively accountable to the joint commitments.</li> <li>o Cost-effective: Establish priorities on evidence-based analysis of what will have the greatest and most sustainable impact for the least cost.</li> <li>o Continuously communicative.<sup>xxx</sup></li> </ul>
<p><b>FUNDING MODEL</b></p>	<ul style="list-style-type: none"> <li>• SUN Governments are the primary investors in their people’s nutrition, but are only meeting a proportion of the total resources required for scaling up nutrition. External resources from development partners are often sought to supplement SUN Government spending. There is a major shortfall in available resources and a significant increase in both domestic and external resources is needed.</li> <li>• The SUN Movement’s members are working together to increase resources available through their ongoing assistance at country level. They encourage careful budgeting, tracking of funds, prioritization, alignment, efficient use and accountability.</li> <li>• External funding comes primarily from existing donor programs at national and regional levels.</li> </ul>
<p><b>GOVERNANCE MECHANISMS</b></p>	<ul style="list-style-type: none"> <li>• SUN Movement is guided by a lead group, appointed by the UN secretary-general.</li> <li>• The Lead Group is made up of high-level leaders that represent the array of partners engaged in SUN: government, civil society, international organizations, donor agencies, businesses and foundations. The members are collectively responsible for the functioning of the Movement.</li> <li>• The Lead Group serves to improve coherence, provide strategic oversight, improve resource mobilization and ensure collective accountability across the SUN Movement.<sup>yyy</sup></li> <li>• The Secretariat encourages best practices for prioritizing actions, monitoring and validating progress, advocacy and communications, tracking resources, and avoiding conflicts of interest. It ensures that the Movement’s progress is both tracked efficiently and communicated clearly.<sup>zzz</sup></li> </ul>

<sup>xxx</sup> Scaling Up Nutrition. Principles of Engagement. <http://scalingupnutrition.org/principles-of-engagement>. Updated 2013.

<sup>yyy</sup> Scaling Up Nutrition. SUN Networks: Lead Group. <http://scalingupnutrition.org/the-sun-network/lead-group>. Updated 2013.

<sup>zzz</sup> Scaling Up Nutrition. SUN Networks: SUN Movement Secretariat. <http://scalingupnutrition.org/the-sun-network/sun-movement-secretariat>. Updated 2013.

- Each organization wishing to become a member of the SBN will be required to submit:
  - A statement that the organization supports and complies with the SUN and SBN Principles of Engagement
  - A statement of its planned or actual contribution (either financial, in-kind or knowledge/technology transfer) to either nutrition-specific interventions or nutrition-sensitive interventions, aligned with the SUN Strategy or one or more individual country's nutrition action plan.
  - Must agree to provide an annual update reporting progress.
- Each Network has its own systems of governance and accountability; they update their operating plans at the end of each year. 2
- Donors and development partners have agreed to adhere to a set of principles, set out in their Network TOR which highlight what is needed to emulate the hallmarks of effective partnerships to ensure successful roll-out of the SUN Movement and the achievement of results.

**Alignment, accountability and M&E tools:**

- SUN countries align their efforts to scale up nutrition using Common Results Frameworks (CRFs), which ensure that all share the same goals and implement effective and aligned actions to achieve these goals. Country CRFs include both specific nutrition interventions and nutrition-sensitive approaches to development.<sup>AAAA</sup>
- CRFs ideally have the following features:
  - Expected result for improvement of nutritional status;
  - Defined populations in which these improvements will be seen;
  - Interventions necessary to achieve the results and clear indications on the current coverage level and on the goal coverage;
  - Identified responsibilities of line ministries and sectors within government for implementing the interventions;
  - The roles and responsibilities of non-government partners;
  - A shared framework for performance monitoring and evaluation; and
  - A matrix of costs which identifies the contribution of government (including human resources) and of other implementers.<sup>BBBB</sup>
- Accountability frameworks capture how the Movement's stakeholders' mandates and legal accountabilities are derived, to whom they are accountable and a simplified overview of targets and tracking mechanisms.
- The Accountability Framework will evolve as the principal monitoring and evaluation tool. SUN countries are in the process of upgrading their own systems for monitoring their progress and will make these data available to the Movement.
- The SUN Business Network (SBN) has developed a public register of commitment to encourage transparency and accountability.

<sup>AAAA</sup> Scaling Up Nutrition. SUN Country Approach. <http://scalingupnutrition.org/about/sun-country-approach>. Updated 2013.

<sup>BBBB</sup> Scaling Up Nutrition. About: Establishing Common Results Framework for Nutrition. <http://scalingupnutrition.org/about/common-results-frameworks>. Updated 2013.

	<p><b><u>Meetings/activities</u></b></p> <ul style="list-style-type: none"> <li>• Focal point meetings every 6 weeks and global meetings once a year at UNGA.</li> <li>• Individual network meetings on a monthly basis.</li> <li>• Inter-network calls once a quarter.</li> <li>• Lead group meets twice a year.</li> <li>• Operational plan assessed against progress and revised for the following year in September.</li> <li>• Annual progress report by secretariat and yearly performance review against roadmap.</li> </ul>
<p><b>CONFLICT OF INTEREST MANAGEMENT</b></p>	<ul style="list-style-type: none"> <li>• Principles of Engagement acknowledge potential conflicts of interest between stakeholders.</li> <li>• Primarily handled at the country level through dialogue and negotiation within the context of national legal frameworks and drawing on internationally negotiated agreements and codes.</li> <li>• All Stakeholders use the 2012 WHA resolution 64-6 on Maternal, Infant and Young Child Nutrition as one of the starting points to resolve conflicts.</li> <li>• SUN Movement is guided by the Secretariats of specialized UN system agencies and other multi-stakeholder bodies on the handling of conflicts of interest.</li> <li>• Stakeholders whose actions are in conflict with SUN Principles will not be considered as members of the movement.<sup>6</sup></li> <li>• Moving forward, the Global Social Observatory (GSO) , an independent forum for multi-stakeholder dialogue established in 2004, will undertake a consultation process (between April 2013 and February 2015) on the issue of conflict of interest within the context of the SUN Movement.</li> <li>• It will aim to ensure that all stakeholders within the Movement can contribute fully to achieving the Movement's objective of delivering better nutritional outcomes.</li> <li>• GSO will create a neutral space for all stakeholders committed to working together through the SUN Movement to end maternal and child under-nutrition, to build a mutual understanding of each stakeholder's objective; to prepare guidance on the practical meaning of engagement in the SUN Movement; and to explore ways to manage conflicts of interest that may arise.</li> <li>• The project is organized around three objectives - (1) mapping the issues regarding the Principles of Engagement for the SUN Movement; (2) establishing and implementing a consultative process to adopt a guidance note on the Principles of Engagement and conflict of interest; and (3) implementing the guidance note in specific enhanced learning exercises.</li> </ul>

**PARTNERS' IMPACT  
ON SUSTAINABILITY FOR SOCIETY  
AND PARTNERS**

- The Movement recognizes that malnutrition has multiple causes, thus it requires people to work together across sectors to put nutrition into all development efforts.
- As countries work to put nutrition at the heart of their development policies, global organizations and governments are aligning support for country-led efforts.
- By working, sharing and learning together, stakeholders help to integrate nutrition into all efforts aiming to improve the health and development of individuals and nations.<sup>1</sup>
- The SUN Movement is working; since it was launched in 2010:
  - 40 countries have joined;
  - 30 countries established platforms that bring people together and have appointed a government representative;
  - 20 countries report having updated and budgeted nutrition plans; and
  - 15 countries have reduced stunting at an annual rate of 2% and above.

<sup>CCCC</sup> Scaling Up Nutrition. About. <http://scalingupnutrition.org/about>. Updated 2013.

<sup>DDDD</sup> Scaling Up Nutrition. Global Support. <http://scalingupnutrition.org/global-support>. Updated 2013.

<sup>EEEE</sup> SUN is a Global Movement to End Malnutrition, Scaling Up Nutrition, available at: [http://scalingupnutrition.org/wp-content/uploads/2013/06/SUN\\_Movement-Brief\\_June-2013.pdf](http://scalingupnutrition.org/wp-content/uploads/2013/06/SUN_Movement-Brief_June-2013.pdf).

<sup>1</sup> Katz, S. (1999). Where did the Serious Study of Philanthropy Come From, Anyway? *Nonprofit and Voluntary Sector Quarterly* 8:74-82

<sup>2</sup> Bellagio Summit (2012). Human Wellbeing in the 21st Century: Meeting Challenges, Seizing Opportunities.

<sup>3</sup> Stiglitz, Joseph, A. Sen, and J. Fitoussi (2009). The Measurement of Economic Performance and Social Progress Revisited. OFCE.

<sup>4</sup> Dubé, L., P. Webb, and P. Pingali (2012). Paths of Convergence for Agriculture, Health, and Wealth, *Proceedings of the National Academy of Sciences*, 109(31), 12294-12301.

<sup>5</sup> CGIAR originally stands for the Consultative Group on International Agricultural Research. In 2008 CGIAR underwent a major transformation and changed its name to "CGIAR."

<sup>6</sup> Simon, H. A. (1957). *Models of man: social and rational*. New York: John Wiley and Sons.

<sup>7</sup> Simon, H. A. (1991). Bounded rationality and organizational learning. *Organization Science*, 2(1), 125-134. doi: 10.1287/orsc.2.1.125

<sup>8</sup> Kahneman, D. (2003). Maps of bounded rationality: psychology for behavioral economics. *The American Economic Review*, 93(5), 1449-1475. doi: 10.1257/000282803322655392

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- <sup>17</sup> Bellagio Summit (2012). *op. cit.*
- <sup>18</sup> Stiglitz, Joseph, A. Sen, and J. Fitoussi (2009). *op. cit.*
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- <sup>20</sup> Dubé, L., P. Webb, and P. Pingali (2012). *Ibid.*
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- <sup>24</sup> Bellagio Summit (2012). *op. cit.*
- <sup>25</sup> CGIAR originally stands for the Consultative Group on International Agricultural Research. In 2008 CGIAR underwent a major transformation and changed its name to “CGIAR.”
- <sup>26</sup> The organizations mentioned are among cases where informants agreed to be identified in this report, in accordance with the ethical standards of the Ethics Review Board at McGill University.
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- <sup>30</sup> Simon, H. A. (1991). *op. cit.*
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- <sup>40</sup> Ostrom, E. (1998). *op. cit.*
- <sup>41</sup> Bellagio Summit (2012). *op. cit.*
- <sup>42</sup> Stiglitz, Joseph, A. Sen, and J. Fitoussi (2009). *op. cit.*
- <sup>43</sup> Dubé, L., P. Webb, and P. Pingali (2012). *op. cit.*
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