CREATING SUSTAINABLE SOLUTIONS THROUGH PARTNERSHIP AND INNOVATION IN EAST AFRICA

Final Report

SUMMARY OF KEY INSIGHTS,
LEARNINGS AND NEXT STEPS

TUESDAY, 7 MARCH 2017

MINISTRY FOR FOREIGN AFFAIRS OF FINLAND

EMBASSY OF FINLAND NAIROBI

unicef

Executive Summary

The Ministry for Foreign Affairs of Finland and the Embassy of Finland in Nairobi (hereafter, the Government of Finland) and the UNICEF Eastern and Southern African Regional Office and the Finnish National Committee for UNICEF (hereafter, UNICEF) co-hosted a one-day event on 7 March 2017 in Nairobi, Kenya. The event brought together East African, Finnish, and multi-national stakeholders in order to better understand how shared value partnerships, with innovation as a driver of social impact, can support the achievement of the Sustainable Development Goals (SDGs), specifically as they relate to women, youth, and children.

Research by the Business and Sustainable Development Commission (published in February 2017) showed that achieving the SDGs offers an economic prize of at least US$1.1 trillion by 2030 for the private sector in Africa. A significant piece of this opportunity, and the related development challenges, are in East Africa. The shared value approach clearly has a fundamental role to play in the future sustainable development in the region. Such an approach can lead businesses to re-design products, redefine the markets they are aimed at, improve productivity through their value chains or foster local community entrepreneurship. Shared value programmes require partnerships in which all stakeholders benefit by leveraging each other's assets, including business models, expertise, and competencies.

With a strong focus on both theoretical and practical knowledge, eighty-five colleagues participated in a building-block approach that unpacked the following key issues:

- The private sector is key to unlocking development challenges;
- The development sector can play a role in bridging the skill gap faced by companies;
- SDG-led shared value approaches work best when certain conditions are met;
- A shared value approach needs to be led from the top and involve employees;
- Shared value thinking gives a new perspective on partnership;
- Co-development is key;
- Global development needs offer a platform ripe for innovation; and
- The frameworks and tools for addressing development challenges are changing.

Throughout the workshop, participants identified key considerations for success when developing shared value partnerships. Overall, the best shared value programmes are those which combine**:** a deep awareness of community needs; commercial opportunities; measurable goals and metrics; a set of partners who clearly understand their roles and potential gains from the partnership; an awareness of the challenges expected in delivery; and, ideally a return on investment which makes the investment case for the programme. Shared value partnerships in East Africa can be expected to face the usual challenges encountered by the development and private sector alike, such as bureaucracy, resistance to change, and the lack of infrastructure. However, by working together across sectors and focusing on creating mutual value, these barriers are more likely to be overcome.

Following the workshop, the Government of Finland and UNICEF are exploring further ways to take the concept of shared value partnerships forward, noting the importance of innovation as a tool. Stakeholders based in East Africa are also actively following up with each other to initiate more detailed dialogues on shared value.

Workshop background

In November 2015, the Government of Finland in partnership with UNICEF hosted the Global Innovations Summit for Children and Youth from “Start-Up to Scale-Up” which convened more than 500 dynamic stakeholders in Helsinki, Finland. Seeking to build on the momentum of this important dialogue in Helsinki, the Government of Finland and UNICEF hosted a one-day event on 7 March 2017 in Nairobi, Kenya to bring together East African, Finnish, and multi-national stakeholders. The primary goal was to better understand how shared value partnerships, with innovation as a driver of social impact, can support the achievement of the SDGs, specifically as they relate to women, youth, and children. In an inspiring, yet practical process, the event focused on securing the following outcomes:

- Initiation of a strong dialogue on a “shared value” approach to private sector growth in East Africa.
- As a follow-up to the event, participants to pursue further sustainable partnership opportunities that leverage innovative solutions and approaches for achieving sustainability and results for children.

Event methodology

At the one day workshop, eighty-five participants engaged in an experiential methodology that provided an overview of on-the-ground challenges facing East Africa, the foundations of shared value approaches, where and how innovation can be applied, and opportunities for synergistic engagement between the wider development sector, private and public sector stakeholders, academia, local partners and UNICEF.

With a strong focus on both theoretical and practical knowledge, participants were divided into cross-sector groups, and throughout the day they worked together through a series of activities to reinforce learnings in a practical way. The event used a building-block approach where one module built on another and was rooted in practical partnership and innovation principles. Programmatic content was interweaved throughout the presentations, discussions, and group work, with each group tasked to work through a case study as the day unfolded. The event culminated in groups showcasing their partnership pitch – encouraging group-wide learning, as well as discussion on the next steps.

Summary of key messages and insights

What is Shared Value?

Shared value serves social needs and business ambitions by drawing on the assets of the private sector and other actors engaged in the process. In Creating Shared Value, an article in the Harvard Business Review that helped to popularize the term, Michael E. Porter and Mark Kramer, describe shared value as *"policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates"*. Such an approach can lead businesses to re-design products, redefine the markets they are aimed at, improve productivity through their value chain or foster local community entrepreneurship. Shared value programmes require partnerships in which all stakeholders benefit by leveraging each other's assets including business models, expertise, organisational capacity or competencies.

Throughout the day, speakers and participants formulated a multitude of complementary and inspiring definitions of shared value. The following quotes illustrate the collective thinking that emerged during the day. Shared value is…:

"Shared thinking and action enables concrete ways to contribute to sustainable solutions"

"A broad cooperation between different actors which draws on the unique assets of each and every one of them to deliver products, processes or services"

"A partnership where each and all benefit and get increased value by leveraging each other's assets, revenue models, expertise, organisational capacity and competencies"

"A management strategy which enables companies to find business opportunities by tackling social problems"

"Locking together the unique assets of [the] private sector, civil society and government actors to deliver products, process or service solutions with commercial scale and deep social value"

Consistent in the above descriptions and definitions of shared value is the inherent and explicit identification of enlightened self-interest as the basis for creation of mutual value. When different actors identify, and align around common, strategic interests and then commit to a systematically executed process to address common needs (doing so by drawing on their core assets and particular competencies within each value network), the solutions that are created are likely to be both more scalable and sustainable over time.

Research by the Business and Sustainable Development Commission (published in February 2017) showed that achieving the SDGs offers an economic prize of at least US$1.1trillion by 2030 for the private sector in Africa, and a significant piece of this opportunity (and related development challenges) relates to East Africa. The shared value approach clearly has a fundamental role to play in the region's future sustainable development.

Building Block 1: Understanding Shared Value from the Private Sector Perspective

This session focused on exploring and reinforcing understanding around how a shared value approach benefits businesses. Inputs from presenters and participants throughout the day, including from working groups, highlighted the following points.

It is clear that the private sector is key to unlocking development challenges
Business can have an impact on development challenges through innovative solutions. Private sector engagement and participation is needed to secure sustainable development at scale in East Africa.

The private sector better understands the role it can play and how it can benefit from social action
Increasingly, many companies understand that action is required to ensure they have a future in countries and regions where they operate. Within this context, the SDGs represent a very powerful blueprint for developing strategies and programmes which draw from the insights of all stakeholders. These programmes are likely to be 'in tune' with the communities they serve and can, in turn, help drive innovation, revenue and profit. *"If you do things that resonate with your customers and the community, it brings profit".*

The emphasis is moving away from philanthropy
Corporates have gradually evolved their approach, bringing sustainability and social value initiatives closer to the business and their core purpose. There has been a gradual private sector shift from a purely, or largely philanthropic mindset, towards community investment, cause-related marketing and the development of social products. The focus is now increasingly on developing shared value commercial strategies which lie close to the heart of the business and deliver community benefits whilst helping the business thrive.

SDG-led shared value approach works best when certain conditions are met
It is essential that private sector leaders appreciate the linkages between the core business and performance with the SDGs. Private sector leaders expect shared value/SDG-related approaches and objectives to be measurable and likely to scale. Alignment with relevant partners is also key for the credibility of the approach and each partner needs to contribute through their core competencies. There is a clear expectation of transparency and disclosure in shared value partnerships, with all parties understanding what they need and can provide.

A shared value approach needs to be led from the top and involve employees
CEOs and their Boards need to champion SDG-led shared value thinking and also need to take a strong position at the heart of the business. Employees' objectives and performance need to be guided by shared value thinking to ensure tangible outputs are achieved beyond the corporate narrative.

Shared value in action

Presentations of shared value initiatives from private sector participants (from national, regional and multinational entities) were predicated on the principle of “leave no one behind”. The initiatives and brief examples that follow focus primarily on growing new markets. Examples shared by entities included the following:

Safaricom: Safaricom has benefited from adopting a strong shared value approach through understanding that its base stations could be used as an anchor for internet access in the remotest parts of the country coupled with the ethos of inclusive growth. The company’s large portfolio includes M-PESA – the innovative mobile money transfer system that provides unprecedented access to financial services to Kenya’s under- and unbanked populations while generating substantial revenue and business opportunities for Safaricom.

Private Sector Foundation Uganda: Uganda’s Private Sector Foundation has developed in collaboration with UNICEF, a holistic Public Private Partnership for child rights that enables Uganda’s private sector to drive the development of its future youth and economic vision. It provides an excellent platform for shared value partnerships in Uganda.

Mastercard: With a strong imperative to “grow the pie” with unbanked adults, of which there are still over 2 billion people in emerging economies today, Mastercard is focused on transforming people’s lives by providing access to a set of new services to help manage risk and invest in their future. With a target of getting 500 million financially excluded individuals onto its platforms by 2020, Mastercard is pursuing shared value partnerships and co-creating innovations such as 2Kuze, Kupaa and Kionect. For example, Kupaa is a software platform and pilot partnership with UNICEF and other actors in Uganda, with the broad aim of facilitating affordable and flexible education payments.

Nokia: Nokia is working closely with its partners and customers to support the SDGs. Its starting point is data that shows that globally, only 34 per cent of women are STEM graduates. Nokia is working to address the gap in Kenya, Uganda and then other African countries in ways which will help create technology-minded communities (with a focus on women) use its products effectively and also innovate for social good. Its “network in a backpack” solution can also provide immediate connectivity in humanitarian emergencies.

The above examples illustrate the three main levels at which shared value operates: *Reconceiving* products and markets; *Redefining* productivity in the value chain; and *Enabling* local cluster development.

Building block 2: Understanding shared value from the development perspective

The second session focused on exploring and reinforcing understanding of how a shared value approach creates social impact and value. Inputs from presenters and participants throughout the day, including from working groups, highlighted the following points.

Shared value thinking gives a new perspective to partnership

Shared value thinking is helping the development sector move from an aid perspective to an investment and solutions-led approach that focuses not just on addressing poverty, for instance, but also on building human capital to sustain development. It encourages the development sector to adopt a holistic view of private sector partners and where they can add value, since it is no longer just their funds which are sought. SDG-led shared value thinking encourages the development sector to adopt co-creation strategies to find solutions to the local challenges and needs. The approach is also more likely to lead to sustainable partnerships which are built on long term local ownership. UNICEF in Eastern and Southern Africa has adopted a shared value approach to partnership and now focuses on a select number of partners at country and regional levels that leverage further investments and drives long term local ownership and resources from a range of private and public actors.

Shared Value approaches unlock opportunities, including the skill gap faced by companies

The development sector understands the opportunities which can be unlocked through shared value thinking and programming for social impact. Linked to the necessity of good health and nutrition in early childhood and quality education and learning, these opportunities include the creation of employment, productivity, regional and global integration and new market opportunities. Training offered by the World Bank, for example, strengthens entrepreneurial, managerial and technical skills which are critical for companies in periods of growth.

Some sectors are lagging behind

The development sector is noticing that more ‘traditional’ sectors, such as manufacturing, are slower to adopt shared value thinking. There may be an opportunity to explore this more with traditional sectors, as well as connecting other sectors like ICT for cross-fertilization and to leverage more shared value.

Co-development is key

The development sector is increasingly open to the idea of the private sector having a more active role in the development and humanitarian spaces. There is also increasing understanding that effective shared value partnerships need to begin by clearly defining the problem in a way that is relevant to each actor. The idea of different partners playing an active role in co-creating solutions that leverage their assets is also becoming well understood. However, the process of co-development requires development organisations and the private sector to think and act differently. This necessitates a transformation within development organisations in similar ways to the internal realignment required within private sector organisations.

Building block 3: Innovation in East Africa

In this building block, the emphasis was on introducing innovation as an enabler for shared value creation, addressing the question: "*How can innovation be a driver of shared value in East Africa?"* UNICEF and participants from a number of organisations provided examples of innovation in East Africa, and discussion followed to identify areas where innovation can contribute to and enhance sustainability.

Global development needs offer a platform ripe for innovation

UNICEF believes that there is *'opportunity for greatness between the 1 billion people in need and the number of $100B industries'.* Big and complex problems such as urbanisation, migration, climate change, pandemics and the disenfranchised youth are all innovation opportunities.

Innovation is not as complex as it may seem

Innovation could be simply defined as any new or different solution that has a social impact on the agenda today. Innovation is more likely to occur when stakeholders shift their focus to development and seek to deliver more holistic solutions. It often occurs in the form of systemic change and should not be technology driven. Innovation can be delivered in the form of products, processes, technology, marketing, business models, organisations, strategies or policies. Innovation can be either incremental or disruptive.

The frameworks and tools for addressing development challenges are changing

With more Facebook users than the population of China or India, the frameworks and tools for action are rapidly changing. Within this context, improving access to data is key to supporting innovation. UNICEF currently supports the SDGs by bringing child-related information and expertise to the arena within the larger context of sustainability and strong linkages to the problems faced by communities. To encourage and leverage innovative ideas to pressing problems, UNICEF invests in open source technology that can improve the lives of children, and pilots and scales up innovations in UNICEF programmes across Eastern and Southern Africa.

An increasing number of development programmes are now ICT enabled

Increasingly, Information Communication Technology (ICT) solutions are implemented to improve efficiencies and effectiveness of development initiatives. The Principles for Digital Development integrate established best practices into technology-enabled programs. These Principles inform UNICEF's innovations work in Eastern and Southern Africa, and UNICEF encourages the private sector to work through them. Open standards and open data and user-centered design are two of the core principles.

There are many ways to build a supportive ecosystem for innovation

An enabling environment for fostering innovation occurs through the thinking and the policies and programmes which: celebrate failure; empower stakeholders; encourage multidisciplinary collaboration and partnerships; foster trust; prompt cross-pollination; and offer creative spaces. People-centric innovation requires a design thinking process (an effective structured path for innovation). It starts with empathy before defining, ideating, prototyping and testing. Support can be offered in a number of ways but a hands-on approach can sometimes prove more effective. To innovate, it is sometimes necessary to listen in a different way and to dig deeper for insights. To create a supportive shift in mindset, it is also key to ensure that stakeholders understand the value/cost of the support they are receiving.

Building block 4: Partnership opportunities in East Africa

Drawing on the preceding building blocks, and working on the case studies for each group, participants focused on addressing the questions: *"How can shared value partnerships be created in East Africa?"*

To address the above question, the following process unfolded. Each group was:

- Tasked to summarize the main messages from the prior building blocks and to identify and define one broad partnership area based on the scenario and learning from their case study/scenario.
- Presented with a development challenge and a company profile which they used as a basis to pull together a shared value partnership proposal which addressed the specific development challenge, whilst unlocking opportunities for the private sector partner.
- Asked to present their pitch to a panel and the audience, who commented and asked questions.

Below is a summary of one of the case studies addressed by the working groups and their pitch for shared value programming, for illustration purposes:

Shared Value Case Study and Proposal

The development challenge:

- Regional coverage for immunization in Eastern and Southern Africa is around 70 per cent, but still many children are not immunized, particularly those from the most marginalized and excluded communities. Nearly 90 per cent of all un-immunized children in Eastern and Southern Africa live in nine countries – Angola, Ethiopia, Kenya, Madagascar, Somalia, South Sudan, Tanzania, Uganda and Zambia.

The business context:

- General Healthcare Corporation is seeking to achieve ongoing growth and profitability in a responsible manner with the most vulnerable communities at an affordable price.

The shared value pitch:

- The aim of the presented shared value programme is to "*Improve health outcomes by increasing business turnover and through multi-stakeholder partnerships which bring together and leverage the assets of the government, private sector, development organisations".*
- The proposed programme brings together General Healthcare Corp, UNICEF as well as a telecommunication company and academia.
- The suggested approach consists of using mobile retail outlets and sim cards distributors to raise awareness on immunization. The narrative delivered to customers would need to be aligned with the brands involved and designed to enhance the value. Narratives could consist in 'myth busters'. Cash transfers could be used as an incentive. An app could also be developed in partnership with the mobile service provider to register and track children who have been immunized. This app could in turn be used by the pharmaceutical company to engage with its customer base.
- Expected challenges in deploying the outlined shared value programme include the difficulty for access to target groups, the alignment and commitment of partners and the insufficient technological infrastructure.

Other group case studies and insights are summarized below. Please note that the purpose of each of the groups was *learning,* rather than a fully-fledged, best practice shared value partnership. It was fully acknowledged during the workshop that the development of such a partnership takes significant time and expertise.

Example 1

Neonatal mortality reduction is increasingly the "unfinished business" of under-five mortality reduction, and most infants still die from preventable and treatable causes such as pneumonia, malaria, and diarrhea. Targit Systems is a one of the best-known tech companies globally with wide-ranging operations. The company is looking to achieve scale and sustainability in the East Africa market, and is increasingly developing ICT solutions that increase network coverage. As a part of its social investment, Targit decided to invest in the health sector, and developed a shared value partnership to improve access to live saving information to reduce neonatal mortality. Through a co-creation phase, key stakeholders – including the ministry of health, community members, and development partners – would develop a technology-based solution informed by the specific needs of the users. Key highlights from the partnership include the need for a systems approach, strong monitoring and evaluation, and feedback with communities.

Example 2

Strides have been made in increasing access to primary school in Eastern and Southern Africa, however, 9.22 million children are still out of school in the region. Two of the many factors impacting quality education are teacher retention and quality of teaching, with the high pupil teacher ratio resulting in demotivation among teachers. Kenya Manufacturing Plc. is a diverse Kenya-based infrastructure and manufacturing company and is struggling to maintain its commitment to shareholders' interests and the payment of dividends. Looking to address the quality of education issue in Kenya, which has led to low-skilled employees, the company decided to work with key stakeholders to find solutions for youth employment by building a bridge between education and employment, and providing the private sector with qualified skills and talent. This would be implemented through a demand-driven collaboration that provides access to life skills and professional skills training. The

Participant Top Tips for creating shared value

- A deep awareness of the needs of the community which the shared value programme is seeking to address.
- A clearly stated opportunity to create value for the company involved (in relation to turnover, customer base or to developing new products and markets).
- A clearly defined objective for the shared value partnership and programme.
- A holistic approach which takes into account the whole ecosystem.
- The roles, core competencies, expectations and commitments of all partners are clear. There is also a clear understanding of what each contributes and the benefits for each.
- A clear role for innovation
- A consolidation and leveraging of the strengths of partners.
- A well-designed monitoring and evaluation process is in place as well as continuous feedback channels.
- Barriers to success have been clearly identified and possible solutions providers identified, with a compelling rationale to support their possible engagement in the programme.
- A stated ROI enables all parties to understand the value add of the programme.

education sector and institutions would provide education opportunities, the private sector would offer apprenticeships, and the government would facilitate policies. Identified challenges include bureaucracy, resistance to change, funding, and lengthy implementation timeframes.

Example 3

Kenya is a country with great economic potential but also serious concerns regarding the quality and equity of education that is negatively impacting workforce development. Although the last decade has seen an overall increase in the number of pupils accessing education, learning quality has remained poor. TLA Financial Kenya is a subsidiary of the multinational TLA Group, headquartered in Germany and with a focus on Asia, Africa and the Middle East, and like other major banks it has a perceived shortage of capital and a growing cost base that is out of proportion to the bank's future business prospects. Looking to leverage the company's corporate interest, the shared value proposition is to provide student with loans for their education through technology. This will result in students receiving an education, the bank expanding its business with a new customer base, and the government benefiting from increased economic growth and an educated workforce. A key barrier identified in this partnership is how to engage the government and partners to improve the quality of education and not just provide financing to access education opportunities.

Participants identified potential hurdles in establishing a shared value partnership:

- Bureaucracy
- Resistance to change
- Lack of funding
- Lengthy implementation phase
- Access to target groups can be difficult
- Alignment and commitment of partners
- Existing technological infrastructure
- Low levels of literacy
- Technological know how

Example 4

In Eastern and Southern Africa, 62 per cent of children under five have not had their birth recorded. Without a birth certificate, children cannot enrol in school and are not eligible to access services provided by governments. SurTel is a mobile network operator that has a large market share in East Africa, and is looking to improve its workforce motivation and offer human development programmes. Greater social investment is one way that the company has identified to achieve these goals. By partnering with communities and local and national governments, Surtel seeks to co-develop a community driven project that provides a legal identity for all. This project would increase birth registration and improve access to key services for children, help Surtel achieve its CSR policy and improve its brand value, and support governments in achieving SDG 16 of a more inclusive society through providing a legal identity. The partnership would be staged to allow for an extensive co-creation phase in order to inform the design and deployment of the solution.

Example 5

Stunting of children (low height for age) occurs as a result of prolonged periods of inadequate intake of nutritious food and poor hygiene and sanitation practices**.** Stunting jeopardizes children's survival, health, growth and development, and when it affects a large proportion of the population, it can hold back the development of the whole country and region. World Supplies Group operates a fast-moving consumer goods market in Africa, and faces multiple, interlinked and complex challenges related to its sourcing and production, the future of agriculture, and the wellbeing of the future global population. A shared value partnership was developed to tackle inefficiencies in the water supply system through a collaboration between the government, communities, and start-ups. The engagement between stakeholders would leverage the power of start-ups to catalyze innovative approaches for water systems. Through this partnership, communities would have improved access to safe water (and therefore better nutrition), the company would receive data for market research, and the government could source innovative ideas and technologies that address sustainability issues.

Summary of Key Learnings from the Workshop

Whilst there is currently no single **definition** of what shared value is, inputs throughout the day concurred on the key elements which best define shared valued partnerships and programmes. Shared value partnerships are those which address development challenges and achieve social impact whilst contributing to business imperatives. Partnerships are then built on the core assets, skills and ambitions of each partner to achieve measurable goals which benefit the community as well as the corporate sector. There is growing consensus that shared value is a great framework around which to align the aims and aspirations of the development and private sector in a more meaningful and impactful way.

There is an increasing understanding and adoption of shared value thinking across **the private sector** which increasingly understands how it can benefit in terms of revenue, profits, customer acquisition and market share. Companies that lead shared value thinking from the top will be most effective as well as those that engage their employees. Implementation tools need to mirror those used in business by defining measurable goals and measuring outputs. Drawing on innovation as an enabler for change, businesses are most likely to step into shared value programmes which demonstrate that they are scalable and where there is a strong degree of alignment with partners. As is the case for commercial delivery, businesses will expect all parties to be clear about their core competencies, roles and contribution to the programme.

Shared value thinking is enabling the **development sector** to shift from a philanthropy mindset to one focused on long term partnership. The development sector is increasingly more likely to engage holistically with the private sector, considering the latter's core assets beyond financial investment. This approach is more likely to lead to co-creation of opportunities which in turn unlock broader development benefits such as the creation of employment or new market opportunities. The development sector may have a particularly key role to play in helping bridge the skills gap and market access faced by companies. It may also have a role to play in supporting more traditional sectors such as the construction sector in adopting and putting into action shared value thinking through cross-sector fertilisation.

Innovation can be systemic and is not limited to technology-centric solutions. It can be delivered through processes, policies, products, and business models. Data plays a great role in fostering innovation and there is much to do to harness the power of open data. The development sector utilises ICT tools in the design and deployment of their programmes, and the Principles for Digital Development guide the innovation work. Ecosystems which encourage failure, foster partnerships and create a trust-based environment are more conducive to innovation. Hands-on support also tends to be effective. Sometimes, innovation simply consists of listening more deeply to stakeholders to unlock what motivates them. It can also consist of simply shifting the mindset of stakeholders by quantifying the value of the support they receive.

Overall, the best shared value programmes are those which combine: a deep awareness of community needs; clearly identified commercial opportunities; clearly defined and measurable goals; a set of partners who clearly understand their roles and what they will gain from the partnership; an awareness of the challenges expected in delivery and ideally a return on investment which makes the investment case for the programme.

Participant List and Workshop Evaluation

Based on the workshop survey, 82 per cent of participants surveyed responded that the workshop either "certainly met" or "highly met" the overall objective of "initiating a strong dialogue on a shared value approach." When reviewing the most effective building blocks from the workshop, 53 per cent of participants responded that Building Block 1 was most the most effective, followed by 26 per cent for Building Block 2. Over 88 per cent of participants indicated that the workshop increased their understanding of shared value partnership with 30 per cent responding that the workshop "absolutely increased understanding".

Furthermore, 94 per cent of participants said they would take forward the shared value approach in their organisations and would value a similar forum to discuss shared value and better understand partnership opportunities. Through the feedback, participants indicated that they plan to organize briefing sessions in their organisation, review benchmarks that could be adopted, continue discussions with participants from the workshop, and look at how innovation, specifically, could be a driver for new shared value approaches. Sample quotes from survey respondents include:

Workshop Participant Organisations

Aalto University
Astonfield Solar/Aquazone
Barclays
Chase Bank
Choose your Future
Co-operative Bank
Diaconia University of Applied Sciences
Embassy of Finland
Embassy of Ireland
Equity Bank
Equity Group Foundation
Extractives Baraza - Strathmore University
Finnpartnership
Fuzu
General Electric (GE) Healthcare
Global Compact
Intel Corporation
IOM
Kenya Association of Manufacturers
Kenya Bankers Association
Koodibussi
Lixil Corporation
Loughborough University London
Lune Group Ltd
Mastercard Labs for Financial Inclusion
Maternity Foundation
McKinsey Social Initiative
Ministry for Foreign Affairs of Finland
National Bank of Kenya
Nokia
Nuovo Nordic Healthcare Services
Poimapper/pajat Solutions
Private Sector Foundation Uganda
RHINO Cement
Safaricom
Serena Hotels
SITRA
Slush
Startup Sauna
Strathmore Extractives Industry Centre
The Guardian Ltd
The World Bank Group
Turkana County
UNICEF Burundi
UNICEF ESARO
UNICEF Finland
UNICEF Global Innovation Center
UNICEF Kenya
UNICEF Rwanda
UNICEF Tanzania
UNICEF Uganda
University of Jyväskylä
University of Nairobi
University of Turku
Yusudi

- *The content as such was not new to me, but it was eye opening to hear how the Kenyan and Ugandan private sector partners promoted SDGs and shared value. … we need to clarify what we offer to private sector in terms of partnerships… and how we define "shared value". This will allow building better and more successful partnerships.*
- *In my case, it was not so much about learning the substance as I have quite a bit of experience in discussing interlinkages and "shared value", but it was the methodology and the brainstorming approach that I found have truly "added value".*
- *The understanding of ways in which shared value can be implemented by various sectors was made very clear by the presenters… and the fact that great minds were brought together from different organisations really made it more comprehensive.*

Shared Value in Practice – Next Steps

Following the workshop, the Government of Finland and UNICEF are exploring further forums or initiatives to take forward the concept of shared value partnerships, utilizing innovation as a primary tool.

As a direct follow-up, numerous stakeholders based in East Africa are actively following up with each other to initiate more detailed dialogues on shared value and potential partnerships. This involves, in a very practical way, exploratory meetings between the private sector partner and the development sector partners, reviews of internal organisational interest for this approach, the sharing of new contacts and ideas, and the development of specific new shared value concepts that may ultimately lead to new shared value partnerships in East Africa.