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REPORT OF MISSION

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PURPOSE: To participate in the Workshop on Partnership for the United Nations Country Team in Zambia (UNCT)

VENUE: Ibis Gardens, Chisamba, Zambia

DATES: 10 – 11 April, 2001

PROGRAMME CATEGORY: IV International Cooperation and Inter-Agency Coordination and Liaison

**REPORT OF MISSION
WORKSHOP ON PARTNERSHIP FOR
UNITED NATIONS COUNTRY TEAM IN ZAMBIA (UNCT)
IBIS GARDENS, KABWE, ZAMBIA
10 – 11 APRIL, 2001**

I. INTRODUCTION

A workshop on partnerships between the United Nations, the Corporate Sector, the Public Sector and Civil Society for the United Nations Country Team in Zambia (UNCT) was held at Ibis Gardens, Kabwe, Zambia on 10 and 11 April, 2001. It was conducted by the United Nations System Staff College which is based in Turin, Italy. The experts from the Staff College were joined by experts from UNDP Division for Business Partnership and from the Public-Private Partnership for Urban Environment Programme.

A total of 18 senior staff from the UN Country team participated in the workshop. Messrs. Robert M. Okello, Director and Ismail A. Ismail, Senior Public Administration Officer, represented SRDC-SA.

The workshop followed immediately after the Round Table Conference on Partnership among Public Sector, the Private Sector and Civil Society, which was organized by SRDC-SA in partnership with the UN Staff College. In fact, some of the case studies from the Round Table formed the basis for some of the workshop exercises.

II. OUTCOME

The programme and outcome of the workshop are shown in the annexes to this report.

UNITED NATIONS SYSTEM STAFF COLLEGE

Building Partnerships and Engaging Business - Lusaka Zambia 10-11 April 2001

Day I – The context of UN/business partnerships	Day II – The steps and mechanisms of the partnership building process
<p>8:30 – 10:00</p> <p>Session I – Introduction</p> <ul style="list-style-type: none"> <input type="checkbox"/> Welcome address by Olubanke King-Akerete <input type="checkbox"/> Presentation of the resource persons – B./L. <input type="checkbox"/> Introduction of the participants – L. <input type="checkbox"/> What do you expect from the workshop? – cards – B. <input type="checkbox"/> What can you contribute? – cards <input type="checkbox"/> What question would you like to be discussed during the two days – open discussion – L. <p>10:00 – 10:30</p> <p>Session II – The context of partnership</p> <ul style="list-style-type: none"> <input type="checkbox"/> The UN has been dealing with business since its creation. What is new? B <input type="checkbox"/> What is the importance of partnerships for the UN today? B <p>Coffee Break</p>	<p>8:30-10:00</p> <p>Session VIII – Managing conflict</p> <ul style="list-style-type: none"> <input type="checkbox"/> Reflection on the role play – Input on negotiation and partnership L. <input type="checkbox"/> Input and exercise on conflict management: the Thomas Kilman model L. <input type="checkbox"/> Cross-cultural management and partnership – L. <p>10:00-10:45</p> <p>Session IX – Scoping partnership</p> <ul style="list-style-type: none"> <input type="checkbox"/> Input on tools to scope partnership opportunities – L. <input type="checkbox"/> Working groups on the case study: identify potential partnerships – B. <input type="checkbox"/> Report in plenary <p>Coffee Break</p>

<p>11:00 – 12:00</p> <p>Session III – Identify the plus and minus of working in partnership</p> <ul style="list-style-type: none"> <input type="checkbox"/> Small working groups based on the Otto Essein Project, the business coalition on HIV and AIDS and the Environment and Natural Resources Management Programme. L <input type="checkbox"/> Partnership typologies illustrated with case studies – L. 	<p>11:00 – 12:30</p> <p>Session X – Building partnership</p> <ul style="list-style-type: none"> <input type="checkbox"/> Tools and techniques to develop and manage cross-sectoral partnerships L. <input type="checkbox"/> Participants comment on their own experience and difficulties <input type="checkbox"/> Creativity exercise B. <input type="checkbox"/> Working group case study: identify resources B.
<p>12:00 – 13:00</p> <p>Session IV – Ethics and guidelines</p> <ul style="list-style-type: none"> <input type="checkbox"/> The UN growing framework of guidelines - Casper <input type="checkbox"/> Introduction to the Global Compact – B. <input type="checkbox"/> UNDP field work on the Global Compact - Casper <input type="checkbox"/> Reflection on guidelines' drafting – L. <p style="text-align: center;">Lunch</p>	<p>12:30 – 13:00</p> <p>Session XI – Learning and improving partnership</p> <ul style="list-style-type: none"> <input type="checkbox"/> Tools and techniques L. <input type="checkbox"/> Partnerships as catalysts for change. Learning is the value-added of partnerships- B. <p style="text-align: center;">Lunch</p>
<p>14:00 – 16:00</p> <p>Session V – Describe cross-sectoral partnerships</p> <ul style="list-style-type: none"> <input type="checkbox"/> Partnerships examples from across the UN system – B <input type="checkbox"/> Video the Sialkot case <input type="checkbox"/> Input on capabilities map – L. <input type="checkbox"/> Discussion groups based on the video: identify the partners' strategies and interests, draw a capabilities map. L. 	<p>14:00-14:30</p> <p>Session XII – Triangle Feedback</p> <ul style="list-style-type: none"> <input type="checkbox"/> Participants form groups of three and reflect on what they have learned and experienced so far in the workshop

Coffee Break	
<p>16:15-17:15</p> <p>Session VI – The new business environment</p> <ul style="list-style-type: none"> <input type="checkbox"/> Introduction: why business is interested in the UN - B. <input type="checkbox"/> A corporate social responsibility Strategy – Martin Kalunga BP 	<p>14:30 – 17:00</p> <p>Session XIII – Action planning</p> <ul style="list-style-type: none"> <input type="checkbox"/> Participants will reflect on the results of the business roundtable and identify 3-4 areas where follow up action are needed <input type="checkbox"/> Participants choose one of the theme and form groups to plan for future actions to be taken. They need to think about the short term and long term follow up of the CT partnership strategy – B and L.
<p>17:30-19:30</p> <p>Session VII – The first steps of a partnership dialogue</p> <ul style="list-style-type: none"> <input type="checkbox"/> Role play involving MNC, local NGO, international NGO, local business and the UN. Focus on negotiation skills and conflict resolution <input type="checkbox"/> Short feedback session – L. <p style="text-align: right;">20:00 Group Dinner</p>	<p>17:00 – 18:00</p> <p>Session XIV – Closing</p> <ul style="list-style-type: none"> <input type="checkbox"/> Open feedback session coming back to expectations and questions from Day 1 <input type="checkbox"/> Concluding remarks by Olubanke King, Akerere <input type="checkbox"/> Fill in evaluation

FINAL REPORT

UN Country team workshop on Learning about Partnerships

10-11 April 2001

Lusaka – Zambia

Report Prepared by Bérange Magarinos¹ and Lenni George²

"This is one of the few workshops that actually presented practical issues and strategies for partnerships, the presenters are well versed in adult education techniques as well."

From a participant's evaluation form.

1. Background

This workshop organised for the United Nations Country Team of Zambia was the third pilot exercise, after Romania and Malaysia, of the Partners in Action Project. The Partners in Action Project started in February 2000, based at the UN Staff College in Turin and also involved the Prince of Wales Business Leaders Forum and the New Academy of Business. The entire project was funded by the UN Foundation. The pilot phase of the project comes to an end on the 30th of April 2001. For that reason, the work that has been developed for Zambia definitively sets a transition phase towards the renewal of Partners in Action. The design and delivery of the workshop has been the responsibility of the UN Staff College only. The two-day workshop was tailored for Zambia based on the findings of a ten-day assessment mission conducted by the UN Staff College in February 2001.

The decision to run this event with in-house resource persons was driven by the need to make the delivery of workshops in the field more financially sustainable. Moreover, the redesign of the training material was based on new interests such as global policy networks for instance. The new design is also based on the work developed by Lenni George and Kath Madden (PWBLF) on Partnership Tools. The Zambia workshop was the perfect opportunity to share some of the tools newly developed. Finally, the programme insured also space for contributions from UNDP's Division for Business Partnerships in New York (Casper Sonesson) and from the Public Private Partnership for Urban Environment Programme (Maleye Diop). It also allowed a multinational company active in Zambia to present its corporate social responsibility strategy (Martin Kalungu-Banda).

This report describes the contribution made by the UN Staff College and by the various speakers but also puts a special emphasis on the contribution made by an extremely active and creative group of participants inspired by the leadership of the Resident Representative Olubake King-Akerele. The report outlines the final action plans and various decisions taken at the end of the workshop as well as lessons learned for the UN Staff College team.

¹ Activity Manager, UN Staff College

² Senior Trainer, UN Staff College

Purpose of the workshop

To provide the Zambian UN Country Team with the knowledge and confidence to involve more extensively a diversity of partners in its activities.

Outputs of the workshop

Concrete action plans for partnership development or improvement based on the preliminary roundtable discussion with business.

Objectives of day one

1. Establish the strategic context of UN/business partnerships and global networks
2. Identify positive and negative features of working in partnership
3. Discuss the UN guidelines on partnering with business
4. Introduce the Global Compact Philosophy
5. Learn from a business perspective what corporate social responsibility is
6. Practice negotiation in partnership building

Objectives of day two

1. Reflect on conflict in the partnership building process
2. Discuss the four stages in the partnership building process
3. Prepare an action plan to transfer learning into the development and improvement of existing and new partnerships

2. Workshop Participants

Eighteen UN staff participated in the two day workshop from UNHCR, ILO, UNDP, UNICEF, ECA, WFP, WHO, World Bank, UNFPA and UNAIDS. The Resident Representative, the Deputy Resident Representative and the director of ECA worked with the group during the two days. For more details, please check the participants' list.

3. Areas of focus and methodology

The workshop followed two complementary approaches. On one side was a transfer of knowledge and information based on cases, examples and definitions of partnerships, and introducing existing initiatives in the UN system and in the business community. On the other side the workshop followed a more "exploratory" approach based on skills development. Participants were encouraged to learn by doing through a simulation game, through working groups' activities on conflict management and on the partnership building process and finally through action planning.

The sessions of the workshop can be divided into four main knowledge and skills development areas.

A. The first of these areas encompassed a generic **understanding of UN/business partnerships** from a UN point of view including the global UN strategy and the institutional framework. In this area the emphasis has been put on defining precisely the characteristics of effective partnerships, making sure that the participants perceive the difference between procurement and partnership or social marketing and partnership, to name only two frequent confusions.

The presentations and discussions with the group revealed a strong interest and a strong desire to see more links between local operational partnerships and global strategic partnerships (or networks) and vice versa. For instance, a participant mentioned that local partnerships would probably be stronger if institutionalised or

linked to an umbrella strategic network³. The perfect example of the need to explore better the local versus global dynamic is in the Global Compact and the group had rich discussions on this matter supported by examples from the New York UNDP Division for Business Partnerships.

Finally in the overall process of understanding better the nature of UN/business partnerships, the group identified the pros and cons of working in partnership, debating on ethical problems, on the difficulty of screening companies and on the protection of UN fundamental values. Participants recognised the risks and difficulties of developing partnerships with partners following different interests.

B. The second area of concentration was dedicated to the **understanding of business corporate social responsibility strategy**. When we described partnership examples in the first sessions, participants kept asking why this company or that company is interested in working with the UN, especially when we told them that in some cases the company never publicised its partnership with a UN agency. The best way to help UN staff better grasp where business is coming from was to ask business itself to describe its motivations. In the previous workshop the contribution of the New Academy of Business played partly that role. In Zambia we had the opportunity to hear about business' strategy first hand with an executive of a multinational company with a branch in Zambia. The company has extensive corporate social responsibility programmes world-wide.

The speaker, Martin Kalungu-Banda, used to be a professor of business ethics at the University of Zambia and now is dealing for his company with government and community relations. He talked about the difference between a company respecting only its legal obligation and a company playing a role of corporate citizen, acting as a major actor in socio-economic development process. He described many creative examples of his company finding ways to support local farmers or putting children to school. His business perspective and his deep understanding of the Zambian context made him a very credible advocate of corporate social responsibility. At the end of his session the Resident Representative challenged him to extend the actions of his company into a UN local project.

C. The third area of concentration dealt essentially with concrete applications, with **HOW to build partnerships**. This started with an extremely revealing simulation game where participants had to negotiate the first steps of a partnership process between the UN, the government, the NGO sector and the local and multinational construction sectors. Based on the negotiation exercise, the reflection focused on conflict management, identified as one of the key elements for ensuring partnership development and sustainability. After this, participants were exposed to the four stages of partnership building. Emphasis was put on the necessity to learn and improve constantly in the partnership development process. Participants were invited to work in four groups corresponding to the four phases of the process. Each group had to concentrate on a single phase and think about the tasks to be accomplished in the specific phase and the role of the partnership broker in each of these tasks. Participants had to take a partnership project that they know of and are involved with in order for them to apply the theory to practical cases.

D. The fourth area of concentration was dedicated to **action planning**. The group discussed the potential partnerships identified by the business community the previous week. The group decided to concentrate its efforts on the HIV and AIDS project and the integration of IT in primary education. A new project has also been

³ Examples of such networks: The Massive Effort Against Poverty and Disease or The Global Compact.

identified: the integration of business in the Living Memorial of Dag Hammarskjöld⁴. The involvement of business in this project should be based on the Global Compact Principles on human rights. Kofi Annan will come to Zambia to launch the memorial over the summer of 2001; this would be an opportunity to reinforce the business involvement in this project, especially the involvement of Swedish companies. For the three projects, participants reflected on the work done so far during the business roundtable and took forward the development of the capabilities' map, including the identification of partners and resources needed.

At the end of this exercise each participant was asked to explain what the actions were that they would take, based on the learning experience of the workshop. Amongst other examples one can mention some individual initiatives such as:

- The participant from UNICEF said that he never heard about the Global Compact before and was planning to organise a session in his office to present and debate around the Global Compact,
- The learning manager of UNDP said that he will organise an afternoon information session for the rest of the UNDP team who were not able to attend,
- The Deputy Resident Representative said that this group of participants should meet on a regular basis to share experiences on the implementation of their action plans. The Resident Representative agreed with this idea saying that a working group on partnership issues involving all agencies would be very useful.
- The Resident Representative and the Director of ECA will report on the workshop to the meeting of Heads of agencies.
- The WHO representative mentioned his plan to organise a Partnership Forum for Health, he also underlined the need to reflect on the application of this training to CCA/UNDAF
- One of the ECA representatives said that his personal action plan would be to keep cultivating the partnership between ECA and UNSC
- A participant mentioned that the private sector should be more regularly invited into UN seminars
- A case study based on the Growth Triangle Project will be co-written by UNSC and UNDP Zambia
- I will introduce the given strategies into 2002 programming and improve existing partnerships

4. Evaluation and Feedback

Based on our evaluation form, we observed that participants ranked 4.57 (on a scale of 5) the relevance of the activity to their current functions and 4.71 the relevance of the activity to the needs of their organisations. The overall quality of the workshop is marked 4.5.

Somebody in the group said that they came as a sceptic but left convinced that collaboration with the private sector has to be extended. This is really the objective of our work: changing the mindsets of the UN staff in the field.

Remarks from the participants

- Please conduct similar training for all UN programme staff
- Allow more time for effective participation and coverage of topics
- More time on role play and group work

⁴ The project is based in a number of actions taken by the Government of Zambia aimed at ensuring peace and stability in the region.

- Follow up workshop in one year from now to appreciate what may have been done
- More concrete and operational examples
- We need a follow up activity
- Could a session on communication skills be included ?
- It was excellent overall
- Extend the workshop to three days
- Very useful and highly productive
- Seek some catalytic funding for following workshop to make follow-up real