



Building Public-Private Alliances

Private Sector Forum

South Africa undoubtedly possesses Africa's most developed and sophisticated private sector. The country boasts a range of world-class firms in mining, manufacturing, financial services and telecommunications. Yet, South Africa also faces many of the same development challenges as the rest of the continent: widespread poverty, an HIV epidemic, and inadequate housing.

In South Africa, USAID had an interest in building alliances with the private sector, but did not know how to begin a dialog. Not only was there uncertainty about the interest of the corporate sector in development issues, there were complexities arising from widespread skepticism about the US government's intentions in the country and the region.

USAID/South Africa asked SSG to design and implement a private sector outreach strategy for the Mission. SSG began by conducting a series of key informant interviews with major firms and business associations to identify priorities and interests in development. SSG then mapped USAID/South Africa program priorities for the coming years against the corporate sectors priorities and identified points of intersection.

On the basis of this analysis, SSG organized USAID/South Africa's first-ever Private Sector

The SSG-organized Private Sector Forum brought together representatives from 90 South African and international companies, including DeBeers, Mittal Steel and Ford to discuss joint development priorities with USAID.

Forum. A two-day event, the forum focused on three points of mutual interest to the corporate sector in South Africa and USAID: HIV/AIDS in the workforce, municipal infrastructure financing and black economic empowerment (BEE). SSG prepared the event agenda, selected panel and break out session topics, identified panelists and invitees, chose the forum venue, prepared handout materials and conducted the participant evaluation.

The USAID/South Africa Private Sector Forum was held in February 2006 and attracted more than 90 South African and international companies, including DeBeers, SAB Miller, Microsoft, Anglo American, Citibank, Mittal Steel, Ford Motor Company and Boeing. The Forum gave USAID and the corporate participants a platform for identifying shared objectives and opportunities for alliance-building. Widely covered in the South African media, the USAID/South Africa Private Sector Forum resulted in a number of Global Development Alliances (GDAs) and other partnerships.

Creating Dialog

SSG created a Private Sector Forum where leading South African and international companies could engage with USAID on development challenges of mutual interest, such as HIV/AIDS in the workforce and Black Economic Empowerment (BEE). The honest and open atmosphere enabled both sides to identify joint projects.





Building Public Private Alliances

Tools for Partnership Builders

"I want more partnerships... I don't think there's any substitute for having seasoned, experienced professionals and experts leading our efforts on diplomacy and development and working, where possible, in partnership and coordination with the private and not-for-profit sector."

-Secretary of State Hillary Clinton

The Global Partnership Initiative (GPI) is a newly-established office at the Department of State charged with putting Secretary Clinton's words into action. The GPI faces the challenge of increasing the capacity of State Department employees, both in Washington and overseas to build partnerships and alliances that advance US interests and values around the globe.

To meet this challenge, the GPI turned to SSG to develop a Partnership Toolkit designed to give State Department employees the skills they need to work with the private sector to design and manage effective PPPs.

Training. Together with the GPI, we designed a series of training modules designed to integrate with existing training offerings at the Foreign Service Institute. These modules focus on each phase of the partnering life cycle from scoping to partnership formation to renewal/closure.

SSG's GPI Partnership Toolkit is a practical resource guide State Department employees, who are looking to build innovative alliances around the world.

E-Learning Tools. When your employees are spread in literally every country of the world, building workforce skills can be a major challenge. SSG developed an e-learning tool that enables State Department employees to improve their partnership building skills.

Case Studies. The State Department has a wealth of experience already in PPPs. SSG has captured much of this experience in the form of brief case studies designed to highlight the best practices and lessons learned.

Guidelines and Templates. SSG developed partnership guidelines and templates so that State Department employees have practical how-to guides to build, manage and measure effective PPPs.

With its new Partnership Toolkit, SSG is enabling the Global Partnership Initiative to deliver on Secretary Clinton's vision.

Building the capacity to partner.

SSG is helping the State Department build its capacity to forge effective public-private alliances with companies, foundations and other private sector partners around the world.





Implementing Public Private Alliances

Bringing it all together

Can a British company, a Russian municipality and an American government agency build a partnership that has a lasting impact? We think so.

Highland Gold is a UK-traded company with several mines and development projects in Russia. The company is developing a gold mine in a remote and economically distressed community in Eastern Siberia. Highland saw how the economic and social problems in the community were adversely impacting its employees and operations and decided to do something about it.

Highland turned to SSG to devise a strategy for community development. Our team quickly realized that the problems in the community were so great that Highland could not address them on its own. They needed the expertise and experience of the public sector to develop long-term solutions.

Baseline Assessment. SSG conducted a thorough baseline assessment of the local community. Through interviews, focus groups and public hearings, SSG identified critical problems facing the community and identified local stakeholders who were eager to play role.

Building Alliances. Having identified the challenges, SSG designed an partnership between Highland, the municipal administration and the US

By bringing three partners with very different expertise and capabilities, SSG helped a community pull together the resources it needed to create new jobs and improve lives in one of the most remote parts of Siberia.

Agency for International Development' Global Development Alliance (GDA). The partnership worked to improve the skills of entrepreneurs, strengthen the abilities and transparency of local government and promote healthy lifestyles. Each party committed funds, in-kind resources or expertise to support the local community.

Alliance Implementation. SSG didn't just broker the partnership and leave. We assisted the partners to find Russian NGOs to help implement projects and train local activists. We prepared the memorandum of understanding (MOU) governing the partnership. We also organized a community advisory board comprised of local stakeholders.

After more than two years, the alliance improved schools and playgrounds, created jobs and micro-businesses and mobilized young people to clean up walk ways and hiking trails. The partnership continues to improve lives and get leaders engaged on making a brighter future for their community.

An alliance for a brighter future.

By identifying shared objectives, SSG enabled Highland, USAID and the local government to build a partnership that is creating jobs and transforming lives in a remote community in Siberia.





Building Public Private Alliances

USAID Global Development Alliance

USAID's Global Development Alliance (GDA) is the US government's premiere international public-private partnership program with hundreds of alliances built with companies, foundations and investment firms around the globe.

Since 2005, SSG has provided technical support and thought leadership to the GDA program. As a prime contractor (small business set aside) for the GDA Support Services Indefinite Quantity Contract (IQC), SSG provides training, technical assistance, assessment and analytical services to the Missions and Washington Operating Units (WOUs) on building and implementing high performance public-private alliances that deliver development results and impacts. Through the IQC, SSG provides the following services:

GDA Training. SSG designs and delivers practical, hands-on training for USAID staff and implementing partners around the world.

Short-term Technical Assistance (STTA). SSG assists Missions and WOUs to build and implement effective alliances. We assist USAID to identify promising and innovative private sector partners, conduct due diligence, prepare memoranda of understanding (MOUs) and draft action memos and performance work statements for alliance implementing partners. Our staff and consultants

“SSG has proven to be a valued partner of this office by delivering high quality, professional products and services. They regularly contribute to the leadership position of the GDA, and advance the intellectual and technical work of alliance building in the Agency.”

- Jerry O'Brien, USAID GDA IQC COTR

combine development expertise with real-world private sector experience.

Alliance Assessments and Mapping. SSG has developed a unique and innovative Alliance Assessment framework for the Global Development Alliance. This tool enables USAID Missions and WOUs to have a 360 degree view of potential alliance opportunities that can be integrated into a strategic planning process.

Thought Leadership. We provide USAID with in-depth and innovative analysis related to alliances. For example, our new Extractive Sector Guide will enable USAID staff to build much more strategic and results-oriented alliances with mining/oil/gas firms around the globe.

Founded in 2005, SSG is a **woman and minority-owned small business** based in Vermont.

Practical support for real results.

SSG assists USAID to build better, more strategic development alliances that yield real development impacts.

