

USAID ASIA COUNTER TRAFFICKING IN PERSONS



LEARNING & ACTION BRIEF 2

FIVE LEARNINGS ON ENGAGING THE PRIVATE SECTOR TO COMBAT TRAFFICKING IN PERSONS

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April 2019





ABOUT USAID ASIA COUNTER TRAFFICKING IN PERSONS (USAID ASIA CTIP)

A five-year (2016-2021) program, USAID Asia CTIP is a regional activity that aims to reduce human trafficking in Asia through activities that foster cross-border coordination and consolidated action by governments, civil society, and business; develop opportunities for private-sector leadership; and improve understanding of the nature and patterns of human trafficking, especially in the agriculture, fishing, domestic work, and construction sectors.

Through a series of "Counter-Trafficking in Persons Learning & Action Briefs" (CTIP LAB), USAID Asia CTIP contributes to the international community's collective ability to replicate and scale up good and promising practices, as well as take up new and innovative approaches. This CTIP LAB is part of a series of learning publications issued under USAID Asia CTIP by Winrock International and implementing partners Liberty Global, NEXUS Institute, and Resonance.

INTRODUCTION

Over the last decade, increasing focus has been placed on the role of the business community in countering trafficking in persons (CTIP). Since trafficking in persons (TIP) is occurring within the workplace and supply chains, the private sector is a critical stakeholder that cannot be ignored in efforts to protect workers and prevent TIP. Collaboration between public and private sector actors is being catalyzed from the global level (e.g. the UN Global Initiative to Fight Human Trafficking) all the way down to the grassroots level among local public and private organizations within communities. In parallel, steady progress has been made at the policy level to improve and encourage corporate accountability pertaining to human rights and CTIP, including the introduction of the UN Guiding Principles on Business and Human Rights¹ in 2011; development of various national action plans on business and human rights²; and the continuous development of legislation that increases transparency of global supply chains in recent years, such as the California Transparency in Supply Chain Act³ (2012), the United Kingdom's Modern Slavery Act⁴ (2015), and France's Duty of Vigilance Law (2017)⁵ and recently Australia's Modern Slavery Bill⁶ (2018). Given the intricate nature of TIP, no one sector, or industry can successfully tackle the crime. It is essential that multinational and local companies, national and sub-national governments, non-governmental organizations (NGOs), civil society organizations (CSOs), industry associations, and other stakeholders collaborate to leverage knowledge, resources, experience and skills to effectively eradicate TIP.

Funded by the United States Agency for International Development's (USAID) Regional Development Mission for Asia (RDMA) and implemented by Winrock International, USAID Asia Counter Trafficking in Persons (USAID Asia CTIP) is a five-year program with the following objectives to combat human trafficking for labor exploitation:

- Strengthen learning around trafficking in persons
- Improve coordination and cooperation between countries in the region; and
- Develop private sector partnerships or engagements to reduce incentives for TIP

The USAID Asia CTIP program organized a Learning Forum⁷ in June 2018 which convened USAID CTIP program implementers to review respective programmatic activities to date and analyze learnings that may improve future CTIP programming. At the Learning Forum, it was recognized that there is a gap in terms of learnings and information related to private sector engagement (PSE) for CTIP purposes and ongoing discussions on the ethical considerations of working with companies⁸. Implementers underscored the importance of partnership with the private sector and expressed interest in further understanding different approaches and methodologies for conducting PSE, as well as assessments of the effectiveness of past PSE initiatives undertaken by CSOs working on CTIP. Moreover, it was recognized that many NGOs and CSOs working on CTIP lack experience and capacity to effectively engage the private sector in support of their program objectives.

¹ The UN Guiding Principles on Business and Human Rights (UNGPR): https://www.ohchr.org/Documents/Publications/GuidingPrinciplesBusinessHR_EN.pdf

² For more information about the various national action plans on business and human rights, please see: <https://globalnaps.org/>

³ The California Transparency in Supply Chain Act: <https://oag.ca.gov/SB657>

⁴ UK Modern Slavery Act: <http://www.legislation.gov.uk/ukpga/2015/30/contents/enacted>

⁵ France's Duty of Vigilance Law translated into English: <http://www.respect.international/french-corporate-duty-of-vigilance-law-english-translation/>

⁶ Australia passed the Modern Slavery Bill on 29 November 2018 with enforcement of the mandatory reporting to begin in mid-2019. https://www.aph.gov.au/Parliamentary_Business/Bills_Legislation/Bills_Search_Results/Result?bld=r6148

⁷ USAID Asia CTIP Learning Forum was held in Bangkok on 6-7 June 2018. More information about the forum: <https://www.winrock.org/document/usa-id-asia-counter-trafficking-in-persons-convenes-regional-learning-forum/>

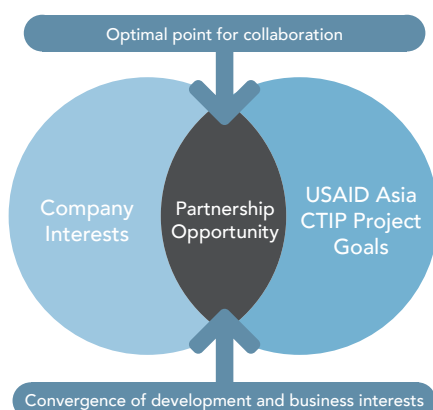
⁸ Learning Forum attendees noted the dearth of publicly available learnings and best practices to draw from stemming from successful public-private partnerships conducted to date pertaining to CTIP issues. In addition, some expressed concerns in how to ensure companies are motivated from a human rights perspective and aren't simply viewing the intervention from a public relations perspective.

While engaging private sector companies in development and human rights work is critical, this has been a notable gap for public-sector stakeholders. This LAB was developed to share experiential learnings⁹ stemming from USAID Asia CTIP's PSE and partnership activities in the first two years of the program, which focused on the identification and development of shared value partnerships with potential companies and/or industry groups from three prioritized sectors: agriculture/fisheries, construction and domestic work. It is intended to serve as a resource to support the PSE and partnership efforts of other USAID CTIP projects and organizations working on TIP issues.

SHARED VALUE APPROACH TO PARTNERSHIPS

The USAID Asia CTIP program has engaged Resonance, a U.S.-based consulting firm, to lead PSE and partnership development in support of the program. Resonance employs its 'Partnership Journey'¹⁰ methodology to develop 'shared value partnerships,' through which the USAID Asia CTIP program and its business partners share in the risks and rewards of co-created activities to achieve a common vision to reduce incentives for human trafficking. This shared value approach to partnership appeals to the business case for companies to act to combat TIP in their operations. It considers that companies have various motivations, interests, and challenges that they face, and that they offer valuable resources and inputs that are critical to eradicating labor trafficking. Likewise, NGOs, government agencies, and other public-sector actors have their own motivations, interests and challenges, and bring different resources and inputs to the table. Shared value partnership occurs when stakeholders collaborate to address each other's needs and interests with their respective resources and inputs.

SHARED VALUE PARTNERSHIP



⁹ Resonance drew upon Kolb's Experiential Learning Cycle to prepare this LAB by examining the specific context, reflecting upon our experience and implementation of activities, reflecting on implications and especially key learnings that may be relevant for other CTIP programs and sharing ideas for how the learnings will influence future activities. Kolb's Experiential Learning Theory: <https://www2.le.ac.uk/departments/doctoralcollege/training/eresources/teaching/theories/kolb>

¹⁰ Resonance's 'Partnerships Journey' methodology builds off experience developing 200+ private sector partnerships in more than 60 countries over the past 13 years: <https://resonanceglobal.com/>

KEY LEARNINGS FOR ENGAGING THE PRIVATE SECTOR

In the first two years of the USAID Asia CTIP program, Resonance conducted extensive consultations with numerous global, regional and national companies, industry groups, international organizations, NGOs, governments and other stakeholders to identify partnership opportunities to be pursued through the project to combat TIP. Selected partnership opportunities were prioritized and further developed. These partnerships then entered a 'co-creation' phase whereby key partners convened to co-develop partnership activities, clarify roles and responsibilities, discuss resourcing, develop a partnership governance structure, and decide on indicators to measure success. Through this process, Resonance identified five key learnings that may be useful for other organizations and CTIP programs. The key learning topics in the text box below are expanded upon throughout this LAB with guiding questions for each that can be helpful to consider when building relationships.

5 KEY LEARNINGS FOR ENGAGING THE PRIVATE SECTOR

- ✓ LEARNING 1: UNDERSTAND YOUR PARTNER'S PERSPECTIVE
 - ✓ LEARNING 2: BUILDING TRUST IS CRITICAL
 - ✓ LEARNING 3: CONSIDER WHICH TYPE OF PARTNERSHIP IS RIGHT FOR YOU
 - ✓ LEARNING 4: STRATEGICALLY PRIORITIZE PARTNERSHIP OPPORTUNITIES
 - ✓ LEARNING 5: PARTNERSHIP DEVELOPMENT IS A DYNAMIC PROCESS THAT REQUIRES FLEXIBILITY AND PROBLEM SOLVING
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It is critical that CTIP programs make an effort to understand the perspective, motivations, and operations of prospective partner companies, as well as the industry/sector at large and associated economic realities, challenges, and opportunities. Organizations often have established ideas and impressions that influence their understanding or misunderstanding of one another. For instance, some companies mistakenly believe that all CTIP programs or NGOs are involved in prosecution (as it is one of the 4 'P's of CTIP interventions¹¹). Conversely, some CTIP advocates assume that companies are solely focused on corporate reputation instead of delivering meaningful change for workers. From Resonance's experience, the ability to understand different perspectives and exercise empathy are key steps towards collaboration.

Overcoming these preconceived assumptions is important for both sides to forge successful partnerships. For example, companies may have different motives for partnering to counter TIP (brand reputation, legal compliance, company values, or mitigating financial risk) and different angles through which they may address TIP in their operations (human resources, corporate social responsibility [CSR], or sustainability plans). Rather than foregoing engagement with those companies that may approach the issue from a seemingly self-serving stance, or those companies that are skeptical and reluctant to broach the topic, CTIP organizations will be far more successful in their end goal to counter TIP if they make an effort to understand the company's perspective and appeal to their motivations (while of course applying the 'Do No Harm' principle¹²).

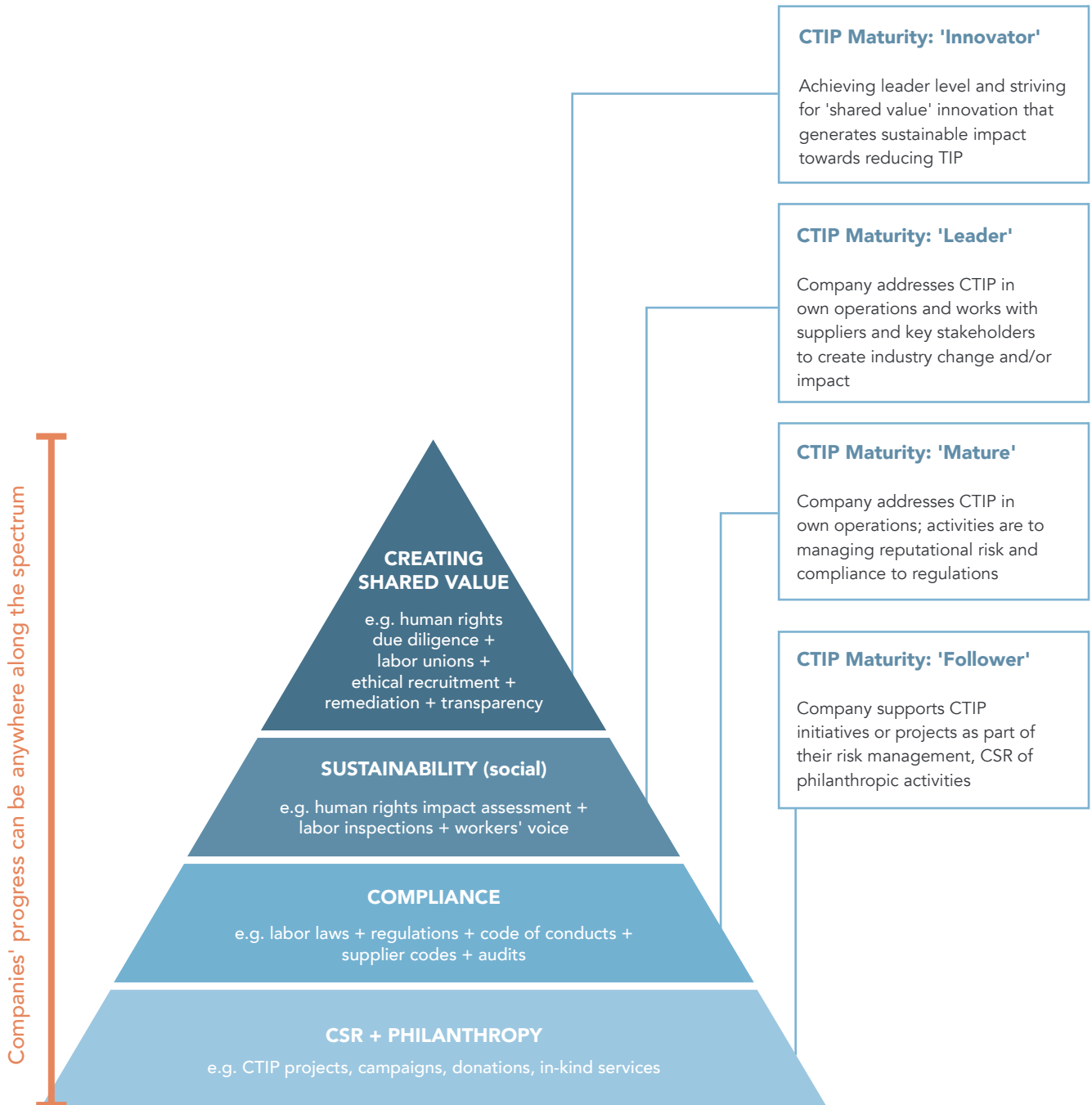
Resonance has found that companies—from multi-nationals to small and medium enterprises (SMEs)—have different levels of awareness, interests and commitments when it comes to CTIP. The 'Maturity Spectrum'¹³ depicted in Figure 1 is a tool developed by Resonance to assess an Asian company's level of understanding, openness and readiness to engage on matters such as CTIP and human rights. It can serve as a resource to organizations as they attempt to better understand the perspectives and motivations of potential private sector partners to identify leverage points for shared value partnerships (see Table I below). If a company has no interest in taking steps to counter TIP or isn't willing to admit that there is a problem, CTIP projects should consider how time and resources may be better spent elsewhere.

¹¹ USAID's Counter Trafficking in Persons policy and approach follows the 4 Ps: prevention, protection, prosecution and partnerships. <https://www.usaid.gov/trafficking>

¹² The 'Do No Harm' principle is agreed to by the partners to ensure that the partnership and its activities do not endanger, harm or worsen situations for workers, TIP survivors and staff of partners. This is in addition to the development of a separate risk protocol for managing the response procedures if a trafficking in persons case is identified.

¹³ The 'Maturity Spectrum of Companies' on CTIP was created not to rate companies but to illustrate the various stages of CTIP efforts – ranging from follower, mature, leader and innovator. Figure 1 shows the maturity spectrum against the range of corporate responsibility levels.

Figure 1: Company Maturity Spectrum: CTIP and Corporate Responsibility



The pyramid illustrates the different levels of understanding/engagement that an individual company in Asia may exhibit pertaining to corporate responsibility and human rights. The activity examples under each level are illustrative.

Table 1: Understanding Companies' Maturity Level Can Help Your Engagement

| CTIP Maturity Levels | Illustrative Actions Demonstrated by Companies | Illustrative Opportunities for CTIP Programs to Engage Companies |
|--|--|---|
| <p>'Innovator'</p> <p>Company is an industry leader when it comes to CTIP and strives for 'shared value' innovation that generates sustainable impact towards reducing TIP</p> | Creating Shared Value | |
| | <p>Companies actively and transparently practice human rights due diligence, continuous engagement with labor unions, ethical recruitment, and remediation</p> | <ul style="list-style-type: none"> • Co-develop a shared value CTIP initiative with a company that may be scaled up to the industry level • Engage in a long-term partnership with an industry group and its members to promote labor rights, human rights due diligence and/or remediation for TIP survivors |
| <p>'Leader'</p> <p>Company addresses CTIP in own operations and works with suppliers and key stakeholders to create industry change and/or impact</p> | Sustainability | |
| | <p>Companies conduct human rights impact assessments, labor inspections, and social audits, and support workers' voice initiatives</p> | <ul style="list-style-type: none"> • Provide services to help companies conduct human rights impact assessments and/or implement an independent workers' voice initiative • Conduct social and labor audits and serve as a liaison with at-risk groups and law enforcement |
| <p>'Mature'</p> <p>Company addresses CTIP in its own operations, including working with their suppliers on compliance; activities serve to manage reputational risk and comply with regulations</p> | Compliance | |
| | <p>Companies respect labor laws and regulations, apply codes of conduct, conduct audits, and collaborate with their suppliers on CTIP</p> | <ul style="list-style-type: none"> • Support companies in their compliance and risk management activities by providing expertise, research and analysis • Support companies to conduct CTIP trainings with their suppliers |
| <p>'Follower'</p> <p>Company supports CTIP initiatives or projects as part of their risk management, CSR or philanthropic activities</p> | CSR + Philanthropy | |
| | <p>Companies may provide financial and /or in-kind support to CTIP projects, campaigns and/or other related initiatives</p> | <ul style="list-style-type: none"> • Provide CTIP knowledge to companies as part of their CSR activities • Identify whether a company's CSR and philanthropy activities may be aligned to project activities |



GUIDING QUESTIONS¹⁴ TO UNDERSTAND COMPANIES' PERSPECTIVES

What is your level of understanding of the industry and company operations?

In this current global economy, companies have vastly different business models, operations and supply chains depending on their industry, sector and size. To determine how to best resonate and engage with a company, CTIP programs should learn as much as possible about the company's operations, the industry and the economic context before approaching the company for collaboration. Initial desk research should explore basic information such as company and supplier locations and size/scale; company history; core product and service offerings; business model and goals; company values; sustainability and/or human rights policies; scope of the value chain; competitors; affiliates, subsidiaries, and partners; and reputation among consumers and investors. Further research (primary and secondary) should assess deeper questions about how the company recruits its workers, how they treat workers and resolve potential labor or human rights disputes, additional details about the company's supply chain, the labor value chain that enables operations, the company's level of commitment to CTIP and where it stands on the 'maturity spectrum' (see Figure 1 and Table I above). Many companies may lack awareness regarding this landscape and where they fall on the maturity spectrum in relation to their competitors and partners. Therefore, the maturity spectrum may serve as a good entry point to help companies self-assess, benchmark and set goals to advance along the spectrum. All of this upfront research about a company's operations and the broader context in which it operates will help your program identify opportunities for partnership and how to gain company buy-in and commitment.

How often does your program engage with the private sector?

Resonance adopts the 'engage early and often' principle when it comes to private sector engagement. While governments change hands and development projects generally have a limited timeline, the private sector is a core component of any community or society. Therefore, they are an essential stakeholder to engage as informants, partners and influencers. CTIP programs should periodically reach out to large and small companies with operations and/or influence in their community, even if only for discussions or as part of stakeholder engagement exercises to validate assumptions and promote learning. It is common for NGOs and CSOs to overlook companies who are promoting a different perspective or agenda, but these companies can offer valuable perspective and learnings that can help to strengthen your own agenda and approach. There are also companies who are likely allies to your cause (even if not apparent at first); periodic check-ins can help realize and harness opportunities for win-win collaboration. Most companies that are active in CSR or sustainability implement corporate stakeholder engagement activities that include dialogue with relevant CSOs and NGOs—these can be invaluable opportunities for CTIP program implementers to identify opportunities for partnership.

Are there potential areas for aligned interest?

Initial discussions with companies should largely be a listening exercise. Take note of any information gathered from primary and/or secondary research that can shed light on what makes that company tick. What are the short-, medium- and long-term business goals? What are the values embodied by company

¹⁴ The 'Guiding Questions' are to be used by organizations to guide self-assessment rather than to be posed to the private sector.

leadership? What challenges or risks are keeping the CEO/shareholders up at night? What are the gaps and obstacles that the company cannot solve on its own? What kind of influence/interest does the company have in your community? What resources and inputs can the company bring to the table (not just financial!)? Be mindful of potential aligned interests and how you can help a company solve its problems and achieve its goals—this may serve as the start to relationship-building.

Resonance uses the following guidelines to support trust-building through its PSE activities for the USAID Asia CTIP program

- **Private sector as a critical stakeholder:**
recognition that active engagement of the private sector is essential to successfully counter forced labor and TIP;
- **Collaborative ownership:**
engagement, development and implementation will involve extensive dialogue with partners to pool knowledge, garner diverse perspectives to tackle complex challenges, and foster mutual ownership;
- **Shared value partnerships rooted in fieldwork:**
key informant interviews or consultations for ground-truthing is essential to test initial assumptions and ensure that partnership concepts align with potential partners' core interests and expressed needs, thereby creating shared value;
- **Strategic alignment between development and business objectives:**
partnership opportunities that addresses the goal of CTIP and meet business interests will be more strategic and sustainable;
- **Practical feasibility:**
partnership identification and prioritization will take into consideration the practical realities of potential partner resources and contributions, and challenges to ensure that any identified opportunities are truly actionable in the envisioned timeframe.

LEARNING 2

BUILDING TRUST IS CRITICAL

In Year I of the USAID Asia CTIP program, Resonance conducted a Private Sector Landscape Assessment (PSLA) during which it met with dozens of private sector companies, NGOs and other stakeholders to explore opportunities for partnership through the program. A major take-away that emerged through many of these conversations is that organizations that may have similar values and interests related to CTIP do not always trust one another. This lack of trust is particularly accentuated between different sectors (private sector companies, nonprofits/CSOs, and government actors), and impacts the development of relationships and opportunities for partnership. Trust-based partnerships produce stronger results and are essential for shared value collaboration where all partners have an equal stake.

Lack of trust isn't always apparent in the beginning stages—there is often an assumption that trust is present once friendly dialogue and rapport are established, or when partners seem to align on intentions. However, from Resonance's experience, trust is developed after partners come to a mutual understanding regarding some of the more difficult yet important details of a potential partnership (e.g. aligning on a vision/purpose, fears and risks, deal-breakers, and contributed resources). Trust-building takes time and it cannot be done through a few conversations.

When pursuing partnerships, Resonance invests time and effort to listen to each stakeholder's feedback, concerns, desires, and deal-breakers, while simultaneously sharing those from USAID Asia CTIP's perspective. This step is important, as it transparently demonstrates to partners understanding and validation of their concerns so that the process can then move forward to build rapport and explore collaboration. Resonance facilitated a series of regular meetings, communications, and 'co-creation' workshops over a six-month period when cultivating the first partnership developed through USAID Asia CTIP to build a solid relationship and trust among partners. Without trust and honest dialogue, partners cannot design impact-driven CTIP interventions or conduct meaningful assessments to improve existing activities.



GUIDING QUESTIONS FOR TRUST-BUILDING

How do you approach company representatives?

Establish a professional and personal connection with business representatives and be mindful of your approach. Companies are easily put off when they feel that they are being lectured. As a CTIP-focused organization or program, you will have far more expertise on the subject matter and a better understanding of the scale of the problem, but messaging is everything when it comes to resonating with the private sector. Again, do your research so you understand what concerns a company has and what is the business case for combatting TIP that will get them to listen to you. Remember, the initial conversation is largely a listening exercise—you are there to learn from the company and identify areas for aligned interest—and being a good listener is incredibly important over the life of the partnership. Appealing to the business case for CTIP will achieve greater outcomes for your partnership goals.

How do you get the right people at the table?

It is important to get the right company representative in the room. Ultimately, the title of your point-of-contact is not as important as whether they are a champion for your cause and whether they can pull strings within the company to yield action. In a large multinational company, there are often teams dedicated to corporate sustainability whom you can approach. Within a smaller company, it may be a member of senior leadership. The method of outreach may also require trial and error—cold outreach (phone call, email or hand-written note) may or may not work. Tapping into an existing connection is generally the most effective way to eventually find the right champion counterpoint within a company. It is critical that whomever is leading PSE on behalf of your organization has a strong sense of the business case that will resonate with any given company, stemming from upfront research regarding company operations and the broader industry landscape. S/he should also have solid networking skills and the ability to succinctly and effectively appeal to a company representative's interests, needs and desires in order to peak company interest and secure an initial conversation.

Have the concerns and deal-breakers been resolved?

Both companies and CTIP programs will have concerns, fears and deal-breakers (necessary requirements that can make or break the success of a partnership). From Resonance's experience, it is best to address these challenging yet important issues early; waiting until they emerge during the implementation stage can be toxic for a partnership and the stakes will be higher at that point. Independent, third party facilitators can support constructive dialogue to answer tricky and sometimes awkward questions, and to resolve partners' respective concerns. As emphasized earlier, addressing these concerns and tough topics early is an important component of trust-building. Both sides should approach the issues transparently and be mindful to demonstrate understanding/validation of their concerns. In this way, the focus then shifts to identifying possible solutions and building rapport.

LEARNING 3 | CONSIDER WHICH TYPE OF PARTNERSHIP IS RIGHT FOR YOU

It is important to note that there are numerous viable approaches to partnership; in fact, each partnership is unique and must be heavily contextualized. Resonance generally aims to build shared-value partnerships because they tend to offer greater potential for impact and sustainability. However, there are many kinds of partnerships, and a shared-value approach may not always make the most sense in every instance. Before pursuing a partnership, it is important to first consider your own intended objectives for collaboration and those of the potential partner company. Perhaps a 'quick-win' or one-off activity such as co-organizing an event or campaign will get you the necessary results without having to spend months building a large-scale, shared-value partnership. Perhaps a philanthropic engagement makes more sense for your specific collaboration. Or perhaps long-term sustainability is a key goal of the partnership, so it is important to cultivate trust and develop a partnership structure that will set it up for success in the long-run¹⁵. The opportunities are vast, and the engagement activity should be tailored to your objectives. Nonetheless, what is most critical is that all partners agree on the type of partnership to be pursued (alignment of intentions) and that the intended development impact is the driving force behind the partnership and its activities. Table II demonstrates different approaches to partnership and illustrative activities that align with each. Note that it does not represent a comprehensive list of partnership types.

¹⁵ Note that any of these examples could constitute a shared value partnership. Partnership can take many different forms, and there is no one blanket approach that will apply to all opportunities.

Table 2: Illustrative Types of Partnerships and Activities

| Type of Partnership | Illustrative PSE Activities |
|--|---|
| <p>Supporter</p> <p>CTIP program offers guidance, expertise and support to businesses to help them prevent TIP in their operations.</p> | <p>CTIP programs conduct awareness trainings for companies to educate their staff about human trafficking.</p> |
| <p>CSR/philanthropy</p> <p>CTIP program receives material goods, services or financial support from a company as part of their CSR goals or as a philanthropy initiative. The collaboration is unrelated to business operations, or is nominally related, but doesn't impact bottom line.</p> | <p>A company assists in building shelters or donates in-kind goods, such as clothes, computers, books or scholarships to a shelter for trafficking survivors.</p> |
| <p>Shared value partnership</p> <p>CTIP program and company co-design, co-fund and co-implement a specific program for which they each have defined roles; share a vision of success; and share in the risks, rewards, and costs.</p> | <p>Key challenge identified by both a CTIP program and Company A is the lack of worker voice channels on fishing vessels within Company A's supply chain. This exposes workers to TIP risks and exposes Company A to reputational and financial risks. The partners work together to co-develop and pilot a technology that improves worker voice at sea and is sustainable and affordable.</p> |



GUIDING QUESTIONS TO CONSIDER THE MOST APPROPRIATE TYPE OF PARTNERSHIP

What is the intended impact of the partnership?

First, getting clarity on your vision of success is key before deciding which type of partnership is right for you. If your goal is to change a specific policy or law in the near-term, your approach to partnership may be a one-off engagement that doesn't prioritize shared value and sustainability over the long-run. If you and your partner company seek to create a lasting solution and/or affect industry change, a longer and more in-depth approach focused on trust-building and co-defining partnership components will produce better results. Carefully consider the envisioned activities, available resources, timeframe and, most importantly, overarching development impact, when deciding which approach to partnership is right for you.

What is the intended timeframe?

If the private sector engagement activity or partnership is meant to be sustained over time, it will benefit from a shared value approach through which partners can incentivize and continue the activities in the long run. However, if the priority is to achieve a quick-win or short-term result, then perhaps a one-off engagement is more appropriate. In this capacity, CTIP programs can more rapidly provide CTIP knowledge to support companies' strategic processes and activities or connect companies to beneficiaries for CSR or philanthropy programming.

What is the envisioned role of each partner?

Consider the roles of each partner carefully depending on their respective objectives, interests, expertise and capacity. Your organization or CTIP program may not necessarily be involved in the implementation of partnership activities, but your role may instead serve as a partnership broker or to facilitate PSE between other stakeholders.

LEARNING

4

STRATEGICALLY PRIORITIZE PARTNERSHIP OPPORTUNITIES

Rarely are there enough resources or time to pursue every partnership concept that is identified. Rather than spread program resources too thin (or pursue opportunities without strategic consideration), it is advantageous to focus on a few planned, viable, and impactful partnership opportunities to pursue. The prioritization process is helpful to weigh the pros and cons of a potential partnership and develop a pipeline of partnerships that best align with your program/organizational goals. For example, during the first year of the USAID Asia CTIP program, Resonance conducted the PSLA to identify potential partnership opportunities with companies. The PSLA yielded ten potential partnership concepts with leading companies from the construction, seafood/fishery, hospitality and technology sectors, as well as with other NGOs. To assess which opportunities best aligned with the goals and values of the USAID Asia CTIP program, Resonance developed a 'prioritization score card' tool (see Table III below) which considers the following criteria (note that these criteria should be tailored based on your own program objectives):

- **Development Value** (alignment to program objectives, scalability regionally, innovative approach, increased sustainability, systematic change);
- **Business Value** (business goals, partner champion, CSR/image);
- **Government Value** (supporting local priorities, improves law enforcement);
- **Risk and Transaction Costs** (degree of difficulty, risk, staff intensity, additional resource, time horizon).

After Resonance's internal assessment, another round of prioritization was conducted with the USAID Asia CTIP program team, and a final assessment from USAID representatives. Partnership opportunities with the highest score were then prioritized for development by Resonance in Year 2. This process helped USAID Asia CTIP create a partnership pipeline to most effectively and strategically utilize the limited available resources and time. It is just one approach to partnership prioritization and can certainly be tailored on a case-by-case basis. The most important point is that, in the absence of unlimited resources and time, a process is needed to effectively and strategically plot out priority partnerships to pursue.

Table 3: Sample Prioritization Score Card

| Partnership Opportunity Prioritization Score Card | | |
|---|---------------------------------|-------|
| Values + Costs | Factors | Score |
| Development Value | Alignment to program objectives | |
| | Scalable regionally | |
| | Innovative approach | |
| | Increased sustainability | |
| | Systematic change | |
| | Aggregated Value | |
| Business Value | Business goals | |
| | Partner champion | |
| | CSR/Reputation | |
| | Aggregated Value | |
| Government Value | Supports local priorities | |
| | Improves law enforcement | |
| | Aggregated Value | |
| Risk and Transaction Costs | Degree of difficulty | |
| | Risk | |
| | Staff intensity | |
| | Additional resources required | |
| | Time horizon | |
| | Aggregated Value | |
| Total Score | | |



GUIDING QUESTIONS FOR PRIORITIZING PARTNERSHIP OPPORTUNITIES

What is the expected CTIP impact?

Collaboration with companies is a means to an end. When prioritizing partnership opportunities, it is important to consider how proposed activities and the collaboration at large will contribute towards the intended development impact. It can be easy to lose sight of the overarching objectives when there is an opportunity to work with a prominent company or to deliver activities that might garner significant public attention. Remember that, if a partnership or activity does not help achieve the overarching intended impact, it may be worth prioritizing another opportunity.

What is the value to the partner company?

A shared value partnership should address a core business priority such as mitigating brand risk, complying with relevant legislation/policy, upholding human rights commitments, and/or improving business operations. If you are interested in pursuing a type of partnership other than shared value, it is still critical to identify the appeal and value for all engaged partners.

How can government best be included and does the partnership offer value to government?

A lesson learned through Resonance's partnership work is that government is a critical stakeholder when it comes to development issues such as CTIP. It is essential to involve relevant representatives from local or national government to some extent in most CTIP partnerships, whether that means substantive engagement or merely keeping them in the loop. It is recommended that government is engaged early in the process to attain buy-in and support, and to avoid bottlenecks. Government value may also serve as an important criterion in the partnership prioritization process. If your CTIP project aims to support national/local government's CTIP priorities or policies, improve rule of law, strengthen ties with law enforcement, and/or facilitate positive relations with government, any potential partnership opportunity should be prioritized based on whether it contributes to these objectives.

What are the risks and transaction costs associated with a partnership opportunity?

It is important to consider how feasible or realistic a partnership opportunity is to implement successfully. While a partnership concept may sound incredibly innovative and flashy, it may not be worth prioritizing if it is too complex, intensive, expensive or risky for partners to broker and implement. This is not to say that complex partnerships should be avoided – sometimes very impactful partnerships are quite multi-faceted and take time to get off the ground – but it's important to be realistic about partner resources, time and capacity. Critical considerations include intended partnership timeframe, necessary resources above and beyond what your project can offer, any reputational risks that a company may bring to bear that would potentially jeopardize the legitimacy of the partnership, and level of effort required by partners to successfully implement and sustain partnership activities.

PARTNERSHIP DEVELOPMENT IS A DYNAMIC PROCESS THAT REQUIRES FLEXIBILITY AND PROBLEM SOLVING

The partnership development process is not linear, nor is there a one-size-fits-all approach or an easy formula to guarantee successful outcomes. Partnership development is largely about building relationships and trust; understanding each other's challenges, interests and assets (and how they can align for mutual benefit); defining a shared vision of success; mutual accountability and ownership (including conducting due diligence and risk assessments); and regularly checking in on the health of the partnership (and re-aligning or revising, as necessary). The partnership development process will also vary depending on the agreed upon partnership type and scope of activities.

Partnership development for the USAID Asia CTIP program required a heavy investment of time (no 'quick-wins' or ability to publicly promote the work while the partnership is in development). The first partnership developed for the USAID Asia CTIP program took approximately a year to get off the ground. During this time, Resonance facilitated several meetings, two co-creation workshops and regular calls between partners. Key outcomes included a co-created partnership agreement, defined activities for the first year of the partnership, and development of risk and due diligence protocols. From Resonance's experience, the time allowed each stakeholder to reflect and gain clarity on their needs, openly discuss concerns, overcome challenges, and carefully plan partnership activities that align with all partners' interests.

While there are no prescribed approaches to partnership development, the following recommendations and tips can help aid the process and promote success:

- Gain internal buy-in from change agents, upper management or essential departments (e.g. legal, sourcing, and sustainability) and get the right "point-people" to the table who can make decisions on behalf of the partner;
- Each partner (CTIP programs, companies and other partners) should dedicate a specific point-person to lead partnership development to help ensure the process is supported and adequately resourced;
- Allow time to nurture the partnership, build trust, and synchronize the thinking of "key influencers" on both sides;
- Maintain partner commitments and uphold expectations when partnership processes take time to come to fruition;
- Come to consensus on difficult topics such as resource contributions and risk management early in the process;
- Establish a strong partnership operating and governance structure to make critical decisions about the partnership, navigate challenges as they arise, and sustain the partnership over time.



GUIDING QUESTIONS TO AID THE PARTNERSHIP DEVELOPMENT PROCESS

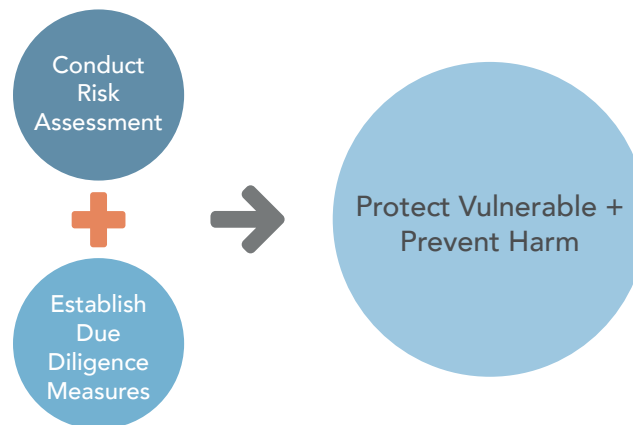
Have enough time and resources been allocated for PSE and partnership development activities?

With pressure to produce quick-wins and results, it is easy to get caught up in the momentum and rush through the partnership development process. Investment of time and sufficient resources (personnel,

capacity, expertise and other inputs) should be allocated to help navigate PSE processes such as relationship cultivation, activity design, resourcing decisions, monitoring and evaluation, conducting risk assessments and due diligence, troubleshooting challenges, and other key activities.

How is your program conducting risk assessment and due diligence of potential partners?

As CTIP projects seek to protect the vulnerable and prevent harm to at-risk populations, it is of utmost importance that proper risk assessment and due diligence measures are conducted to ensure that any companies you seek to engage through partnership do not pose security or reputational risks that may jeopardize the objectives of the partnership.



Illustrative information that CTIP programs should gather about a potential partner to assess risk and inform decision-making include:

- Are there any ongoing lawsuits related to TIP, forced labor, anti-money laundering (AML), or other crimes pertaining to the company and its key individuals?
- To what extent is the prospective partner committed to recognizing human rights, fair labor protocol and social responsibility standards? Have they put in place clear and measurable goals? Do they transparently pursue and report progress towards these goals (e.g. does the company have a human rights policy or a statement against modern slavery)?
- Define the clear and extensive development value the prospective partner brings to the partnership.
- Clearly understand and document the potential partners' business relationships and reputation, as well as any potential due diligence concerns. It may be beneficial to conduct a due diligence check prior to forming the partnership.

What does success look like and how can it be measured?

To gauge whether a partnership is successful in achieving its goals, it's imperative that metrics are established at the outset to measure the outcomes and impact of the partnership activities. First, partners must agree on what success looks like and the various activities and deliverables to be accomplished through the partnership to support that vision. Next, partners must define indicators associated with these activities and deliverables that can be measured and reported against. Continuous monitoring, reporting and learning should be assigned to a partner representative at the outset of partnership activity planning to ensure accountability and ownership. For the USAID Asia CTIP program, Resonance works with partners to develop indicators to support monitoring, evaluation and learning processes, and regularly monitors progress to gauge impact. As part of this process, key learnings and even failures and unintended consequences are noted, and activities are adjusted based on learnings.

CONCLUSION

Human trafficking is a multifaceted and pressing development challenge that requires a strategic, multi-sectoral solution. For decades, NGOs, CSOs and governments have led the charge in terms of programming, strategizing and policy-making to combat TIP, while the private sector has often been left out of the equation. Actors from all sectors have come to the realization that it is important to bring companies to the table to combat TIP. As employers and prominent stakeholders in any community, the private sector offers critical knowledge, expertise, connections and resources that could vastly improve and expand current CTIP undertakings and initiatives. Moreover, there is a strong business case for companies to be proactive in tackling TIP within their supply chains.

Despite the progress made on public-private partnerships for CTIP, there is limited information, guidance, lessons learned and best practices to inform the efforts of NGOs, CSOs and CTIP programs to engage with the private sector and develop win-win partnerships. As an actor in this space with experience engaging the private sector to combat TIP, the USAID Asia CTIP program hopes to ignite momentum for discussion and contribute knowledge and advice to support public-private collaboration for CTIP.

The purpose of this LAB is to share learnings and recommendations stemming from Resonance's experience conducting PSE and partnership development activities in its first two years implementing the USAID Asia CTIP program. It is intended as an experiential learning output to support management of CTIP programs and organizations that are interested in engaging the private sector to further the impact of their work but may have limited experience in doing so. The LAB highlights five key recommendations to successfully engage the private sector in support of CTIP programming, including: 1) understand the partners' perspective; 2) build trust among partners; 3) explore different types of PSE and/or partnership opportunities; 4) strategically prioritize partnerships; and 5) approach partnership development with flexibility and problem-solving skills.

Cross-sectoral collaboration is a key approach to eradicating TIP, and therefore warrants concerted attention. Resonance will continue to gather information, promising practices, and lessons learned stemming from its shared value approach to partnership through the USAID Asia CTIP program with the intent to create a learning space for other CTIP organizations and programs and to inform, improve and expand their efforts.

| Summary of Key Learnings + Guiding Questions | |
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| 1. Understand the Partner's Perspective | <ul style="list-style-type: none"> • What is your level of understanding of the industry and company operations? • How often does your program engage with the private sector? • Can your program identify potential areas for aligned interest? |
| 2. Building Trust is Critical | <ul style="list-style-type: none"> • How do you approach company representatives? • How do you get the right people at the table? • Have the concerns and deal-breakers been resolved? |
| 3. Consider Which Type of Partnership is Right for You | <ul style="list-style-type: none"> • What is the intended impact of the partnership? • What is the intended timeframe? • What is the envisioned role of each partner? |
| 4. Strategically Prioritize Partnership Opportunities | <ul style="list-style-type: none"> • What is the expected CTIP impact? • What is the value to the partner company? • How can government best be included and does the partnership offer value to government? • What are the risks and transaction costs associated with a partnership opportunity? |
| 5. Partnership Development is a Dynamic Process that Requires Flexibility and Problem Solving | <ul style="list-style-type: none"> • Have enough time and resources been allocated for PSE and partnership development activities? • How is your program conducting risk assessment and due diligence of potential partners? • What does success look like and how can it be measured? |



Winrock International is a nonprofit organization working globally to empower the disadvantaged, increase economic opportunity, and sustain natural resources.

Winrock has been working to combat TIP for over 20 years by addressing push and pull factors that drive TIP, empowering trafficking survivors and vulnerable populations, and strengthening the capacity of governments, civil society, and private companies to identify and combat TIP.

Resonance is a consulting firm delivering market-based solutions to solve the world's toughest challenges. For over a decade, Resonance has been bridging the gap between global development agendas and private sector interests. Resonance helps clients unlock opportunity in frontier markets by designing action-based strategies, forging strategic partnerships, and executing across sector boundaries. Since 2005, Resonance has built over 300 partnerships and delivered solutions that enable businesses to achieve their growth objectives, NGOs to fulfill their missions, and development agencies to reach billions of individuals born into poverty.



This Learning & Action Brief is part of a series of counter-trafficking learning publications issued by the USAID Asia Counter Trafficking in Persons program implemented by Winrock International and its partner Resonance.