Aligning business goals with SDGs

*Dalberg Point of View*

January, 2018
Agenda

• Very very briefly who we are

• Our perspectives on businesses achieving social impact
Dalberg is a global advisory firm dedicated to social impact

- **4** Pillars (Consulting, Data Insights, Human Centered Design and Capital Advisory)
- **17** Offices worldwide
- **300+** consultants globally, including over **50** consultants in India
- **1300+** Projects completed
- **13** sectors including financial inclusion, agriculture, infrastructure, employment and education, energy and environment, and inclusive business
We deliver unrivaled insight across all development sectors

### Expertise Areas
- Agriculture & Food Security
- Cities
- Employment and Education
- Energy Access
- Environment
- Financial Inclusion
- Gender
- Health and Nutrition
- Humanitarian Assistance
- ICT
- Inclusive Business
- Infrastructure
- Water & Sanitation

### Service Lines
- Evaluation
- Human Centered Design
- Inclusive Growth
- Investing for Development
- Organizational Effectiveness
- Policy & Advocacy
- Strategy
- Talent & Leadership

**OUR CAPABILITIES**

- Project experience: completed more than 1,300 projects
- Range of work: spanning across building large corporates’ CSR strategies to advising senior-level stakeholders on global policy, to conducting grassroots surveys
- Nature of work: involves cross-practice collaboration and intersection of our service lines and expertise areas
We have worked with world’s largest foundations to design and implement strategies that help create social impact.

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<thead>
<tr>
<th>FOUNDATIONS (GLOBAL WORK)</th>
<th>FOUNDATIONS (ASIA WORK)</th>
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<tr>
<td><strong>The MasterCard Foundation</strong></td>
<td><strong>Bill &amp; Melinda Gates Foundation</strong></td>
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<td>Analyzed trends in sub-Saharan Africa to support development of 3-year strategy plan</td>
<td>Developed principles for investing in Agriculture in South Asia</td>
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<td><strong>Citi Foundation</strong></td>
<td><strong>Tata Sustainability</strong></td>
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<td>Conducted a market assessment of smallholder agricultural financing landscape</td>
<td>Developed an education corporate social responsibility strategy for TATA Group companies</td>
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<td><strong>Vodafone Foundation</strong></td>
<td><strong>Michael &amp; Susan Dell Foundation</strong></td>
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<td>Developed a performance evaluation framework for Vodafone’s UN partnership</td>
<td>Developed a Theory of Change, and designed monitoring and evaluation framework for Sikshana</td>
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<td><strong>nike foundation</strong></td>
<td><strong>The Rockefeller Foundation</strong></td>
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<tr>
<td>Developed a 3-year strategy and business plan</td>
<td>Conducted monitoring and evaluation for Foundation’s Indian mini-grid programme</td>
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<td><strong>OPEN SOCIETY FOUNDATIONS (Soros Foundation)</strong></td>
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<td>Developed an impact investing strategy for education</td>
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<td><strong>Marico Innovation Foundation</strong></td>
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<td>Designed and helped operationalize the education investment strategy for the brand and foundation team</td>
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<td><strong>STF</strong></td>
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<td>Supported Japanese companies to use technological solutions for delivering goods and services to BoP</td>
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**Developed a 3-year strategy and business plan for:**
- **The Hong Kong Jockey Club**
- **The MasterCard Foundation**
- **nike foundation**
- **Citi Foundation**
- **Vodafone Foundation**
- **OPEN SOCIETY FOUNDATIONS (Soros Foundation)**
- **Marico Innovation Foundation**
- **STF**
- **The Rockefeller Foundation**
Why should Businesses be interested

1. Frontier economies, new opportunities
2. Businesses need SDGs to work
3. War for Talent – Citizenship as a differentiator
4. Brand advantage – the product narrative and the licence to operate
5. Political and operational risks
6. Demonstrate leadership
What are some things we have seen that work

- They invest in design and performance management, as opposed to delivering most amount of donation to end beneficiaries
- Link to strategic intent and core capabilities
- They attract funding through good evidence of impact learning
- They treat beneficiaries like customers and follow a segmented approach. BoP customers are more diverse as their behaviour is influenced by a multitude of local challenges. A segmented approach is key
- They revamp themselves often. Rarely does the same model that got you to 1000, get you to 10,000.
- Partnerships, partnership, partnerships
Businesses should carefully examine 6 questions

1. How does the alignment to the SDGs matter to them?
2. Define the strategic intent
3. How are their current efforts aligned with the SDGs?
4. Assess current interventions, beyond CSR
5. How should businesses prioritize the SDGs?
6. Identify top tier SDGs – where do we want to be
7. How can businesses improve their contribution to the SDGs?
8. Develop engagement model
9. How can businesses monitor and learn from their ongoing efforts?
10. Design MEL framework
11. How can businesses elevate their efforts at a global scale?
12. Amplify impact

To create impact businesses need to create value, and creating value is strongly aligned with core capabilities.
Impact cannot be created in silos – Partnerships beyond PPP

- Role of end-beneficiaries cannot be undermined

- Businesses need to work with other businesses to scale, de-risk and share resources

- Civil societies, NGOs and Social enterprises are the best implementation partners

- Multilaterals, Funders can unlock new opportunities
Thank you

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