



Building more effective partnerships between the public sector and faith groups

John Drew, Expert Principal, McKinsey & Company

Conference presentation
8 July 2015

McKinsey works extensively in this sector, through our Social Sector Office

Health systems

440 projects in 35 countries in last 5 years

- Helped launch **global policy initiative** to enlist world leaders to focus aid to save 45 million children's lives within a generation
- Pilot for preventing **Mother – child HIV transmission** which resulted in 95% increase in clinics offering HIV services to pregnant women within 6 months
- Improved **vaccine cold chain**: immunization levels rose 20-40% and costs decreased 25%
- Reproductive health system root cause issue identification leading to strengthened **supply chain for contraceptive supplies** with usage increasing by 1% per month in pilot areas
- Partnering with a consortium of international pharmaceutical companies and UNAIDS to **design AIDS prevention and treatment strategies**

Disaster relief

51 projects in 51 countries in last 5 years

- Supported clients in both **post-conflict and post-disaster situations** including strategic coordination of agencies operating in the field, rapid job creation to support security and humanitarian operations, and the establishment of funding mechanisms to manage the procurement and disbursement of aid



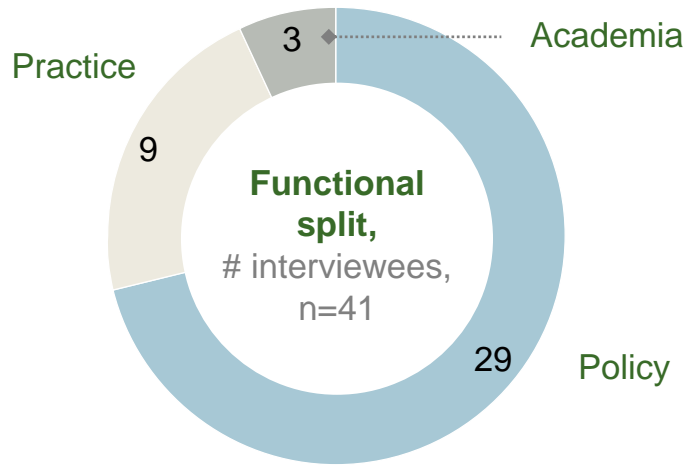
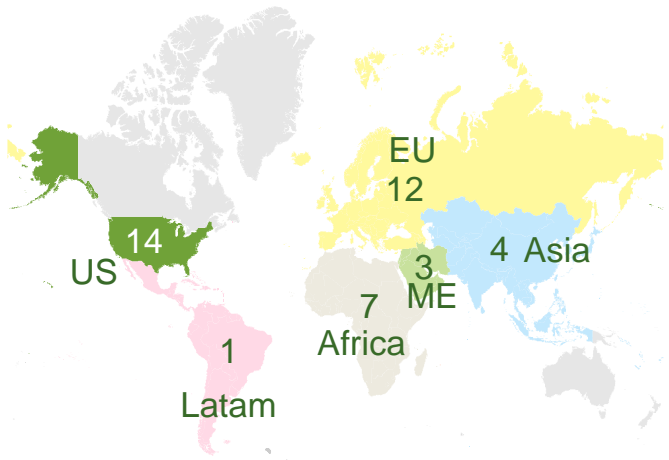
Our approach to the report

Objective

Understand the key opportunities and challenges that could be addressed through the forthcoming conference on public sector partnering with FBOs

Participants

Geographical split, # interviewees, n=41



UNAIDS	5
UNFPA	4
Academia	3
BMZ	3
USAID	3
UNICEF	3
GIZ	2
UNHCR	2
WB	2
DFID	2
Gates	1
Salvation Army	1
Presbyterian Mission Agency	1
GAVI	1
Islamic Relief	1
UN SOE Health related MDG	1
Tearfund	1
Anglican Alliance	1
ERD	1
IMA	1
US state	1
ICM	1

Report overview

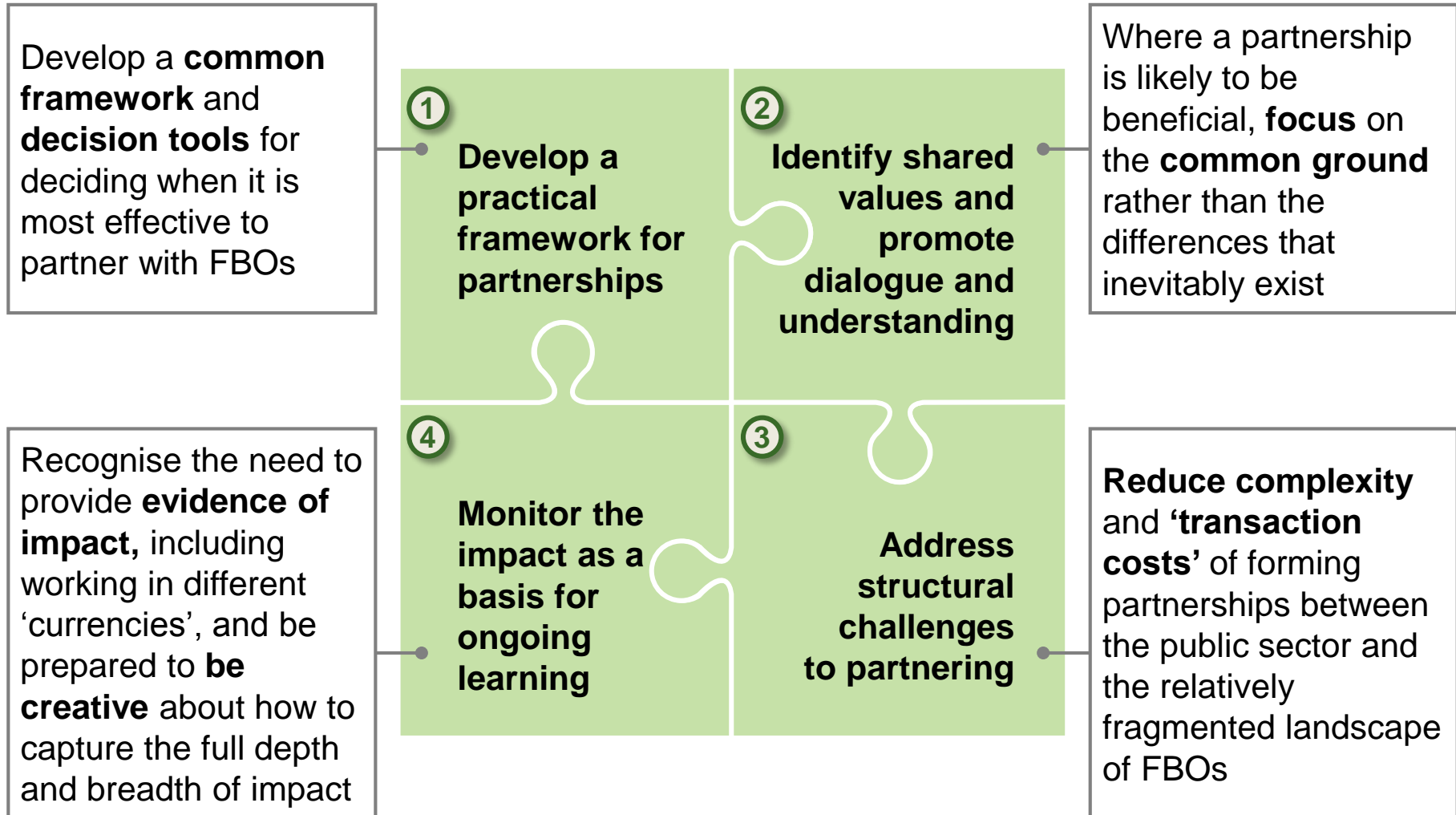
FBOs are widely recognised as a positive force in development and humanitarian relief, and there are many instances of successful partnerships leading to impact

However, international development organisations and governments do not always know how best to engage with FBOs, or how to do so in a consistent manner

There are four actions which could be taken to realise the opportunity that exists



Based on what we heard, we would suggest four steps to strengthen partnerships between government, development organisations and FBOs



1 A practical framework for deciding when it is most effective to partner with faith groups



Consider partnership



Partnership potentially not appropriate

Example: a decision tree for deciding when and how to partner with FBOs



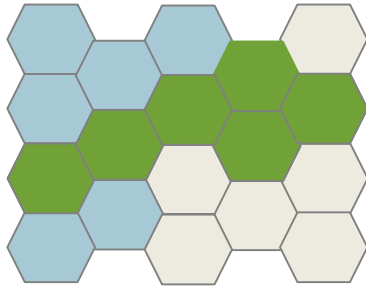
2 Where a partnership is likely to be beneficial, identify shared values and encourage dialogue and understanding through faith and development knowledge (e.g., through training)

FBO
 Development agency
 Partnership basis

Identify shared values

Development agency

FBO



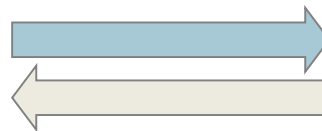
Clear articulation of values

Common ground, and basis for collaboration

Build understanding

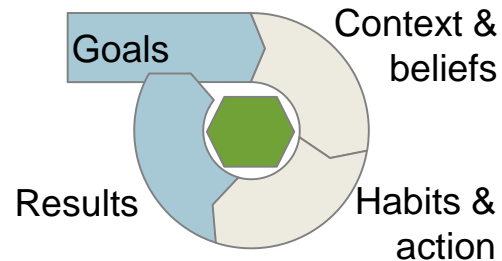
From

Offer



Response

To



Grow partnership

From . . . FBO as implementation contractor . . .



To . . . co-design & joint delivery



And . . . growing partnership

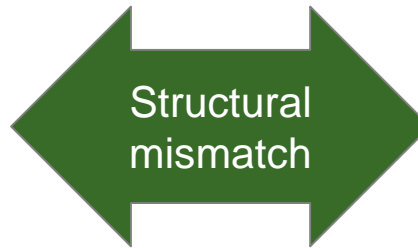


Example: UNAIDS in the Middle East built relationships with religious leaders and government by focusing on individual health needs rather than disease causes

3 Address structural challenges to partnering by forming faith alliances

International development organizations

- Large in size
- Topic/solution focus
- Professionally staffed
- Operate at national level



Local faith groups

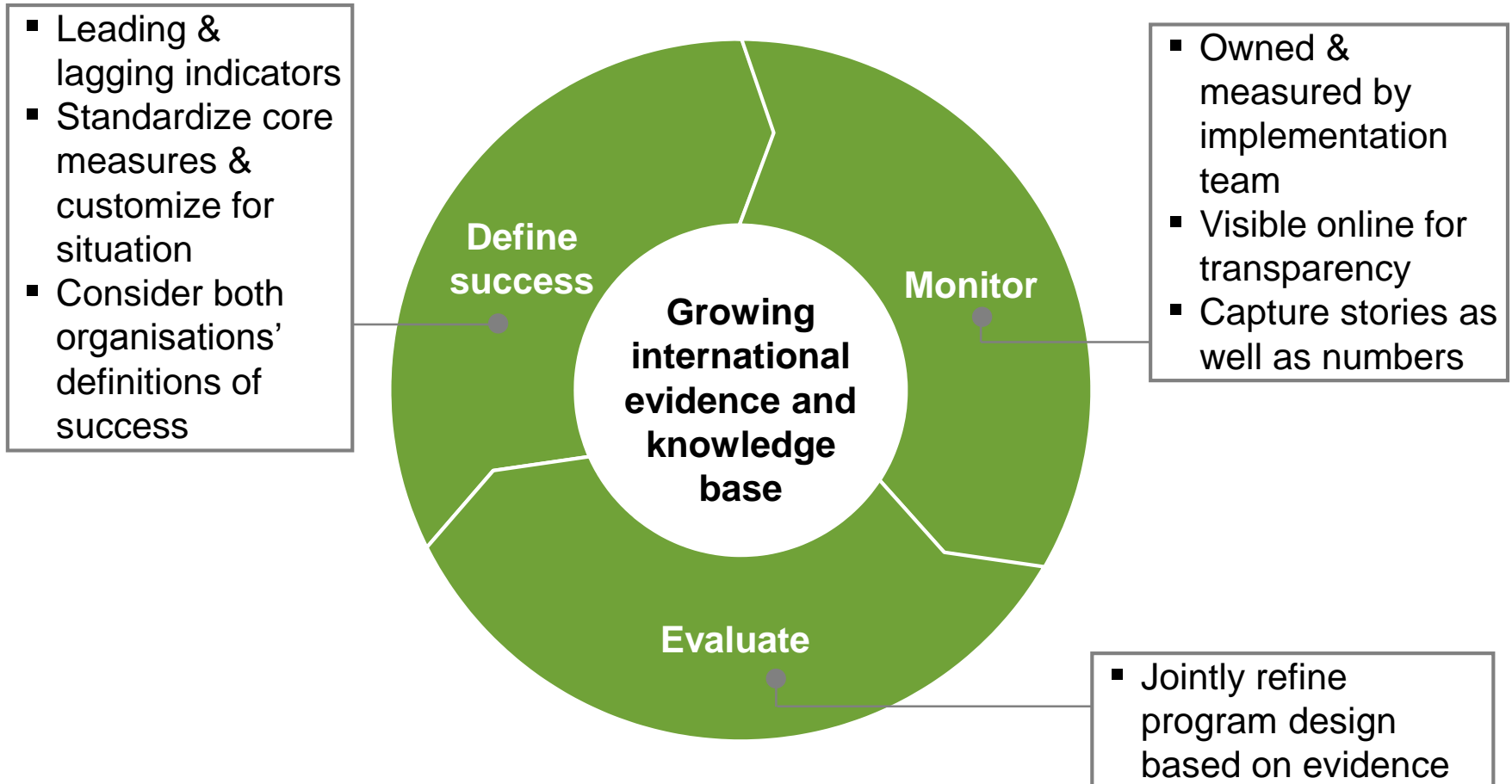
- Small in size
- Oriented towards 'whole person' intervention
- Usually volunteer-based
- Local or regional



Example: The Nigerian Interfaith Action Alliance (NIFAA), the largest collaboration between Christian and Muslim leaders, was set up with support from the World Bank and is active in bed net distribution to combat Malaria

4 Learn from the efforts to develop partnerships and create a strong evidence base for what works

■ Partnership activity to ensure joint ownership



Example: USAID in Nigeria ran a youth basketball programme for young people of different religions. When two of the communities involved were attacked, the programme participants refused to engage in the violence, which helped de-escalate the situation.

Four questions to hold in your mind during this conference

1 Framing the case

How can we create a **common framework and methodology** to identify when a faith-based partnership will most valuable and why?

2 Building on a common foundation

How can we get better at – and more open to – finding **common ground in values and beliefs**, and how can we use that to deliver better outcomes?

3 Overcoming complexity

What can we do to **resolve the structural challenges** of interacting with what are often complex, small and diverse faith communities? Whose problem is it to solve?

4 Strengthening the evidence

How do we increase the **quality and dissemination of evidence**? How can we better understand the contribution of local faith groups and FBOs to community development?



Building more effective partnerships between the public sector and faith groups

John Drew, Expert Principal, McKinsey & Company

Conference presentation
8 July 2015