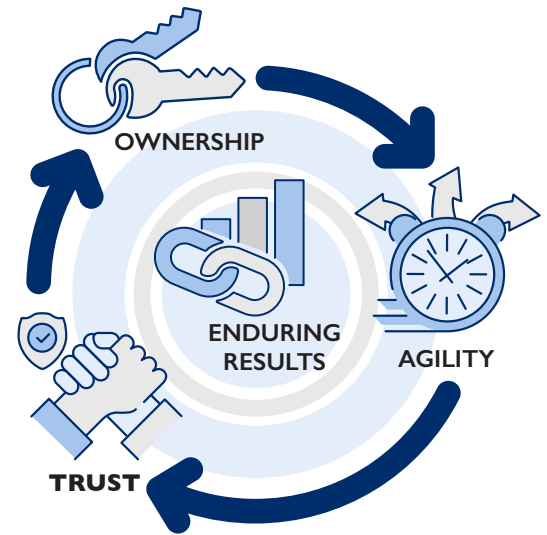


## ENDURING RESULTS STUDY 4.0

### INTRODUCTION TO ERS 4.0 THEMATIC BRIEFS

#### INTRODUCTION TO ERS 4.0: THEMATIC BRIEFS

USAID’s fourth *Enduring Results Study* examined 17 diverse partnerships around the globe whose operational period ended in 2019, with a goal of further understanding what drives *enduring results* within these partnerships. A partnership was considered to have produced enduring results when a significant part of its activities - or activities stemming from the partnership - continued (and potentially grew in scale) beyond its operational period to produce ongoing impact. As ERS 4.0 explored broader questions of why and how different types of partnerships produced enduring results, stakeholders repeatedly pointed to the importance of **ownership**, **trust**, and **agility** as foundational ‘building blocks’ in driving enduring results across all types of partnerships. These concepts are often complementary, enabling and reinforcing one another within partnerships that go on to have enduring results. These ‘thematic briefs’ aim to consolidate learnings on these concepts in the partnership context to support USAID staff, implementing partners, and private sector partners in building strong partnerships positioned for enduring impact.



#### ENDURING RESULTS: KEY DEFINITIONS

*ERS 4.0 considered a partnership to have produced enduring results when:*

Within this context, ERS 4.0 considered the ways in which partnerships have *sustained* and *scaled* their work in the years following the partnership operational period. Sustainability as per USAID’s PSE policy can be understood as the *ability of a local system to produce desired outcomes over time by obtaining the resources necessary to produce those outcomes*. Scale refers to *growth from increasing the size and/or effect of activities and outcomes that stem from the partnership operational period*. Additional definitions that may be helpful in reading these thematic briefs include:

Each of the partnerships assessed had at least some activities that continued beyond the USAID partnership operational period. This qualifier helped to distinguish those partnerships with *no or few continuing activities* from those that achieved enduring results in much of their work

ERS 4.0 focuses squarely on continuing activities as it offers a more precise standard for the work the partners, participants, governments, or other partnership stakeholders lead following USAID’s partnership operational period in order to achieve enduring results

Acknowledges that not all partnership activities are meant to continue indefinitely, and accounts for related activities that reinforce and extend the core work of the partnership

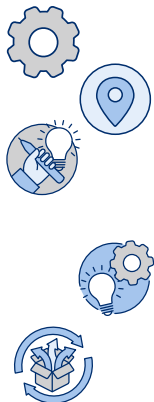
**ERS 4.0 considered a partnership to have produced enduring results when:**

a significant part of its activities – or activities stemming from the partnership – continue (and potentially grow in scale) beyond its operational period to produce ongoing impact

While not necessary to meet the ‘bar’ for enduring results, ERS’ also consider the extent to which partnership activities scale as a valuable input into analysis

Specifies that continuing activities should reinforce positive impacts in communities in order to support enduring results

Enduring Results Studies examines the results of partnerships in the 2 years following the formal partnership operational period



- **Activities:** distinct interventions and actions that partners take on to advance identified development result(s)
- **Local partners:** ERS 4.0 follows the Agency’s New Partnership Initiative definition for Local Entities
- **Design phase:** refers to the planning, designing, and structuring phase of the private sector partnership. Relevant processes include legal contract development, partner solicitations, and personnel identification, activity planning, etc.
- **Implementation phase:** refers to the execution phase of the private sector partnership where project plans from the design phase are carried out. Relevant processes include research, trainings, convenings, etc.
- **Post-partnership phase:** refers to the phase after the official partnership operational period. Relevant processes include check-ins and status updates

Sourcing for these briefs include Dalberg interviews and analysis, selected partnership documentation, and internal report including past Enduring Results Studies and the USAID PSE Policy

## ENDURING RESULTS STUDY 4.0

### THEMATIC BRIEF | THE ROLE OF TRUST IN SUSTAINING AND SCALING THE WORK OF PRIVATE SECTOR PARTNERSHIPS

#### OVERVIEW OF TRUST IN DRIVING ENDURING RESULTS

- Trust in the context of ERS 4.0 reflects the **expectations and confidence partners and stakeholders have in one another to act in ways that consider each others’ interests as they pursue shared goals and position activities to sustain (and possibly scale)**. It is a crucial element in cultivating buy-in and shaping effective and durable collaborations among partners, with participants, and with stakeholders of a program (e.g., governments, associations). Trust developed by demonstrating capabilities and delivering favorable results can attract investment from key actors and stakeholders to expand a partnership’s impact.
- **Trust gives partnerships a strong foundation to build agility and resilience** into their collaboration model and continue to progress on their goals even as challenges arise. It also facilitates creativity and evidence-driven experimentation in more nascent sectors to build innovative solutions that can deliver better results over time.
- **A variety of enablers can contribute to fostering trust among partnership stakeholders, including:**

<p><b>Credibility and expertise</b></p> <p><i>Trust derived from displaying technical expertise and/or through the credibility and reputation of key partners</i></p>	<p><b>Track record of delivery</b></p> <p><i>Trust derived through showing strong results, including through an initial pilot or proof of concept</i></p>	<p><b>Transparency</b></p> <p><i>Trust generated through offering visibility into and participation in key processes and decisions</i></p>	<p><b>Interpersonal relationships</b></p> <p><i>Trust cultivated through interpersonal bonds between stakeholders</i></p>	<p><b>Engaged collaboration</b></p> <p><i>Trust cultivated through collaborative ways of working that allow stakeholders to feel heard and engage in co-design of partnership activities</i></p>
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- **Trust is particularly important in driving enduring results for partnerships in sensitive sectors, including peace and security, democracy and governance, youth and education, and environment**, where the majority of partnerships studied saw trust as a core driver of sustainability. Specialized knowledge on the complex local histories, sensitivities, and dynamics is important in designing and implementing activities to meet community needs, and in earning the trust of local stakeholders on whose buy-in enduring results often depend. Selecting an appropriate local partner is an important first step, but trust can be further cultivated through dedicated investment in personal relationships, which allow partners to build enduring bonds with stakeholders, and in creating transparent processes that help community leaders track the project’s progress.

#### LEARNINGS FROM ERS 4.0 FEATURED PARTNERSHIPS

*ERS 4.0 zoomed in on four private sector partnerships that past ERS’ have shown to play a role in shaping partnerships’ enduring results. Trust plays a role across each of these dimensions:*



#### Partnership Duration

Long projects allow partners to develop trust through **interpersonal bonds and a track record of success**, whereas shorter projects with new partner coalitions may hinge more on the **credibility of partners and process transparency** throughout the partnership’s design and implementation to position activities for enduring results

*In a tech sector development project in Cambodia, the 5-year partnership duration was important to creating a foundation of trust between tech companies and local civil society organizations, which could at times have naturally opposing interests. Over time, the interpersonal trust that partners developed with project staff, combined with the meaningful outputs tech companies and CSOs were able to create together, built a smooth collaboration that has produced several enduring social enterprises.*



## ENDURING RESULTS STUDY 4.0

### THEMATIC BRIEF | THE ROLE OF TRUST IN SUSTAINING AND SCALING THE WORK OF PRIVATE SECTOR PARTNERSHIPS

#### LEARNINGS FROM ERS 4.0 FEATURED PARTNERSHIPS *continued*

ERS 4.0 zoomed in on four private sector partnerships that past ERSes have shown to play a role in shaping partnerships' enduring results. Trust plays a role across each of these dimensions:



#### Local vs. Global Partners

Local partners are valuable allies in cultivating trust with participants and governments through prior **interpersonal relationships** and a shared sense of context, connections, and community commitments, while global partners tend to leverage **credibility, expertise, and transparency** to earn the trust of fellow partners and stakeholders.

*A climate policy advocacy initiative in Guatemala identified early on that building trust with government stakeholders would be crucial in order to propose policy in a complex and dynamic political context. Government stakeholders were initially reluctant to implement the proposed climate policy due to the potential economic risks. However, the global implementing partner's credibility in the development space and demonstrated technical expertise enabled stakeholder trust and eventually cultivated enough buy-in for government adoption. The policy developed during the partnership continues to be an integral part of Guatemala's national climate action plan*

*"[During the partnership] there were two different governments but 5 different Ministers of Environment... when they saw that the experts really provided technical expertise, they gained trust."*

– USAID staff, Guatemala



#### Market Orientation

The market oriented partnerships studied tended to rely more on the **natural alignment of partners' commercial incentives** to drive sustainability. In some of these cases, trust-building could be enhanced organically through efforts to make processes and market dynamics more transparent.

*In an agriculture project in Egypt, the project team was able to build smallholder farmers' confidence in a major export association partner through measures to increase market transparency, including through regular trainings designed to clarify and a web portal that shared international pricing information. Smallholders continue to engage with the association through both market activities and capacity building opportunities well beyond the USAID partnership operational period*

*"We cultivated trust by building up a win-win situation. For exporters this means they have to provide premium prices and for smallholder farmers they need to provide high quality produce, quantity and continuity."*

– USAID staff, Egypt



#### Private Sector Contribution

Trust is enhanced for private sector partners when they can co-create and steer the work of the partnership from the outset (*trust enabled through 'engaged collaboration'*). Private sector partners are in turn more likely to invest deeply in sustaining activities that they have been able to help shape around their needs, expertise, and perspective.

*In a workforce development partnership in El Salvador, the team overcame inherent distrust between academic and private sector partners by fostering an environment of dialogue and collaboration. They cultivated private sector buy-in and created a platform for PS companies to contribute their expertise by forming 'cluster' groups around each key sector and inviting industry representatives to facilitate cluster meetings, ensuring that their inputs were consistently affirmed and integrated. Scholarships for disadvantaged students in El Salvador launched from the partnership have continued to make a lasting impact in the higher education space in El Salvador*

*"In this case it helped a lot to have this local institution with local credibility that would take ownership of the system...now, five years later, they are still working in the community and are able to continue the project. It gave them a sense of long-term sustainability but also ownership..."*

– Implementing Partner, Dominican Republic

## ENDURING RESULTS STUDY 4.0

### THEMATIC BRIEF | THE ROLE OF TRUST IN SUSTAINING AND SCALING THE WORK OF PRIVATE SECTOR PARTNERSHIPS

#### CONSIDERATION FOR BUILDING TRUST INTO PARTNERSHIPS

Guidance below is targeted specifically for USAID teams (indicated by the  icon), implementing partners (indicated by the  icon), and private sector partners (indicated by the  icon) to drive enduring results through strengthening trust

DESIGN	IMPLEMENTATION	POST-PARTNERSHIP
<p> Where possible, structure PSE solicitations to require implementing partners apply for USAID funding jointly with a private sector co-funding partner (i.e. proactively bring on a private sector partner with whom they have a relationship) to <b>leverage or build in trust from the outset</b> (can be especially crucial for short-term partnerships and those in sensitive sectors, which can hinge on building trust quickly)</p>	<p> Set clear norms around internal project communications (e.g., tools, style, cadence, data privacy) to <b>build trust through transparency</b> and encourage engaged collaboration among all partners</p> <p> If possible and safe, <b>co-locate partners together</b> for strategy sessions or other substantive activities over the course of the partnership period to build interpersonal bonds in addition to remote touchpoints</p>	<p> Stay in touch with partners after the funding period is over to understand continued results and be ready to <b>serve as thought partner</b> as well as receive and give “five-minute favors”</p>
<p> Involve governments and community stakeholders in project design sessions to cultivate trust early and <b>create a feedback loop</b> and network of potential ‘champions’ for partnership activities</p>	<p> Leverage <b>strong project communications with stakeholders and participants</b> (e.g., newsletters, blogs, ‘town hall’-style events) to cultivate trust through transparency</p>	<p> When checking in post-partnership, <b>explore ways to partner again</b> and leverage the foundation of trust and collaboration that has already been developed</p>
<p> When working in sensitive contexts (e.g., post-conflict) or with vulnerable communities (e.g. refugee populations, youth), ensure local partners are <b>leading on both activity design and direct engagement with communities</b> to help cultivate trust and ensure programming reflects the community’s needs, constraints, values, and assets</p>	<p> When working with governments, consider strategies that <b>build trust incrementally</b>, such as using relationships at the city or district level to reach national government, or with one government sector / department to reach another</p>	<p> Encourage teams to establish relationships with aligned, potential private sector partners outside of typical project life cycle to <b>develop a pipeline of trusted partners</b> and better understand where opportunities of mutual interest lie</p>
<p> When starting partnership discussions, <b>clearly articulate goals, needs, and potential assets</b> as well as vision for sustainability and scale to help USAID structure the partnership in ways that are mutually beneficial and begin building a foundation of trust through engaged collaboration</p>	<p> Empower local actors who are well-placed to continue <b>reinforcing partnership goals and trust</b> across stakeholders, such as associations, media partners, and civil society organizations, through ongoing outreach, capacity building opportunities, and other light-touch engagement</p> <p> Approach relationship-building with USAID as an opportunity to <b>develop an ongoing collaboration</b>, rather than a single project</p>	<p> Maintain <b>open communication channels with community stakeholders</b> outside of distinct funding opportunities of partnership cycles to share successes and maintain strong trusted relationships for future engagement</p>

## ENDURING RESULTS STUDY 4.0

### FURTHER RESOURCES FOR DRIVING ENDURING RESULTS IN USAID PARTNERSHIPS

#### FURTHER RESOURCES FOR DRIVING ENDURING RESULTS

*Enduring Results Study 3.0 (2020) Summary*

An overview of key findings from ERS 3.0, conducted in 2020

*Building Blocks of Successful Shared-Value Partnerships (2022)*

Report summarizing private sector perspectives on what drives success in USAID's P4I partnerships

*Multi-stakeholder Initiatives with the Private Sector*

Guidance on developing successful multi-stakeholder initiatives with the private sector

*Literature Review PSE: A Generalizable Framework (2021)*

Report synthesizing existing evidence into a Partnership Capacity Theory

*USAID Local Capacity Development Draft Policy (2021)*

Agency-wide vision and common approach towards developing local capacity

*Locally Led Development Spectrum and Checklist (2021)*

Instruments developed to help USAID and partners think about locally led development in practice

*Local Private Sector Partnerships: Assessing the State of Practice (2015)*

Resource to support engagement with local PS companies

*Learning Brief: PSE Relationship Quality (2021)*

Guidance on developing relationship quality to improve private sector partnership results

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For more information on positioning partnerships for enduring results, please reach out to [globalpartnerships@usaid.gov](mailto:globalpartnerships@usaid.gov), visit the USAID Private Sector engagement [page](#), and/or reach out to any of the [Private Sector Engagement Point of Contact \(POC\)](#).

