

Examples of guiding questions to review ‘organisational readiness’ for private sector engagement

- 1. Is there an appropriate leadership position on all aspects of private sector engagement in the agency, or can it be created?**
Options include
 - Hiring new staff from outside the organisation with extensive experience in or with the corporate sector, or, changing responsibilities of existing staff
- 2. What systems are in place to reach out to companies and respond to private sector engagement enquiries and can they be improved?** For example, is it possible
 - to allocate more time to attending networking events and initiating a dialogue with promising contacts?
 - to assign members of staff as relationship managers for strategic business partners?
 - to nominate a focal point and create a single webpage for informing interested businesses (and agency staff) about options for collaboration?
- 3. How do different teams, units and government departments share and divide responsibilities on private sector engagement? Are current configurations sufficient to promote private sector engagement across the donor organisation? Is a coherent offer to the private sector across government departments in place?** Specifically
 - is there a need to enhance the role and capacity of a central private sector engagement unit?
 - are there opportunities for enhancing cross-functional collaboration among teams?
 - Can exchange and coordination between donor headquarters and field offices, as well as other government departments be optimised?
- 4. Has the agency identified which of its *existing partners are most strategically important* for the achieving sustainable, large-scale development outcomes? How are relationships with these companies managed?** There may be opportunities
 - to review the existing portfolio of business collaborations in order to filter out the most strategic partners; and
 - to develop processes for developing deeper relationships and more substantive, shared value collaborations over time.
- 5. What programmes and processes are used to by the agency to *develop partnerships*?**
 - Specifically, are there opportunities to shift from transactional mechanisms to more collaborative processes for co-creating development solutions, directly with businesses or via/ together with NGOs?
 - Are flexible funding mechanisms in place to respond to collaboration opportunities in a nimble way or could they be created?
- 6. Are formalised systems for *due diligence* already in place or do staff require more support, assessment and/or process guidelines?**
- 7. Are *skill sets* in the private sector engagement team and/ or other relevant units (including legal advisory teams) appropriate for private sector engagement or do they need to be developed or brought into the organisation? What *skills development initiatives* (workshops, training, secondments, day-to-day mentorship etc) are in place and are they sufficient?** In addition to in-house capacity-building, could implementing partners be supported better (financially or technically) to lead discussions with business on behalf of the donor?
- 8. What *processes to develop and refine organisational change priorities* are in place or could be created going forward?**
Options include
 - An internal task-force to develop new ideas on how the organisation can engage the private sector more strategically and effectively.
 - Drawing on cross-functional task teams to hold regular brainstorming sessions or organise workshops with other development organisations to discuss options for adapting to new private sector engagement tasks.
 - Working with staff and implementing partners at all levels to learn from existing collaborations and solicit feedback from businesses on how the organisation can respond more effectively to their needs;
 - Independent advisors can be a source of innovation and for identifying further pathways for organisational change.
- 9. Is the *Development Minister* interested in championing organisational change for private sector engagement?**
 - Ministers can play a critical role in ‘walking the talk’ of strategic private sector engagement, e.g. by launching new, strategy development processes based on business consultations, and actively encouraging relevant organisational changes