



Delivering sustainable growth through public and private sector collaboration

TRANSFORM'S FIVE PRINCIPLES FOR REAL AND LASTING IMPACT



**Match-make
meaningfully**



**Harness
common goals**



**Challenge
structures**



**Share
learnings**



**Design with a
"win, win" mindset**

Sustainable growth, that works for both people and the planet, is among the biggest challenges of our time. No single organisation, individual or government has the power to solve it alone.

Rising to the challenge and rethinking existing systems can only be solved using a mix of different skills, experiences, perspectives and talents. But sometimes traditional models for collaboration may not achieve desired goals, or fall apart if not managed correctly.

In 2015, we set out to collaborate for good. The result was TRANSFORM, an impact accelerator founded by Unilever, the UK's Foreign, Commonwealth and Development Office (FCDO) and EY, which unites corporates, donors, investors and academics in supporting visionary enterprises in Africa, Asia and beyond.

Our goal is to scale solutions to global challenges, and we have the evidence to show this is happening. TRANSFORM has supported more than 100 projects that tackle environmental challenges, improve health and wellbeing, and build inclusive economies.

Through these projects we have impacted the lives of over 10 million people around the world – from informal waste workers in Kenya to Ghanaian shea nut pickers to women in India without access to healthcare. Some of the innovations, like Africa's first B Corp recycling company, Mr Green Africa, have been scaled and incorporated into Unilever's supply chain.

TRANSFORM is a unique model that bridges the public and private sectors – bringing large organisations, with different perspectives and values, together. Success lies in its principle of reciprocity, embedded at the heart of our initiative. We have tried it, tested it, and are witnessing the positive impact it is having. TRANSFORM is a model that works.

As our work broadens and deepens, new companies – like Mastercard, the Bill & Melinda Gates Foundation and Microsoft – have joined us, and other donors and collaborators continue to do so. We are also sharpening how we operate with more funding decisions happening at a local level.

The past eight years have shown us the power of these principles. If you're interested in putting these ideas into action and joining our growing network of partners, find out more at www.transform.global

Find out more about our collaborative model in our report '[Lessons in partnership, the TRANSFORM story](#)'

**We
TRANSFORM
Lives**

So now is the time to share what we have learned, in the hope that others who are looking to build movements that challenge traditional donor-recipient models and rethink the way business is done, will be able to use the foundational principles that have guided our approach so far.



Match-make meaningfully

Projects thrive on more than just money – technical skills and market connections boost impact. Where are your strengths and how can they help others? Which causes can you support with your resources that mean you go beyond financial funding? Which organisations can you collaborate with that complement your offering?

TRANSFORM invests in solutions to help them scale. Crucially, investment comes in multiple shapes and sizes – utilising the strengths of each of the organisations involved; business advice is provided by EY; sector experience, marketing support, supply chain access and financing from Unilever; and grant funding from FCDO.



Harness common goals

A shared goal is a powerful thing. To ensure longevity and commitment from everyone in a partnership, all parties need to find the overlap in their existing strategies – the sweet spot that can really drive momentum. What goals might you share with unusual partners? Where do your strategies already line up?

While achieving the Sustainable Development Goals (SDGs) is the overriding aim for TRANSFORM, it is built on the shared belief that lasting change can come from market-based solutions. The programme works to address specific themes – to raise living standards, achieve a waste-free world, and protect and regenerate nature – all of which are relevant to Unilever, FCDO and EY's individual priorities.



Challenge structures

All too often, the traditional donor-recipient relationship has an unbalanced power dynamic that stifles innovation and becomes a tick-box approach, with efforts being diverted from real action. Lasting change happens when an equal relationship exists between all parties based on genuine exchange, open and constructive dialogue, and a trust that allows deviation from an agreed brief, to achieve the best outcomes. How can you allow genuine innovation, from the ground up, to flourish and create change without being too prescriptive about the desired result?

The entrepreneurs and leaders that TRANSFORM works with have a direct relationship with a programme lead to define objectives and outcomes from the outset, but they are never restrained by inflexible measurements and reporting. They also retain the intellectual capital of their ideas. Success is defined as an enterprise that grows rapidly and succeeds in its own right, or an innovation that can be tested and learnt from.



Share learnings

Learnings, and failures, should never go unshared, and insights should be passed on to fuel new solutions or help others in the wider system to leapfrog forwards. How can you pass on what you learn from projects, with both existing and new partners and the wider world? And how can you make it possible to talk about what doesn't work, as well as what does, saving time and resources for all?

Learnings from TRANSFORM are captured through an independent evaluation partner and distributed through roundtable discussions, insight papers, community forums and to more entrepreneurs through social media, webinars and at global and local events.



Design with a "win, win" mindset

Achieving the SDGs requires the bold ideas and actions from entrepreneurs to come to scale and ultimately, influence existing global systems. These disruptors are driving innovations and new business models to create the momentum the economy needs. Investment might move in only one direction, but innovation needs to flow back. How are you ensuring that you're not only imparting and listening but you're leaning in, learning and taking action? How are you integrating the lessons you're learning from the people you support back into your business or service?

Some of TRANSFORM's innovations are now being incorporated into Unilever's global supply chain – challenging and changing the way the company does business as part of its commitment to sustainable development.

TRANSFORM is an impact accelerator that unites corporates, donors, investors and academics to support visionary enterprises across Africa, Asia and beyond. Together, we test and scale new solutions that tackle environmental challenges, improve health and wellbeing, and build inclusive economies.

Combining grant funding, business insight and research, TRANSFORM is advancing the development of innovative business models to help solve global challenges. It was established in 2015 and is led by Unilever, the UK's Foreign, Commonwealth and Development Office, and EY.

