

# P3 Impact Award

*Ten Years of Insights & Innovation*

SEPTEMBER 2023



Office of Global Partnerships  
U.S. DEPARTMENT of STATE



CONCORDIA



DARDEN SCHOOL  
of BUSINESS  
Institute for Business in Society




# P3 Impact Award

## Recognizing Collaborative Excellence

**I**T IS OUR PLEASURE to mark the 10th Anniversary of the P3 Impact Award, celebrating ten years of global dialogue, knowledge exchange, network expansion and partnerships. At the heart of the Award are extraordinary examples of public-private partnerships (P3s) and cross-sector collaborations addressing both global issues and hyper local challenges through tenacity, ingenuity and hundreds, if not thousands, of dedicated individuals working toward positive social impact.

The Award was created in 2014 by the U.S. Department of State's Office of Global Partnerships, the University of Virginia Darden School of Business' Institute for Business and Society, and Concordia -- the partnership a P3 itself -- to understand, from an academic and a practitioner sense, the best practices underpinning cross-sector collaboration and the trends shaping innovative tri-sector partnerships as well as to celebrate the "doers" on a global stage. The idea was simple enough: host a global competition among partnerships based on a rigorous analytical framework by which to evaluate each on individual merit, leverage the heft of government to explore scalability, and present learnings and celebrate a winner at the largest public-private sector event alongside the United Nations General Assembly.

Year on year, the award has evolved based on the feedback from the applicants, as well as our shared goal to recognize and explore P3s improving the world. Starting in 2016, dedicated case studies on the five finalist partnerships connected their work to a global set of trends and learnings, providing a real-world bridge for other practitioners to adopt and adapt learnings into their own work more readily. Between 2017-2019, we added an Audience Choice Award that permitted Concordia Annual Summit attendees observing the final round of finalist presentations to vote on which partnership demonstrated the most innovation to achieve its goals. Between



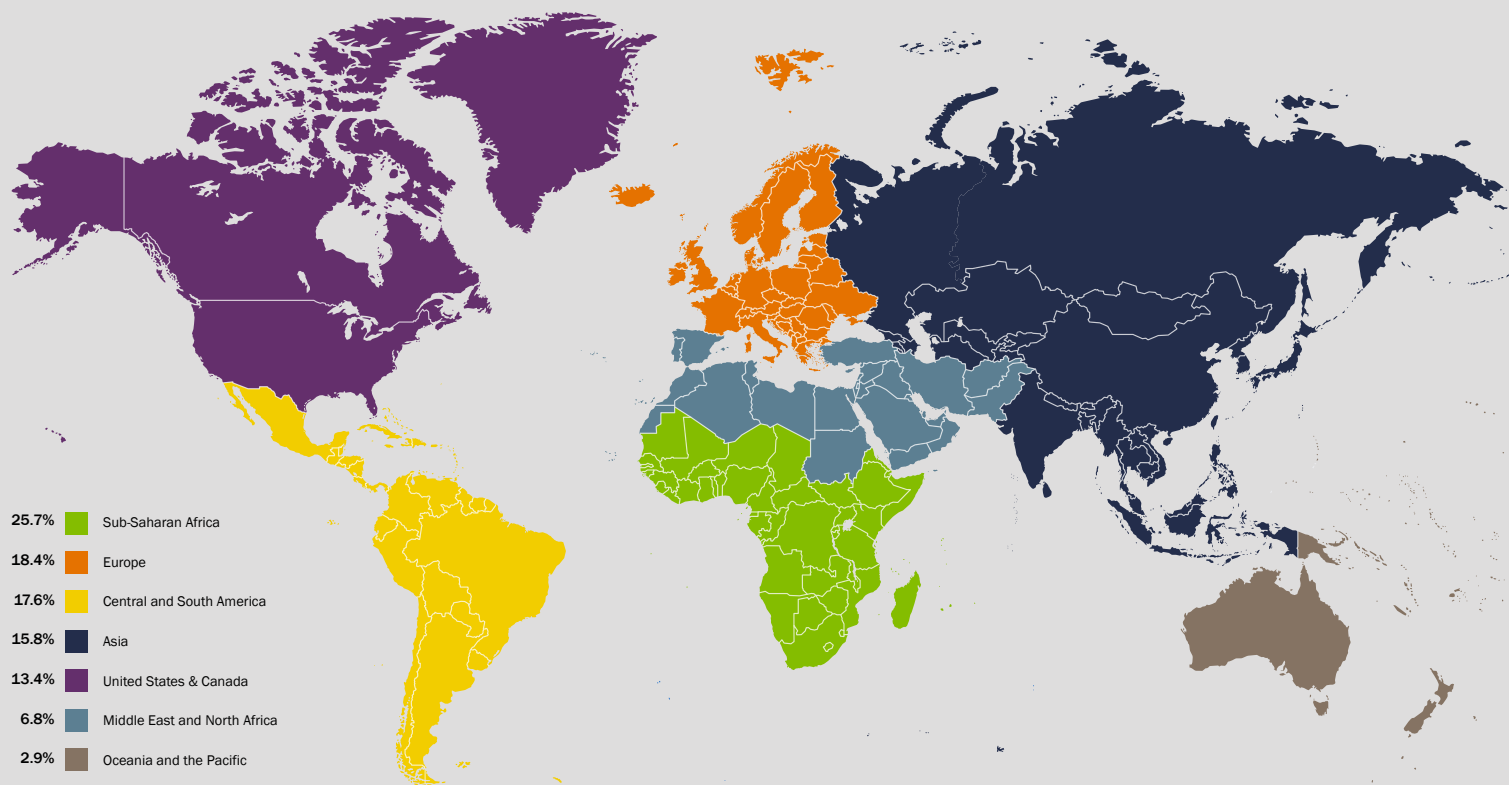
2020-2022, the Award expanded to include a virtual Partnership Accelerator that welcomed cohorts of applicants exhibiting similar learning and growth needs to participate in a five-week curriculum. The accelerator procured first-in-class leaders to present strategies on partnership challenges such as governance and accountability, sustainable financing and establishing impact metrics. Over the years, each of our three institutions has gained value that is unique to our mission and goals, driving the Award forward to this ten year milestone.

This report intends to capture some of the key learnings presented over the past ten years to provide a more complete understanding of the P3 landscape. Our data collection spans across the launch of the United Nations' Sustainable Development Goals (SDGs), a global pandemic, and cultural, political and technological shifts that have fundamentally altered the challenges we face and how we interact as a society. The award has evolved in response to these events and continues to be a year-round resource to the growing network of applicants, winners and judges in a rapidly changing world. Our hope is that this report not only celebrates the work of the Award, but also supports collaboration moving forward.

As we celebrate this moment, we want to recognize and thank our judges, who each year provide independent evaluation of semi-finalist and finalist partnerships and contribute to the global dialogue. We want to acknowledge the hundreds of applicants from around the world who have shared their partnership models with us, contributing to the academic and practical understanding of partnership design. And, finally, we want to thank (and celebrate) our finalists and winners over the past decade who have stood out among their peers with best-in-class partnership models to inspire a global community.

On behalf of Concordia, the Institute for Business in Society and the Office of Global Partnerships, we hope that the report sparks thought and consideration for your own partnering strategies as well as motivates you to pursue the model of cross-sector engagement toward your own impact goals.

# Our Global Impact



The P3 Impact Award applicants represent organizations operating in almost every region of the world, indicating the global scale and impact of P3s today.

For details on individual countries, view the map on [Concordia's website](#).





# Reflections from the Founders



## Thomas Debass

*Managing Director, Office of Global Partnerships*  
U.S. Department of State

IN CELEBRATION OF THE TEN-YEAR ANNIVERSARY of the P3 Impact Award, the Department of State's Office of Global Partnerships (GP) looks back on the evolution of public-private partnerships over the last decade. Today, the proliferation of global challenges grows exponentially, and governments are humbly recognizing that the public sector cannot tackle them alone. This shift has been empirically demonstrated by the nature of today's partnerships—borne out of necessity and with a strong sense of mission. In turn, the role of governments in public-private partnerships has also shifted. Once the only players in global problem-solving, governments are now conductors in a symphony of problem solvers and solution providers.

Another trend to note is the rise of unlikely participants engaging in humanitarian partnerships, providing funding and facilitating programming for issues like the climate crisis, disaster relief and global public health. Increased action towards environmental, social and corporate governance (ESG) redefines corporations as drivers of positive

change. We have seen multinational corporations coming out of their lane to address global challenges, exemplifying a change in focus that mirrors that of their employees, communities and customers.

Hyphenated communities or diasporas, long-time stakeholders in global affairs, have taken greater ownership in the global development space through public-private partnerships. Their affinity to and linkages with key countries in the developing world make them essential allies. In almost every instance of natural disaster, diaspora communities have stepped up not only as first responders, but impact investors, volunteers and generous philanthropic givers.

After decades of experience in development finance and public-private partnerships, I am glad to see the democratization of global solutions and impact investing. In this changing global landscape, the Department of State continues its commitment to partnership-building with the private sector to address global challenges.



## Mary Margaret Frank

*Dean, University of North Carolina Kenan-Flagler Business School*

*Former Academic Director, UVA Darden School of Business Institute for Business in Society*

**WE ARE THRILLED TO CELEBRATE TEN YEARS** of presenting the P3 Impact Award in collaboration with Concordia and the U.S. Department of State's Office of Global Partnerships (GP). As we reflect on the past decade, we are impressed how the partnerships that applied to the award exemplify the power of bringing together cross-sector partners to solve some of the most pressing global issues of our time. They have demonstrated that collaboration of diverse perspectives, resources and expertise can lead to innovative and sustainable solutions.

The Institute for Business in Society at the Darden School of Business engages students and prepares leaders to positively impact society through business. Ten years ago, as cross-sector partnerships were increasingly used to address

social challenges, we recognized the need to explore the pivotal role the private sector played. Through the P3 Impact Award, we not only highlight, but also learn from the positive change and progress achieved by partnerships. The factors that contributed to overcoming challenges such as misalignment of objectives, lack of accountability, evaluating impact or complexity of governance can be translated into meaningful insights and lessons learned that inform academic research and case studies for the classroom and practicing world.

We are grateful for our valuable partners, Concordia and GP, and celebrate our achievements as a partnership, as well as look forward to even more collaboration and innovation in the years to come.



## Matt Swift

*Co-Founder & CEO*  
Concordia

CONCORDIA BELIEVES IN THE POWER of cross-sector collaboration in improving communities in the most impactful ways. By leveraging the unique strengths of the public, private and nonprofit sectors, we're able to facilitate innovation in a manner that can't be created any other way.

Through our longstanding partnership with the University of Virginia Darden School of Business and the U.S. Department of State's Office of Global Partnerships, the P3 Impact Award has gone on to exemplify the true value of this collaborative framework in practice, and this year we're so proud to celebrate its tenth year.

Over the past decade, the participants of the P3 Impact Award have spanned the globe and they

have focused their efforts in a variety of fields, from ensuring equal access to healthcare in India during the height of a global pandemic, to the establishment of the very first eye bank in Sub-Saharan Africa and much more. Oftentimes, we have seen that many of these partnerships have been initiated by the private sector. This has shown that many of the best strategies we now have at our disposal are often market-based, but that the successful implementation and scaling of these solutions is ultimately a project that requires all sectors.

Thank you to all our applicants, semi-finalists, and finalists for their innovative ideas and impact.



Founders Thomas Debass, Mary Margaret Frank, and Matt Swift

# Previous P3 Impact Awardees

2022 [Samridh Healthcare Blended Finance Facility](#)

2021 [Salud Mesoamerica Initiative \(SMI\)](#)

2020 [Eye Bank of Ethiopia Elimination of Corneal Blindness Partnership](#)

2019 [Bioko Island Malaria Elimination Program](#)

2018 [Kosmos Innovation Center](#)

2017 [Sanitation Marketing Systems in Bangladesh](#)

2016 [Project Nurture](#)

2015 TV White Space Supported Fisherfolk Registration in the Danajon Reef

2014 Cocolink

*All previous P3 Impact Award winners and finalists are highlighted in a special collection of Darden [Ideas to Action](#) articles.*



The P3 Impact Award gave Kosmos Innovation Center (KIC) the first international exposure, which contributed to its validation with key stakeholders. Feedback taken during the award process helped KIC improve program implementation and position itself to expand internationally. KIC has been able to attract funding and create new partnerships, allowing over 1,500 young entrepreneurs to be trained, and the creation of more than 35 active and thriving businesses.”

— Kosmos Innovation Center





# Audience Choice Winners

(presented 2017-2019)

**2019** [Bioko Island Malaria Elimination Program](#)

**2018** MIP Futuro

**2017** Accenture and Upwardly Global Partnership

“Being awarded the P3 Impact Award proved to be a pivotal moment for guaranteeing long-term sustainability for cornea transplant care in Ethiopia and Africa. The vote of confidence and recognition enabled high-level conversations with government leaders, resulting in the government officially agreeing to provide permanent operational funding, eliminating dependence on unpredictable funding.”

— Eye Bank of Ethiopia, Elimination of Corneal Blindness Partnership



# Trends

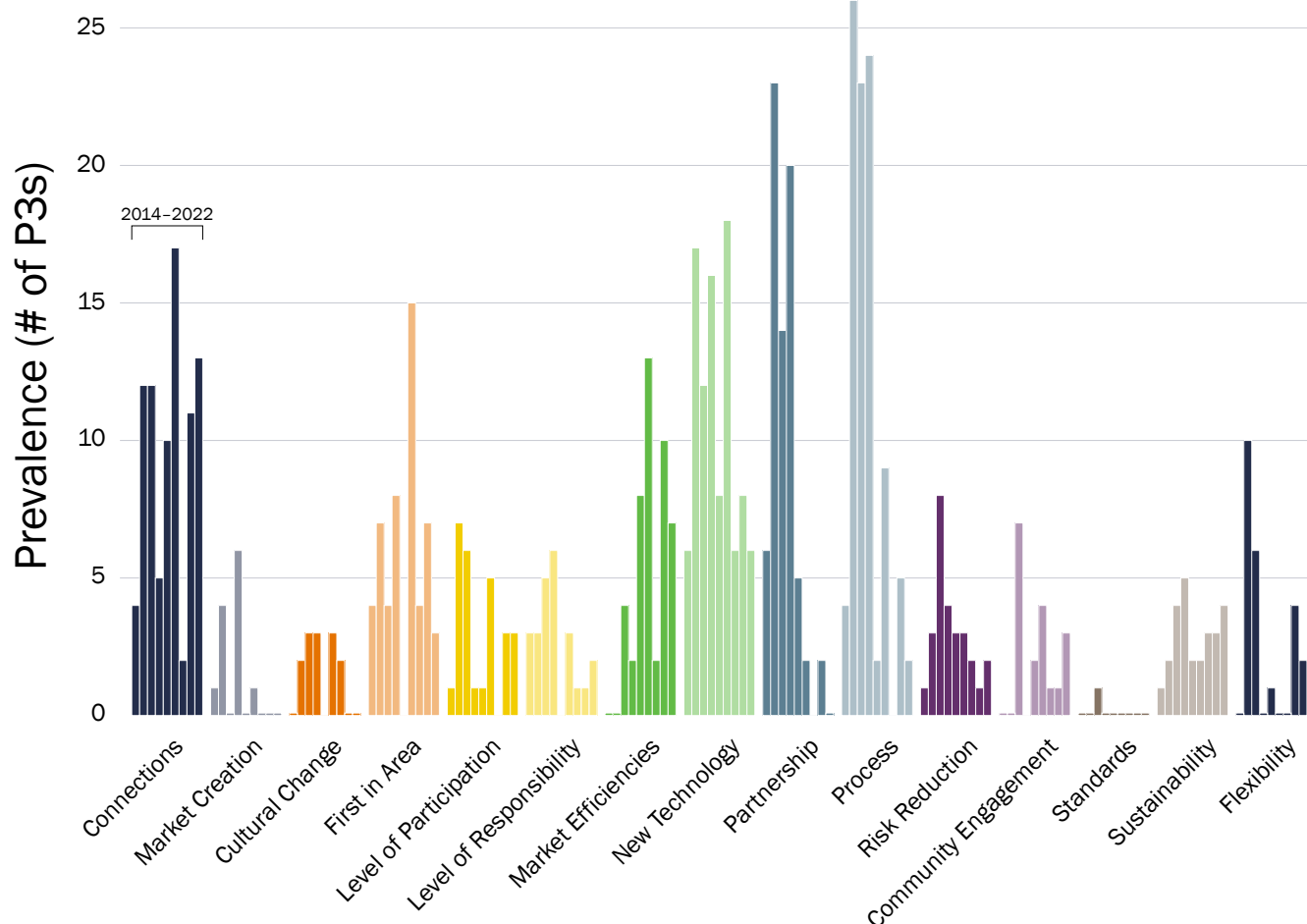
The P3 Impact Award applications highlight some of the universal components of public-private partnerships, as well as their unique structures and experiences. We have been able to capture these trends over time and present some of the most relevant here. Through these trends, we see the breadth of impact that P3s can have, as well as new developments in both their objectives and operational demands.

## Innovation

The P3 Impact Award analyzes the innovative features of applicants to better understand why they are uniquely positioned to address a specific societal need. Partnerships present innovative approaches to challenges or combine existing tools or programs in novel ways that contribute to their success in meeting the

need. The most common areas of innovation are new technologies and processes, managing connections in P3s being a catalyst. This directly aligns with the most common challenge for most partnerships, coordinating many actors.

Innovations by Year



# Sustainable Development Goals

Once the SDGs were adopted in 2015, the P3 Impact Award started tracking how applicants self-identified the SDGs supported by their partnership. (Data collected prior to the adoption of the SDGs was retroactively assigned to the appropriate SDG.) This chart groups the SDGs into the five critical areas of

importance: Partnership, Peace, People, Planet and Prosperity. The analysis indicates through the years, applicants continue to support SDGs that prioritize ensuring health and well-being for all and promoting sustainable economic growth and inclusive employment.

**Partnership**  
Partnerships for the Goals

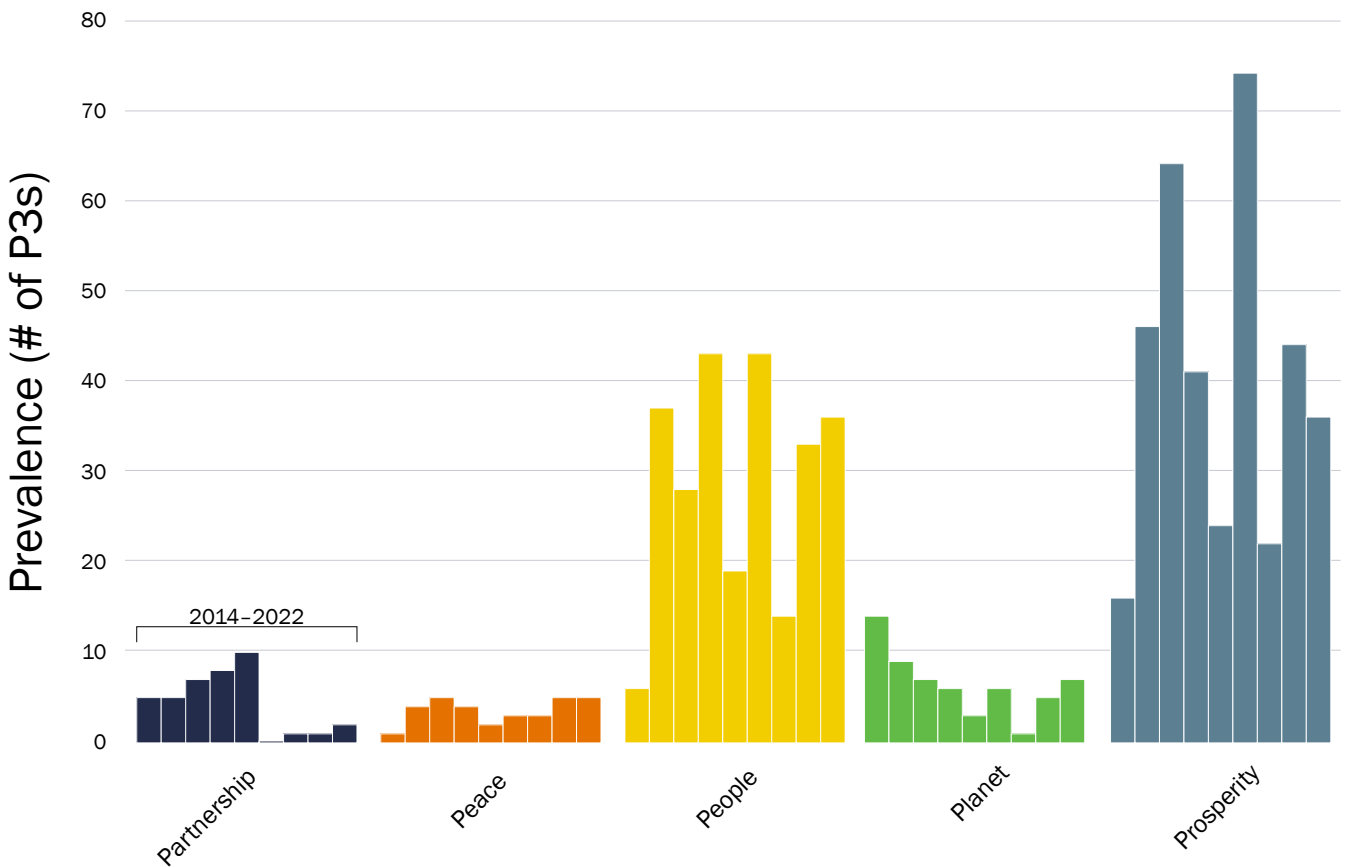
**Peace**  
Peace, Justice and Strong Institutions

**People**  
No Poverty  
Zero Hunger  
Good Health and Well-Being  
Quality Education  
Gender Equality

**Planet**  
Clean Water and Sanitation  
Responsible Consumption and Production  
Climate Action  
Life Below Water  
Life on Land

**Prosperity**  
Affordable and Clean Energy  
Decent Work and Economic Growth  
Industry, Innovation and Infrastructure  
Reduced Inequalities  
Sustainable Cities and Communities

Sustainable Development Goals by Year

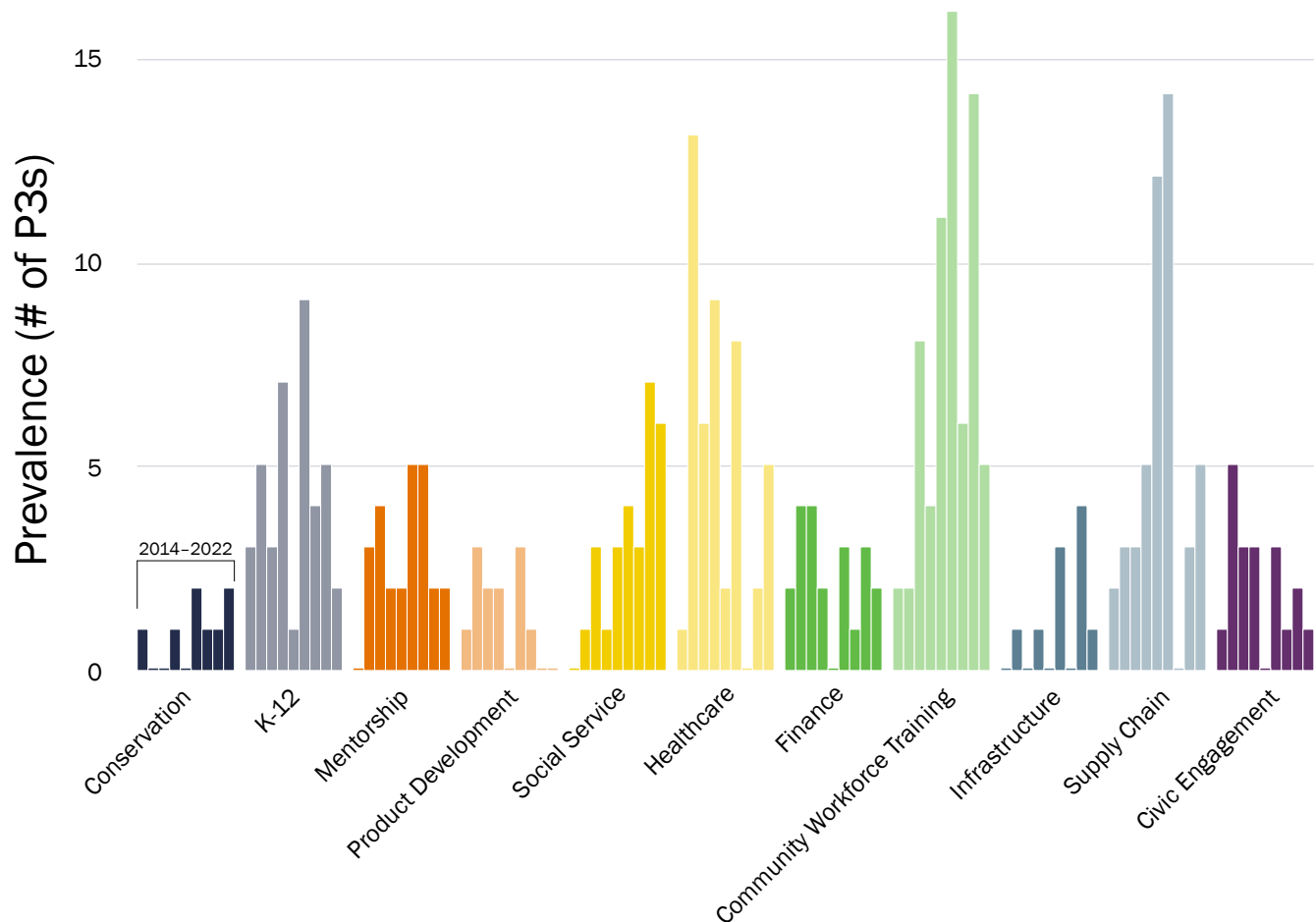


## P3 Objectives

Partnerships utilize many shared approaches to address multiple SDGs as showcased in the data analysis in this chart. The most common objective of P3 Impact Award applicants is community and workforce training; this objective directly aligns with the high prevalence of UN SDG 8 Decent Work and Economic Growth as a focus area. Many applicants utilize the workforce development approach to empower communities,

implement more advanced technology, and attract foreign trade and investment. The prevalence of community and workforce training showcases that cross-sectoral partnerships are focusing on economic development to address the UN SDGs and build a more equal and sustainable world.

### P3 Objectives by Year

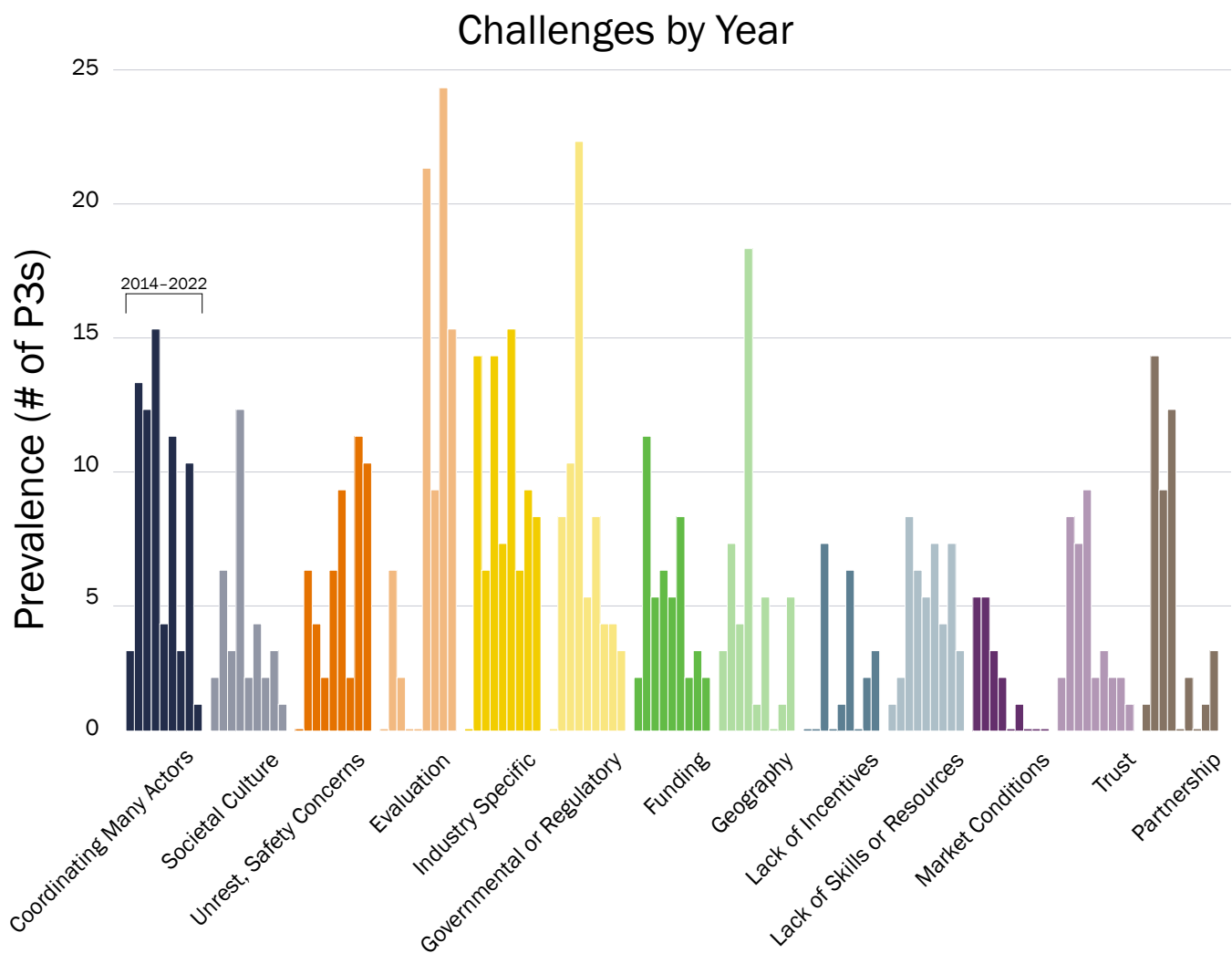




## Challenges

As the P3 space has evolved, so have the challenges faced by partnerships. While P3 Impact Award applicants in the earlier years experienced greater challenges with funding, more recent years have shown increased challenges when dealing with evaluation of goal achievement and impact. There is a greater expectation for monitoring and evaluation

plans that align interventions with the desired outcomes. Over the course of the Award, a persistent challenge remains in coordinating across the numerous parties involved to achieve meaningful impact.



# Future Directions

**2023 MARKS THE 10-YEAR MILESTONE** of the P3 Impact Award recognizing public-private partnerships (P3) that improve communities and the world. Examples of the impact achieved by these partnerships include providing funds and capabilities for developing critical infrastructure, improving the health and well-being of communities, advancing tools and methods that promote the responsible use of natural resources, and bringing technological innovations to underserved communities at an affordable cost. The P3 model enables positive change by providing a structure or platform for aid organizations, financial institutions, non-governmental organizations, civil society and local communities to forge partnerships and work together toward a common goal. Looking forward, how and where do we apply the lessons learned, and how does the P3 model fit into the overall Sustainable Development Goals?

The Sustainable Development Goals (SDGs) launched in the 2015 UN General Assembly meeting, are a collective call to action for people worldwide to address five critical areas of importance by 2030: People, Planet, Prosperity, Peace and Partnership. They cover 17 different goals, 169 targets and 247 indicators. The COVID-19 pandemic and recent geopolitical conflicts have put many of these goals significantly out of reach for 2030. In 2023, we find ourselves at the halfway mark, and the UN Secretary General's report sounds this alarm – “Only about 12 percent are on track; more than half, although showing some progress, are moderately or severely off track; and some 30 percent have either seen no movement or regressed below the 2015 baseline.”\* The lack

of progress – and even worse – regression, will have severe consequences for the whole planet. Of particular concern are SDGs 6 (Clean Water and Sanitation), 8 (Decent Work and Economic Growth), and 16 (Peace, Justice, and Strong Institutions). These SDGs were slow to start, with no indicators on target, and have backslid the most from their baseline numbers. The spillover effects can be seen in the regression for other targets as well, with SDGs 2 (Zero Hunger) and 10 (Reduced Inequalities) showing deep relapse after some initial progress. To get us back on track, we need a concerted effort from academia, businesses, civil society, non-governmental organizations, developmental institutions and policymakers in each of the 193 nations.

Our analysis of the data based on award applications shows that the P3 model can complement the efforts to reach the SDGs in three key areas. First, it can help fill some gaps in data and measurement, especially with SDGs 5 (Gender Equality), 11 (Sustainable Cities and Communities), 16 (Peace, Justice and Strong Institutions), and 17 (Partnership for the Goals). The experience of P3 participants in these areas can be leveraged to understand how data on-ground can be collected and analyzed for use in assessing effectiveness and outcomes. Second, most of the P3 applicants list multiple SDGs in their objectives – an intervention for one SDG, for example, decreasing hunger can also improve good health, another SDG. Through the multiple sectors and organizations that it connects, the P3 structure can coordinate with other impact and development programs to increase positive spillover effects and exponentially

accelerate progress, especially on SDGs 3 (Good Health and Well-being), 8 (Decent Work and Economic Growth), 9 (Industry Innovation and Infrastructure), and 10 (Reduced Inequalities). Finally, the P3 mechanism can provide a platform to develop consensus across stakeholders for programs that cross borders. In times of increased geo-political tensions across the globe, doing so could be vital for transnational engagement with communities on the ground.

The SDG goals themselves are easily understood, but the target indicator measurements rely on information from national statistics offices and consolidating institutions. To many, this is a black box. Our research shows that it is critical to align the targets and indicators across all the different programs and partnerships. For instance, currently almost half of the P3 applicants do not have an established metric to measure outcomes. While most of the company and policy initiatives have quantitative measurements in place, they tend to focus on a few resources and/or the communities that live surrounding these resources. Even when measurements are in place and SDGs are mentioned in the impact reports, they are not comparable, nor can they be used to understand how the initiatives contribute to the progress of the SDGs. Standard-setting organizations, such as Global Reporting Initiative (GRI), International Financial Reporting Standards (IFRS) and Sustainability Accounting Standards Board (SASB), are in the process of creating sector-

specific standards that can potentially build bridges between an organization's own actions, its supply chain, national policies, and development goals. Interoperability and adoption remain open questions.

Moving forward, if we can develop an action plan that leverages data, capabilities, and connections across different platforms to fill in gaps, agree on a common set of metrics and standards for evaluation, and secure a continued commitment from stakeholders, it is possible to accelerate progress toward the 2030 goals. Much like the effects of climate change have galvanized action from multiple countries, companies, development institutions, and individual communities, we need a similar call to action in the social and developmental context. Through the P3 Impact Award, we highlight the important role that public-private partnerships can play in this space.



**Dr. Vidya Mani**

Associate Professor of Business Administration  
UVA Darden School of Business

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*\*The report was submitted in response to General Assembly resolution 70/1, entitled "Transforming Our World: the 2030 Agenda for Sustainable Development". Last accessed from [this PDF](#) at UN.org*

# Previous Judges

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*President & Chief Executive Officer*  
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Rare Beauty

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Mars

**Rebecca Marmot**

*Vice President & Chief Sustainability Officer*  
Unilever

**Edward Martin**

*Co-Founder & CEO*  
Good Xchange



*By showcasing exemplary P3s and building a community of practice, the P3 Impact Award helps to create a more supportive and enabling environment for P3s to thrive. I am amazed by the creativity, innovation, and dedication of the applicants. It is inspiring to see how these partnerships are making a real difference in the lives of people around the world.*

— Hector Mujica, Head of Economic Opportunity, Google.org

**Annie Medaglia**  
Associate Partner  
Bain & Company

**Hector Mujica**  
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**Katherine Neebe**  
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# P3 Impact Award presented by...



The **Office of Global Partnerships (GP)** at the U.S. Department of State is an entry point for collaboration between the U.S. Department of State, the public and private sectors, and civil society. GP aims to strengthen and deepen U.S. diplomacy and development around the world by building and promoting public-private partnerships that leverage the creativity, innovation, and core business resources of partners for greater impact. GP works with partners across sectors, industries, and borders to promote economic growth and opportunity; to invest in the well-being of people from all walks of life; and to make democracy serve every citizen more effectively and justly.



**Concordia**, a registered 501(c)(3) nonprofit, nonpartisan organization, is the leading public-private sector convener, establishing and elevating market-led solutions to global challenges. Concordia was founded in 2011 by Matthew A. Swift and Nicholas M. Logothetis.



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