Evaluation of Swedish Leadership for Sustainable Development

Final Report

Sida

Foreword

The Sustainable Development Goals are a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity. Development funding is merely a small drop in comparison to the global challenges that must to be addressed. Therefore, unconventional partnerships need to be explored in order to channel more resources towards ending poverty. There is growing recognition that private sector plays a fundamental role in advancing the Sustainable Development Goals and that the goals will not be realised without the involvement of all state and non-state parties. The 2017 report of the Business and Sustainable Development Commission, Better Business Better World, makes the case that the Sustainable Development Goals need the private sector, and the private sector needs the Sustainable Development Goals too.

Swedish Leadership for Sustainable Development was founded by Sida and a number of Sweden's leading companies in 2013. The initiative came out of two priorities of the Swedish government; to ensure a broad consultative process leading up to defining the Sustainable Development Goals, and to enable a more proactive role for Swedish companies in development assistance that could direct more resources towards ending poverty. The purpose of the evaluation was to capture 'the Swedish Leadership story', to stimulate reflection on Sida's role as a development facilitator and partnership broker, and generate lessons on working methods that could help shape similar future partnerships.

We wish to express our thanks to the evaluation team and gratitude for the time and interest invested by all those who have participated in the evaluation, including the network members themselves. The evaluation process has served as a dynamic learning tool for Sida to compile the collective knowledge and experiences of the network members and other stakeholders. The findings from the evaluation will be used by Sida to further strengthen our capacity to take on the role of a development facilitator that initiates, facilitates and strengthens networks of actors from all sectors of society, and that works catalytically to mobilise resources for the Sustainable Development Goals and for poverty reduction.

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Abbreviations and Acronyms

CEO	Chief Executive Officer
CiDA	Civil Development Agency
COP	Conference of the Parties
CSO	Civil Society Organisation
CSR	Corporate Social Responsibility
DfID	Department for International Development
DI	Dagens Industri
EU	European Union
FTE	Full-time equivalent
GDP	Gross Domestic Product
GIZ	Gesellschaft für Internationale Zusammenarbeit
GSMA	Global System for Mobile Communications
HQ	Headquarter
ILO	International Labour Organisation
IOM	International Organisation of Migration
IT	Information Technology
ITC	Information Technology and Communication
LDC	Less Developed Countries
MoU	Memorandum of Understanding
NHO	Confederation of Norwegian Enterprise
Norad	Norwegian Agency for Development Cooperation
OECD	Organisation for Economic Cooperation and Development
PPDP	Public Private Development Partnership
PPP	Public Private Partnership
PR	Public Relations
SDG	Sustainable Development Goal
SEI	Stockholm Environment Institute
Sida	Swedish International Development Cooperation Agency
SIWI	Stockholm International Water Institute
SLSD	Swedish Leadership for Sustainable Development
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
USAID	United States Agency for International Development
WEF	World Economic Forum

Preface

The Swedish International Development Cooperation Agency (Sida) commissioned this Evaluation of the Swedish Leadership for Sustainable Development through Sida's Framework Agreement for Reviews and Evaluations with NIRAS.

The evaluation was undertaken between March and August 2018. The evaluation focuses on the period from Swedish Leadership since its formation in 2012 until June 2018.

The independent evaluation team consisted of:
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- Emelie Pellby
- Niels Dabelstein

The project manager at NIRAS Emelie Pellby was responsible for ensuring compliance with quality assurance throughout the process, as well as providing backstopping and coordination. Niels Dabelstein was Quality Assurance Advisor for this evaluation.

Executive Summary

Background

Swedish Leadership for Sustainable Development (Swedish Leadership) was founded by the top management of Sida and CEOs from some of Sweden's leading companies in 2013. It is a network made up of 26 Swedish rooted companies[1], selected Swedish expert organisations (Stockholm Environmental Institute (SEI), Stockholm International Water Institute (SIWI), Stockholm Resilience Centre (SRC), and Swedfund), and the Swedish International Development Cooperation Agency (Sida).

The Swedish Leadership initiative came out of two priorities of the Swedish government. First, the government wanted to ensure a broad consultative process leading up to defining the Sustainable Development Goals (SDGs). Second, there was a desire to improve the relationship with the private sector in the development assistance context. With many Swedish companies at the forefront of adopting sustainable approaches, the Swedish Government in 2011 called for a more proactive role for Swedish companies in the international development cooperation context. Moreover, with development funding being a mere trickle in comparison to the challenges that need to be addressed, untraditional partnerships were sought that would direct more resources towards ending poverty.

There was initial uncertainty as to what Swedish Leadership should undertake or achieve, but the initiative found its feet quickly and launched into comprehensive advocacy effort in the run-up to Agenda 2030 that contributed to raising corruption as a critical issue for sustainability. Once the SDGs were established in 2015, the members signed a Joint Commitment and the network directed more attention to learning, exchange, and identifying collaboration opportunities. While the network has scaled down its international advocacy in recent years, it has increasingly engaged in advocacy in Sweden, not least with the Network members being featured in Sweden's Voluntary National Review, which details the country's progress in delivering on its Agenda 2030 commitments.

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[1] ABB SWEDEN, ASTRA ZENECA, ATLAS COPCO, AXEL JOHNSON, ELEKTA, ERICSSON, FÖRETAGARNA, H&M, ICA, IKEA, INDISKA, KF, LINDEX, LÖFBERGS, RATOS, SANDVIK, SCANIA, SEB, SPP, SSAB, SYSTEMBOLAGET, TELE2, TELIA, TETRA LAVAL, UNILEVER, VOLVO.

Initially there was scepticism towards the initiative among the sustainability managers[2] from the member companies, but trust was soon built up within the network. As the network was consolidated, it eventually agreed upon its purpose and goals from 2017 to 2020, but these are vague and briefly formulated. Throughout, the network pursued an adaptive approach, with Sida as facilitator and coordinator. Change in government has not affected the predominantly indirect political support for the network.

Evaluation purpose and approach

This report is the result of an external evaluation of Swedish Leadership from its conception in 2012 until June 2018. The purpose of the evaluation is to:

1. Reflect and capture 'the Swedish Leadership story', with voices of all members (including Sida) and relevant stakeholders.
2. Stimulate reflection on the role of Sida as a "development facilitator" and partnership broker, bringing together the network around sustainable development.
3. Generate lessons learnt from the working methodology and how partnerships of similar character could be formed and implemented.

The evaluation applied an exploratory approach based on an inductive methodology. Thus, the empirical findings uncovered by the evaluation team during the data collection guided it where to probe deeper. The report is based on triangulation of findings from data collected from analysis of project and other documentation, web analyses, over 70 interviews with network members and external stakeholders, and interactive workshops with Sida and members. This enabled the team to identify regularities, relationships, and results that could provide the basis for findings, conclusions, lessons learnt, and recommendations.

Overall assessment

This evaluation yields a generally favourable assessment of Swedish Leadership. The network was and continues to be a highly relevant initiative for Sida, member companies and the implementation of Agenda 2030. It has a competent and appreciated facilitator (Sida), it is well-organised, and there is high engagement at network meetings and working groups, based on trust and an open atmosphere. The network has a unique position and membership in relation to the international dimensions of sustainable business and development cooperation that is unmatched by other initiatives. Some important results have been generated. Of particular note are the contributions to the Agenda 2030 preparation process and the strengthened capacities of individual staff within member companies and Sida. However, it is also evident that the network is struggling to find direction, maintain momentum, meet expectations, and generate

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[2] The team uses the term "sustainability manager" to refer to the individual that represents their company in the roundtable network meetings. Some may actually be communications directors or responsible for public affairs. Their positions in their organisations also range from top corporate management to middle management positions.

effects/results beyond the network itself. The following paragraphs summarise the evaluation's assessment of the strengths, opportunities, and challenges of Swedish Leadership.

Relevance

Swedish Leadership was a highly relevant way to engage the private sector in influencing Agenda 2030[3] for several reasons:

- The initiative was **timely**: Sida started to explore ways to interact with the private sector almost three years ahead of the adoption of the SDGs in 2015. By the time the Agenda 2030 was gaining momentum, Swedish Leadership had already been able to form, consolidate, identify key issues, and establish its positions and ways of working;
- There was **no other platform** in existence in Sweden (or internationally) that engaged the private sector in the formulation of the SDGs;
- Swedish Leadership is **composed of relevant companies**: large, influential, well-resourced, with interests in developing countries, and a sustainability track record;
- The network **organised itself strategically** throughout the process leading up to the SDGs. It participated and raised awareness at high level international events; wrote to the relevant UN committee; spread its message with the support of relevant organisations; and advocated with the Swedish government. In effect, Swedish Leadership brought forth **the voice of the Swedish private sector** in the process of establishing the SDGs;
- Swedish Leadership proved to be an important **resource for the Swedish government** during the negotiation process. There were no other clear means for the government to interact with and bring on board the private sector;
- It allowed Sweden to showcase the relevance of **private-public partnerships** for sustainable development and highlight the need for **cross-sectoral collaboration** to implement Agenda 2030 in Sweden and abroad.

Results

In effect, Swedish leadership was successful in claiming a space for the private sector in the Agenda 2030 negotiation process. The network's priorities - anti-corruption, transparency, and accountable institutions - eventually came to feature in the SDGs. The extent to which Swedish Leadership was a contributing factor is not possible to determine, but it is reasonable to conclude that Swedish Leadership **amplified the voice of the Swedish private sector** through its advocacy efforts.

Swedish Leadership also has had **external influence** beyond the network itself in two main ways: i) by advocating positions and raising awareness in relation to the SDGs in Sweden and beyond; and ii) by serving as a model for public-private dialogue and

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[3] The Global Goals and the 2030 Agenda for Sustainable Development seek to end poverty and hunger, realise the human rights of all, achieve gender equality and the empowerment of all women and girls, and ensure the lasting protection of the planet and its natural resources

action in relation to the SDGs. Swedish Leadership has served as key inspiration for Sida's two other SDG networks (Swedish Investors for Sustainable Development and Svenska Myndigheter för Hållbar Utveckling), a similar initiative involving Swedish government agencies) and spun off a handful of embassy-led networks with Swedish companies at country level. It has furthermore inspired the sustainability work of the association of global mobile operators, GSMA; and private sector associations in Norway, Kenya, and Georgia. In sum, representing a unique private-public forum within the SDG context, Swedish Leadership has attracted interest over the years from different corners in both Sweden and abroad.

Through its involvement in the SDG formulation process, Swedish Leadership has **generated commitment** among Sweden's largest companies to Agenda 2030 and prepared both Sida and the companies for the joint challenge of its implementation. The network has provided a relevant, important, and appreciated **basis for joint learning, exchange, and reflection** in relation to Agenda 2030 adoption and implementation. Access to Swedish Leadership's learning platform has been highly valued by members. Several members regard Swedish Leadership as one of the more useful sustainability-related networks. Almost all the members find that they are creating new insights together and, in some cases, achieving more together than they could alone. Sida has been praised for being perceptive and accommodating in identifying and organising learning events; organising activities of solid quality, involving top experts from around the world. **Peer learning** has constituted an important dynamic that has served to inspire and motivate members. Over time, the network has gone from raising relatively straightforward sustainability issues, to discussing the more sensitive and complex ones.

Swedish Leadership has had a considerable effect on relationships – at the organisational and individual levels:
- The network represents an entirely **new way for Sida to interact with the private sector** in Sweden, which has generally been an eye-opening experience for both parties and resulted in mutual respect and acknowledgement.
- Network-wide and informal or formalised groupings within the network have been formed in relation to specific topics, including thematic working groups, pilot study on standards in water use in agricultural food production, collaborating on input to Sweden's new capacity development strategy, and exploring sustainable transport.
- Sida has engaged in over a dozen Private Sector development Projects (PPDPs) with Swedish companies. While these are mostly not a direct result of Swedish Leadership, the relations in the network have **energised and facilitated the collaboration**.
- Swedish Leadership has **strengthened relations** among the individuals and generated trust and a spirit of cooperation among peers. Exchange among the sustainability managers across different industries now takes place regularly outside of the network, which is highly valued.

- The network facilitates contacts and **opens doors to external international actors and global processes**, normally beyond the reach of individual member companies.
- The network has also come to function as a practical **two-way gateway** between the private sector and government, benefitting both parties.

Most members regard Swedish Leadership as unique. Its singularity comes from the strong public-private sector relationship, the central role played by Sida as a development cooperation agency, the focus on the international dimension of sustainable business practices, and the cross-sectoral membership – all features that are appreciated by the members. The access that the network has to global processes, international experts, and the Swedish government is an important added-value for learning and external influence. The membership composition is considered appropriate; the mix of sectors is regarded highly beneficial; and Sida is viewed as a guarantor of the network being a safe space and generating the necessary trust for discussion among competitors.

However, the wider effects of the network on its membership appear to be limited. Although membership is corporate, the network has largely been based on the individual engagement of at most a handful of employees. Policies and decisions taken by companies may have been influenced by their membership in Swedish Leadership, but if so it is one of many factors influencing their sustainability efforts, making any contribution difficult to measure. There is little evidence that Swedish Leadership has translated into developing significant organisational capacity within the member companies or Sida. Members' core operations have not been influenced in a notable way. The network has not contributed to developing the PPDP concept in a significant way, or generated concrete joint initiatives and collaborative models at country level. This is likely to have contributed to the feeling among many network members that the network has not produced concrete results. More generally members express frustration with what they perceive as a lack of current purpose and focus of the network that has had a negative impact on their engagement with Swedish Leadership.

Challenges

Despite its strengths and achievements Sida and the network members need to confront some significant challenges for Swedish Leadership to remain relevant:

- The network has **insufficient governance and leadership, and unclear goals**. While there is general agreement among the members concerning the network's overall vision and mission, the members have diverse perspectives on how this should be achieved, and consequently, different expectations regarding Swedish Leadership. The consensus-driven character and multi-sector composition of the network are strengths, but have made it difficult to focus its work. This de facto steering strategy appears to provide a little of everything to everyone. Although many members have been calling for Sida to take the lead and make its priorities clear, Sida has not seen this as its role.

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- There are **no targets set and no formal monitoring, reporting and accountability systems** in place for the network. This contributes to a perception among members that the network does not produce enough concrete results. Depending on the point of view the different members, such results could for example constitute joint initiatives at developing country level, PPDPs, joint advocacy efforts, joint studies, or practices learnt from the network that contribute to revenue or reduce costs in the core business of the members.
- There are **insufficient incentives and capacity bottlenecks at country level** within both Sida *and* the companies that impede opportunities for joint action and collaboration.
- Fitting Swedish Leadership and Sida's role as a development facilitator within Sida has been highly demanding, involving time-consuming **bureaucratic procedures and struggles** and insufficient institutional buy-in. This has hampered Sida's ability to be clear on what it wants to concretely achieve with Swedish Leadership.
- **Resourcing of the Swedish Leadership function** within Sida has taken place on an ad hoc annual basis, creating insecurity and inefficiencies.

Opportunities ahead

The network members, Sida, and some external stakeholders maintain that the network has not yet reached its full potential. There are a number of potential approaches and activities the network could engage in. Below are some examples:
- Sida staff, embassy trade promoters and Swedish companies could explore different ways to **join forces at country level** to address the SDGs jointly:
  - Member companies see much greater opportunities to **draw on embassy knowledge** and access to address issues such as corruption, environmental concerns or human rights.
  - Sida staff believe that there is scope for working in concert with large Swedish companies at **country level to promote change** that could have important impact in relation to issues such as, for instance, labour in the textile industry.
  - Many more members would like to engage in Public Private Development Projects with Sida. There is scope to work within Swedish Leadership and with embassies to **enhance knowledge on PPDP methodologies**.
- Swedish Leadership has had interactions with other important SDG actors such as labour unions, UN Sustainable Development Solutions Network, and Business Sweden, but concrete partnerships have not been formed. There is scope for establishing **partnerships or alliances** with such actors and with other development agencies that have platforms that engage with the private sector.
- There is considerable scope for more **robust advocacy efforts** in the future, if the network were able to decide on which key issues to pursue. This could include pro-active efforts to influence Agenda 2030 processes and promote the Swedish Leadership model and its work, both within Sweden and internationally. Representing a sizable proportion of Swedish GDP, the network has weight.

- External stakeholders aboard believe that Swedish Leadership is a **relevant model** that many others, both in Sweden and internationally, could potentially learn and benefit from.

The development facilitator role – Sida's added value and lessons learnt

Swedish Leadership represents innovation for Sida in two important respects. First, it is a new way for Sida to engage with the private sector. Second, Sida has taken on a new role as development facilitator, which requires the organisation and staff to deliver in novel ways that cannot be measured in volume of financial disbursements.

Sida has served as a competent, transparent, and highly responsive facilitator for the network, which is not a small feat given the significant differences in missions and organisational culture between Sida and the private sector. Sida's added value has included coordinating and driving the network; acting as a trusted and neutral arbiter; providing substantive expertise in a range of areas pertaining to sustainable development; and connecting the members with both Swedish and international policy processes and actors. In effect, it has established a safe and useful platform for open discussions on topics of relevance to the members; kept members abreast with SDG-related developments and opportunities in Sweden and internationally; and introduced members to an impressive range of topics and experts.

The experience of serving as a network facilitator has generated several insights that can serve as lessons for Sida's future endeavours:

1. Sida staff have learnt **what it means to work in partnership** that does not consist of a dependency relationship. This sets different demands that involve giving and taking and sometimes compromising.
2. A partnership of this kind in no way needs to result in a conflation of interests or excessive diplomacy or prudency. It is important, and even necessary, that Sida stays true to its own mission and on this basis clearly communicates **Sida's own priorities** within partnerships.
3. Serving as a development facilitator **enhances Sida's identity as an international development change agent** in which Sida's funding instruments are merely tools. This challenges the idea that Sida is primarily a funding agency, which currently pervades Sida's structures, systems, and organisational culture.
4. **Facilitating a network is demanding** and requires an adaptive management skillset. It requires a balance between being responsive and sufficiently proactive. Sida has had to be open-minded, process-oriented, and self-effacing to bring actors on board and establish relations of trust.
5. Sida (or at least some of its staff) has come to realise that its value as a partner is not limited to accessing Sida's funds. Its **knowledge and networks are uniquely valuable** to the private sector, in addition to its ability to provide a neutral transparent platform for learning and exchange.
6. **Considering its public communications strategy** from the start is important so that it effectively supports the development facilitator initiative.

7. **Establishing a suitable monitoring, evaluation, and learning system** for this kind of initiative is as important as for any other development intervention, taking into account the specific challenges of monitoring activities and results of evolving and adaptive processes, capacity building, awareness raising, and influence.
8. **Without institutional buy-in** and adaptation of Sida's organisational practices and incentives, development facilitator initiatives are not sustainable. Sida's organisation needs to be adapted to new ways of working in order to provide a fully enabling environment for a network facilitator function.
9. To launch an initiative with Sida playing a facilitator role critically requires **strong leadership and commitment** both at the top and among middle-management.

Maintaining relevance and effectiveness going forward

There is a need to define common intermediary objectives that can deliver achievements in the eyes of members, not least to increase commitment and engagement from CEOs and sustainability managers. Any future focus needs to reflect the unique added value of the network, which are the international dimensions of sustainable business and policy-making and the link to Swedish development cooperation.

The evaluation concludes that Swedish Leadership was and continues to be a highly relevant initiative for Sida, member companies and the implementation of Agenda 2030:

- The network responds directly to SDG 17, especially the target to "*encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships*;"
- Swedish Leadership is making an important difference in terms of relations, learning, knowledge, and awareness-raising – which are prerequisites for tackling the global challenges;
- There appears to be very few initiatives in other countries or internationally, which bring together a development agency and the private sector, such as Swedish Leadership, with a focus on Agenda 2030. At the same time there is great need and demand for role models in this area;
- There are some indications that a few companies may be stumbling in their efforts to implement the SDGs; and
- Some of the world's sustainable development challenges, such as climate, are increasing in scale.

However, Swedish Leadership has not discernibly changed core business and organisational practices of Swedish companies or Sida, leveraged private sector resources for development, let alone achieved tangible results in terms of reducing poverty. These all constitute formidable tasks, but there are expectations among network members and Sida that the network should make a difference in these areas. To remain relevant the network needs to address the challenges, which are a source of growing

frustration to the members and that ultimately threaten the space that Swedish Leadership has created. By building on the achievements so far, the network has the opportunity to increase the wider impact of the network in terms of new partnerships, organisational change and external influence.

There are essentially three alternative ways forward for Sida and Swedish Leadership members:

1) Maintain the status quo

Maintaining the status quo entails retaining the learning and exchange platform and continuing with modest advocacy efforts. The network continues to be guided by consensus, rather than by clear objectives. **Consequence:** Without solving Sida's internal financing, management, and capacity constraints; no significant change can be expected with regard to identifying innovative ways to collaborate with the private sector. In a near future, the network will lose steam and relevance, leading to further disillusionment and disengagement among network members. This outcome will inevitably entail some reputational risk for both Sida and the companies.

2) Shut down

Shutting down the network acknowledges that the network has fulfilled its key objectives by i) influencing the formulation of the SDGs; ii) contributing to trust-building and collective learning; and iii) contributing to the target for SDG 17. This scenario accepts that i) identifying a common ground among the diverse priorities and needs of the members within the complex SDG agenda is too difficult or not achievable; ii) obtaining greater ownership and burden-sharing from the network members is not possible given their resource constraints; and iii) Sida is not agile enough, equipped, willing and/or able to play a leadership role in the network. **Consequence:** Closing down the network would be a bold move that will save some resources and potentially open the door for new forms of collaboration. A key loss for Sida, the member companies and ultimately the Swedish government would be the comprehensive platform for dialogue with the private sector on Agenda 2030, that Swedish Leadership offers – beyond ad hoc bilateral relationships between the Swedish government and private sector actors – and the insights and knowledge that can be gained from such interaction.

3) Step up

The third option is for **all parties to step up** their engagement with the network. Stepping up would require addressing the following recommendations of the evaluation:

1. **Sida should decide what it wants from the network and be clear about its priorities within the network**. Is the network itself Sida's objective, or does Sida aspire to use the network as means to achieve other objectives? What results does it want to achieve? Is Sida prepared to take on a stronger leadership role and guide the network in line with its own priorities? When discussing these questions Sida needs inevitably to consider firmly its own mission and added value as a development cooperation agency.

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2. **Company members should take on greater ownership**. They should consider how they can share more of the burden in terms of contributing to the governance of the network and helping to drive of the initiatives.

3. A clear **governance structure** should be set up. One way would be to establish a steering committee that is democratically elected from the membership, along with a Sida representative(s). Another way would be for Sida to take on a more prominent steering role.

4. The **focus for the network** should be established. The process of narrowing and deepening the focus may mean that some members of the network take a backseat for a period, while others take on a more proactive role. Partnerships and alliances with external actors in Sweden and abroad should be created accordingly.

5. The network should devise a **strategic plan for the coming three years**. The steering committee or Sida should assume responsibility for this task, potentially with the help of an external facilitator. The plan should include clear objectives, set targets, and accountability systems. It should be updated annually, based on structured follow-up, feedback, and learning.

6. The network should consider establishing a **high-level advisory group** composed of international experts who would enhance the image of the network, facilitate its showcasing, provide guidance, and help identify opportunities in the global arena.

7. The commitment of and relationship between the **Director General and CEOs should be revised and revitalised**, based on a realistic assessment of what provides joint added value.

8. **The membership should be reviewed and discussed.** The network should, for instance, consider whether criteria for continued membership should be established based on level of engagement. Are there key players that should be asked to join? The role of the expert organisations should be reconsidered with a view to provide the network with an appropriate external resource base. Associate membership for relevant government agencies might be worth considering. These could perhaps be time-bound in relation to work in a topical area of action.

9. Sida and the members should **devote attention to the country level** to fully explore opportunities in which Sida and companies can concretely co-create. Swedish Leadership members should work with embassies (Sida staff and trade promotion staff), Team Sweden and local company representatives to explore possibilities – such as joint advocacy, projects, and co-financing.

10. Sida *and* the network members should ensure that their staff have the **knowledge and skills, mandate, and incentives** to be able to engage in relevant partnerships. Sida staff should have a sophisticated understanding of the private sector; knowledge of different financing instruments; a clear grasp of respective mandates; a creative, exploratory and process approach; and brokering abilities. Staff from companies should have a firm grasp of sustainability issues and the implications of implementation of SDGs. A toolbox may need to be developed (or adopted) to strengthen the country level corporate capacities.

11. The **resourcing and organisational issues within Sida** should be addressed. Sida's management at all levels and incentive/accountability structures within Sida should promote engagement with the private sector.

12. A practical **monitoring, evaluation, learning, and communication system** should to be established with a view to track progress, support learning, and share the wider experiences and results from the network.

1 Introduction

1.1 THE ASSIGNMENT

Swedish Leadership for Sustainable Development (Swedish Leadership) is a network made up of 26 Swedish rooted companies[4], three Swedish expert organisations (Stockholm Environmental Institute, SEI, Stockholm International Water Institute, SIWI, Stockholm Resilience Centre, SRC), the Swedish development finance institution, Swedfund, and Sida. The network is facilitated by Sida and its purpose is to engage the Swedish companies in the global sustainable development agenda. The network is notable in the way it represents a novel way for Sida to work with the private sector.

This report is the result of an external evaluation of Swedish Leadership from its conception in 2012 until today. According to Sida's Terms of Reference (dated 5 January 2018, included in Annex 1) the purpose of the evaluation is to:

1. Reflect and capture the narrative of the network – 'the Swedish Leadership story' – with voices of all members (including Sida) and relevant stakeholders.
2. Stimulate reflection on the results of Sida's role as a "development facilitator" and partnership broker, bringing together the network around sustainable development.
3. Generate lessons learnt from the working methodology and how partnerships of similar character could be formed and implemented.

The primary intended user of the evaluation is Sida (Management Team, operational departments and relevant embassy staff) as the facilitator of the network. The members of the Swedish Leadership network are expected to use the findings, conclusions, lessons and recommendations generated by the evaluation. The evaluation is also of interest for other development cooperation agencies, private sector actors and organisations interested in partnership initiatives for international development cooperation.

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[4] ABB SWEDEN, ASTRA ZENECA, ATLAS COPCO, AXEL JOHNSON, ELEKTA, ERICSSON, FÖRETAGARNA, H&M, ICA, IKEA, INDISKA,KF, LINDEX, LÖFBERGS, RATOS, SANDVIK, SCANIA, SEB, SPP, SSAB, SYSTEMBOLAGET, TELE2, TELIA, TETRA LAVAL, UNILEVER, VOLVO.

1.2 SDG'S AND PRIVATE SECTOR INVOLVEMENT IN SUSTAINABLE DEVELOPMENT

The Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity. Building on the Millennium Development Goals, they are more comprehensive and were developed through a relatively inclusive global participatory process. Their implementation concerns all actors in society. With its mission, expertise, and resources Sida is well placed to convene and facilitate civil society, academia, public agencies, and the private sector in this endeavour. There is growing recognition that there is a fundamental role for the private sector in advancing the SDGs. Indeed, it is held that the SDGs will not be realised without the involvement of all state and non-state parties alike. The 2017 report of the Business and Sustainable Development Commission, *Better Business Better World,* makes the case that, not only do the SDGs need the private sector, but the private sector needs the SDGs too. Specifically, the report argues that achieving the SDGs could open economic opportunities worth up to $US 12 trillion and increase employment in the developing world by up to 380 million jobs by 2030.

1.3 METHODOLOGY

Annex 3 presents a detailed outline of the evaluation methodology. Below is a summary of the approach, data collection, and limitations.

1.3.1   Approach

The evaluation applied an exploratory approach, based on an inductive methodology, building on the specifications in the Terms of Reference and discussions with Sida during the inception phase. Thus, the empirical findings uncovered by the evaluation team guided it where to probe deeper and seek supplementary interviews and data through 'snow-balling'. The team triangulated the findings from different sources, to identify regularities, relationships, and results that could provide the basis for findings, conclusions, lessons learnt, and recommendations. The overall approach of the evaluation is illustrated in Figure 1.

FIGURE 1: OVERALL APPROACH TO EVALUATING THE SWEDISH LEADERSHIP

Observations from different sources → Patterns - regularities, relationships, results → Conclusions, lessons learned, recommendations

The design of the evaluation was based on a conceptual framework (Figure 2) that centres on three dimensions of networks – their connectivity, health, and effects. The evaluation adopted a stakeholder centred process based on continuous and broad consultations with Sida staff, and the use of multiple channels to engage with and receive feedback from network members.

FIGURE 2: NETWORK DIMENSIONS WITH DATA COLLECTION METHODS

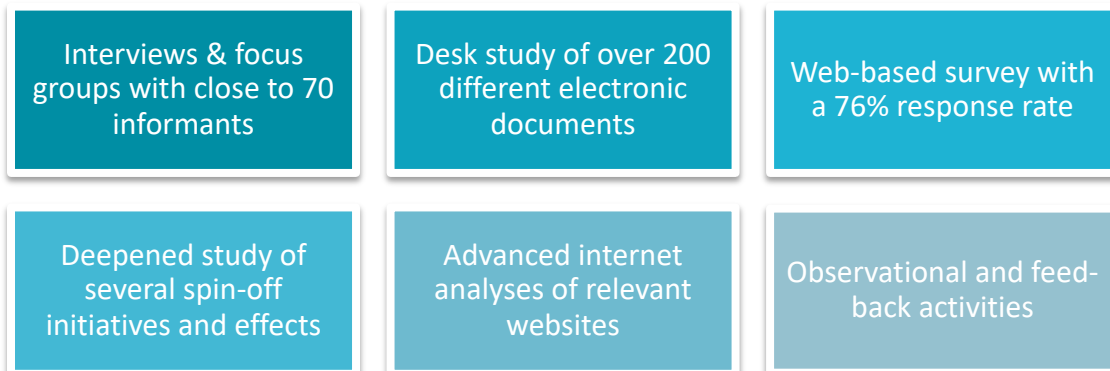| Connectivity	Health	Effects
•**Members** people /organisations that participate •**Structure** how the connections between members are structured and what flows through those connections •**Context** connections with external environment	•**Infrastructure** internal systems and structures that support the network (e.g. communications, rules, processes, plans, Sida's faciliation role) •**Resources** resources needed to sustain itself (human, financial, material) •**Advantage** capacity for joint value creation	•**Interim effects – expected and unexpected** effects achieved as the network works towards its ultimate goal - influence, exchanges, joint action, changed relations, behaviour, initiatives, new practices •**Goal** intended impact itself

Case studies of effects

Electronic survey

Documentation analysis

Interviews and group discussions using focused conversation method

1.3.2   Data collection

The main data sources of the evaluation data are summarised in Figure 3 and outlined below.

FIGURE 3: MAIN DATA SOURCES OF THE EVALUATION

Interviews & focus groups with close to 70 informants	Desk study of over 200 different electronic documents	Web-based survey with a 76% response rate
Deepened study of several spin-off initiatives and effects	Advanced internet analyses of relevant websites	Observational and feed-back activities

The data collection included the following activities:

- Over seventy individuals were interviewed individually or in group. In total, representatives of three quarters (23 out of 30) of the network member companies/organisations were interviewed. A complete list of informants is included in Annex 4.
- The documentation analysis covered documentation generated by the network, external reports, and a selection of articles on sustainable business and networks. A list of the main documents consulted is included in Annex 5.
- The team administered a short multiple choice survey to Swedish Leadership's group of current contact persons (Sustainability/CSR chiefs), with a view to get

responses that could be quantified and used to validate the interviews. The response rate was respectable at 76 percent. The survey questions and results are included in Annex 6.

- The evaluation applied an inductive harvesting approach to identifying and analysing effects/results. The team used chain referral/snowball sampling to identify and understand the different effects produced.
- A web-crawler was designed and used to collect unstructured data relating to Swedish leadership related content on various web domains that are officially tied to the network members. A detailed description is included in Annex 8.
- The evaluation team participated in some network activities to observe the dynamics of the network *in situ*.
- The team also organised feed-back sessions with network members to present and discuss preliminary findings and draft report. Regular meetings with Sida staff were also organised during the implementation phase of the evaluation.

1.3.3 Limitations

The limitations of the evaluation approach can be summarised as follows:

- As expected, the evaluation team was not able to access certain stakeholders that may have provided additional insights. It was particularly difficult to locate individuals from organisations outside of Sweden who had interacted with the network in the early years. CEOs of member companies were also difficult to access, although in total, eight current or former CEOs/Director Generals/Executive Directors were interviewed.
- Memories of events and processes among stakeholders had sometimes faded because of the passage of time. However, triangulation with other interviews and documentation was usually possible and all findings in this report rely on more than one data source.
- Time constraints during interviews made it challenging to discuss more detailed issues or specific effects in a systematic manner. In most cases, however, the interviews lasted at least 45 minutes, often longer.
- The team estimates that a significant amount of agendas and meeting summaries were not available to the evaluation team. For some network activities – such as meetings between Sida and CEOs – no official records were kept. Likewise, minutes or notes were often not kept for network meetings or learning workshops, based on the reasoning that this could hamper open discussions. Reports, summaries, and/or speeches at external events have in most cases not been recorded.
- It was challenging to define and identify effects/results of the network since there was no predetermined theory of change, log-frame or monitoring system. What constitute results was also perceived differently between different network members. This was foreseen in the evaluation design and hence the choice of employing a 'harvesting' approach to assessing results.
- It was sometimes a challenge to determine the exact contribution of Swedish Leadership to these effects, because many factors contribute at the same time and it is difficult to arrive at a precise ex-post understanding of what happened because of memory-loss, diverging information, and lack of documentation.

Overall, however, the team deems that the quality, breadth, detail, and accuracy of the data gathered has been sufficient to ensure reliable and valid analysis and assessment.

1.4 REPORT STRUCTURE

This report consists of seven chapters. Chapter 2 provides the narrative of Swedish Leadership, divided into three separate phases. As such, it outlines the highlights of Swedish Leadership activities and developments over the years. Chapter 3 examines the results produced by Swedish Leadership. Chapter 4 covers the network's health, connectivity and added value. Chapter 5 discusses Sida's role as the facilitator of Swedish Leadership, and how this has been managed within Sida. Chapter 6 provides conclusions regarding Swedish Leadership's relevance, effectiveness, and lessons learnt about Sida's role as a development facilitator. Chapter 7 outlines alternative scenarios going forward and associated recommendations.

2 The Swedish Leadership Story

This chapter provides a descriptive account of how Swedish Leadership evolved over the years. It presents highlights and discusses the specific developments and events of each phase.

2.1 OVERVIEW

Swedish Leadership for Sustainable Development stems from national and international demands for innovative ways to address global challenges. With many Swedish companies at the forefront of adopting sustainable approaches and/or devising solutions to a range of relevant issues, the Swedish Government in 2011 called for a more proactive role for Swedish companies in the international development cooperation context.[5] Moreover, with development funding being a small trickle in comparison to the challenges that need to be addressed, untraditional partnerships were sought that would direct more resources towards ending poverty.

Sida seized the opportunity to approach the Swedish private sector to join up as a force for change as part of Sida's on-going work with the private sector in 2013. This led to the launch of Swedish Leadership for Sustainable Development. The network assembled some of Sweden's largest companies for dialogue, influence, and exchange on sustainable development.

The chapter outlines the story of the network from its conception to its current state in three phases – Conception and formation (2012-2013), Development (2014-2016) and Consolidation (2017 - to date). Each phase is introduced with a summary of key information and highlights. This is followed by a section on how the political support and media attention related to Swedish Leadership has evolved over the years.

2.2 CONCEPTION AND FORMATION SEPT 2012 TO DEC 2013

Conception and Formation Phase 2012-2013	
Members	24

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[5] Swedish Government, *Strategy for Capacity Development and Collaboration 2011–2013,* pp 5-6 https://www.government.se/49b74d/contentassets/615a301b4c584ba9ab11588d104e4be2/strategy-for-capacity-development-and-collaboration-20112013.

Network meetings	5
Workshops/seminars	9
Annual Meetings	2
Sida Director General	Charlotte Petri Gornitzka

Highlights
- **Launch:** Swedish Leadership for Sustainable Development is launched and the initial 20 members endorse a joint statement.
- **Working groups** are established for three thematic areas – decent work, environment and corruption.

2.2.1 Conception

The initiative to start Swedish Leadership came out of two priorities and ambitions of the Swedish government. First, the government wanted to ensure a broad consultative process leading up to the establishment of the SDGs. Second, there was a desire to improve the relationship with the private sector in the development assistance context. While Sida had traditionally engaged with civil society, government agencies, academia, and multilateral agencies, a platform to interact with the private sector was lacking. Bringing the private sector into the SDG preparations would require a new approach.

In 2012, Charlotte Petri Gornitzka, Sida's then Director General, began exploring with private sector actors how to best engage with them. It was deemed important to bring on board the CEOs, so that these efforts were not isolated from the core business of the companies. Charlotte Petri Gornitzka had the political backing of the Minister for Development Cooperation in Sweden, as well the support of sustainability luminaries such as the and development economist Jeffrey Sachs and the CEO of Unilever Paul Polman.

High-level representatives from 20 mostly large Swedish and Swedish rooted companies were invited to Sida in May 2013. The two immediate results of the meeting were i) a joint statement that was endorsed by 20 companies in which they promised to "…*be a voice for new and more ambitious global Sustainable Development Goals after 2015*" (see Annex 7); ii) the commitment to set up a network that would serve as a platform for collaboration, advocacy, knowledge-sharing, and to promote the role of the private sector in sustainable development.

> The talk of Swedish Leadership, in the sense of us capitalising on our reputation, created a high degree of energy amongst the companies. What we were planning on doing was both challenging and highly inspiring. It was quite surprising that there were so many meetings in the beginning. There was so much interest and many different ideas of what to do. We had not foreseen that much activity from the get go. It was a dynamic process. Quite a lot of activities took place that had not initially been planned. There was a buzz. – *Sida stakeholder*

23

2.2.2 Shaping the network

During the autumn of 2013, Sida worked with the network members to establish a common structure for their collaboration. Working groups were set up in line with the joint statement (see Annex 7). It was decided to showcase the network in relevant national and international forums; match the companies' interest with the Government's strategies; plan and launch projects (3-6) within areas of the joint statement as well as the members' business areas; and finally to maintain active communication.

Sida took it upon itself to facilitate the network. Three working groups were established that corresponded with the three areas highlighted in the joint statement – i) anti-corruption; ii) environment and climate; and iii) decent work. Sida designated staff to support these groups.

Obtaining buy-in from the corporate sustainability managers[6] was initially not straightforward. An exploratory approach was necessary and helped delineate a way forward. Sida tested a range of different ideas, and not all were met positively by the members. Companies that had worked with Sida in the past contributed constructively and helped to champion the initiative. Meanwhile, Sida's Director General remained engaged and active, highlighting the importance Sida placed on the initiative. She interacted bilaterally with several of the CEOs during 2013. Mutual understanding and respect among the parties increased gradually and it became clear that there was a strong interest in exchange and learning.

Swedish Leadership held four meetings following the launch of the network. In addition, the network gained exposure at Dagens Industri's (DI's) Africa Days, DI's Sustainability Days, Development Talks and Philanthropy Forum. Two member companies signed memoranda of understanding (MoUs) with Sida in parallel with the establishment of the network.

2.2.3 Sida management

Sida appointed an internal project manager for Swedish Leadership and recruited more staff who were placed in the office of the Director General. A project steering committee was established. Staff in the operational and thematic departments who could serve as resource persons for the network were identified. A project plan was drafted with an estimated budget of SEK 2,000,000, consisting only of personnel costs (around 2.85 fulltime equivalent staff, FTE), for Sida's management of the network the first seven months.

Launching Swedish Leadership was, however, controversial within Sida. Aside from

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[6] The team uses the term "sustainability manager" to refer to the individual that represents their company in the roundtable network meetings. As explained later the report, some may actually be communications directors or responsible for public affairs. Their positions in their organisations also range from top corporate management to middle management positions.

the fact that traditional development practitioners typically see no role for the private sector in Sida's work, the entrepreneurial role that the Director General was playing by running the effort from her office did not sit well with all staff and managers. Sida reports from this period reflect a measure of resistance from parts of middle management who were not always prepared or incentivised to make staff available for the initiative.

2.3 DEVELOPMENT JAN 2014 TO DEC 2016

| Development Phase 2014-16	
Members	31
New members	ABB, ICA, KF, Lindex, SSAB, Telia
Departed members	Postkodlotteriet, Boliden, SKF
Network meetings	16
Workshops/seminars	50
Annual meetings	3
Sida Director General	Charlotte Petri Gornitzka/ Lennart Båge

Highlights
- **SLSD project:** Sida launches the SLSD (Swedish Leadership for Sustainable Development)[7] project internally within Sida, which assures a funding source.
- **Advocacy to influence the Global Goals:** Swedish Leadership actively advocates for the inclusion of anticorruption in the Global Goals and participates, presents, and/or organises side events at global events in Mexico City, Davos, and Addis Ababa.
- **Addressing the Global Goals starts:** Members prepare a Joint Commitment to Agenda 2030, focusing on goals 8, 12 and 16.
- **Modest country level activities take shape**: Swedish Embassies in Nairobi, Bogotá, Belgrade and Ankara host events and/or start networks with Swedish private sector companies.
- **Swedish Investors for Sustainable Development (SISD) is launched:** A related Sida private sector network is established based on the Swedish Leadership model.
- **Government agency network is launched:** Sida establishes a government agency network for SDG implementation inspired by Swedish Leadership.
- **GSMA models itself on Swedish Leadership**: The GSM Association (global network consisting of 800 mobile operators and 300 companies in the mobile eco-system) engages with Sida and is inspired by the Swedish Leadership model.

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[7] For the rest of the report, "SLSD project" is the term used to define the internal project within Sida connected with facilitating the Swedish Leadership for Sustainable Development network.

2.3.1   Pre-SDG period – focus on international advocacy

The period between 2014 and 2016 represents the most active phase of Swedish Leadership. Sida reported close to 70 different activities and events covering a wide array of topics. Figure 4 shows Sida's own examples of Swedish Leadership's significant achievements during the period.

FIGURE 4: SWEDISH LEADERSHIP ACHIEVEMENTS 2014-2016

EXAMPLES OF WHAT WE HAVE DONE AND ACHIEVED
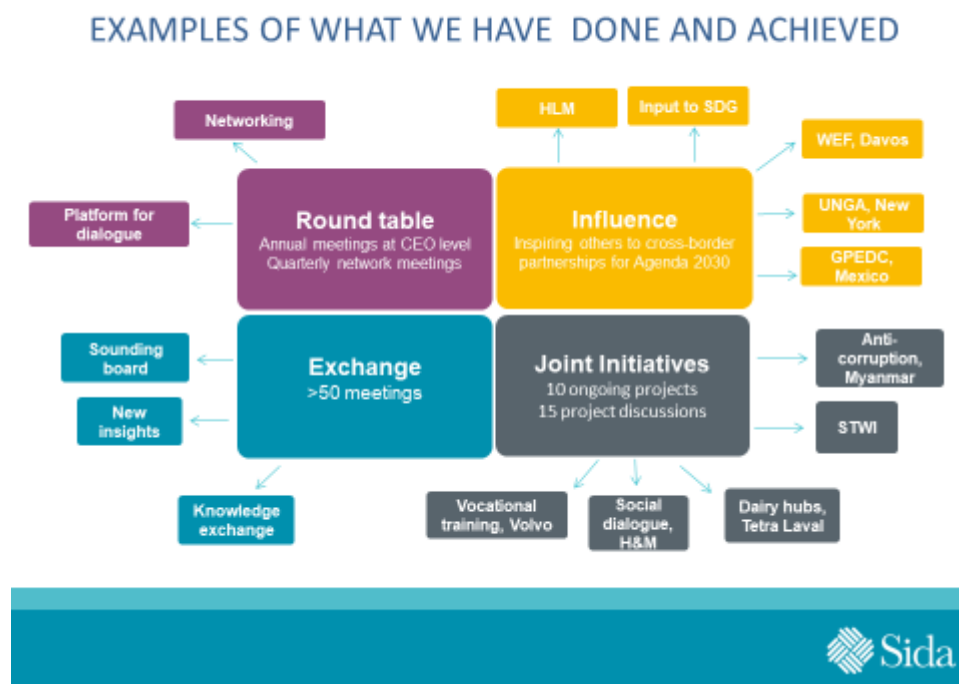
The thematic working group activities that started in the first phase proved to be very useful. By the time the momentum for preparing Agenda 2030 was in full swing, Swedish Leadership had already developed its positions, enabling it to interact meaningfully in a number of processes leading up to the Sustainable Development Goals. This generated a sense of purpose and energy within the network.

Swedish Leadership identified anti-corruption (including transparency, accountability and integrity) as its priority area of influence with regard to the SDG formulation process. Most of the network members wrote a joint letter to the co-chairs of the Open Working Group for Sustainable Development Goals and the Swedish SDG Ambassador, thus voicing a strong concern on behalf of the Swedish business community with regard to including corruption in the SDG negotiations. The letter was also presented at the High Level Meeting of the Global Partnership for Effective Development Cooperation in Mexico City and circulated via the Sustainable Development Solutions Network and Transparency International.

Sida and network members actively engaged in global high level meetings in this

phase, advocating for working private sector collaboration to address global challenges. Three network members and Sida served as panellists at the High Level Meeting of the Global Partnership for Effective Development Co-operation in Mexico City. A member and/or Sida participated as panellist and showcased how effective partnerships can be built around the 2030 agenda at the World Economic Forum in Davos (2014, 2015, and 2016). Sida and six members were involved in the Business Forum held at the summit on Financing for Development in Addis Ababa (July 2015), serving as moderators and panellists. During the adoption of the SDGs at the United Nations General Assembly in New York in 2015, Swedish Leadership organised a breakfast event under the auspices of the SDG Business Forum that is run by the World Economic Forum, the International Chamber of Commerce, the UN Global Compact and the International Finance Corporation. Eight CEOs/DG members of the network served as speakers.

In the run-up of to the adoption of the SDGs, Swedish Leadership adopted a Joint Commitment on how the member companies can and should commit to contributing to the achievement of the SDGs at the annual meeting in May 2015. The **Joint Commitment** mainly focused on goal 8 (Decent work and economic growth), goal 12 (Responsible consumption and production) and goal 16 (Peace, justice and strong institutions). After the adoption of the SDGs in September 2015, the Joint Commitment was disseminated through an op-ed in Sweden's leading business paper (*Dagens Industri*), with a majority of the member company CEOs signing the article.

2.3.2   SDG implementation period – focus on learning and joint projects

With Agenda 2030 in place, the network's direction and ambitions shifted slightly. Network coordination and facilitation became more important in order to advance the joint commitments made. Identifying ways to collaborate with Sida in developing countries also came into focus. From the beginning there were expectations that the network would stimulate the development of joint projects between Sida and the private sector actors. When the network started, there were less than five so called Public-Private Development Partnership Projects (PPDPs) ongoing. PPDP is a method developed by Sida based on collaboration between Sida, the private sector and implementing partners with a view to reduce poverty. By 2016, there were ten ongoing PPDP with four companies in six different countries.[8] The SLSD project staff (see 2.3.3 below) and focal points in Sida's operational departments identified a number of additional project leads and helped prepare several more PPDP proposals, but with a few exceptions, these initiatives were not approved by middle management at Sida.

While the network tapered down its international advocacy after the establishment of the SDGs, Swedish Leadership (represented by a CEO) was nevertheless invited to be

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[8] In addition, the Swedish Water Textile Initiative with SIWI involved another 3 members as well as 20 other non-member Swedish companies. The Study on food and water with SIWI involved three members.

part of the official Swedish delegation to the High Level Political Forum on sustainable development in New York in 2016. The network also gained some traction at the national level with participation at Almedalen[9] and increased media coverage (see section 2.5.2 below). Throughout, the working groups and network exchange learning activities continued at a regular pace.

2.3.3 Sida management

Starting in 2014, the "SLSD Project" was launched internally within Sida, which provided an organisational structure for the network in accordance with Sida's practical project management (PPS) model that includes associated roles, workflows, and activities. This also provided financing from the Development Cooperation Appropriation that was necessary to cover Sida's expenditure related to running the network.[10] The funding was specifically sourced from a programme that was designed to meet the government's demand for new innovative forms of development financing. Swedish Leadership was one of nine projects under this initiative. The objectives that were identified for the SLSD project were to:

- Coordinate and facilitate the network by making the joint commitment concrete;
- Act as the point of entry to Sida for the member companies;
- Prepare for 3-5 new joint initiatives within the thematic areas;
- Participate in national and international fora to demonstrate the Swedish Leadership model and inspire others; and
- Gradually integrate Swedish Leadership in Sida's operations.

For 2015, Sida budgeted for SEK 4,500,000 – consisting of SEK 2,900,000 for personnel costs (3,75 FTE), SEK 300,000 for communications, SEK 800,000 for consultancy support and the remainder for activities and travel. For 2016 the personnel costs were reduced to SEK 2,200,000 (2.75 FTE) and the total budget was SEK 4,300,000.

The project staff that ran the network, who were proactive and highly engaged, were placed in the Director General's office. However, the project did not run smoothly within Sida (this is further covered in section 5.2). Sida's incentive structures did not support the relationship management effort at the core of the Swedish Leadership initiative and the project steering committee did not provide the necessary guidance or support. Moreover, strategic decisions within Sida regarding resources for the network were taken on a year-by-year basis, which, according to interviews, brought un-

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[9] Almedalen is Sweden's public political jamboree with over 20,000 people (journalists, politicians, lobbyists, civil society, private sector, members of the public) attending conferences and events during a span of eight days. Dating back to 1968, all political parties represented in the Swedish parliament air their views in an open forum.

[10] The SLSD project within the Sida structure is discussed in more detail in Chapter 5.

certainty and lack of clarity regarding commitment and responsibilities – both internally within Sida and the project management team but also externally towards the members of the network. An informal reference group within Sida was created to better support the project team.

The Director General Charlotte Petri Gornitzka was replaced by Lennart Båge in the autumn of 2016, who served as an interim DG for seven months. Since Charlotte Petri Gornitzka was strongly personal involved in establishing and running Swedish Leadership, her departure represented a change to somewhat less high-level engagement with network within Sida.

2.4 CONSOLIDATION JAN 2017 TO DATE

Consolidation Phase	
Members	31
Network meetings	8
Workshops/seminars	12
Annual meetings	1
Sida Director General	Lennart Båge/ Carin Jämtin

Highlights

- **Objectives formulated**: The network's Purpose and Goals 2017-2020 are jointly established. The network states the intention of going from "cooperation to collaboration".
- **Ocean conference statement**: 18 members sign a joint statement addressing inter-linkages between land and sea in their core operations ahead of The Ocean Conference (SDG goal 14).
- **Featured in Sweden's Voluntary National Review:** Input is provided to the Swedish Agenda 2030 Delegation.
- **SDG Financing Lab:** Swedish Leadership participates in the Financing Lab for the SDGs in New York.
- **SLSD project integrated organisationally**: Within Sida the SLSD project is terminated as a project and integrated into the organisation. In connection with Sida's organisational overhaul management of the network is moved from the Director General's office to the Department of Partnerships and Innovation.

2.4.1   Main developments

The member CEOs approved the Swedish Leadership's *Purpose and Goals 2017-2020* in May 2017, which had been developed in consultation between Sida and the members. The goal formulation reads:

The network Swedish Leadership for Sustainable Development aims to be an important actor for Sweden's implementation of Agenda 2030. The network seeks to act as a catalyst for private sector engagement in reaching the Global Goals in Sweden and internationally by:

- Influencing others to accelerate innovative partnerships for sustainable development
- Exchanging knowledge and experiences
- Initiating joint action and collaborative initiatives

Until 2017, the network had not formulated its objectives in this way, but several documents had outlined the priorities of the network. Since the network is considered as constantly evolving through the adaptive approach that it applies, the *Purpose and Goals 2017-2020* is intended to provide only a bare framework. The statement is brief, only covering half a page of text. The draft text was circulated and discussed several times within the network during the course of 2016.

During the second half of 2017, the Sida's new Director General, Carin Jämtin, engaged with the network by holding three sets of bilateral meetings with CEO members and Paul Polman, CEO of Unilever, discuss expectations, potential directions and how to achieve the goals of Swedish Leadership.

While the network scaled down its advocacy initiatives at the international level, two important initiatives of the network in 2017 were i) the joint statement of 18 members to address the inter-linkages between land and sea in their core operations ahead of The Ocean Conference in June 2017 (SDG 14), which was handed over to H.R.H. Crown Princess Victoria, a UN SDG Advocate, at the network's annual meeting; and ii) the input provided to the Swedish government for the Voluntary National Review (VNR) of SDG implementation prepared for the High Level Political Forum. The input consisted of 83 examples of how the corporate members of Swedish Leadership for Sustainable Development contribute to the Global Goals, based on the priority areas of the network. A visit to the Asian Development Bank by Sida and one member also took place, during which the Sida staff member gave a presentation of the network.

Meanwhile, at the national level, the network engaged in key influencing efforts. First, the input to the VNR was delivered to the Swedish Agenda 2030 Delegation, which also received key recommendations from the members for consideration in the Delegation's work on a national action plan for Sweden. Second, the network explored the SDGs in relation to Swedish export promotion. Representatives from the Ministry of Foreign Affairs, (the Ambassador for Team Sweden, the Ambassador for CSR and the Ambassador for Agenda 2030), Swedfund and Business Sweden were invited to discuss opportunities for joint collaboration and prioritising the SDGs on Team Sweden's agenda. The extent to which and prerequisites for Swedish SDG-friendly products and services can provide a competitive edge were discussed. Third, some of the network members joined together to influence the *Strategy for Capacity Development, Partnership and Methods supporting the Agenda 2030 for Sustainable*

Development[11] that was approved by the Swedish Government in 2018. Forth, in the Spring of 2018 the network provided comments to the Ministry of Finance in relation the *National Plan of Action for Agenda 2030*.[12]

2.4.2   Sida management

During 2017, Sida management decided that Swedish Leadership was mature enough to be integrated into Sida's operations. Such integration was considered critical to avoid parallel structures. At the same time, NÄRSKAP, the unit within the Department for Partnership and Innovation that had worked most closely with Swedish Leadership, was closed down on the grounds that private sector work should be integrated into Sida operations and to cut costs in view of the reduction of Sida's overall budget.

In connection with Sida's organisational overhaul in 2017, Swedish Leadership (and Swedish Investors) was moved out of the Director General's office and placed in the Department for Partnership and Innovation. By the end of the year, the SLSD project was formally closed. This change implied reduced resources (from 2.75 FTE to 1.75 FTE). Operational departments were expected to set aside 0.15 FTE to support the working groups, but in practice this did not always occur since the department units did not always prioritise this work. Furthermore, for the first time, there were no specific resources allocated within the Communications department for Swedish Leadership.

2.5 POLITICS AND MEDIA

2.5.1   Change of government

The establishment of Swedish Leadership was linked to the priorities of the centre-right government (which held office between 2006-2014). Anders Borg (Minister for Finance) and Hillevi Engström (Minister for International Development Cooperation) attended the annual meeting of the network in 2014. The centre-right coalition government was replaced with a centre-left coalition government in September 2014. This created uncertainty as to whether the network would be endorsed by the new government and be able to continue its work in its current shape and form. However, once the newly elected government was in place, it became clear that it supported Swedish Leadership. The new government did not change direction with regard to private sector cooperation within Sida. As a token of this, Mikael Damberg (Minister for Enterprise and Innovation) and Isabella Lövin (Minister for International Development Cooperation and Climate) accepted the invitation to participate at the annual

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[11] https://www.regeringen.se/4a17d4/conten-tassets/ba9cd152d7d74eb4a496cd5dbb88b418/strategi_kapacitetsutveckling_webb.pdf

[12] https://www.regeringen.se/49e20a/contentassets/60a67ba0ec8a4f27b04cc4098fa6f9fa/handling-splan-agenda-2030.pdf

meeting of the network in 2015.[13]

2.5.2   Media coverage

Throughout its lifetime, Swedish Leadership has featured over 60 times in almost 30 different Swedish media outlets. It has most often been covered by Dagens Industri (eight times). The coverage has been mostly positive or neutral, and has typically occurred in connection with annual meetings or events. Sida's public communications effort has played an important part in ensuring coverage.

However, since 2016, Sida's increased engagement with the private sector, of which Swedish Leadership has been a crucial part, has been criticised in two to three media article per year. A common misconception that Sida has tried to set straight is that Sida never grants funds to Swedish companies. Rather, projects are co-financed with a third party serving as the implementer (e.g. ILO or a national actor).

Sida's work with the private sector was also criticised by two reports produced by the Expert Group for Aid Studies pointing to lack of transparency and focus on profit rather than human rights.[14] Swedish Leadership was mentioned in these reports. The Swedish magazine Omvärlden (owned by Sida) also published a two-part series critical to Sida's collaboration with the private sector, singling out Swedish Leadership.[15] The criticism was picked up the Swedish labour movement and its media outlets. Apart from complaining that unions were not given membership in the network, the articles falsely claim that the members were given VIP access to Sida, including their own permanent network meeting room/office at Sida.[16] Moreover, a few media reports held that the companies can reduce their PR budgets since development cooperation funds can be used for "building factories", "greasing power wielders in developing countries" and "marketing" on behalf of Swedish companies[17] - which are unfounded and untrue statements.

2.6 SUMMARY

When Swedish Leadership was founded by Sida's top management and some of Sweden's leading companies, it was uncertain what Swedish Leadership would undertake or achieve. It found its feet quickly, and launched an impressive advocacy effort in the run-up to Agenda 2030 that contributed to raising corruption as a critical issue for sustainability. While there was initial scepticism among the sustainability managers

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[13] The network's relationship with the Government Offices is further discussed in section 3.4.3.

[14] Swedish Leadership is mentioned, but not assessed separately, in both reports. http://eba.se/en/collaboration-with-the-private-sector-in-swedens-development-cooperation#sthash.j4JeiKRM.dpbs. See https://www.omvarlden.se/Branschnytt/nyheter-2016/kritik-mot-sidas-stod-till-naringslivet/.

[15] https://omvarldenberattar.se/granskning-del1/.

[16] Proletären. 2018-02-20, Arbetet. 2017-03-03, Gefle Dagblad 2017-06-26, Omvärlden, 201-703-03.

[17] Gefle Dagblad. 2017-06-26. Proletären. 2018-02-20

from the member companies, trust was soon built up. Once the Global Goals were established, the network directed more attention to learning, exchange, and identifying collaboration opportunities. Throughout, the network pursued an adaptive approach, with Sida as facilitator and coordinator. Advocacy efforts in Sweden also increased. An adaptive approach has characterised the network's direction. As the network consolidated itself, it jointly developed and agreed upon a short and basic framework for its purpose and objectives from 2017 to 2020. Change in government has not affected the support for the network. The network has had regular coverage, a small part of which has been critical and/or misinformed. The next chapter assesses the results of the network.

3 Effects

3.1 OVERVIEW

The effects that can reasonably be directly or indircectly associated with Swedish Leadership can be dividied into three main categories as shown in Figure 5. *Capacity development*[18] involves the knowledge, skills, relations, partnerships that are developed and that contribute to enhancing the capacity and business practicies of member companies to contribute to the Global Goals. *Network initiatives* include joint initiatives or projects among members. *Influence and inspiration* encompass the ways the network affect private and public Swedish and international stakeholders outside the network itself. These effect categories seem relevant and realistic in view of the four working modalities of the network – round-tables, knowledge exchange, external influence and joint initatives.

FIGURE 5: EFFECT CATEGORIES AND RELATIONSHIPS
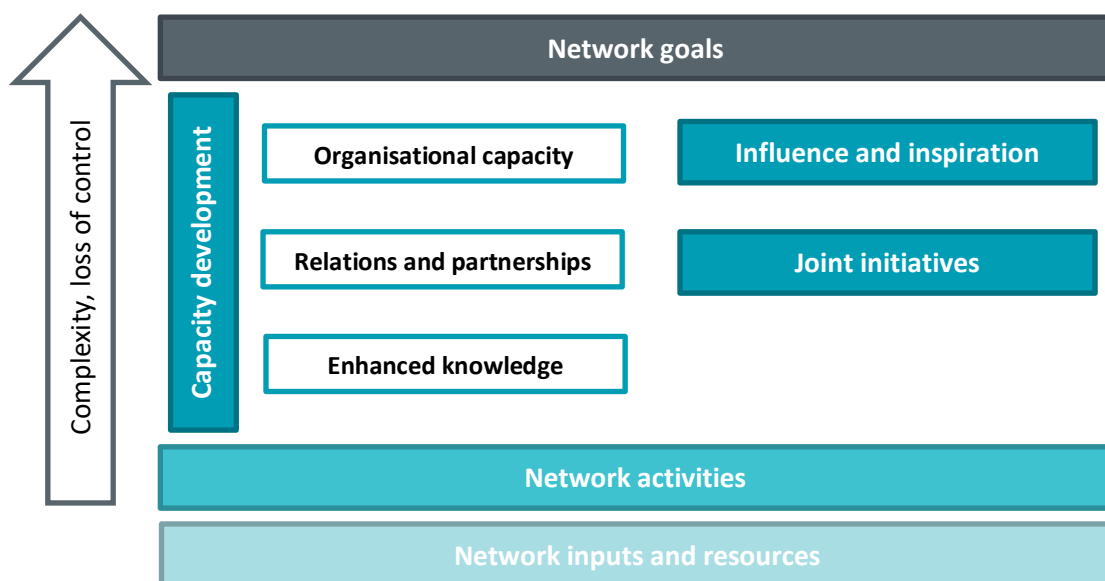
Figure 5 also illustrates the relationship between the effect categories. The higher the effects are placed in the figure the more difficult is it for the network to attain them, because of the increasing complexity and loss of control that are caused by the fact

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[18] According to OECD/DAC, "capacity" is defined as the ability of people, organisations and society as a whole to manage their affairs successfully. "Capacity development" is understood as "the process whereby people, organisations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time".

that more and more factors come into play. For example, the network is very likely to be able to enhance the knowledge of the participants by organising relevant learning exchanges, while changing the internal work of member companies/organisations or influencing external stakeholders is more difficult to determine. At higher levels it is also more challenging to establish attribution and measure the network's contribution among other potentially influential factors.[19] Specifically, the corporate members of Swedish Leadership deals with sustainability in several ways and participate in numerous other networks and intiatives irrespective of Swedish Leadership that also influence their capacity to work with sustainability.

3.2 CAPACITY DEVELOPMENT

Capacity development is a process that typically starts with efforts at the individual level in terms of enhanced awareness, knowledge, know-how, motivation, and/or skills. It can also involve the formation of new relationships, networks, coalitions and partnerships; dissemination of knowledge, and initiation of new projects. Ideally, these changes should eventually enable change agents to contribute to organisational capacity changes that result in the development of policy instruments and organisational arrangements that contribute to development goals. This section looks at three levels of capacity development – enhanced knowledge, relations and partnerships and development of broader organisational capacity.

3.2.1   Enhanced knowledge

There is strong evidence from interviews that the network has led to enhanced knowledge. This enhanced knowledge has taken three forms – i) knowledge of Sida, development cooperation, and Agenda 2030 gained by the network members; ii) greater understanding of how member companies address the Global Goals; and iii) improved private sector capacity within Sida.

i.   Knowledge of Sida, development cooperation and Agenda 2030
The network members have gained knowledge and insight about how Sida works; what governs Sida's actions; Sida's systems and structures; how Sida interacts with the government; the role Sida plays at country level; and the tenets of Swedish development cooperation. Knowledge of the multilateral system and the Agenda 2030 process has also increased amongst the members. These knowledge gains have been strongly emphasised and appreciated by many of the interviewed members.

> The network provided much more learning for us than we had originally envisaged. It has helped us understand Sida and build our relations with them. – *Network member*

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[19] In evaluation terminology, 'enhanced knowledge' corresponds to 'outputs', 'relationships and partnerships' and 'joint initiatives' to 'intermediary outcomes', 'organisational capacity' and 'influence and inspiration' to 'outcomes' and the 'network goals' to 'impact'. Outputs are the goods and services produced by the network, intermediary outcomes are the changes directly attributable to the outputs, outcomes are the medium-term effects of the outputs, and impact the long-term direct or indirect, intended or unintended effects.

It has helped us understand and gain insight in what goes on at the higher political level. – *Network member*

Sida has been highly praised for being perceptive and accommodating in identifying and organising learning events. Learning opportunities include the network meetings; special seminars to which Sida invites experts; working group meetings; and other external events that Sida keeps the network informed about. Topics covered have ranged from anticorruption, sustainable investments, circular economy, sustainable water usage, tax systems in developing countries, green bonds, COP, financing for development, and sustainable transports; to science based targets, ethical recruitment, modern slavery, industrial relations, the Global Deal, ICT for Development, Consultative Group to Assist the Poor (CGAP), and gender equality. The network has given members the opportunity to engage with leading international experts on sustainability and development such as Jeffrey Sachs (Colombia University), Johan Rockström (Stockholm Resilience Centre), Robert Appleton (UN Anti-Corruption Task Force), Fredrik Galtung (Integrity Action), Teresa Fogelberg (Global Reporting Initiative), and Dr. Babatunde Osotimehin (UNFPA).

> Sida is very good at providing information on the current policy dialogue and bringing in expert resource persons in specialist areas. We would never otherwise have access to some of the organisations and international experts that we have had through the network. – *Network member*

Over time, there has been a progression in the types of topics covered. The network has gone from raising relatively straightforward sustainability issues, to discussing the more difficult, sensitive and complex ones, such as modern slavery.

ii. Exchange of company knowledge and practice
An important dynamic for capacity development within the membership is peer learning. Network meetings (see Chapter 4) regularly consist of members sharing their good practices and experience in conducting sustainable business. This has served to inspire members and also introduced a positive motivational energy amongst the members, where in some cases they benchmark themselves against each other.

> There is an incredible level of competence in the room. [Many of the] the big Swedish companies live and work with the sustainability issues every day. It is our core business. It is what makes [Swedish companies] competitive. – *Network member*
>
> It has been an incredible experience to be among Sweden's largest companies that share their knowledge and experience. It is both rewarding and fun. But it is highly challenging to get the learning down to a concrete level. – *CEO network member*
> I find everything we talk about in Swedish Leadership inspiring. We have important discussions. – *Network member*.
>
> I have been a member of many networks. I stopped going to them all except Swedish Leadership because Sida has managed to attract companies that are good at sustainable business and does not gain financially from it. – *Network member*

> We have no means of gaining knowledge of what others outside of our industry are doing in terms of promoting sustainable business practices. Swedish Leadership gives us this insight. We have obtained learning, and experienced important aha-moments. For example, [member X] presented how they worked with mapping how migrant workers travelled to their work places and the costs this involved for them. – *Network member*

iii. Improved private sector capacity within Sida

Stakeholders within and outside Sida attest to the network having enhanced knowledge and capacities related to the private sector within Sida. This includes a better understanding of the way the private sector operates; how it works with and considers sustainability issues; and where potential areas of mutual concern and action might lie. The high level of competence of the company staff working on sustainability and how advanced some of the members are in their practices have impressed many at Sida who did not initially expect this. This has contributed to a change of attitude towards the private sector among Sida staff that have engaged with the network. Interviews reveal that the number of Sida staff that are interested in the private sector as an actor within Agenda 2030 has grown, especially among those who have worked with or been exposed to Swedish Leadership. Moreover, the way that Sida has brought together the network and facilitated it, represents a whole new way of working for Sida. This is discussed further in Chapter 5.

3.2.2   Relations and partnerships

Given that transformative results are commonly not achieved through individual efforts, building relations, partnerships and coalitions are a critical part of capacity development. As discussed below, there is considerable evidence that Swedish Leadership has promoted, built and catalysed valuable relations and partnerships. This includes relations between companies and Sida; among the members; and with actors outside of the network. Within the network, these effects have critically depended on the mutual respect, trust and understanding that has been built within the network.

> Building relations takes a long time, but destroying them can be quick. – *Network stakeholder*

i.   Sida-private sector relations

The relations between Sida and the network companies have improved considerably as a result of the network. This is evidenced, not least, by the on-going commitment to the network on both sides over the life-time of the network. Sida's image has improved among member companies. According to Sida's documentation from 2016, based on an independent annual study of perceptions among all stakeholder groups, Swedish Leadership members were the most positive towards Sida.
In parallel, more Sida staff have come to respect the high professionalism and commitment of the private sector actors they have interacted with.

> Swedish leadership broke the ice between Sida and the private sector. The gap between Sida and the private sector is now much smaller. – *External stakeholder*

There is also evidence that the bilateral collaborations between Sida and some of the network members have benefitted from and been energised by Swedish Leadership. Sida collaborates in and co-finances joint projects – PPDPs – with Volvo, Scania, H&M, Löfbergs, and Tetra Laval. This is also the case of the SIWI Cluster Group on Water and Food and the Sweden Textile Water Initiative, in which some of the Swedish Leadership members participate.

> H&M's MoU with Sida regarding improving social dialogue and working conditions in its supply chain would not have come about without Swedish Leadership. Even if Sida had projects with H&M before the MoU, the level of ambition of the MoU was not there before. – *Sida stakeholder.*

ii. Relations among members

There is strong evidence that Swedish Leadership has strengthened relations between the individuals that have participated in the network. Several company representatives have stated that the network has enabled them to "pick up the phone" to consult with fellow network members from other industries on particular issues. This relationship-building has benefitted from the high degree of trust that has developed within the network and that is discussed in section 4.2.2.

> Being part of the network has allowed us to contact other companies and made these contacts easy. There is trust among the members. If you want a quick answer, you can pick up the phone. These could be questions you may not want to ask a colleague in a competing company about. I have had several such interactions with the members. It has been very important. – *Network member*

> My colleagues have gained a wide network of contacts. It has given us access to people we can test and exchange ideas with. – *Network member*

> Through the network, one has access to different people in other companies and this makes it easier to collaborate. I was invited to a conference organised by (one of the member companies). We can also access each other's experts. – *Network member*

These relationships are not evenly distributed among member companies. Although a comprehensive social network analysis has not been made, it is possible to distinguish sub-groups within the network based on sector, size, longevity as a network member, gender and the preferences of individuals active in the network.

The participating expert organisations have also broadened and enhanced their relations with the Swedish private sector by being a member. For instance, being a member of the network has facilitated SEI's collaboration with the Swedish steel producers' association, Jernkontoret. Likewise, while SIWI has had contacts with the private sector in the past, being part of the network has increased interactions; created new connections; and helped the organisation get to know the private sector better. As Swedish Leadership members, the expert organisations have also in a better position to identify and invite appropriate private sector actors to their respective events.

iii. Relations with other actors

The network has also facilitated relations with stakeholders outside of the network. Particular noteworthy are the relations with other government entities. For instance, the Ministry for Foreign Affairs have used Swedish Leadership as a practical way of communicating and engaging with the private sector in relation to Agenda 2030. The Swedish Government Offices and the Ministry of Finance have also been in touch with the network.

> The network opens doors to other actors. – *Network member*

> When interacting with the private sector there is some confusion. Who do you call when you want to talk to the private sector? Swedish Leadership helps counteract this confusion. – *Government stakeholder*

At the same time, the network members find the network particularly useful for interacting with and influencing the Swedish government. Indeed, one of the main reasons that the members voted down the idea of establishing a network secretariat outside of Sida was the loss of easy access to the government that it would entail.

> There are so many networks. But another government agency-run network like Swedish Leadership does not exist. Swedish Leadership operates at a higher and more general level. Sida's placement within the state apparatus is a great advantage. – *Network member*

In effect, the network functions as a practical two-way gateway between the private sector and government.

Sida has also facilitated multiple channels and interactions with the multilateral system. For example, one member mentioned that being a member of Swedish Leadership facilitated a meeting with a UN Director General and led to an invitation to participate in a panel at an international event. Another member gained useful contacts with International Organization for Migration (IOM) that led to concrete actions in Thailand. A third member stated:

> Being a member of the network lends us credibility when dealing with international actors such as UN agencies. As a member, we are a partner approved by Sida (we have gone through their due diligence process). We use this as a reference. – *Network member*

3.2.3 Development of broader organisational capacity

As already noted, changes in organisational practices is a key objective, and challenge, of capacity development. A network report from 2015 states that a survey of the network members revealed that "many expressed that it is a challenge to find the time and to motivate internally in the companies for more active involvement". This seems to have improved somewhat with time, although the extent to which the knowledge gained by representatives from the companies was shared internally has varied. Trickling down information has been particularly challenging to company

staff based in developing countries, among whom the knowledge of the network and the commitment to sustainability issues is usually weaker than in corporate headquarters. The survey undertaken by this evaluation found that about half of the respondents "agreed somewhat" (and one "agreed") with the statement that "the network has helped me to engage colleagues within my company/organisation in responsible and sustainable business practices."

Some of the expert organisations mentioned that ideas and information from the network were sometimes useful for their areas of work and passed on internally. Other corporate members explained that knowledge, ideas and insights were shared, but could not easily point to concrete instances of influence of the network on company rules or procedures. This was echoed by several of the members:

> We have been inspired by the work undertaken in relation to corruption and water, but nothing concrete. In our internal work we take into account the knowledge and information gained. – *Network member*

> It has not influenced us directly in a concrete way. We have picked up knowledge and shared it. We have had good exchanges, gained insights, shared own experience, and raised certain issues for discussion. – *Network member*

> The network has not changed the way we work with sustainability issues in my company. But the issues we work with are discussed in the network. I have gained a better understanding, which I convey internally. – *Network member*

> We work internally to get our colleagues to understand the human rights risks that our customers may have. It is a considerable challenge though. – *Network member*

Companies that had different colleagues represented in the different working groups, slightly broadened the knowledge uptake within the organisation:

> Colleagues have gained knowledge from the working groups and taken this experience and insight with them into the company. – *Network member*

> Many of my colleagues have been involved. We have planted seeds. The input has been important for how we work internally. – *Network member*

The interviews yielded only limited evidence that the capacity gained through the network has influenced company business practices. In the survey, no respondent fully agreed with the statement "the network influences the way my organisation/company works with Agenda 2030", although 38 percent "agreed somewhat". Twenty percent did not agree or disagreed somewhat. There are a few exceptions to this broader pattern. For example, one member representative, recognised the following:

> We have used the knowledge we have gained from the working groups. For example, the Modern Slavery Act has influenced us because of knowledge gained and it has led to changed behaviour. – *Network member*

There are several possible reasons for the apparently low organisational uptake from the network:

- Many other factors independent of Swedish Leadership determine companies on-going sustainability efforts;
- The individual representing her/his organisation has limited possibilities to influence the business practices in large companies;
- The knowledge has not been relevant or concrete enough to apply directly within the company, to attract the attention of colleagues or have an influence on internal policies;
- There has been a turnover of CEOs and staff that were the original champions of Swedish Leadership, with a concomitant loss of ownership and engagement towards the network; and
- Organisational development takes time and is sometimes gradual and generally difficult to attribute to individual causes.

In contrast, by facilitating and participating in the network, Sida has gained in its internal private sector capacity as already mentioned.

> Today it is hard to think of Sida without Swedish Leadership since it has given so much insight in the world around us that we otherwise would not have had much grasp of – such as financial flows and investments that influence our ability to deliver results in different countries. – *Sida stakeholder*

Indeed, over 50 Sida staff members have interacted with the network over the years. Furthermore, some related processes and initiatives have been initiated at embassies by Sida staff (see section 3.4.1). Nevertheless, as discussed in section 5.3, Sida has more work to do before private sector approaches are institutionalised and mainstreamed in the organisation.

3.3 JOINT INITIATIVES

Swedish Leadership has undertaken several joint initiatives that have been both network-wide and based on smaller groups of members within the network with a view to influence external processes or work on a particular theme. There are also examples of concrete work on issues and themes of common interest within the network.

3.3.1 Pre-SDG initiatives

The most important joint initiative of the network remains what brought it together in the first place – providing input to the SDG formulation process. As mentioned above, the network drafted a letter that was sent to Sweden's Ambassador for the SDGs and thereby:

...brought into the negotiations of the SDGs as a strong voice from the Swedish business community. [20]

As outlined in section 2.3.1, the letter advocated that anti-corruption should be included in the SDGs and was circulated at high level meetings. On the whole the initiative to provide input into the SDG formulation process was ambitious, comprehensive and closely linked to a global policy process in a way that has not been matched within the network since then.

The extent to which this influenced Swedish positions on anti-corruption in the SDGs or other actors is uncertain, but in the final SDGs, target 16.5 is on corruption and bribery and target 16.6 is on accountable and transparent institutions as advocated in the letter from Swedish Leadership. Overall, determining the exact contribution and results of the joint initiatives is challenging, given that the SDG development process was so complex, network reporting sometimes lack detail and memories of key informants fade. Nevertheless, the Swedish government considered the network's participation and engagement as an important advantage during the negotiations.

> It was fantastic to have their support. It was unusual within the negotiation context to have this type of backing from the private sector. – *Government stakeholder*

3.3.2 SDG Implementation initiatives
Among the network initiatives promoted since 2015 are the following:

- As discussed in section 2.3.1, in the run-up of to the adoption of the SDGs, Swedish Leadership adopted a **Joint Commitment** on how the member companies can and should commit to contributing to the achievement of the SDGs.
- As discussed in section 2.4.1, 18 network members signed a joint statement to address the inter-linkages between land and sea in their core operations ahead of The **Ocean Conference** (SDG 14) in May 2017). The voluntary commitment was facilitated by Sida and a SIWI expert. The evaluation has found little evidence of systematic followed up by the network or companies.
- Another type of result is the contribution of the network to the Swedish report (Voluntary National Review) to the **UN High Level Political Forum** in 2017, also mentioned in section 2.4.1. Swedish Leadership is specially mentioned as an example of private sector engagement in the report, together with Tetra Pak's Dairy Hub project in Bangladesh.[21] Tetra Laval was subsequently invited by the Swedish Embassy in Rome to participate in a panel at the Committee for World Food Security (CFS 44) in 2017.

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[20] Sida, "Swedish Leadership Project Report 2014-2016", p 11.

[21] Government of Sweden, *Sweden and the 2030 Agenda— Report to the UN High Level Political Forum 2017 on Sustainable Development* June 2017. The voluntary national reviews are expected to serve as a basis for the regular reviews by the (HLPF), meeting under the auspices of ECOSOC.

- Recently, a few network members, mostly export-driven companies, joined together to work with Business Sweden to influence Sweden's recent *Strategy for Capacity Development, Partnership and Methods supporting the Agenda 2030 for Sustainable Development*[22] (June 2018). A key aim of the members was to ensure that Sweden plays a role in developing capacities for SDG-friendly procurement in developing countries. The companies would like to collaborate with Sida regard to such efforts in the future. The companies involved report that there has been good momentum and dialogue amongst themselves.
- In 2017 ICA, Axfood and SIWI approached Sida to co-finance a **pilot study on water use in food production**. SIWI spearheaded the study aiming to design methods/standards for measuring and reducing water consumption in production of different food crops. This study was partly financed through Sida's regular channels. Three members in particular – ICA (asparagus in Peru), Axfood (avocado in South Africa) and Systembolaget (grapes in Portugal) – are part of the Water and food cluster group and were directly involved in this study. The interviews show that the network's working group on water played a role in this work. The working group members were able to discuss, organise and position themselves for the study. Members considered this as a good approach for how to utilise the network and it was deemed to have worked well because the working group included a relatively homogenous group of members. Beyond the involved members, advantage might also have been produced for other members in terms of references for good practice for water use in their production.

3.4 INFLUENCE AND INSPIRATION

3.4.1 Beyond Sweden

Stakeholders, inside and outside the network speak of the positive reaction to and interest in Swedish Leadership from different actors abroad. This is a result of Swedish Leadership's actions in relation to influencing Agenda 2030, but also the way it engages the private sector in working with the SDGs. This section looks at how the network has raised awareness and influenced and inspired stakeholders outside Sweden.

i. Spreading the Swedish Leadership model
Swedish Leadership generated a lot of interest, particularly in the early years, since the network represented a fresh approach to involving the private sector in international processes. Sweden's work with the private sector was in the run-up to the SDGs lauded and considered a role model. Sida and/or members were invited to present the network's aims and work forms at a number of international events in, for instance, Mexico City, Davos, Addis Ababa, New York, and Manilla – as outlined in Chapter 2.

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[22] https://www.regeringen.se/4a17d4/contentassets/ba9cd152d7d74eb4a496cd5dbb88b418/strategi_kapacitetsutveckling_webb.pdf

The network has been important in that it has given Sweden's work on private-public partnerships in sustainable development visibility, even if the network itself might not be that well known by name abroad. More systematic assessment of the results of the network's outreach work is difficult, since the effects and audience are so dispersed.

One concrete example of external influence is mentioning of the network as being part of Sweden's Agenda 2030 efforts in the Nordic Council of Minister's 2017 report *Sustainable Development Action – the Nordic Way Implementation of the Global 2030 Agenda for Sustainable Development in Nordic Cooperation.* The evaluation team has also collected anecdotal evidence that Swedish Leadership is known to current and/or previous staff at UNDP Headquarters, World Economic Forum, the OECD's Development Cooperation Directorate, and the Director General at the Ministry of Foreign Affairs in Iceland, Nestle Headquarters, the Confederation of Norwegian Enterprises, DfID, and the UN Country Team in Kenya. The latter three actors have been in touch with Sida to learn about the network as a model for their own work. Furthermore, at the launch of Dutch SDG Investing (a "solutions partner" under the Dutch SDG Charter Foundation) in 2016, the Head of Government Relations Northern Europe at the Bill & Melinda Gates Foundation, discussed Swedish Leadership as a successful example of dialogue and cooperation. Thus, it is likely that the network has contributed to increased interest and awareness among global actors of the Swedish model for private-public partnership interaction on sustainable business.

There are, however, indications that the advocacy activities of Swedish Leadership has tapered off in the few couple of years, giving it less exposure. International stakeholders interviewed argue that there is considerable potential for Sweden to step up the efforts to promote the Swedish Leadership initiative to encourage enhanced private sector involvement in the implementation of the SDGs.

ii. The Swedish Leadership model - inspiring others
There is evidence that Swedish Leadership has served as inspiration for a number of other public-private sector partnership networks for SDG implementation.

Swedish Leadership served as inspiration for **Norway's private sector engagement** in Agenda 2030. In 2015, representatives from the Confederation of Norwegian Enterprise (NHO) researched new ways to engage more effectively the private sector in Norway's international development cooperation and SDG effort. It looked into the way Sweden, Denmark, Holland, and Germany were addressing this issue. NHO met with staff at Sida and was inspired by Sida's pragmatic approach to strategic partnerships in general, and its model for private sector collaboration in particular, making it, along with Denmark, a source of inspiration. The insights and ideas gathered contributed to the development of an action plan for pending operations; a MoU with the Norwegian Ministry of Foreign Affairs; a discussion with Norad concerning allocation of funds for new strategic partnerships; and a report on the business opportunities stemming from SDG implementation processes.

GSMA, the international organisation of the world's mobile operators, was directly inspired by Swedish Leadership to develop networks for sustainable business among its members. Headed by a former Swedish CEO and founding member of Swedish Leadership, GSMA has entered into a grant agreement with Sida to fund its 'Mobile Industry Leadership initiative'. The initiative promotes national level dialogue among the government, private sector and consumers to identify opportunities for private sector actions that can promote transformational change towards SDG realisation.[23]

The local **Georgian civil society organisation – Civil Development Agency** (CiDA) – has looked to Swedish Leadership for inspiration when developing a proposal for a network for Georgian companies to promote sustainable business and the role of the private sector in Agenda 2030. CiDA's Executive Director was aware of Swedish Leadership, in part as a result of having studied in Sweden. When CiDA submitted a project proposal to the Swedish Embassy in Tiblisi, staff members at the embassy were particularly receptive, having previously worked with Swedish Leadership at Sida headquarters.[24]

UNDP was inspired by Swedish Leadership when establishing its **Private Sector Platform in Kenya**. The Swedish Embassy facilitated dialogue through a staff member that had previously worked with Swedish Leadership in Stockholm. There are plans for continued knowledge exchange and possible collaboration among UNDP, Swedish Leadership, Swedish Investors for Sustainable Development and the Embassy.

At least **five Swedish embassies** have been involved in bringing together Swedish companies to establish country-level networks for public-private collaboration – Colombia, Kenya, Serbia, Turkey, and Zambia. The link to Swedish Leadership is strong in Zambia and Kenya, where several Sida staff who have worked with Swedish Leadership have been or are stationed and where focus on broader relationships "beyond aid" are pronounced and enforced by Embassy management.

In Zambia, after some initial meetings following the creation of the network in 2017, the Embassy is currently reflecting on how to focus the network, given that the number of Swedish companies is quite low. In Kenya, the Swedish Embassy had a private sector association that pre-dates Swedish Leadership, but that has gained momentum from Sida staff with Swedish Leadership experience joining the embassy. The local

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[23] Sida references Swedish Leadership on the related grant entry page on Open Aid. See https://open-aid.se/sv/activity/SE-0-SE-6-6105019401-GGG-22040/

[24] Anecdotally, the Embassy plans to undertake an external evaluation of the local network inspired by this current external evaluation of Swedish Leadership.

network has discussed issues such as corruption, taxation, and security. In 2015, inspired by Swedish Leadership, the Embassy and the association hosted a large conference that also involved civil society and government actors. In Colombia, the network is older and the presence of Swedish companies is much stronger than in Africa (some 90 companies). Here the association with Swedish Leadership seems to go back to the inception of the local network in 2015, but there currently appears to be minimal or no link between the two networks. Overall, the possibilities to interact more strongly with embassies have been discussed within Swedish Leadership, but remained inconclusive with resource constraints as one explanation.

3.4.2   Interaction with the Swedish private sector

Swedish Leadership has interacted at a general level with the Swedish private sector through its public communications. This has included media articles[25] and supplements (Dagens Industri[26]), arranging events at Almedalen with member CEOs, and its public seminars that have taken place during the network's annual meetings. The network has also interacted with Business Sweden in recent years, but not with actors such as the main business federation, Confederation of Swedish Enterprise (Svenskt Näringsliv). On the whole, the direct interaction with the broader private sector has been quite limited. The federation of Swedish small- and medium-sized enterprises, the Swedish Federation of Business Owners (Företagarna) is member of the network, but its engagement has been minimal. Nevertheless, anecdotal evidence shows that there is general awareness about the existence of the network in at least parts of the Swedish private sector. Furthermore, around ten companies have actively inquired about becoming members of the network.[27]

The most substantial effect that Swedish Leadership has had on the Swedish private sector beyond the network itself, is the creation of the network Swedish Investors for Sustainable Development, which was directly inspired by Swedish Leadership.[28] Swedish Investors includes Swedish investors and pension funds and has a similar focus on learning exchange, influence and a joint commitment to implement Agenda 2030. The two networks are run separately, there are some overlaps in membership and they organise some joint learning activities.

One reason it is difficult to assess the influence of Swedish Leadership on the Swedish private sector is that there is currently much work going on in the area of sustainable business within the broader business community. Most networks members are

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[25] See list in Annex 5.

[26] The CEOs of ICA, Systembolaget, SPP, Unilever and Sida's DG signed an article in 2016 on gender equality.

[27] Not all of these were admitted. Some did not meet Sida's membership criteria. See section 4.2.1.

[28] See https://www.sida.se/Svenska/aktuellt-och-press/nyheter/2017/maj-2017/pensionsfonder-och-globala-malen/

members of other Swedish-based and international networks focused on sustainable business.[29] In this context Swedish Leadership is regarded as unique due to its focus on the broader Agenda 2030, links to Sida, international perspective, and membership dominated by large companies from different sectors.

3.4.3 Interactions with the Swedish public sector

As discussed in Chapter 2, the former and current government are supportive of the network. The Ministers for Enterprise and Innovation and International Development Cooperation have, for instance, attended an annual network meeting. Moreover, a few Swedish public sector entities have inquired about membership. At the same time, engagement has sometimes been tepid from certain ministries and there has been no effort to solve the network's funding issues (see section 5.2).

The Ministry for Foreign Affairs has found that regular interaction with the network has been an important advantage for Sweden, placing it ahead of the game in comparison with other countries' Agenda 2030 efforts. If Swedish Leadership had not been established, Sweden's interaction with the private sector during the lead-up to Agenda 2030 would most certainly have been more piecemeal and random. Swedish diplomats refer to "our private sector network", suggesting ownership within the government, beyond Sida. As seen in section 2.3.1, Swedish Leadership contributed to Swedish government reporting on its Agenda 2030 progress.

> The existence of the network made it possible for us to have the Swedish private sector represented in the multilateral negotiations. It is always a challenge for government to interact with the private sector because it is difficult to know who to turn to. The private sector does not want to be represented by other actors. Swedish Leadership has, however, been a useful gateway and an important one too. – *Government stakeholder*

The Swedish Government has also recently published public documents in which the network is discussed. In the Government's report for Follow-up of Sweden's action plan for business and human rights, Swedish Leadership is mentioned as a positive example for how to organise the private sector for increased sustainability focus.[30] Another example is the Ministry for Foreign Affairs document for implementation for the Addis Ababa Action Agenda that states:

> "The Swedish Leadership network was designed to engage the Swedish business community in a dialogue around global challenges related to sustainable development. This

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[29] The Haga Initiative (climate impact), CSR Sweden, Hållbar Livsmedelskedja, The Swedish Network for Business and Human Rights, Fossil Free Sweden, Global Compact Sweden, BSI; Bio Innovation. There are also international networks of which some of the members are part. Some of these are: Scaling Up Nutrition, Food for Development, B-Team, UN Global Compact, GEFSI, Global Commission, SDG Fund's Private Sector Advisory Group, Ethical Trade Initiative.

[30] Regeringen, 2018, *Handlingsplan för företagande och mänskliga rättigheter*

network demonstrates how cross-sectoral collaboration can mobilise joint action, explore co-creation and influence others through best practices in public-private partnerships."[31]

At the same time, the network members have used Swedish Leadership as a gateway to influence government. For instance, they came together to advocate for the inclusion of private sector representatives in the Government's Swedish Delegation for the 2030 Agenda. This eventually resulted in the CEO of Scania and the CEO of Swedbank Robur joining the delegation. As discussed in section 3.3.2, network members have also worked to influence Sweden's *Strategy for Capacity Development, Partnership and Methods supporting the Agenda 2030 for Sustainable Development*.

> You can see the results of the network at Sida and within the government. They are beginning to understand what is needed to operationally bring the companies on board to promote the export industry. Government actors have started to work together in the same direction – Team Sweden is an example of this. Agenda 2030 demands cross-collaborations. Swedish Leadership is a great tool for this. *–Network member*

As mentioned, Swedish Leadership was also the model used for the Agenda 2030 Government Agency Network that was established in 2016.[32] Consisting of forty director generals for Swedish government agencies, the network meets regularly to discuss the implementation of Agenda 2030 and learn from each other's experience. According the Sida stakeholders, the government's interaction with the network has been inconsistent, particularly with regard to ministries other than the Ministry for Foreign Affairs. In some cases, Swedish Leadership has not been invited to events at which their presence would be relevant, with the government instead choosing to invite a single company. This may be a result of political deliberations and/or insufficient knowledge or understanding of the network and its purpose.

3.5 SUMMARY

Swedish Leadership has served as inspiration for private and public sector initiatives within and outside Sweden. There is both anecdotal and some concrete evidence that the network has served as a model in the establishment of other networks. The network has also served as a useful gateway to interact with government, allowing members to jointly influence government policies on a number of occasions. However, internal and external stakeholders believe there is scope for more pro-active efforts to influence Agenda 2030 processes and promote the Swedish Leadership model and its work, both within Sweden and internationally.

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[31] Regeringen/UD, 2018, *Implementing the Addis Ababa Action Agenda to Achieve the 2030 Agenda for Sustainable Development – A selection of innovative examples.*

[32] See https://www.sida.se/Svenska/Samarbetsparter/aktorsgrupper/Offentlig-sektor/svenska-myndigheter-for-hallbar-utveckling/

The joint statements and commitments are important effects of the network. First, they signal continued commitment by Sweden's leading companies to sustainable business and Agenda 2030. Second, they also provide foundational rationales and guidance for the existence and work of the network. Third, they constitute tangible outcomes of the network, which remind members of the relevance of the network and generates external attention to the network and it activities.

There has also been work on several substantive themes and issues within the network over the years. However, much of this work does not seem to have reached beyond learning and exchanges. Additionally, working group outputs have not been consistently reported back to the overall network membership and they do not feature in much detail in Sida's project reports of the network.

The intense knowledge generation, exchanges, and relation-building that have occurred within the network have been highly valuable and contributed to the continued engagement and interest in Swedish Leadership among the members. Most of these effects have been at the individual level. Nevertheless, the motivation and energy of most of the company representatives involved in the network suggest that they are prepared and willing to play the role of change agents within their companies. Whether they are able to do so is another issue. Some may already be providing a link between the network and their colleagues. Policies and decisions taken may have been influenced by membership in Swedish Leadership, but if so the network would be one of many factors influencing their sustainability efforts, making any contribution difficult to measure. There is, however, scant evidence that Swedish Leadership has translated into significant organisational capacity development within the member companies or Sida. Core operations have not been influenced in a notable way. This is likely to have contributed to the feeling among many network members that Swedish Leadership has not produced concrete results, which is discussed further in the next chapter.

4 Network health and connectivity

This chapter looks at the dynamics of Swedish Leadership as a network in relation to three broad dimensions – network health, connectivity, and added value. Health relates to the network's organisation (facilitation and structures); governance (purpose, objectives, governance structures and leadership), and resources. Connectivity covers the membership composition, and working together internally and externally. Added value is assessed in relation to other similar networks that members are involved in.

4.1 HEALTH

Network health relates to the how well the structures of a network are established, how work is governed and resourced.

4.1.1 Facilitation

Sida, in its role as facilitator, is responsible for the network structures, organisation, and communication. Sida prepares agendas and organises the network's different meetings:

- Annual meetings
- Roundtable network meetings every two months
- Thematic/working group meetings (in consultation with members)
- Special learning opportunities

Sida informs the network of Swedish and international external conferences, events or meetings that may be beneficial for the network/its members to attend. Furthermore, Sida's Director General has on occasion had bilateral or smaller breakfast meetings with member company CEOs.

According to the network members, Sida has played the facilitator role in a competent and highly appreciated way. Sida's neutrality, transparency, professionalism, and responsiveness to the wishes of the members has been praised. Network members generally hold Sida's facilitation, expertise and connectedness to Swedish and international policy processes in very high regard.

> Sida has worked with impressive persistence. They have dedicated an enormous amount of work to facilitate the network. The issues raised and visits made have been relevant for the companies. – *Network member*

> The staff at Sida are fantastic. They are excellent spokespersons for the role of private sector in the SDGs and development cooperation in general. But I am unsure whether working with the private sector has been internalised well at Sida. – *Network member*

> Sida is a good enabler and makes things happen. With Sida's support, the network is more structured. They also bring transparency. Sida is good at organising, but also a fantastic partner to assist with contacts at minister level. – *Network member*

> Sida has tremendous knowledge about the situation in developing countries. – *Network member*

> Sida is an impressive knowledge bank. They are also present in many countries, which we have had good use of in (country X). – *Network member*

Sida's central role in the network was recognised by the survey respondents by a top score – 90 percent of respondents "agreed" (84%) or "somewhat agreed" (6%) that Sida had performed the facilitator role well. The network events were also largely considered well-organised with 86 percent agreeing (48%) or somewhat agreeing (35%) to the related question. Furthermore, members "somewhat agreed" or "agreed"[33] that:

- Communications within the network are well-functioning – 79 percent;
- The network events are relevant –76 per percent; and
- Network events are well-attended – 70 percent.

Sida has also established a working pace that is largely attuned to the comfort and energy levels of members – in the survey, 68 percent of members "agreed somewhat" to the related question, while the remainder were neutral or disagreed.

4.1.2 Annual meetings

The annual meetings of Swedish Leadership are well-prepared events. They consist of an internal presentation of highlights from the past year, priorities, and special presentations by prominent speakers (see Table 1) in a closed session with the members. This has in most years been followed by an open forum to which the press and the public have been invited (around 300 persons) to discuss a theme related to private sector involvement in the implementation of Agenda 2030. Some stakeholders particularly value the inclusion of the open seminar. There are no common minutes from the annual meeting, although some years a summary of key points has been drafted.

CEOs and the sustainability managers are invited to the annual meetings. The CEOs attended more actively in the first years. This is not surprising as some were active proponents of the network's formation. The attendance by CEOs has decreased somewhat over the years. With the Ocean Conference Statement to rally round and the participation of eminent guests (the Crown Princess and former UN Deputy Secretary General Jan Eliasson), turnout was better in 2017 than in 2016. While it is challenging for busy CEOs to be present at the annual meeting, their attendance has symbolic

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[33] Between 15% to 25% of the combined score for the four categories below consisted of respondents "agreeing".

importance, not least since it has given inspiration to the name of the network. CEO attendance is seen as crucial by Sida and stakeholders external to the network, while sustainability managers regard CEO attendance at annual meetings as comparatively less important.

> The CEOs are central to Swedish Leadership, without them the whole point of the network is lost. They are the ones who should provide direction. – *Sida staff member*

> Swedish Leadership is described as a CEO network., but CEOs meet only once a year and they just sit and look at each other. They do not add much. This has never been raised in meetings because we perceive that Sida thinks it is really important that the CEOs to be part of the initiative. – *Network member*

> What are we achieving by gathering the CEOs? It would make more sense to meet every three years. We could set objectives, for instance, related to SDG reporting, the progress against which we could discuss at these meetings… CEOs don't want to meet behind closed doors. Put them on stage with another CEO and create clever constellations to move the agenda forward. – *Network member*

Sustainability managers have had a challenging time to convince incoming CEOs of the value of attending the annual meeting. The interviews indicate that maybe the network in general and the annual meetings in particular have lost relevance in the eyes of CEOs, something that needs to be addressed by the network in the future.

TABLE 1: EXAMPLES OF GUEST SPEAKERS AT THE ANNUAL MEETINGS

Year	Guest speakers
2013	Jeffrey D Sachs, Colombia University, Sustainable Development Solutions Network Lena Treschow Torell, MISTRA and Chalmers University of Technology
2014	Hillevi Engström, Swedish Minister of International Development Cooperation Anders Borg, Swedish Minister of Finance
2015	Mikael Damberg, Swedish Minister for Enterprise Isabella Lövin, , Minister of International Development Cooperation
2016	Richard Samans, Head of the Centre for the Global Agenda and Member of the Managing Board, World Economic Forum
2017	H.R.H. Crown Princess Victoria, (UN SDG Advocate) Jan Eliasson, Former UN Deputy Secretary General Magnus Billing, Alecta

4.1.3   Round table network meetings

Roundtable network meetings with heads of sustainability or equivalent take place on average every two months. These are sometimes held at the offices of one of the members. The host usually organises a special presentation, sometimes with a special guest, and/or "field visit" The meetings cover news, updates, and oral summaries of working group information, but there is no systematic formal feedback from the different working groups/tactical issues groups. Sida leads the meetings and provides an overview of upcoming events, including Swedish or international processes that

might be of interest for the network/its members to participate in. Team observations found the energy and engagement to be high at the meetings, and the atmosphere was congenial and open. This was also conveyed in the interviews of members.

> Most of the issues we discuss are at a structural level. For instance, we could be discussing living wages versus minimum wages. Or water issues. Or country issues such as working in Ethiopia. Sometimes it is corruption issues or different tools that we could all put into practice. Issues that are raised are usually ones that do not present a problem with regards to competition amongst us. If a question is sensitive, we might say that this may not leave the room. In any case, we follow Chatham House rules. Everyone in the network is very professional. It is a great selection of people and a good mix of companies for discussion. – *Network stakeholder*

> Field visits to the different companies have been very beneficial. The companies present what they are doing to address the SDGs. This has been really interesting and we have learnt a lot. The field visits try to cover all the SDG aspects. The field visits are very much at a practical level. – *Network stakeholder*

The meetings are also used to gauge the interests of the members on how to go forward. Decisions are taken through consensus and discussion. Very rarely is there a vote by count of hands. Seventy-one percent of the respondents to the survey agreed or somewhat agreed that the network's decision-making processes encourage members to contribute.

A majority of the members mentioned that a drawback has been that some of the events, seminars, and discussions have not led to a continued and deeper pursuit by the network. New areas of interest are introduced instead of following-through old ones. This may reflect Sida's ambition to meet the many diverse interests among the members and the reticence of members to proactively take lead in pursuing topics,

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Box 1: Topics and Experts

The network has generated an impressive amount of events and meetings, covering a **wide range of topics**: Circular economy, sustainable transport, water use, modern slavery, sustainability reporting; the Global Deal; fair working conditions; living wages, land rights, social dialogue, whistle-blowing; sustainable procurement, IT regulation, sexual and reproductive health in the workplace, gender equality, anti-corruption, migrant workers' working conditions, corporate online volunteering, due diligence, sustainability reporting, geothermal energy, science based targets, financing green transports, strengthening small holder coffee farmers, formalising informal jobs, sustainable procurement, capacity development of IT regulators, better than Cash Alliance-Digital payments, financing industrial start-ups.

Senior staff among network members have frequently presented topics. The network has also invited a range of external experts from the **following organisations**: The Global Reporting Initiative, World Economic Forum, BlackRock, Fair Trade Center, Brooking Institute, Global Deal, the trade Union IF Metall, Transparency International, Integrity Action, Carnegie Endowment for International Peace, Sustainable Development Solutions Network, Rainforest Alliance, UNICEF, UNFPA, IOM, and ILO, African Development Bank, Återvinnningsindustrierna plus Academia.

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mostly due to their limited resources for such work. In the survey, only 52 percent

agreed or somewhat agreed that members jointly reflect on network experience and adjust network practice accordingly, even though there have been annual surveys administered by Sida and workshops organised to discuss this.

4.1.4 Thematic working groups and tactical priorities

Discussions within Swedish Leadership on selected topics related to the Joint Commitment have taken place within thematic working groups. Three groups were initially formed in the run-up to the formulation of the SDGs (see section 2.2.2). These groups have been considered an important part of building relationships amongst the members since it has been difficult to discuss specific issues in the larger fora, which in some cases have not been of interest to all members. Smaller groups have allowed for more direct dialogue.

> The working groups offer a good structure. The processes in which the decisions were taken to select topics has been appropriate and transparent. Sida are good at being responsive to the interest of members. They are professional in this regard. *– Network stakeholder*

The working groups have varied in how they have been organised, the level of energy, and the activities they undertake. Climate and environment, decent work, anticorruption and SDG reporting made up the core working groups until 2017. Some efforts were made to set up working groups for other areas such as information, communication technology for development (ICT4D) and sustainable financing, but these did not take off. Sida experts from different parts of the organisation have assisted the working groups. In most cases, these staff members have played the convening role.

Several members have been pleased with the SDG reporting working group, finding it relevant, useful, and important for learning. The EU legislation on SDG-reporting created a great need for this group. However, since the reporting relates to activities undertaken by Swedish companies in Sweden, the relevance to the development agenda and Sida's mandate is tenuous.

While the member CEOs have expressed that anti-corruption is a critically important area of work, the corruption working group has been less successful because of low turnout. In many companies corruption is not the responsibility of the sustainability managers, but dealt with by other departments. These colleagues are already involved in other networks specialised on anticorruption.

Many have felt that there have been too many meetings taking place in relation to the limited availability of the member representatives. In 2017, the network revisited the working group structure. Based on a survey and internal consultations, it was decided to focus on more specific issues that were labelled "tactical priorities". These are: (i) modern slavery, (ii) sustainable transport, (iii) communication and reporting of the Global Goals, (iv) water, (v) intensifying the global policy dialogue, and (vi) mainstreaming of anti-corruption. The latter priority entails that anticorruption should be

dealt with in a crosscutting way by all the other tactical priority areas. For example, the modern slavery group examines instances of corruption in the migration chain, including the true cost of migrant workers when accounting for the different payoffs that workers need to provide to smugglers.

While Sida speaks in terms of "tactical priorities", the membership continue to use the term "working group". Interviews suggest that the change since 2017 has not been fully comprehended by the membership, some of whom are either unaware of the change or confused by it. Since the tactical priorities still involve meeting in groups and working together, for most the concept of "working group" pervades.

The feedback on the working groups in the survey scored comparatively low. Among the survey respondents, only 50 percent agreed or agreed somewhat that the network working groups are well organised with clear objectives and 73 percent did not respond positively to the statement "there are well-functioning procedures for feedback on network working groups". Several members believe that improvement can be made to enhance the relevance and value of the working groups. To begin with, they argue that working groups need to define objectives, work towards these, and measure results. There needs to be some form of mechanism to report back to the general network meetings about working group plans, progress, and achievements. Meanwhile, staff members at Sida associated with the working groups have received little guidance regarding priorities and strategies for the working groups from their managers, which some have found frustrating.

On the positive side, it appears that when members take ownership and shoulder responsibility for the working groups, a fruitful dynamic is achieved. With regard to sustainable transport, Scania took the initiative to get it off the ground after discussions with a few other members. It later invited Sida and interested members to a meeting. With the initiative coming from and being led by one of the members, it has been more demand-driven. Leadership and ownership appears to be shared. Another positive example of a member-led initiative is a sub-working group on water usage in the food industry that sprung out of the environment group. The food industry members and SIWI jointly used their networks and resources to gather specific data at country level to test different water reduction approaches that can inform their respective practices.

4.1.5 Purpose

The purpose of the network has developed over time. Initially, the network came together to influence the SDGs. Quite soon, learning and exchange became a prominent feature of the network:

> The purpose and value was not what we thought from the beginning. A different direction was taken but it has not been of waste. – *Network stakeholder*

Interviews and the survey (see Figure 6) indicate that while most of the members seemed to share the common purpose of Swedish Leadership, not all members of the

network were aware of the network's *Purpose and Goals 2017-2020* and a few of the members (usually individuals more recently involved) were uncertain of the network's purpose.

All members share the common purpose for the network.
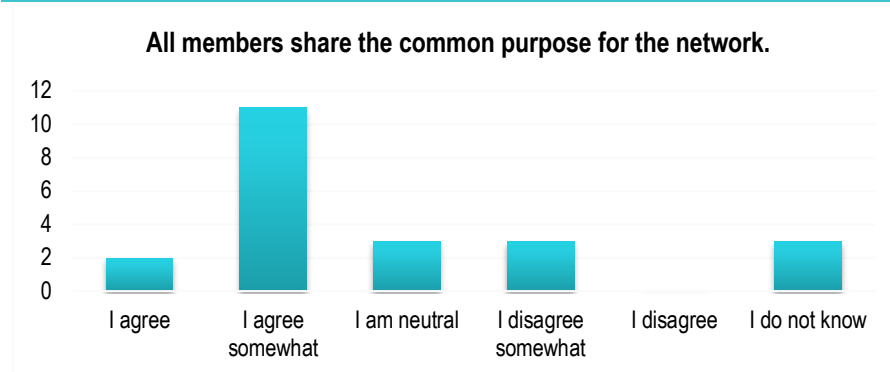
In addition to the network's official purpose, each member has their own motives and agendas for being part of Swedish Leadership. Starting with Sida, who took the initiative for the network, engaging with the Swedish private sector was part of an overall political agenda that recognised that poverty and other global challenges required "doing development differently" (see section 2.2.1).

> Moving from CSR as an external appendage to businesses to ensuring that sustainability is at the core of a business is very important. It is also important that Sida is on board in this process and contributing to knowledge and peer learning so that this process is optimised. Just because there are certain conflicts of interests is not a sufficient argument for Sida not to be involved at all. It is a question of finding a way to collaborate and thus influencing processes to ensure progress for the 2030 agenda. – *Network stakeholder*

Moreover, while Sida over many years has built good relations with academia and civil society in Sweden, Sida had a poor track record in engaging with the private sector, who have often held a negative image of Sida. Thus, among Sida´s original intentions with the network was to use it to get to know the Swedish private sector; and raise the knowledge within the agency with regard to how the private sector operates. Improving the image of Sida with the private sector was also a consideration.

Meanwhile, the private sector members' agendas for the network are linked to their respective expectations. These vary depending on a number of factors such as:
- Whether the member is a company or not;
- The type of company – a dividing line among the corporate members is whether the company is export-driven (e.g. ABB, Volvo) or reliant on supply chains in developing countries (retailers) or neither (SPP);
- The extent to which the company is present in Sida's partner countries;
- The individual that represents the member – how long the person has been involved and what position she/he holds.

In addition to the overall purpose of collaborating to reach the Global Goals, members mentioned the following purposes for their involvement in the network:
- Provide insight into Sida's work;
- Participate in knowledge sharing opportunities;
- Engage in joint projects (PPDPs) in developing countries;
- Obtain funding from Sida (although most did not expect this and some were even against it);
- Influence Sida;
- Participate in a joint advocacy platform – including influencing the Swedish government; and,
- Raise awareness at the international level regarding private sector involvement in SDG implementation.

Some saw their purpose as supporting Sida with their specific expertise:

> Swedish companies have invested billions in research and development. This is why we have special expertise. We need to make sure that this expertise gets to be applied in the SDG implementation work. In the SDG effort, Sweden needs to capitalise on this along with our international standing in the world, our history of 100 years of diplomacy, and our success in the area of development cooperation. – *Network member*

Some of the export companies saw the purpose of being part of the network as a means of furthering their aim of promoting SDG-friendly procurement internationally:

> There is a lot of talk about reaching the SDGs. But how do you do that unless you have concrete ways of reaching them? The Swedish private sector has some of the solutions. We want to promote these. We want to work in partnership with Sida to promote these among decision-makers around the world. LDCs need support so that they can make procurement decisions that ensure investments represent the best solutions from an environmental, social, and ethical perspective are taken into account. We are not interested in Sida's money. We want the procurers to have the knowledge to procure sustainably. We can provide the competence to help educate key people in developing countries so that they can demand standards and procure sustainably. This is our agenda. – *Network member*

Media articles and some staff at Sida unconnected with the network have in the past claimed that an ulterior motive for companies to join the network is whitewashing or/and greenwashing. The team has not found any evidence of this. On the contrary, minutes of meetings from early on record the companies stating that they do not want to communicate externally about the network because it could be perceived as a "greenwashing" attempt. They also asked Sida to limit public media events to one a year. Another set of minutes from 2013 specify that the network is not a "PR-tool".

4.1.6 Objectives

The *Swedish Leadership Purpose and Goals 2017-2020* includes two to three objectives under each of the headings "influence", "exchange", and "joint action". These are not formulated in a way that is specific or measurable. Sida staff hold that the

goals need to be formulated in these general terms so that the network can be flexible and seize opportunities as they arise. Similarly, minutes from meetings in 2013 claim that discussion within the network led to the agreement that intermediary objectives should not be set. The reasoning provided is ambiguous, suggesting that perhaps the group could not, through its consensus-based way of operating, arrive at common intermediate goals.

Meanwhile, the membership body calls for clearer objectives. This discussion has been ongoing within the network, especially in the period after the SDGs were agreed upon. A 2015 survey of the members found that members would "like to see more clarity from Sida in terms of what Sida wants to achieve with the network".[34]

> The strategic objective of the network is unclear to me. I think that if we had very clear objectives, strong leadership, and strong ownership; we could achieve (lots) and also engage effectively with global and other relevant stakeholders. I don't think that is the case today. – *Network member*

> The objectives were clearer in the beginning. After the SDG were agreed upon, the objectives became less clear. – *Network member*

At the annual meeting in 2017, the network affirmed that it was time to go from "cooperation to collaboration". This was a welcome step, but it appears to have raised expectations among members. At the same time, it has been difficult for the network to figure out how to do this without setting clear interim objectives.

> There has been the discussion of coordination to collaboration, which makes a lot of sense. However, no one has a clear idea of what the network's agenda actually is. What we have now is a discussion that is bit of an echo chamber. – *Network stakeholder*

Figure 7 below shows that only 45 percent of the survey respondents agreed or agreed somewhat that "together, members have identified clear and shared strategic objectives for the network." Sustainability managers that are comparatively new to the network are particularly unclear on what the network's objectives are. There is no apparent consensus among the membership of what Swedish Leadership should achieve, except that most of the members call for more "concrete" actions. The network survey from 2015 came to similar conclusions.

FIGURE 7: MEMBER PERSPECTIVES ON THE NETWORK'S OBJECTIVES

Together, members have identified clear and shared strategic objectives for the network.

I agree	2
I agree somewhat	7
I am neutral	4
I disagree somewhat	7
I disagree	0
I do not know	2
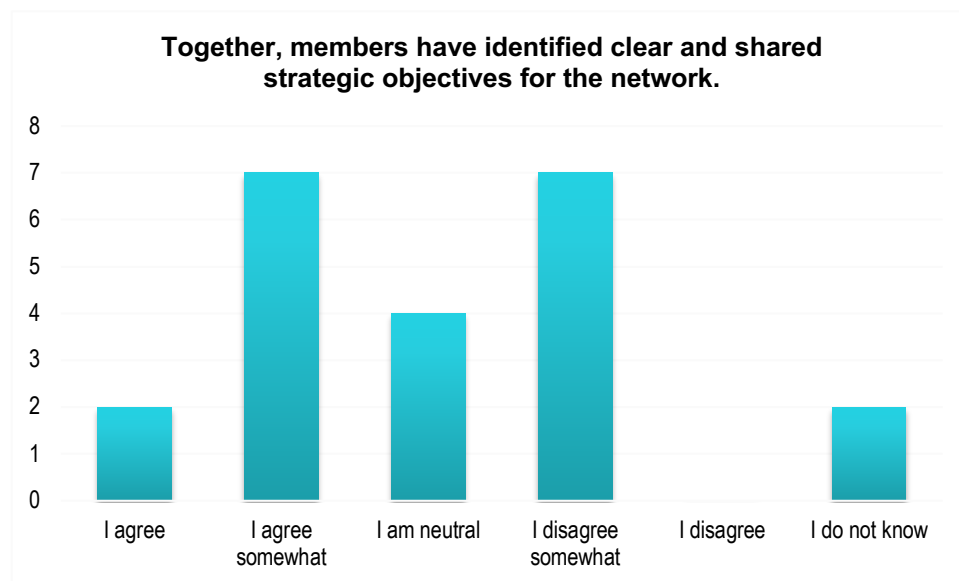
What "concrete" means to the members seems to vary greatly and in the interviews members were not always concrete about their expectations. Some called for initiatives at developing country levels. Some see collaboration in the form of a PPDP as concrete, while others consider joint actions, including advocacy efforts, at country level as concrete. For companies with businesses that do not lend themselves easily to PPDPs, joint studies and/or advocacy initiatives in Sweden or globally are considered concrete. Some described the SDG reporting working group as being concrete; or Stockholm Resilience Centre's work on Planetary Boundaries. Some members explained that "concrete" was something that contributes to revenue or reduced costs/savings in their core business.

> Sida provides a platform and organisation. Meetings are held, notes taken but there are no actions. A network needs to produce something concrete – how we should collaborate, measure our results, etc. are important to understand. Vision, mission, and follow up on results is missing. – *Network member*

> We need to find something concrete to pilot. For instance, we could work on migrant labour in Thailand. – *Network member*

4.1.7 Pursuing goals at country level

On a number of occasions, Sida has tried to respond to the members' desire for concreteness by looking into collaboration opportunities amongst partners at developing country level. For instance, Sida has asked the members over the years to identify in which countries they would be interesting in engaging in country level activities. It turned out that it was very difficult to find countries and issues in which members could jointly engage in a meaningful way. Sida also attempted, in what turned out to be somewhat contrived, to support multi-member collaboration in Ethiopia. It became clear early on, however, that local level platforms/networks "must be initiated and

driven from the embassies rather than from Stockholm"[35] and by the companies active in the selected county.

Consequently, Swedish Leadership has had challenges in linking up with the country level. As discussed in section 3.4.1, there has been some progress in Turkey, Serbia, Colombia, Zambia, and Kenya, but the link to Swedish Leadership varies. Reasons why Sida staff at some embassies have not engaged at country level with their trade colleagues and interacted with the local Swedish business community include i) little experience and knowledge of the private sector and how to engage with them; ii) the country strategy gives insufficient direction for work in this area; iii) lack of resources; iv) weak ownership for the Swedish Leadership concept; and v) company representatives at the local level do not have the capacity or incentive to engage in joint sustainability efforts. With regard to the latter, ownership for sustainability issues has often not trickled down to the country level representations/subsidiaries. Moreover, success for these entities is typically only measured in terms of profit generated, which creates a disincentive for engagement. Nevertheless, according to some stakeholders, Sweden's trade strategy *Beyond Aid*, which singles out five pilot countries for "broader economic relations" is at least helping to strengthening the dialogue and collaboration between Sida staff and the trade/promotion staff at embassies.

Some member companies express frustration with not having been able to leverage Swedish Leadership to develop their bilateral partnerships with Sida. Between 2014 and 2016 Sida desk officers devoted considerable time working with members to draw up project proposals, which were often not accepted. In the interviews a few of the members claimed that getting discussions rolling with Sida on PPDPs has been exceptionally difficult. Some member companies reported that they have had an easier time talking to Canada, UK, USAID and GIZ than Sida and that Sida's systems are "too bureaucratic", resulting in missed windows of opportunities.

> We want to explore concrete projects and discuss private-public partnerships with Sida. We want to contribute to structural change in developing countries, but we cannot do that alone. The Germans are very skilled at this. They offer a whole package to countries. – *Network member*

Meanwhile, Sida staff argue that the companies still do not all fully understand Sida's requirements and constraints (including the principles of untied aid[36], country/regional strategy priorities, budgetary constraints, portfolio restrictions, cost efficiency

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[35] Sida, SLSD Project Report 2014-2016, p 15.

[36] According to OECD/DAC, untied aid is Official Development Assistance "for which the associated goods and services may be fully and freely procured in substantially all countries".

and additionality demands). This seems to in part be a communications and expectations management challenge for Sida. The broader challenge is that even the most proactive Sida staff and embassies find it difficult to design PPDPs that ensure relevance, effectiveness, efficiency, and win-win for all actors involved.

Some of the members engaged in projects with Sida found that not having their focal points within Sida present at network meetings created an unfortunate disconnect. Meanwhile other member companies expressed frustration over not having been able to leverage Swedish Leadership to arrive at the same arrangements with Sida. Instead, some company representatives felt discomfort with what they perceived as Sida's attempts to get the member companies to engage in joint country initiatives with each other, which they argue is futile and complex given the different character, priorities and geographical presence of the network members.

Given the importance lent to PPDPs by members, it is somewhat surprising that there has been no thematic working group dedicated to developing the PPDP concept as such or other ways for businesses to participate in different aid instruments.

> We have a PPP in Africa that is led from the global level. There are opportunities for us to share with the network what we see as the keys to achieving success in a project like that, but we have not done so. It could be useful for the network to learn how to adjust projects to the local context. – *Network member*

4.1.8 Leadership and governance

Sida picks, decides, and approves who gets to be a member of the network or not. Likewise, Sida provides the resources for the facilitation of the network. Thus to regard Sida as "simply the facilitator" is somewhat misleading. However, Sida considers the network as one in which the partners are equal, with Sida only playing a facilitator's role. It has not seen itself as the occupant of the driver's seat. Indeed, Sida staff involved in the establishment of the network noted that initially Sida did not have a clear mandate to lead. Rather, the network aimed to proceed in line with interests that could be jointly defined. The network documentation shows that Sida has been responsive and flexible to demands from the network and adjusted working group themes and events to meet these demands (see section 4.1.1 above). Swedish Leadership does not have formalised procedures for the governance and management of the network. Summaries of meetings are undertaken by Sida, but there are no formal minutes. The annual meeting with CEOs provides a measure of strategic direction. For instance, as mentioned, the CEOs have strongly expressed the importance of the network in addressing corruption. The annual meeting does not, however, provide a forum for comprehensive leadership and accountability. The informal steering there is takes place at the network meetings (see section 4.1.3 above), where decisions are made by consensus. Of the survey respondents, just over 70 percent "agreed" or agreed somewhat" that "the network's decision-making processes encourage members to contribute". But only 55 percent "agreed" or "somewhat

agreed" that "the network governance sets clear guidance and priorities for network work."

> Culturally, within Sida there is a consensus culture. This is not quite the case in the private sector. We are used to decisions being taken. Otherwise we are a little lost. We want things to be clear-cut and straightforward. There has been a little too much consensus over the years. – *Network member*

This consensus culture is not only due to Sida, other factors such as the broader Swedish consensus culture and the diplomacy required to make a multi-stakeholder network function smoothly are also likely to come into play. Virtually all members now see a need for stronger leadership and clearer strategic direction:

> The network should also have a clear direction going forward. If not it will begin to fade out like so many other networks. The representation is good and there is usually a good agenda. But there is need of direction. Members are starting to get slightly impatient. – *Network stakeholder*

> We need to figure out how were going to go forward. We need to know how we remain relevant as a network. We need to get to the next level. We are learning and this has been fantastic but we need to move on. We need a discussion about what is the objective of the network? Is it to influence? Is it learning? Is it to inspire each other? It is currently unclear. We do not know what we could be. – *Network stakeholder*

> We can easily produce articles and opinion pieces for the press and get 20 CEOs to sign. This is an enormous power. But we are not using this. But we have to be clear and focus on only one or two issues at a time. We need a strategy and work plan. We should start now working on this for 2019. We need to organise ourselves. – *Network stakeholder*

While virtually all members express a need for stronger strategic direction, some members believe this should come from Sida. They demand that Sida provides more leadership, agenda-setting, and project management:

> (Sida) are the convener of the meetings today, but there is no real governance or leadership the way I see it. A lot is left to the members. And I'm not certain how valuable the network is without the governance from Sida. – *Network stakeholder*

> Sida has a very good reputation, are seen as knowledgeable with integrity. They could be more proactive – suggest countries, issues, and projects and then ask the companies to join forces with them. – *Network stakeholder*

> Sida makes cooperation possible, but have not had an agenda. It has not felt it has a mandate to be more than a facilitator. Now after this evaluation, Sida might take a more active role to steer towards results. To do that, they will need to put their foot down. They should suggest what the companies should do and then tell them 'take it or leave it'. Those that are happy with that can go further. If they do that, they need to open up for more PPDP-types of partnership. It is a question of equal partnership and give and take. – *Network stakeholder*

These statements suggest that there is insufficient ownership of the network by the members. This is further reflected amongst the survey respondents of whom only 30 percent agreed or agreed somewhat that "there is strong ownership and responsibility for the network among the members". The interviews show that the level of ownership varies between members. For some companies, ownership has declined with the change of CEO. Many of the influential and passionate business leaders that helped to found the network have left. Several of the new CEOs have been comparatively less forthcoming and enthusiastic.

Some members do not necessarily see that that it is Sida's task to improve the governance and direction of the network. They recognise that the members have not shared enough responsibility and see a need and opportunity for this going forward:

> Sida has sometimes borne the brunt of the weight and work of the network Sida has done an excellent job. The Sida staff are fantastic and impressive. It is time for the members to take on more responsibility. I think it is important that the companies strive to be more proactive and have greater ownership for the network. – *Network stakeholder*

> Sida should also ask for help from the members in relation to improving the strategic planning and moving forward…. We need a one to three-year plan. We can easily do this together! – *Network stakeholder*

> Maybe we should have a focus area and agenda that changes, maybe for example concentrating on one goals at a time. Only those companies interested in that goal would need to be active, and the others can sit out a round. Maybe certain companies should take the lead. – *Network stakeholder*

4.1.9 Resources

There is no membership fee to join Swedish Leadership. Several of the other networks that the members are part of do charge a fee. Given the apparent benefits that members gain from the network, it would not be unreasonable for the members to pay a fee. At meetings members have told Sida, however, that they would likely pull out if there is a fee involved.

The network members were generally satisfied with Sida's level of human input towards the network's functioning – 80 percent agreed or agreed somewhat that Sida has dedicated the appropriate level of human resources to facilitate the network. The criticism levied pertained to the lack of a project management approach within the network. The proponents of this view held that Sida should apply stronger project management skills, particularly with regard to the working groups, so that efforts were clearly steered towards concrete objectives.

> If Sida's role is to facilitate the network, the human resources might be appropriate, but it might not be sufficient to take on a stronger governance role. – *Network stakeholder*

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Sida has, however, actually seen its resources for facilitating the network reduced in recent years, reflecting Sida's lessened ambitions with regard to governing and managing the network. This is discussed further in section 5.2.

Members are less satisfied with their joint capacity to contribute to the network. In the survey, only 44 percent of the members agreed or partly agreed with the statement that "the network members jointly have the human resources they need to advance network objectives". Additionally, the statement that scored lowest in the survey in terms of agreement was "each member contributes time/resources to advance the work of the network", with only 15 percent agreeing or somewhat agreeing. In interviews and in meetings sustainability managers explained they were overstretched and participating in several other networks. In some cases they are the only persons working with sustainable business issues within the companies. This was suggested as one of the reasons why many of the members felt they could not shoulder more responsibility or take on larger roles within the network. In this context, some members also mentioned the non-engagement from some of the network members. In contrast, 85 percent of the survey respondents agreed or somewhat agreed that "the network has the connections it needs to advance objectives". The network appears to be uniquely placed to be influential, but needs to find suitable ways of leveraging the limited time and resources of its members.

A final critical point concerns the technical resources of the network. Members who are not based in Stockholm are frustrated by the difficulties to participate in network meetings and activities from a distance, since the technical solutions for remote communication are often inadequate.

4.2 CONNECTIVITY

4.2.1 Membership selection and composition
The initial membership of Swedish Leadership consisted of companies/organisations that Sida had reached out to. Sida wanted to involve a variety of different Swedish industry sectors. It targeted engaged leaders of prominent companies with strong brands and a decent sustainability track record. The companies were also supposed to be active or have interests in developing countries where Sida works. There was a desire to avoid companies engaged in controversial sectors or who had been embroiled in scandals. The founding group met most of these characteristics, but it also included some variances:

- Not all were Swedish companies (Unilever only has a Swedish subsidiary, but had a Swedish chairperson and played a pivotal role in the launch of the network) or Swedish owned (Scania is owned by Volkswagen and Ikea's ownership is outside of Sweden);
- Some companies had limited connections with Sida's partner countries (Elekta);

- Some were comparatively small companies (Löfbergs);
- Some companies might be considered to be engaged in controversial sectors (Systembolaget) or had previously been involved in scandals (Telia);
- There was one industry association (Företagarna); and
- Some were expert organisations and government agencies (SEI, SIWI, SRC, and Swedfund).

Along the way, Sida developed criteria for selecting new members, including having sustainability as a core activity and being of Swedish origin. These criteria were used by Sida to evaluate and decide on inviting new members in 2016. The extent to which the criteria have been shared within the network is unclear. It was also decided to keep the founding members even if these did not meet all the new criteria. Interviews reflect that both members and external stakeholders are unclear of how members are selected.

> How members are chosen seems fairly subjective. – *Network stakeholder*

> I am not sure how the membership was selected and how it has developed and why. – *Network stakeholder*

Nevertheless, on the whole, members find the membership to be appropriate. Seventy percent of the survey respondents "agree" or "somewhat agree" that the network's membership is appropriate given the network's objectives. The remaining 30 percent answered "neutral" to the question, none disagreed. Most members were open to accepting new members, as long as they met certain criteria, such as being of the size and calibre that they could contribute with ideas and knowledge on implementing Agenda 2030. Keeping the network Swedish was seen as important to some.

Sector diversity: The inclusion of companies from a broad range of sectors was considered a huge advantage by everyone interviewed. Even though this made concrete collaboration difficult, no one was prepared to change this aspect of the network. The membership includes competitors, which some were wary of, but mostly this has not been considered a hindrance. Some felt that perhaps the diversity could be increased by including, for example, the forestry and IT sectors.

Company size: Most of the members have the internal capacity to engage in the area of sustainability in a competent and credible manner. They can all both provide and take advantage of relevant knowledge, as opposed to only siphoning off information from the other members. The larger companies in the network have considerable resources and sophisticated sustainability systems, while some of the smaller organisations are able to be more flexible and thus make concrete changes in their organisations.

Network size: Some members felt the current network size was just right. Too many actors would complicate dialogue. The network could instead engage more with other private sector actors in other ways. Some felt the network would benefit from some

growth, while others held that more was better and restrictions were not needed if criteria were filled. On the other hand, several felt that inactive members should be asked to leave.

> Companies who are rarely present should perhaps not continue to be members. We need to have rules for membership and criteria. Perhaps you need to attend 50% of the meetings and be active in at least one working group. Perhaps going forward for instance, retail companies, should sit out for a bit while the network concentrates on export-related efforts for a while. Or vice versa. Perhaps membership could shift every few years depending on the issues. – *Network stakeholder*

Inclusion of members other than private sector actors: There are several public sector actors that have inquired about membership. Members felt strongly that too many public sector actors would be disadvantageous. There have been network meetings in which the companies have been in a minority.

> It becomes a bit silly when others are talking about what is best for the private sector. – *Network member*

Members do not wish to including representatives from government, since that would create a too political atmosphere. Some members especially stressed that for them a dialogue between the private sector and *Sida* was most important. However, other stakeholders (internal and external, public and private sector), who were interested in concrete collaborative initiatives at developing country level, felt that including export promotion entities such as Business Sweden, Export Kreditnämnden, and/or Swedish Export Credit as members would be advantageous. Other stakeholders were wary of the fact that i) Business Sweden has, in part, a consultant function and the network has wanted to avoid being a forum for business services; and ii) the export actors are not relevant partners for all members of the network.

While the network has been open to interacting with other actors such as the labour unions and civil society organisations, members who were asked about this saw no benefit in having them as network members. This would change the relational dynamics within the network which could negatively affect the open and trustful atmosphere that allowed members to speak freely amongst themselves.

> It is great that this network is only companies. This makes it feel safe. We come from the same background. My experience of networks that are multi-stakeholder (including CSOs and labour unions) is that the same spirit of trust and openness cannot be achieved. – *Network stakeholder*

Members also pointed out that it was good that industry organisations are not included in the network. If that were the case, then many companies would not bother turning turn up since they would already have representatives participating. In effect, the network would lose its edge and not have the same leveraging power.

The network already has four members that are not from the private sector. Most are also beneficiaries of Sida grants. Originally, the idea of bringing in the expert organisations was to promote collaboration with the academic/research sector. According to members they mostly play a useful role, enhancing knowledge in specific expert areas. However, their exact role has not been made entirely clear – is it, for example, to support or inform the companies? A couple of companies wondered if the expert organisations had an agenda to sell their competence. A couple of members noted the heavy environmental focus of the expertise organisations and wondered whether organisations representing other areas of expertise (e.g. human rights) would be useful.

Meanwhile, the role of the expert organisations is not totally clear to some of expert organisations themselves. They also run a reputational risk of being associated with the private sector should their involvement be perceived as green washing companies. Moreover, it is not straightforward for the expert organisations to engage in, for example, joint advocacy initiatives with the private sector, since this could affect their independence, objectivity, and credibility.

4.2.2 Working together

One of the most positive areas of feedback from network in the survey regarded the network's effect on cooperation. As many as 90 percent of the survey respondents agreed or agreed somewhat that members are creating new insights together. Eighty percent responded that they agreed or agreed somewhat that members are achieving more together than they could alone.

This collaborative spirit has evolved over time, with a good measure of understanding and trust and confidence having been established. Indeed, 89 percent of the survey respondents agreed (26%) or somewhat agreed (63%) that there is a high level of trust among the members.

> There is no doubt that the network has a very open atmosphere. We have discussions about principles and never raise problems with one specific company. – *Network member*

> There is trust. Having a few competing companies, however, sets some boundaries of what is discussed and how. It dampens some conversations. – *Network member*

External observers, including the evaluation team, attest to a high level engagement during the network meetings.

> I was very surprised how engaged and serious the companies are. – *External stakeholder*

Network members mention the enthusiasm and collegial atmosphere:

> The most exciting aspect of the network is the team spirit! There is a good open atmosphere. A good dialogue. The members are very self-critical. – *Network member*

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> My impression of the network is very positive. There is great commitment and energy.
> – *External stakeholder*

One network member held that the enthusiasm sometimes got in the way of the meeting quality:

> Some meetings are frustrating and somewhat meaningless. People are so passionate and have so much to say and they divert from the topic. It is a good thing that members feel they can speak freely. However, it would not hurt if the discussion could be more structured. – *External stakeholder*

How the different actors engage in the network in part depends on the position that the representatives have within their own company and the way the latter is organisationally structured, which in effect gives them vastly different mandates. Some of the sustainability managers are part of the company's leadership structure. Others have several layers to reach the CEO level. Some of the network participants in turn report to sustainability managers at the international level.

Furthermore, the roles played by the members have changed over time. In particular, some members that were very active in the inception, are less so presently, and vice versa. The personal commitment of the CEOs and/or the sustainability managers to Swedish Leadership are central factors that determine how engaged members are. The turnover of sustainability managers and CEOs has been a challenge for the network. Sida has had to work to gain confirmation and reconfirmation of commitment a number of times along the way and to get new people to understand what the network is about. However, the turnover has also in some cases injected new energy.

How the network works together to engage and communicate externally varies depending on the arena. The network deems that it has had most success in engaging with government in Sweden. The survey respondents agreed or agreed somewhat to the following statements:
- The network engages effectively with relevant actors (e.g. within government, academia and/or civil society) in Sweden – 89%;
- The network is an influential actor in relation to Agenda 2030 within the Swedish private sector – 76%;
- The network engages effectively with relevant global actors in relation to Agenda 2030 – 61%; and
- The way the network communicates with external stakeholders builds support for the network – 63%.

These relatively positive scores contrast somewhat with the more general feeling among members that there is a lack of concrete results within the network. One reason may be that members regard results as something that provides the company with tangible benefits. Furthermore, the efforts undertaken may not have not been considered sufficiently focused, or it is simply very difficult to measure concrete effects of engagement with external actors.

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4.3 ADDED VALUE

There is a great number of initiatives and networks in Sweden related to various dimensions of sustainability and sustainable business, at national, international, sector and thematic levels. These other initiatives vie for the attention of Swedish Leadership members. Some members report that every week a UN agency, CSO or another bilateral development comes knocking. Furthermore, the Global Compact Swedish Chapter has just been established and the Private Sector International Council (NIR) is beginning to engage in Agenda 2030.

However, members affirm that the way Swedish leadership is set up is unique and generally adds value. The singularity of Swedish Leadership comes from the strong public-private sector relationship, the central role of a development cooperation agency, the focus on the international dimension of sustainable business, and the cross-sectoral membership. All of these dimensions are appreciated by members. The mix of sectors is considered very beneficial and Sida is considered a guarantee that the network constitutes a safe space for discussion with competitors. This space would be negatively affected if CSOs, labour unions or consulting companies were to become involved. The access provided by the network to international processes, UN agencies, the Swedish government, Sida's expertise, and relevant external experts is an important added-value for learning and external influence.

> We are members of at least 20 other similar networks. What is unusual with Swedish Leadership is that the members represent a whole wide range of industries. This makes it really interesting. – *Network member*

> From our perspective, the strength of the network is the knowledge we can gain from being part of it. We would not have other ways of accessing some of the knowledge that is available within the network. It gives us a lot. – *Network member*

While Swedish Leadership thus has many strengths as a network, there are also constraints that inhibit the realisation of its potential and may make its added value less clear. In particular, the consensus-driven and multi-sector nature of the network – both of which are inherent in many networks – has made it difficult to focus the work and generate what members perceive as concrete results.

4.4 SUMMARY

The review of network dynamics yields a generally favourable assessment of Swedish Leadership. The network has a competent and appreciated facilitator, it is well-organised, and there is high engagement at network meetings and working groups, based on trust and an open atmosphere. The network has a unique position and membership in relation to the international dimensions of sustainable business and development cooperation unmatched by other initiatives.

However, it is also evident that the network is struggling to find direction. There is a need to define common intermediary objectives that can deliver concrete results in the eyes of members in order to increase commitment and engagement from CEOs and sustainability managers. Given the diversity of interests within the network, the disparity in perceptions of what constitutes 'concrete' results and the limited capacity of sustainability managers, this would require a formal governance structure and firmer leadership from Sida to enable stronger priority setting and strategic thinking. Any future focus needs to reflect the unique added value of the network, which are the international dimensions of sustainable business and policy-making and the link to Swedish development cooperation.

5 Sida's role as development facilitator

This chapter explores Sida's role as a development facilitator. It looks at the strengths, challenges and constraints that Sida has faced in playing this role.

5.1 LEADERSHIP

The conception of Swedish Leadership relied very much on the leadership, entrepreneurship and connections of the former Director General. Such energy and creativity is required in the conception of any new network, where a lot of footwork is needed to connect with and engage network stewards/leaders and overcome barriers created by traditional ways of working.

The process was purposely top-driven, with a team working from the Director General's office. Within the first year, Sida decided to fund the network by establishing a project (SLSD project) funded by special resources earmarked by the government for innovative methods of financing (see section 2.3.3). While this supplied funds so that the initiative could access the human resources it needed, it created disconnect within the core organisation. Being part of the Director General's office gave the initiative nurture and attention that it most likely needed to get off the ground, but it also hampered buy-in from the organisation and created some resistance within the organisation. The proactive, top-driven, and unconventional way of managing Swedish Leadership, combined with a perception Sida that was now "cavorting" with the private sector, alarmed old school development practitioners. Swedish Leadership was duly ridiculed in Sida's staff Christmas parody.

The Director General served as a motor for Swedish Leadership, actively using her connections in the private sector, public sector, and internationally to support and promote the initiative. This meant that the network was relatively dependent on her leadership, even more so since there was no blueprint for how to develop and focus such a network. The Director General was also critical for securing and maintaining commitment and interest from the CEOs, which from the beginning was regarded as a key feature of the network.

The departure of Director General Petri Gornitzka, an interim leadership at Sida, repositioning of several staff working with Swedish Leadership, as well as the turnover of several of the founding CEOs, have had a dampening effect on the network. This is understandable and it is remarkable that Swedish Leadership has still managed to keep the momentum going. However, the energy within the network is levelling out and a new injection from Sida's top level leadership is required to enable stronger priority setting and strategic thinking to keep members engaged.

5.2 MANAGEMENT SYSTEMS

While it is Sida's mandate to work with the different actors in society, the development facilitator role Sida has taken on with regard to Swedish Leadership does not directly relate to Sida's core task of disbursing funds for development cooperation initiatives. Moreover, the government's annual appropriation directions do not specify work with Swedish Leadership and there has been no government strategy that covers the network until the recent *Strategy for Capacity Development, Partnership and support to the Agenda 2030 for Sustainable Development*. The initiative has thus easily been deprioritised by middle management. At the same time, while carefully building relations with the private sector members, the Swedish Leadership staff at Sida have been protective of the network and reticent to include colleagues in network meetings. The direct exposure of the network among staff within Sida has thus been fairly modest, which has served to underscore the exclusivity of the initiative. Organisation-wide ownership has consequently been lukewarm at best. Personal commitment among dedicated staff has instead formed a driving force for the network internally. This was noted in the project report for the first two years:

> *As no incentive structure for this kind of work has existed within the operational departments, colleagues have expressed that they have been doing work related to Swedish Leadership because they believe in the idea, as "good-will". Involvement and commitment of staff in moving Swedish Leadership and its objectives forward has thus varied over time in both departments and embassies.*[37]

The biggest challenges for Sida with regard to Swedish Leadership have been i) finding resources to run it and ii) trying to integrate Swedish Leadership into Sida's structures.

In absolute terms, running Swedish Leadership is not a costly endeavour in relation to Sida's overall expenditure, since there are no disbursements. The network facilitation and coordination work does, however, demand dedicated human resources. Since staff at Sida are paid from its administrative appropriation, which is set at around five percent of its total budget, staff that do not generate disbursements (from the development cooperation appropriation) are in effect comparatively expensive.[38] In the initial years, four to five staff members were working (part-time, between 1.75 to 3.75 FTE) to support the network. Currently, less than two fulltime equivalent staff members run the network.

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[37] Sida, Project Report 2014-2016 Swedish Leadership For Sustainable Development

[38] In crude terms, Sida's efficiency is measured by the ratio of human resources to its development cooperation appropriation disbursements. Thus, the fewer human resources and the higher the disbursements, the more efficient Sida is considered to be.

From 2014 to 2017, a sizable part of the human resources were covered by the project funds. The project format allowed for trying innovative ideas and piloting new approaches. To make the project work, it was nevertheless necessary to draw on staff from different departments (see Figure 8 below). This meant considerable internal negotiating so that funds could be allocated from different strategy budgets. While top management were generally supportive of this, middle management were less inclined to dedicate the time and resources at their disposal to Swedish Leadership. As a result, a substantial amount of time was spent by Sida's Swedish Leadership team in internal meetings trying to press the initiative into Sida's normal workflows, a process that repeated itself for each annual cycle. In the meantime, since Sida's incentive structures are geared towards disbursements of development funds, much of the staff in the operation and thematic departments that had been identified to engage with Swedish Leadership had no time specified or allocated in their work plans. The project relied on their personal commitment.

FIGURE 8: SWEDISH LEADERSHIP IN SIDA'S ORGANISATION IN 2016
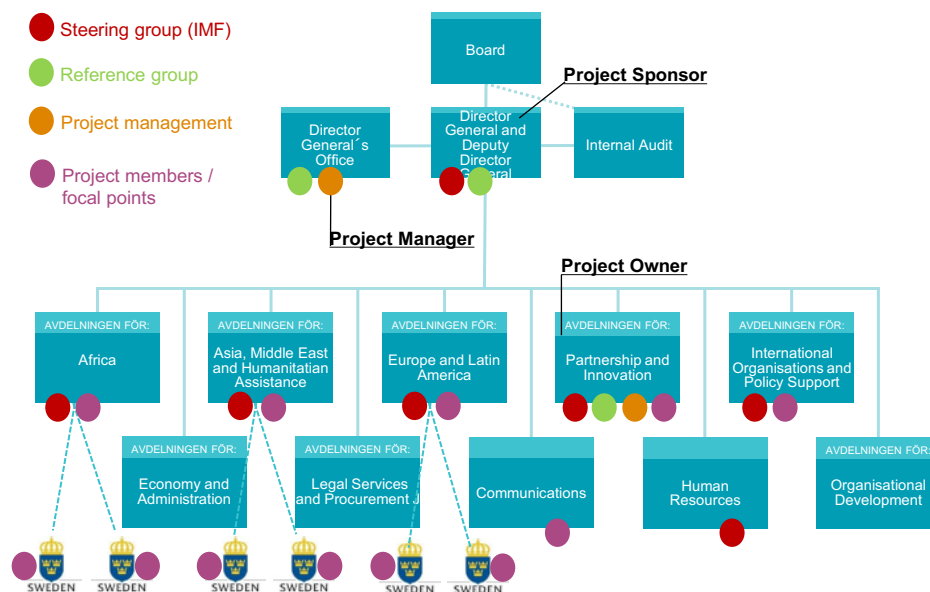
At the same time, many managers did not embrace potential opportunities of collaborating with the Swedish Leadership members. As discussed in section 4.1.7, Sida staff interactions with the members led to several project leads and project proposals but managers were generally, however, unable to provide clear direction as to how to promote private sector collaboration and what forms it should take.

> A lot of time was devoted to pitching different ideas to management, for example, that focal points were needed. Everything was an internal struggle. The project team presented ideas of what could be done to bring the companies on board. Management was split and could not take decisions. They wanted Swedish Leadership but they did not know for what purposes. – *Network stakeholder*

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To ensure longer-term sustainability for Swedish Leadership within the organisation, it was clear from the beginning that the initiative eventually needed to be integrated within the organisation. With the overall reorganisation at Sida in May 2017, the ownership of the network was transferred to the Department of Partnership and Innovation and formally terminated as a project at the end of the year. It is temporarily financed by funds having been carved out from several different appropriations, requiring a lengthy process of internal negotiations. Meanwhile, to a large extent, the network continues to be treated like a project within Sida.

> How to run Swedish Leadership internally has been a hard nut to crack. We have still not fully solved it. Meanwhile, externally we have found a way forward. – *Network stakeholder*

Other management challenges that Sida has faced with regard to the integration of private sector cooperation have included the constraints imposed by country strategies and the limited possibilities and resources of the Swedish Leadership staff to support dialogue at country level between the member companies and Swedish embassies.

5.3 STAFF CAPACITY

Working with the private sector requires a solid understanding of how it operates. The staff that have worked directly with Swedish Leadership over the years have been considered, not least by the members, to be knowledgeable and professional (see section 4.1.1). Sida's Swedish Leadership team has been dynamic and generally able to work with a new stakeholder – the private sector – and learn about their perspectives, needs, and priorities. This has required open-mindedness and flexibility. Despite the struggle with Sida's structures that drained time and energy, the Swedish Leadership team has over the years found the work creative, highly stimulating and rewarding. Those that have moved out to embassies have been inspired and had the drive to develop private sector networks at country level.

> The private sector is also incredibly important to understand because around the corner we know that financing for development will change and the private sector is likely to have a significant role. We need to be proactive. – *Sida stakeholder*

An estimated 50 plus people within Sida have had interaction with the network since it was initiated. This has led to deepened knowledge and enhanced experience of working with the private sector. However, Sida staff interviewed believe there is still a way to go before the organisation has fully understood and embraced both the opportunities and limitations of working with the private sector. It has yet to become institutionalised as an area of practice. The SLSD project reported at the end of 2016 that private sector capacities within Sida were still too low to facilitate greater interaction with private sector actors. Some Sida staff confused private sector development with private sector collaboration. The report recommended "general competence development for Sida staff on what private sector collaboration entails combined with

an increased number of staff with a thorough understanding of private sector collaboration in operational departments."

Initiatives at country level have been especially difficult. This is partly because of insufficient capacity, resources and/or mandate among Sida staff at embassies, where it is particularly critical to have relevant expertise, especially if there is an aim to identify, design, launch and implement PPDPs. How development cooperation staff at embassies could join forces with trade promoters at the embassy to engage with local Swedish companies to address the SDGs has not been sufficiently explored.

The SLSD project report from end of 2016 found that more emphasis was needed internally to support dialogue between companies and foreign missions, including setting specific goals for collaboration with the private sector in annual plans.

5.4 COMMUNICATIONS

From the very beginning, communication was a key part of the Swedish leadership work. Being initially run from the DG's office, Sida staff put in place a clear communication strategy. At every annual meeting Sida released a press briefing and invited the media to the open forum. At these public forms, Sida always asked some of the CEOs to be the spokespersons and to engage with the media.

Communications have not, however, been unproblematic. The companies wanted to limit public communications to avoid being seen as a green washing effort. Sida was sometimes squeezed between its role as a government agency with responsibility to act transparently and share information; and being a partner of private companies that may not want to share certain types of information.

5.5 SUMMARY

The financial and institutional challenges that Sida has faced with regard to Swedish leadership relate to its function in Swedish Leadership as a facilitator and convener, which constitutes a new role for Sida. This has required a change in approach which inevitably puts strains on Sida as an organisation. The challenges involved are illustrated in the table below, which outlines the differences between a traditional approach typically applied by a government agency, and the network approach (Table 2). Swedish Leadership has showed that it is possible for Sida to come a long way as development facilitator within Sida's traditional structures with dedicated leadership and staff, but that Sida's organisation needs to be adapted to new ways of working in order to provide a fully enabling environment for a network facilitator function.

TABLE 2: TRADITIONAL AND NETWORK APPROACHES COMPARED[39]

Traditional approach	Network approach
Firmly controlled and planned	Loosely controlled and emergent
Strengthening individual efforts	Weaving connections and building networks
Procuring deliverables (e.g. programmes)	Stimulating activity (e.g. platforms)
Proprietary information and learning	Open information and learning
Decision making concentrated	Decision making shared
Insight from individual, "expert" actors	Collective intelligence
Effectiveness linked to concrete outputs (e.g., a policy win, a measurable increase in community prosperity)	Effectiveness also linked to intangibles

[39] Based on GEO and Monitor Institute, 2011, *Catalyzing Networks for Social Change. A Funder's Guide*, p. 13.

6 Conclusions

Based on the findings presented in the previous chapters, this chapter provides the evaluation team's conclusions in relation to the evaluation questions (Annex 2). Section 6.1 focuses on conclusions related to relevance; 6.2 assesses Swedish Leadership's effectiveness; and 6.3 considers impact. Section 6.4 draws on Chapter 5 to conclude on Sida's role as a development facilitator. The final section provides conclusions regarding the shortcomings that impede optimal relevance and effectiveness.

6.1 RELEVANCE

In relation to the three evaluation questions on relevance, this section assesses:
- The extent to which Swedish Leadership was a relevant way to engage the private sector in influencing Agenda 2030 *(Question 1);*
- How Swedish Leadership has been relevant for the different members, in their respective work in implementing the Agenda 2030 *(Question 2);*
- The added value of Sida's involvement and facilitation of the network *(Question 3).*

6.1.1 Agenda 2030 negotiation process

Swedish Leadership was a highly relevant way to engage the private sector in influencing Agenda 2030 for several reasons:
- The initiative was **timely**: Sida started to explore ways to interact with the private sector almost three years before the establishment of the SDGs. By the time the post-2015 process was in full swing, Swedish Leadership had already had time to form, discuss, find its bearings as a group, identify key issues, and establish its positions;
- There was **no other platform** in existence in Sweden that could have engaged the private sector in the formulation of the SDGs;
- Swedish Leadership is **composed of relevant companies**: large, influential, well-resourced, with interests in developing countries, and a sustainability track record;
- The network **organised itself strategically** throughout the process leading up to the SDGs. It participated and raised awareness at high level international events; wrote to the relevant UN committee; spread its message with the support of relevant organisations; and advocated with the Swedish government. In effect, Swedish Leadership brought forth **the voice of the Swedish private sector** in the process;
- Swedish Leadership proved to be an important **resource for the Swedish government** during the negotiation process. There were no other clear means for the government to interact with and bring on board the private sector;

- The network enabled Sweden to showcase the relevance of **private-public part-nerships** for sustainable development and highlight the need for **cross-sectoral collaboration** to implement Agenda 2030 in Sweden and abroad.

The process of influencing the SDGs was itself relevant for Swedish Leadership, giv-ing the group a concrete objective to rally round and a sense of what it could achieve together. Through its involvement in the SDG formulation process, Swedish Leader-ship **generated commitment** among Sweden's largest companies to the 2030 Agenda and prepared both Sida and the companies for the joint challenge of implementing the 2030 Agenda. During the current SDG implementation process, Swedish Leadership has continued to be successful in claiming space for the private sector. This is dis-cussed further in section 6.2.

6.1.2   Relevance to members implementation of Agenda 2030

Swedish Leadership has provided a relevant, important, and appreciated basis for joint learning, exchange, reflection and action in relation to Agenda 2030 implemen-tation. Almost all the members find that they are creating new insights together and in some cases achieving more together than they could alone. The network has created a space for companies to transgress sector boundaries to interact on related issues with the Swedish government and international processes. It has generated significant in-terest from stakeholders in Sweden and internationally.

Most members regard Swedish Leadership as unique. Its singularity comes from the strong public-private sector relationship, the central role played by Sida as a develop-ment cooperation agency, the focus on the international dimension of sustainable business practices, and the cross-sectoral membership – which are all appreciated by the members. The access that the network has to global processes, international ex-perts, and the Swedish government is an important added-value for learning and ex-ternal influence. The membership composition is considered appropriate; the mix of sectors is regarded highly beneficial; and Sida is viewed a guarantor of the network generating the necessary trust to be a safe space for discussion among competitors.

The network is also relevant to Sida. Sida staff have gained important insights into how the private sector works, talks, acts, and prioritises; it has also learnt about the members' respective sustainability efforts. It has attained a channel for dialogue with the private sector and significantly improved its image. Not least, Swedish Leadership has been a relevant means for Sida to take on and develop the role of development fa-cilitator (discussed further in section 6.3).

6.1.3   Sida's added value

Sida has served as a competent, transparent, and highly responsive facilitator for the network, which is not a small feat given the significant differences in missions and organisational culture between Sida and the private sector. Sida's added value has in-cluded coordinating and driving the network; acting as a trusted and neutral arbiter;

providing substantive expertise in a range of areas pertaining to sustainable development; and connecting the members with both Swedish and international policy processes and actors. In effect, it has established a safe and useful platform for open discussions on topics of relevance to the members; kept members abreast with SDG-related developments and opportunities in Sweden and internationally; and introduced members to an impressive range of topics and experts.

6.2 EFFECTIVENESS

Drawing on the findings in Chapters 3 and 4 in particular, this section assesses the extent that Swedish Leadership has:

- Contributed to outcomes, defined as changes in behaviours and relationships (*Question 4*);
- Become a forum for learning and a platform for new partnerships for sustainable development and reduced poverty (*Question 5*);
- Changed the relationships of members towards one another (*Question 6*);
- Changed the members' dedication to, systems for and/or ways of working with sustainability internally as a result of their membership (*Question 7*); and
- Been able to influence others to acknowledge and embrace the private sector's role for sustainable development and implementation of the 2030 Agenda (*Question 8*).

6.2.1 Changes in relationships

Swedish Leadership has had a considerable effect on relationships – at the organisational and individual levels. The on-going commitment to the network over its lifetime by the members is evidence of changed relations.

Swedish Leadership presented a whole new way for Sida to interact and dialogue with the private sector in Sweden. Mutual suspicion, misconceptions, and poor understanding typically characterised the relationship between Sida and the private sector in the past. Swedish Leadership has facilitated the parties to get to know each other, which has generally been an eye-opening experience for both parties and has resulted in considerable respect and acknowledgement. During the life of Swedish Leadership, Sida has engaged in over a dozen PPDPs with Swedish companies. While these have in most cases not been a direct result of Swedish Leadership, the relations in the network have energised and facilitated the collaboration.

Although not necessarily distributed evenly among the members, Swedish Leadership has furthermore strengthened relations among the individuals that have participated in the network. Joint learning, sharing, and initiatives have generated trust and a spirit of cooperation among peers. Exchange and interaction among the sustainability managers across different industries now takes place regularly outside of the network, which is highly valued.

The corporate members of the network have also found that the network facilitates external contacts and opens doors to other actors, particularly internationally. The

network has also come to function as a practical two-way gateway between the private sector and government, benefitting both parties.

6.2.2   A forum for learning

Intense knowledge generation and exchange, both among companies, and between companies and Sida, was not an intended area of interaction when the network was started, but it has become its most prominent. Sida has been highly praised for being perceptive and accommodating in identifying and organising learning events. The frequent learning opportunities have generally been of solid quality, involving top experts from around the world. Peer learning, consisting of members sharing their good practices and experience in conducting sustainable business, has constituted an important learning dynamic within the network that has served to inspire and motivate members. Over time, the network has gone from raising relatively straightforward sustainability issues, to discussing the more difficult, sensitive and complex ones, related to, for instance, modern slavery.

Having access to Swedish Leadership's learning platform has been highly valued. The learning opportunities have seldom generated follow-up and action within the network, which many of the members seek. However, deeper exploration of a specific topic would most often not appeal to all members. With no steering mechanism in place to help the group prioritise, it has been easier to move on to another topic.

6.2.3   A platform for new partnerships

Swedish Leadership has the potential to inspire the formation of several types of partnerships:

1. Network-wide partnerships in relation to an advocacy or awareness-raising initiative;
2. Network-wide or informal or formalised groupings within the network working in relation to a specific topic;
3. Partnerships among members at developing country level;
4. Bilateral partnerships between Sida and companies for PPDPs;
5. Partnerships or alliances with other organisations or platforms outside of the network.

Swedish Leadership has led to several partnerships of the first two kinds such as the SDG commitment, op-eds, and the Ocean Conference statement. Partnerships among smaller groups within the network include the thematic working groups, pilot study on standards in water use in food crop production, collaborating on input to Sweden's new capacity development strategy, and exploring sustainable transport. Although it may be circumstantial, it seems that groupings that have been initiated and driven by members, have had particularly dynamic energy.

Swedish Leadership has inspired Sida staff in a handful of embassies to establish similar networks with Swedish companies. These have operated relatively unconnected from Swedish Leadership. Member companies saw much greater opportunities to

draw on embassy knowledge and access, to address issues such as, for instance corruption, environmental concerns or human rights. Meanwhile, Sida staff believed that there was scope for working in concert with large Swedish companies to promote change that could have important impact in relation to issues such as, for instance, labour in the textile industry. Ways in which Sida staff and trade promoters at embassies could join forces to address the SDGs jointly with Swedish companies in country has not been sufficiently explored. The recent compulsory CSR training for trade promoters within embassies and the directive on transitioning to Broader Economic Cooperation[40] could, however, improve prospects in this area.

Sida has around a dozen PPDPs with five network members. Many more members would like to engage with Sida in this way. Given the strong interest, there is scope to work within Swedish Leadership and with embassies to enhance knowledge on PPDP methodologies (how are PPDPs best designed? Who sets the goals? What are good practices?).

Swedish Leadership has had interactions with other important SDG actors such as – Global Deal, labour unions, UN Sustainable Development Solutions Network and Business Sweden – but concrete partnerships have not formed. There is potential scope for establishing partnerships or alliances with such actors, including with development agencies (e.g. USAID, DfID, Denmark, Norway) that have platforms that engage with the private sector. Swedish Leadership would first have to establish its direction and what it aims to achieve in the intermediate term.

6.2.4 Effects on members

The knowledge and insights that members have gained from being part of Swedish Leadership are considered valuable enough for members to continue to engage. Several of the members regard Swedish Leadership as one of or the more useful sustainability-related networks that they are part of. The knowledge and insights are typically, however, at a more general level. They may, for instance, help members navigate development policy processes and the multilateral system; open their eyes to the impact of migration; or understand water from a source to sea perspective. Members have generally not been able to point to specific changes in perspectives or practices in relation to their sustainability efforts. Since the members represent sustainability managers in companies that are already actively working to address sustainability issues, Swedish Leadership is but one element among many that influences network members' efforts to implement Agenda 2030.

Although membership is corporate, the network has to a large extent been based on the individual engagement of one up to a handful of employees from the companies.

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[40] https://www.regeringen.se/4b003b/contentassets/e2b2f540107143e99907cbe604a87ce2/swedens-export-strategy.pdf

According to interviewees, knowledge and insights gained from the network are being shared within the companies, but is not of the type or form that they contribute to significant institutional capacity development within the member companies, or influence their core operations in a notable way. After all, many of the companies consist of tens or even hundreds of thousands of employees spread all over the world. Nevertheless, the motivation and energy of most individual company representatives involved in the network suggest that they are prepared and willing to play the role of change agents within their companies.

A fair number of Sida staff have been engaged with Swedish Leadership over time, which internally has significantly enhanced knowledge, raised awareness about the role of the private sector in development, and contributed to more initiatives with the private sector, as discussed above. Working with the private sector has yet, however, to become fully institutionalised as an area of practice within Sida and there is scope to enhance staff competences further.

6.3 IMPACT – INFLUENCING OTHERS

This section assesses the extent to which Swedish Leadership has been successful in claiming a space for the private sector in the SDGs implementation efforts (*Question 10*).[41]

Swedish Leadership carved out a space for the Swedish private sector in the SDGs negotiation process, and later in the implementation efforts, by influencing its environment in two ways: i) advocating positions and raising awareness in relation to the SDGs; and ii) serving as a model for public-private dialogue and action in relation to the SDGs.

The network's most comprehensive and impressive advocacy effort was in relation to the formulation of the SDGs, for which it used different means and channels and capitalised on its leadership connections – thus claiming a space for the private sector in the negotiation process. The network's priorities for the formulation of the SDGs were largely met by the way targets for anti-corruption, transparency, and accountable institutions were included in goal 16. The extent to which Swedish Leadership was a influencing factor is not possible to determine, but it is reasonable to presume that Swedish Leadership **amplified the voice of the Swedish private sector** through its advocacy efforts and as such contributed, perhaps among many others, to the formulation of SDG Goal 16.

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[41] While this question is categorised as an impact question in the evaluation framework, the team has chosen to include the results achieved in relation to influencing Agenda 2030 under "6.2 Effectiveness heading." While the network was effective in engaging to influence the agenda, the data is not conclusive regarding whether it impacted on the formulation of the SDGs.

Since then, efforts have been more modest, but many members are particularly pleased with the network's ability to gain the attention of the Swedish government. Members believe that there is considerable scope for more robust advocacy efforts in the future if the network were able to decide which key issues to pursue. Representing a sizable proportion of Swedish GDP, the network has weight.

Representing a unique private-public forum within the SDG context, Swedish Leadership has garnered interest over the years from different corners. The network was particularly active in showcasing itself during the early years. Swedish Leadership has directly influenced Sida's other two SDG networks and spun off a handful embassy-led networks with Swedish companies at country level. It has also peaked interest abroad, for instance inspiring GSMA, private sector associations in Norway, Kenya, and Georgia. External stakeholders aboard believe that Swedish Leadership is a relevant model that many others could potentially benefit from, should the network raise greater awareness about itself at, for instance, international fora.

6.4 THE DEVELOPMENT FACILITATOR ROLE

This section draws on the findings in Chapter 5 to address evaluation question 9, which examines the extent to which Sida's experience with facilitating the network has contributed towards a dialogue about Sida's role as a development facilitator. It presents the team's conclusions and lessons learnt uncovered during the evaluation process.

Swedish Leadership represents innovation for Sida in two important respects. First, it is a new way to engage with the private sector. Second, Sida has taken on a new role as development facilitator, which requires the organisation and staff to deliver in novel ways. As development facilitator, Sida acts as network coordinator, relationship-builder, catalyst, neutral arbiter, broker, substantive expert, and as a gateway to and from national and global processes. This cannot be measured in volume of financial disbursements. This change agent role thus goes beyond administrating Swedish development cooperation and challenges Sida's organisational culture, identity, structures, and systems.

Fitting Swedish Leadership and Sida's role as a development facilitator within Sida's structure and systems has, however, been challenging. Indeed, it has yet to be solved, including finding suitable long-term means of financing the human resource costs involved. Throughout Swedish Leadership's existence, there has been time-consuming bureaucratic procedures and struggles, lack of clarity, and insufficient institutional buy-in. Sida's long-term commitment and responsibilities towards the network are in question, given that its financing is dealt with on a year-by-year basis. This has hampered Sida's ability to be clear on what it wants to concretely achieve with Swedish Leadership, set priorities, and to unambiguously communicate these priorities.

There are, nevertheless, prospects that the recent *Strategy for Capacity Development, Partnership and Methods supporting the Agenda 2030 for Sustainable Development,*

which emphasises partnership with a broad range of actors, increased use of Swedish competence and experience resource base, and innovative approaches; will provide guidance for the development facilitator role in the upcoming period.

There have been ongoing and well-documented debates internally on the experience of serving as a network facilitator and how it should be organised within Sida. Successful facilitation is a demanding task, requiring an adaptive management skillset and an open-minded, process oriented, and self-effacing approach. With leadership at the top and personally committed staff members involved, Sida can achieve important successes as a development facilitator. Sida's new vision also supports this role.[42] However, these are not sustainable in the long-term without institutional buy-in and adaptation of Sida's organisational practices.

In sum, Sida's development facilitation role has resulted in several insights that can serve as lessons for Sida's future endeavours:

1. Sida staff have learnt **what it means to work in partnership** and build relationships on equal footing. Swedish Leadership is a true partnership since it does not consist of a dependency relationship, unlike many of Sida's other partnerships which entail a transfers funds. True partnerships set different demands on a government agency that involve giving and taking and sometimes compromising.
2. However, partnerships in no way need to result in a conflation of interests or excessive diplomacy or prudency. It is important, and even necessary, that Sida stays true to its own mission and on this basis thinks through and clearly communicates **Sida's own priorities** within partnerships. This is likely to facilitate priority-setting within partnerships and pre-empt external criticisms about Sida's engagement with actors, such as the private sector, with diverging agendas.
3. Serving as a development facilitator **enhances Sida's identity as an international development change agent**. From this perspective, Sida's funding instruments are merely tools. This challenges the idea that Sida is primarily a funding agency, which pervades Sida's current structures, systems, and organisational culture. Fully embracing the change agent identity will require organisational transformation.
4. **Facilitating a network well is demanding** and requires an adaptive management skillset. It requires a balance between being responsive and sufficiently proactive. Sida has had to be open-minded, process-oriented, and self-effacing to bring the actors on board and establish relations of trust.

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[42] Sida's new *Vision* states "To get the most out of all Swedish aid, we will work catalytically and strive to make additional resources available for development". It also states "We will initiate, facilitate and strengthen networks of actors from all sectors of society."

5. Sida (or at least some of its staff) has come to realise that its value as a partner is not limited to accessing Sida's funds, but for some stakeholders it is instead Sida's **knowledge and networks that are uniquely valuable** to the private sector, in addition to its ability to provide a neutral transparent platform for learning and exchange.

6. Launching an initiative with Sida playing a facilitator role critically requires **strong leadership and commitment** at the top.

7. With strong leadership at the top and personally committed staff members involved, Sida can embark on development facilitator initiatives and achieve important successes. However, such efforts are not sustainable in the long-term, **without institutional buy-in** and adaptation of Sida's organisational practices and incentives.

8. When embarking on a new role as a development facilitator, Sida does well to **consider its public communications strategy** from the start so that it effectively supports the initiative in its efforts.

9. **Measuring results with regard to awareness-raising and advocacy is challenging**. It is Sida's mandate to inspire and inform about Agenda 2030. How to measure results in this area is difficult. How do you measure a "change of mind set" and how does one assess to what extent and how much of Sida's resources have contributed to this? Setting targets becomes particularly difficult in an adaptive process that involves shifts along the way.

6.5 CHALLENGES AHEAD

The evaluation team concludes that Swedish Leadership's unique characteristic and achievements made it a highly relevant response to engage the private sector in the Agenda 2030 process. Considering the arduous and complex task of implementation, there still is an important role for the network to play. However, to *remain relevant* and *contribute effectively* to this work, the network has to confront some significant challenges:

- The network has **insufficient governance and leadership, and unclear goals**. While there is general agreement among the members concerning the network's overall vision and mission, the members have diverse perspectives on how this should be achieved, and consequently, different expectations for Swedish Leadership. The consensus-driven character and multi-sector composition of the network are strengths, but have made it difficult to focus the work. This de facto steering strategy appears to provide a little of everything to everyone. Although many members have been calling for Sida to take the lead and make its priorities clear, Sida has not seen this as its role.

- There are **no targets set and no formal monitoring, reporting and accountability systems** in place for the network. This contributes to a perception among members that the network does not produce enough concrete results.

- There are **insufficient incentives and capacity bottlenecks at country level** within both Sida *and* the companies that impede opportunities for joint action and collaboration.
- Fitting Swedish Leadership and Sida's role as a development facilitator within Sida has been highly demanding involving time-consuming **bureaucratic procedures and struggles**, and insufficient institutional buy-in. This has hampered Sida's ability to be clear on what it wants to concretely achieve with Swedish Leadership.
- **Resourcing of the Swedish Leadership function** within Sida has taken place on an ad hoc annual basis, creating insecurity and inefficiencies.
- Swedish Leadership has largely come to **rely on personal involvement** and engagement of member representatives.

To remain relevant, the network needs to sharpen its focus on achieving more ambitious results in terms of new partnerships, organisational change, and external influence. The next chapter discusses ways forward to achieve this.

7 Way Forward

This chapter discusses alternative scenarios for the future of Swedish Leadership.

Swedish Leadership was and continues to be a highly relevant initiative for Sida, member companies, and the implementation of Agenda 2030:

- The network responds directly to SDG 17, especially the target to "*encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships*;"
- Swedish Leadership is making an important difference in terms of relations, learning, knowledge, and awareness-raising – which are prerequisites for tackling the global challenges;
- There appears to be very few initiatives in other countries or internationally, which bring together a development agency and the private sector, such as Swedish Leadership, with a focus on Agenda 2030. At the same time there is great need and demand for role models in this area;
- There are some indications that a few member companies may be stumbling in their efforts to implement the SDGs; and
- Some of the world's sustainable development challenges, such as climate change, are becoming increasingly urgent.

However, Swedish Leadership has not discernibly changed core business and organisational practices of Swedish companies or Sida, leveraged private sector resources for development, let alone achieved tangible results in terms of reducing poverty. These all constitute formidable tasks, but there are expectations among network members and Sida that the network should make a difference in these areas. To remain relevant, the network needs to address the challenges, which are a source of growing frustration to the members and that ultimately threaten the platform that Swedish Leadership has created. By building on the achievements so far, the network has the opportunity to increase the wider impact of the network in terms of new partnerships, organisational change and external influence.

This evaluation provides an opportunity for Sida and the network to reflect and decide upon how to proceed. The evaluation team sees essentially three alternative ways forward for Sida and Swedish Leadership members, which are discussed in turn below:

- Maintain the current status quo;
- Shut down the network; or
- Step up efforts on all sides.

7.1 MAINTAIN THE STATUS QUO

Maintaining the status quo will entail retaining the high standards with regard to providing the private sector and Sida with a learning and exchange platform, but keeping advocacy efforts at the current modest level. The efforts would continue to be guided by consensus, rather than by clear objectives, and be focused on individual capacity building.

Without solving Sida's internal financing, management, and capacity constraints; no significant change can be expected with regard to identifying innovative ways to collaborate with the private sector. While some of the members will continue to find it worthwhile to engage, without the prospects of enhanced collaboration, others are likely to divert attention elsewhere. The commitment among individual staff that has been critical for the network's operations will wane. In a near future, the network will lose steam and relevance, leading to further disillusionment and disengagement among network members. This outcome will inevitably entail some reputational risk for both Sida and the companies.

7.2 SHUT DOWN

Shutting down the network acknowledges that the network has fulfilled its key objectives by:
- Influencing the formulation of the SDGs;
- Contributing to collective learning; and
- Contributing to the target for SDG 17.

This scenario recognises that:
- Identifying a common ground among the diverse priorities and needs of the members within the complex SDG agenda is too difficult or not achievable;
- Obtaining greater ownership and burden-sharing from the network members is not possible given their resource constraints; and
- Sida is considered not agile enough, equipped, willing and/or able to play a leadership role in the network.

Closing down the network would be a bold move that would save some resources and potentially open the door for new forms of collaboration. Potentially, another actor such as Svenskt Näringsliv or Business Sweden could take over some of the network's functions. While many of the members would be disappointed, closing down recognises the many achievements of the network, in addition to the challenges and limitations. A key loss for Sida, the member companies, and ultimately the Swedish government would be the comprehensive platform for dialogue with the private sector that Swedish Leadership offers, along with the insights and knowledge that can be gained from the interaction.

To close down, the following actions should be taken:
- A joint decision among Sida and the members should be made to close down.

- Sida needs to take a formal internal decision close down the SLSD project initiative. As part of this process, Sida should identify alternative means of interaction with the private sector, such as strengthened private sector focal points and/or stronger focus on relevant instruments.
- Should a member organisation or another actor express interest in convening a new network with similar aims, Sida should consider supporting it.
- Sida should identify, reflect on, and widely share lessons learnt from the Swedish Leadership. This evaluation or an abridged "lessons learnt" version should be disseminated by Sida to a broader audience to share lessons regarding partnership with the private sector and the development facilitator role. Internal and external seminars on the subject should also be considered.

7.3 STEP UP

The third option is for **all parties to step up** their engagement with the network. This option recognises that Swedish leadership cannot live up to the expectations of its members without firmer leadership and structure. Stepping up would require addressing the following recommendations of the evaluation:

1. **Sida should to decide what it wants out of the network and be clear about its priorities within the network**. Is the network itself Sida's objective, or does Sida aspire to use the network as means to achieve other objectives? What results does it want to achieve? Is Sida prepared to take on a stronger leadership role and guide the network in line with its own priorities? When discussing these questions Sida needs inevitably to consider firmly its own mission and added value as a development cooperation agency.
2. **Company members should take on greater ownership**. They should consider how they can share more of the burden in terms of contributing to the governance of the network and helping to drive some of the initiatives;
3. A clear **governance structure** should be set up. One way would be to establish a steering committee that is democratically elected from the membership, along with a Sida representative(s). Another would be for Sida to take on a more prominent steering role.
4. The **focus for the network** should be established. Is it practical to work with six tactical areas at once?[43] What does the network want to achieve within these areas and how? Do they cohere with the network's added value and avoid overlap with other ongoing initiatives? What external actors in Sweden and abroad should the network development alliances with? Consensus may not be reached. If Sida or the steering committee is unable to guide this process, an external facilitator may be a way forward. The process of narrowing and deepening the focus may mean

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[43] i) modern slavery, (ii) sustainable transports, (iii) communication and reporting of the Global Goals, (iv) mainstreaming of anti-corruption, (v) water and, (vi) intensifying the global policy dialogue.

that some members of the network take a backseat for a period, while others take on a more proactive role.

5. The network should devise a **strategic plan for the coming three years**. The steering committee or Sida should assume responsibility for this task, potentially with the help of an external facilitator. The plan should include clear objectives, set targets, and accountability systems. Given the strong advocacy and awareness-raising nature of Swedish Leadership's work, an outcome mapping approach might be helpful (changes the network would expect to see, like to see, love to see). The plan should be updated each year, based on structured follow-up, feedback, and learning.

6. The network should consider establishing a **high-level advisory group** composed of international experts who would enhance the image of the network, facilitate its showcasing, provide guidance, and help identify opportunities in the global arena.

7. The commitment of and relationship between the **Director General and CEOs should be revised and revitalised**, based on a realistic assessment of what provides joint added value. Should CEOs be summoned once a year? Every three years? Or are they mainly to be drawn upon when there are special initiatives?

8. **The membership should be reviewed and discussed.** The network should, for instance, consider whether criteria for continued membership should be established based on level of engagement. Are there key players that should be asked to join? The role of the expert organisations should be reconsidered with a view to provide the network with an appropriate external resource base. Associate membership for relevant government agencies might be worth considering. These could perhaps be time-bound in relation to work in a topical area of action.

9. Sida and the members should **devote attention to the country level** to fully explore opportunities in which Sida and companies can concretely co-create. Selecting among the five pilot countries outlined in Sweden's trade strategy "Beyond Aid" would be a suitable start. Swedish Leadership members should work with embassies (Sida staff and trade promotion staff), Team Sweden and local company representatives to explore possibilities – such as joint advocacy, projects, and co-financing.

10. Sida *and* the network members should ensure that their staff have the **knowledge, skills,** mandate, and incentives to be able to engage in relevant partnerships. Sida staff should have a sophisticated understanding of the private sector; knowledge of different financing instruments; a clear grasp of respective mandates; a creative, exploratory, and process approach; and brokering abilities. Staff from companies should have a firm grasp of sustainability issues and the implications of implementation of SDGs. A toolbox may need to be developed (or adopted) to strengthen the country level corporate capacities.

11. The **resourcing and organisational issues within Sida** should be addressed. A year-by-year financing approach must be avoided. Sida's management at all levels and incentive/accountability structures should promote engagement with the private sector. Capacities for private sector engagement and collaboration should be further developed and strengthened throughout the organisation.

12. A practical **monitoring, evaluation, learning, and communication system** should to be established with a view to track progress, support learning, and share the wider experiences and results from the network.

13. **Efficient IT and communication systems** that allow for remote participation in meeting should be assured. Meeting places outside of Sida should to have the necessary equipment.

Evaluation of Swedish Leadership for Sustainable Development

Annexes

October 26, 2018

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Annex 1 – Terms of Reference

Terms of Reference for the Evaluation of the Swedish Leadership for Sustainable Development Network

Date: 2018-01-15

Date: 2018-01-15

1. Evaluation object and scope

The main evaluation object is the network *Swedish Leadership for Sustainable Development* (Swedish Leadership).

When in 2013 the global community was gearing up with preparations for the development of the Sustainable Development Goals (the SDGs), Sida realized that one key stakeholder was insufficiently represented amongst the agency's partner networks – the private sector. Sida's Director General at the time took the initiative to reach out to actors from the private sector and include them in the process. Various levels of contact with companies existed but there was no specific forum for dialogue comparable to the fora that the agency had with actors from civil society, government agencies, academia and multilateral agencies. On 13 May 2013, Sida initiated a meeting with key Swedish business leaders, CEOs of some of the most important Swedish-rooted companies, the purpose being to engage in dialogue and identify challenges and opportunities related to the new sustainable development agenda. The meeting resulted in forming of a CEO-network – Swedish Leadership for Sustainable Development (Swedish Leadership for short). It is a network/platform of some of Sweden's largest companies, many of them forerunners in sustainability, to demonstrate leadership, share experiences, initiate partnerships and pursue public advocacy and active participation in the global dialogue - to highlight the role of the private sector in sustainable development.

The Swedish Leadership initiative was formulated on the belief that advocacy and global dialogue are essential factors for successfully achieving the SDGs. It was designed to engage the Swedish business community in a dialogue around global challenges related to sustainable development. Simultaneously, it also served as a testing ground for Sida of new ways of partnering with the private sector. The initiative rests on the assumptions of *broad ownership* and *bold leadership*. That is, that broad ownership of the issues are needed in order to tackle global challenges, and, equally important, that bold leadership is needed to be at the forefront on changing behaviours

and working modalities that lead the world to realise the SDGs. Swedish Leadership offers one example of how a cross-sectorial collaboration effort can mobilise joint action, explore co-creation and influence others through best practises in public-private cooperation – with the ultimate goal of reducing poverty and contributing to sustainable development.

Today, the Swedish Leadership network[1] consists of 26 companies with global value chains, three expert organizations, a Development Finance Institution (Swedfund) and a Development Cooperation Agency (Sida) – the latter also facilitates the network. All members are committed at CEO/DG/ED-level. The network builds on the commitment of its member organizations, wanting to show – in concrete action – how sustainable development and poverty reduction can be integrated into business plans and operations.

From the initial purpose of influencing the development of the SDGs, the Swedish Leadership network in 2015, with the adoption of the SDGs, gathered around a Joint Commitment of how the member companies can and should commit to contributing to the achievement of the SDGs. The Joint Commitment mainly focuses on goals 8, 12 and 16. The Joint Commitment affirms that members, through their core business practices and collaborative efforts, commit to:

- Reduce negative impacts on the environment and promoting efficient use of resources (goal 12)
- Create decent jobs, productive employment and development opportunities (goal 8)
- Fight corruption and unethical behaviour (goal 16).

In addition to this, the network members consider the promotion of gender equality and equal opportunities for all (goal 5) fundamental to sustainable development, and the network itself embodies partnership (goal 17). These are therefore overarching goals for the network.

The SDGs, with special focus on the thematic areas defined in the Joint Commitment, are divided into different forms of action within Swedish Leadership. At the operational level, Swedish Leadership is organised around four modules or areas of activities. In *Round-table meetings,* Heads of Sustainability, meet five to seven times per year to discuss strategic network and sustainability related questions while CEOs gather for an Annual Meeting in May to discuss strategic issues and to set the course for the upcoming year. In sessions for E*xchange* of knowledge and experiences, different thematic working groups engage members on a selective basis mainly coupled with the thematic priority areas. Through joint efforts the network aims to *Influence*

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[1] Information about the network and its members is found at https://www.sida.se/English/how-we-work/approaches-and-methods/funding/financing-for-development/swedish-leadership-for-sustainable-development

the sustainability discourse and show leadership for sustainable development both in Sweden and internationally. *Joint initiatives* and collaborative projects are formed between members as a result of relationships and common challenges ahead.

Ro und - t a b l e	Influence
Exchange	Joint Initiatives
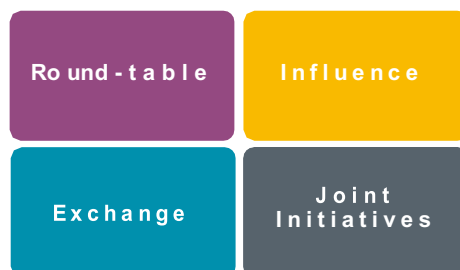
This network structure gives the opportunity to bring about many different forms of collaboration and has the advantage of not limiting the partnership to narrowly pre-defined actions and outcomes. Instead, it sets companies and development organizations out on an explorative journey, to discover what results may appear from building relationships and strong dialogue. This is all characterised by trust gradually being built between network members, as network strategy and activities are constantly co-created and revised. This structure is indeed challenging in many ways, as it puts high demands on active participation and ownership from network members. However, it reflects the members' commitment to devote the required action. The dialogue among the network members is about respect of different roles and mandates, convergence, and finding the overlap between development and corporate core business practices.

The initiative has internally at Sida been undertaken and managed in three different project cycles during the time period 2013-2017. The network's collaboration rests on the Joint Commitment agreed in 2015 and the current work is guided by a jointly agreed Purpose & Goals statement for the period 2017-2020. Sida's role in the network is to act as a facilitator and convener, hence the main investment from the agency has been staff time. Sida's internal completion project report from 2017 indicates a number of diverse results from the network's activities;

- building relationship with 26 large companies with global value chains,

- developing new ways of working for Sida through co-creation,

- promoting proactive dialogue and catalytic work,

- assisting in replication of the network's working modalities,

- influencing the global policy dialogue around the 2030 Agenda, and

- nurturing different kinds of joint initiatives that have sprung from the network.

The scope of the evaluation is limited to evaluate the experience from the network collaboration, not the results from joint projects or initiatives that have sprung from the network. The evaluation will cover the time period 2013 – 2017, that is, the entire

time span of the initiative to date. Relevant stakeholders, agencies and embassies are expected to be included in the assignment.

The scope of the evaluation and the intervention logic or theory of change of the project shall be further elaborated or refined by the evaluator as part of the inception report.

2. Evaluation rationale

The need for, and importance of, finding ways for collaboration with the private sector has never been greater – not least due to the importance given to the role of the private sector in achieving, and financing, the Sustainable Development Goals. The SDGs give a direction for businesses to make sustainability part of their core business. Companies have great potential, in their core business, to address major challenges such as human rights abuse, unemployment, corruption, child labour, gender inequality, climate change and negative effects on the environment. However, companies are often unaware of this potential or of global development issues. The SDGs open up a broad scope of opportunities for multi-stakeholder partnerships and joint actions. They provide not only a platform for collaboration around different thematic areas, but also a common language to reinforce such collaboration. Effective cross-sectorial partnerships targeting these challenges are therefore needed.

At the same time, the 2030 Agenda and its SDGs also gives Sida reason to reflect upon which roles the agency should have as a development cooperation agency. Traditionally Sida has mainly had a financing role for development in combination with an expert advisor role to the Swedish Government in relation to development cooperation and sustainable development. In the light of the 2030 Agenda however, Sida is considering if the agency also should take the role of a "development facilitator" that engages and influences a broad range of stakeholders to stimulate sustainable development, catalyzes new innovative solutions for poverty reduction and brokers partnerships between actors from different sectors of society.

The Swedish Leadership is in many ways a unique network, both from Sida's and the members' stand point. It was intended as an instrument to meet the global development challenges with Sida functioning as a facilitator rather than funder. As the focus and design has been adapted to the needs of the various members and development of the SDG framework, its has to some extent evolved organically. As a result, the goal formulation and ways of working for the network have evolved and been revisited as well as revised in an adaptive manner throughout. Hence, there is a need to document not only a fuller narrative of the results of the network itself but also to draw lessons for formulation of models for future collaboration initiatives. There is also a valid opportunity to reflect upon and provide input into the ongoing dialogue about Sida's role as development facilitator and catalyst for change spurring the SDGs realisation.

3. Evaluation purpose: Intended use and intended users

The evaluation process is intended to be used to;

1) reflect and capture the narrative of the network, that is "the Swedish Leadership story", with voices of all members (including Sida) and relevant stakeholders.
2) stimulate reflection on the results of Sida's role as a "development facilitator" and partnership broker, bringing together the network around sustainable development.
3) generate lessons learned from the working methodology and how partnerships of similar character could be formed and implemented.

The primary intended user of the evaluation is Sida as the facilitator of the network. This includes Sida Management Team and co-workers especially in the operational departments at Sida HQ as well as relevant colleagues at Swedish embassies in Sida's partner countries. Other intended users are the members of the Swedish Leadership network. Potentially the lessons learned from this evaluation can be used for other partnership initiatives for the 2030 Agenda.

The evaluation is to be designed, conducted and reported to meet the needs of the intended users and tenderers shall elaborate in the tender how this will be ensured during the evaluation process.

4. Evaluation criteria and questions

The evaluation questions should include, but are not limited to:

Relevance

- Was the establishment of a network, facilitated by Sida, a relevant way to engage the private sector to contribute to *influence* the 2030 Agenda?
- In what way has the network been relevant for the different members, in their respective work in *implementing* the 2030 Agenda?

Effectiveness

- What outcomes, defined as changes in behaviours and relationships, have the network and its members contributed to as a result of Swedish Leadership?
- Has the network become a forum for learning and a platform for new partnerships (be it projects or cooperation models) for sustainable development and reduced poverty?
- Have the network members changed their relationships towards one another?
- Have the network members changed their individual dedication to, systems for and/or ways of working with sustainability internally as a result of their membership in Swedish Leadership?
- Has the network and its members been able to influence others to acknowledge and embrace the private sector's role for sustainable development and implementation of the 2030 Agenda? If so, how?

Impact

- To what extent was the network successful in claiming a space for the private sector in the negotiation process leading up to the SDGs?
- What has been the value-added of Sida's involvement and facilitation of the network?
- To what extent has Sida's experience with facilitating the network contributed towards a dialogue about Sida's role as a development facilitator, internally as well as externally?

Questions are expected to be developed in the tender by the tenderer and further developed during the inception phase of the evaluation.

5. Evaluation approach and methods for data collection and analysis

This evaluation shall be conducted in an explorative manner, with the purpose of stimulating reflection among the network members in the Swedish Leadership network. Hence, the evaluator is expected to approach the evaluation with an inductive methodology, where network members are to construct the narrative of the Swedish leadership programme in open-ended group interviews or individual interviews.

The evaluator shall use a narrative inquiry "evaluation model" that organizes the data into an abstract (What was this about?), an orientation (Who? What? When? Where?), a complication (Then what happened?), an evaluation (So what?), a result (What finally happened?), and a coda (the finished narrative). It is expected that the evaluator shall make follow up interviews with persons and organisations inside and outside the network using snowball sampling.

It is expected that the evaluator specifies and refines the methodology and methods for data collection in the tender, based on the above. The evaluation design, methodology and methods for data collection and analysis are expected to be fully presented in the inception report. A clear distinction is to be made between evaluation approach/methodology and methods.

Sida's approach to evaluation is utilization-focused which means the evaluator should facilitate the entire evaluation process with careful consideration of how everything that is done will affect the use of the evaluation. It is therefore expected that the evaluators, in their tender, present i) how intended users are to participate in and contribute to the evaluation process and ii) methodology and methods for data collection that create space for reflection, discussion and learning between the intended users of the evaluation.

Evaluators should take into consideration appropriate measures for collecting data in cases where sensitive or confidential issues are addressed, and avoid presenting information that may be harmful to some stakeholder groups.

6. Organisation of evaluation management

This evaluation is commissioned by Sidas's department for Partnerships & Innovations (PARTNER), the department's management unit. The management unit at

PARTNER has formed a steering group where Sida's Chief Evaluators' Team is also represented. The steering group will contribute to and agree on the ToR for this evaluation. The role of the steering group is to evaluate tenders and approve the inception report and the final report of the evaluation. The steering group will be participating in the start-up meeting of the evaluation as well as in other key meetings as per the deliverables.

7. Evaluation quality

All Sida's evaluations shall conform to OECD/DAC's Quality Standards for Development Evaluation. The evaluators shall use the Sida OECD/DAC Glossary of Key Terms in Evaluation. The evaluators shall specify how quality assurance will be handled by them during the evaluation process.

8. Time schedule and deliverables

It is expected that a time and work plan is presented in the tender and further detailed in the inception report. The evaluation shall be carried out between 5th March to 5th July 2018 followed by a concluding presentation in late August 2018. It is expected to consist of an inception phase, an implementation phase, a reporting phase, and a dissemination phase. The inception phase is deemed as very important for the remainder of the evaluation process. It is expected to be interactive in nature and require interviews and conversations in addition to documentary reviews.

The table below lists key deliverables for the evaluation process. Deadlines for final inception report (Deliverable 6) and final report (Deliverable 11) must be kept in the tender, as must deadlines for the presentation listed as Deliverable 8 and the workshop under Deliverable 10. Alternative deadlines for other deliverables may be suggested by the consultant and adjusted during the inception phase.

Deliverables	Participants	Deadlines
Inception phase 5 March – 4 April 2018		
1. Start-up meeting at Sida in Stockholm	Evaluation team Sida steering group	5th March 2018
2. Draft inception report		19th March 2018
3. Inception meeting and discussion at Sida in Stockholm or video- conference	Evaluation team Sida steering group	21st March 2018
4. Second draft inception report		23rd March 2018
5. Comments from Sida		27th March 2018

6. Final inception report submitted to Sida		4th April 2018
Implementation and reporting phase 5 April – 5 July 2018		
7. Meeting ahead of Presentation 18th May	Evaluation tea Sida steering group	Tentative 9th May 2018
8. Presentation & discussion at the annual meeting for the network (focus on initial findings)	Evaluation team Sida steering group CEOs, MDs, DGs and Heads of Sustainability	18th May 2018 (8.00-11.00am)
9. Draft evaluation report		8th June 2018
10. Workshop & discussion of draft evaluation report at network meeting (focus on "the Swedish Leadership story", conclusions and lessons learned)	Evaluation team Sida steering group Heads of Sustainability	19th June 2018 (9.00-11.00am)
11. Final evaluation report		5th July 2018
Dissemination phase August 2018		
12. Seminar at Sida in Stockholm	Evaluation team Sida steering group Heads of Development Cooperation and Sida Management team	Tentative August 2018

The inception report will form the basis for the continued evaluation process and shall be approved by Sida before the evaluation proceeds to implementation. The inception report should be written in English and cover evaluability issues and interpretations of evaluation questions, present the evaluation approach/methodology, methods for data collection and analysis as well as the full evaluation design. A clear distinction between the evaluation approach/methodology and methods for data collection shall be made. A specific time and work plan, including number of hours/working days for each team member, for the remainder of the evaluation should be presented. The time plan shall allow space for reflection and learning between the intended users of the evaluation.

The final report shall be written in English and be professionally proof read. The final report should have clear structure and, if after dialogue with Sida found applicable for the assignment, follow the report format in the Sida Decentralised Evaluation Report Template for decentralised evaluations (see Annex C). The executive summary should be maximum 3 pages. The evaluation approach/methodology and methods for

data collection used shall be clearly described and explained in detail and a clear distinction between the two shall be made. All limitations to the methodology and methods shall be made explicit and the consequences of these limitations discussed. Findings shall flow logically from the data, showing a clear theory of change to support the conclusions. Conclusions should be substantiated by findings and analysis. Lessons learned should flow logically from conclusions. The report should be no more than 35 pages excluding annexes (including Terms of Reference and Inception Report). The evaluator shall adhere to the Sida OECD/DAC Glossary of Key Terms in Evaluation4.

The evaluator shall, upon approval of the final report, insert the report into the Sida Decentralised Evaluation Report for decentralised evaluations and submit it to Sitrus (in pdf- format) for publication and release in the Sida publication data base. The order is placed by sending the approved report to sida@nordicmorning.com, always with a copy to the Sida Programme Officer as well as Sida's Chief Evaluator's Team (evaluation@sida.se). Write "Sida decentralised evaluations" in the email subject field and include the name of the consulting company as well as the full evaluation title in the email. For invoicing purposes, the evaluator needs to include the invoice reference "ZZ610601S," type of allocation "sakanslag" and type of order "digital publicering/publikationsdatabas.

9. Evaluation Team Qualification

In addition to the qualifications already stated in the framework agreement for evaluation services, the evaluation team <u>shall</u> include the following competencies;

- excellent understanding and documented experience of inductive methodology, narrative inquiry and snowball sampling.
- documented experience from working with sustainable development (in economic, social and environmental dimensions) and the 2030 Agenda from the perspective of the private sector.
- documented experience from working with multi-stakeholder partnerships for sustainable development.
- ability to conduct interviews in Swedish.
- documented skills in facilitation.

For team members that are not core team members, or a quality assurance team member, a CV shall be included and contain a description of the evaluators' relevant qualifications and professional work experience of maximum 10 pages.

It is important that the competencies of the individual team members are complimentary. It is highly recommended that local consultants are included in the team if appropriate.

The evaluators must be independent from the evaluation object and evaluated activities, and have no stake in the outcome of the evaluation.

10. Resources

The maximum budget amount available for the evaluation is 1,500,000 SEK. The evaluation assignment is not expected to require travels outside of Sweden. The consultant is expected to provide a detailed budget and workplan in the tender document, clearly separating fees and reimbursables.

The contact person at Sida is Christina Wedekull, Management unit at the Department for Partnerships & Innovation. The contact person should be consulted if any problems arise during the evaluation process.

Relevant Sida documentation will be provided by the Management unit at the Department for Partnerships & Innovation.

Contact details to intended users (cooperation partners, Swedish Embassies, other actors etc.) will be provided by the Management unit at the Department for Partnerships & Innovation.

The evaluator will be required to arrange the logistics around booking of interviews throughout the evaluation process including any necessary security arrangements.

Annex 2 – Evaluation Framework

Evaluation Question	Areas of inquiry / indicators	Methods	Potential sources
Relevance			
1. To what extent was the establishment of a network, facilitated by Sida, a relevant way to engage the private sector to contribute to *influence* the 2030 Agenda?	• Narratives of the process leading up to the establishment of the network and how it was situated in the process of establishing the SDGs • Degree to which members shared the original purpose and goals of the network	Interviews Network health survey Network document review Review of member websites	Documents. Past network members Current network members External International actors Private and public sector actors
2. In what way has the network been relevant for the different members, in their respective work in *implementing* the 2030 Agenda?	• Narratives about way the network has evolved since its establishment in relation to changing needs and contexts • The different reason for members for joining and participating in the network • Degree to which members have continued to share the purpose and goals of the network • Perceptions about how the network has operated and been facilitated • Evolution of the level of participation of members in the network over time	Interviews Network health survey Document review Review of member websites Network analysis Sample company initiatives	Documents Current network members Past network members Private and public sector actors Relevant Swedish embassies
3. What has been the value-added of Sida's involvement and facilitation of the network?	• Perceptions about whether the network would have taken place without Sida's involvement • Perceptions about Sida's role in and main contributions to the network • Suggestions and ideas about Sida's engagement going forward	Interviews Network health survey Document review	Documents Current network members Past network members Sida staff Relevant Swedish embassies?

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Effectiveness			
• **What outcomes, defined as changes in behaviours and relationships, have the network and its members contributed to as a result of Swedish Leadership?**	• Evidence of changes in behaviours and relationships among member organisations/companies linked to the network • Degree to which the network has influenced external stakeholders • Factors contributing or constraining the achievement of outcomes.	Interviews Network health survey Document review Review of member websites Case studies of company initiatives	Documents External international actors Current network members Past network members Sida staff
• **To what extent has the network become a forum for learning and a platform for new partnerships (be it projects or cooperation models) for sustainable development and reduced poverty?**	• Evidence of shared learning within the network • Evidence of projects and collaborations formed in relation to the network	Interviews Network health survey document review Case studies of company initiatives	Current network members Past network members Sida staff Private and public sector actors
• **To what extent have the network members changed their relationships towards one another?**	• Evidence of creation of and changes in relationships within the network over time	Interviews Network analysis	Current network members Past network members
• **To what extent have the network members changed their individual dedication to, systems for and/or ways of working with sustainability internally as a result of their membership in Swedish Leadership?**	• Evidence of specific changes in members' work with sustainable development that can be linked to the network	Interviews Network health survey Case studies of company initiatives	Current network members Past network members Sida staff
• **To what extent has the network and its members been able to influence others to acknowledge and embrace the private sector's role for sustainable development and implementation of the 2030 Agenda? If so, how?**	• Perception and examples about the role and influence of the network in relation to external stakeholders	Interviews Network health survey Case studies of external effects	Current network members Past network members Sida staff Private and public sector actors External international actors

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• **To what extent has Sida's experience with facilitating the network contributed towards a dialogue about Sida's role as a development facilitator, internally as well as externally?**	• Degree to which the network experience has fostered a wider discussion about Sida's role as a development facilitator	Interviews Document review	Documents Current network members Past network members Sida staff
Impact			
• **To what extent has the network been successful in claiming a space for the private sector in the negotiation process leading up to the SDGs and the subsequent implementation efforts?**	• Number and character of the network activities and products related to the SDG process • Evidence of how network outputs influenced the negotiating process and contributed to the SDGs and their implementing structure	Interviews Network document review	work plans Documents Current network members Past network members Sida staff Private and public sector actors External international actors?

Annex 3 – Methodology

1.1 METHODOLOGY

1.1.1 Approach

The evaluation applied an exploratory approach, based on an inductive methodology, in turn based on the specifications in the Terms of Reference and discussions with Sida during the inception phase. This means that the empirical findings produced during the implementation phase of the evaluation guided the evaluation team where to probe deeper and seek supplementary interviews and data through 'snow-balling'.

FIGURE 1. OVERALL APPROACH TO EVALUATING THE SWEDISH LEADERSHIP

Observations from different sources	Patterns - regularities, relationships, resemblances	Conclusions, lessons learned, recommendations

The team triangulated the findings from different sources, to identify regularities, relationships and resemblances that could provide the basis for conclusions, lessons learnt and recommendations. The overall approach of the evaluation is illustrated in Figure 1. The starting point for the evaluation design was the Evaluation Matrix in which the evaluation questions are matched with indicators, data collection, methods and sources (Annex 2). In sum, four dimensions of Swedish Leadership were analysed:

1. The 'Swedish Leadership Story', i.e. processes of conception, formation, development and consolidation
2. The network's results and effects internally and externally
3. The network's functioning, health and connectivity
4. Sida's role as development facilitator

This analysis led to an overall assessment of the network experience that yielded lessons learnt and recommendations from two perspectives:
1. Looking backward: strengths and weaknesses
2. Looking forward: opportunities and threats

In the design of the evaluation, the team used a conceptual framework that is commonly applied to networks.[2] Figure 2 summarises the network dimensions listed above and links them to the different data collection methods employed. These three dimensions provide a purposive and functional conceptual framework for analysis that supported the team in assessing the evaluation questions and providing findings and conclusions in relation to the OECD/DAC evaluation criteria of relevance, effectiveness, and impact.

FIGURE 2. NETWORK DIMENSIONS WITH DATA COLLECTION METHODS

Connectivity	Health	Effects
•**Members** people /organisations that participate •**Structure** how the connections between members are structured and what flows through those connections •**Context** connections with external environment	•**Infrastructure** internal systems and structures that support the network (e.g. communications, rules, processes, plans, Sida's faciliation role) •**Resources** resources needed to sustain itself (human, financial, material) •**Advantage** capacity for joint value creation	•**Interim effects – expected and unexpected** effects achieved as the network works towards its ultimate goal - influence, exchanges, joint action, changed relations, behaviour, initiatives, new practices •**Goal** intended impact itself

Electronic survey

Case studies of effects

Documentation analysis

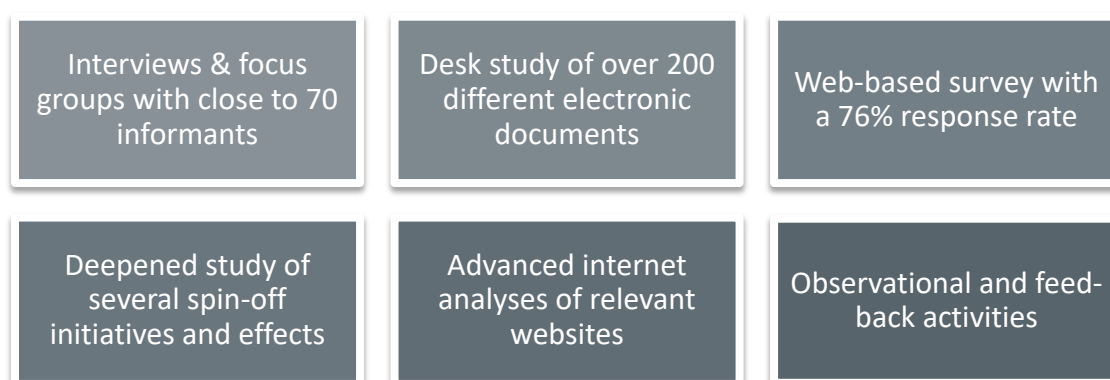**Interviews and group discussions using focused conversation method**

With a strong emphasis on learning, the evaluation team strived to consider the many voices that have been part of the Swedish Leadership's journey, to capture its many facets, perspectives and nuances. This contributed to understanding the network from intra-organisational and inter-organisational perspectives, as well as understanding the network's development over time and Sida's role as a facilitator within the development context. The evaluation adopted a stakeholder centred process based on ongoing and broad consultations with Sida staff, the use of multiple channels to engage with and get feedback from network members and adaptable selection of relevant external stakeholders to interview as part of the inductive approach.

[2] Madeleine Taylor, Ph.D., and Anne Whatley, M.S., Julia Coffman, M.S., "Network Evaluation in Practice: Approaches and Applications", *The Foundation Review* 2015 Vol 7:2.

1.1.2   Data collection

The team applied a mix of data collection methods. To capture the Swedish leadership story, interviews with key internal and external stakeholders and document analysis were the foundation for understanding how the network was formed, developed and consolidated; as well as for assessing network connectivity, health and effects. Additional data was collected using an electronic survey to network members, internet analyses, observation of and participation in network meetings, and case studies of the various effects of the evaluation. In sum, the main data sources of the evaluation data are summarised in Figure 3.

FIGURE 3. MAIN DATA SOURCES OF THE EVALUATION

Interviews & focus groups with close to 70 informants	Desk study of over 200 different electronic documents	Web-based survey with a 76% response rate
Deepened study of several spin-off initiatives and effects	Advanced internet analyses of relevant websites	Observational and feedback activities

i.   Interviews and focus group discussions

Interviews – open-ended or semi-structured, in groups and/or with individuals – were the primary form of data collection throughout the evaluation. An initial set of individuals was chosen from lists of stakeholders provided by Sida, using purposive sampling based on the identification and selection of information-rich cases for the most effective use of limited resources. Covering as many of the member companies/organisations as possible was a priority, in addition to balancing the following categories of stakeholders:

- Current and former Sida staff with experience of Swedish Leadership
- Current and former network members
- Swedish embassies
- Other private and public sector actors in Sweden that have interacted with the network (Ministry for Foreign Affairs, non-member companies, Business Sweden, etc.)
- External international actors with experience/perspectives on Swedish leadership (World Economic Forum, Global System for Mobile Communications (GSMA), UN, IFC, Confederation of Norwegian Enterprises, etc.)

To capture the individual narratives of the network stakeholders, the team applied the Focused Conversation Method, which is based on a sequenced order of questions –

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objective, reflective, interpretative and decisional (ORID) – that follows natural human cognitive processes.[3] A semi-structured interview guide was developed to collect the data from network members. Most interviewees were open, frank, and forthcoming.

The responses were typed and compiled in a web-based database that allowed all team members to use the same reporting structure and allow for systematic analysis. It should be noted that the responses were quite heterogeneous and depended on the level of knowledge, timing of involvement, position within the member organisation, type of member with regard to sector, financial size/international reach of the organisation and time available for the interview. As a consequence, the review of responses was conducted in an informal qualitative way to capture both patterns and diverging views, rather than through formal quantitative or discourse analysis.

Over 70 individuals were interviewed individually or in group. The distribution per stakeholder group is shown in Figure 4. The focus was on covering network members and Sida, since they were deemed more important for capturing the Swedish Leadership story, but also because of the difficulty in getting access to external stakeholders with good knowledge of Swedish Leadership, and availability for interviews. All in all, representatives of three quarters (23 out of 30) of the member companies/organisations were interviewed. eight DGs/CEOs/Executive Directors were interviewed. A complete list of informants is included in Annex 5.

FIGURE 4. INFORMANTS PER MAIN CATEGORY

Sida 33%
Member 49%
Others 18%
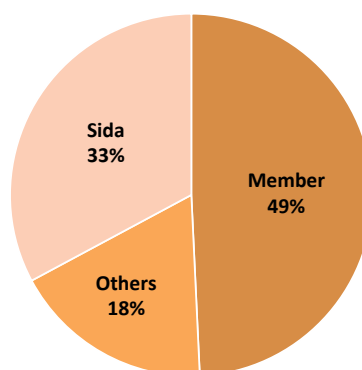
ii. Documentation analysis

The documentation analysis mainly involved documentation generated by the network. It provided the basic elements of the evolution of the network over time, the activities and outputs of the network, Sida's role and achievements and lessons learnt. The evaluation team also used selected external reports and articles on sustainable

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[3] For more information on the Focused Conversation Methods, see https://www.slideshare.net/Stephen-Berkeley/the-focused-conversation-method-orid-63521262/6

business and networks. A list of the main documents used in the evaluation is included in Annex 5.

iii. Web-based survey
The team administered a short multiple choice survey to Swedish Leadership's group of current contact persons (Sustainability/CSR chiefs), with a view to get responses that could be quantified and related to the interviews. The response rate was 76 percent. The survey questions and results are included in Annex 6.

iv. Intra-organisational/spin-off case studies
The evaluation applied an inductive harvesting approach to identifying and analysing effects/results. This means that there is a positive bias towards actual effects. The team used chain referral/snowball sampling to identify and understand the different effects produced. This involved picking up "effects" trails during interviews. The team selected a combination of different types of effects that were identified and undertook case studies of these, which involved deeper probing. The following types of effects were considered:

- Changes in perspectives at the individual level of member organisations, (including Sida)
- Changes within member organisations – practices, structures, initiatives (including Sida)
- Changes in relationships and exchange between and among members (including Sida)
- Changes in the form of joint initiatives among members
- Influence of the network on actors within the Swedish private and public sectors
- Influence of the network on the private sector in other countries
- Influence of the network on global processes or platforms

v. Data collection through web crawler
A web-crawler was designed and setup to collect unstructured data relating to Swedish leadership related content on various web domains that are officially tied to the network members. A detailed description is located in Annex 6. The purpose with this exercise was to estimate any potential or practical impact that Swedish Leadership has had on the network members, as well as to have an estimate on the members' external communication relating to the network.

vi. Observational and feed-back activities
The evaluation team also participated in some network activities to observe the dynamics of the network *in situ*. In view with the participatory and learning focus underpinning the evaluation, the evaluation team also organised a feed-back session with network members to present and discuss preliminary findings and is planning to participate in two separate workshops with Sida and network members to discuss the draft report and develop recommendations.

1.1.3   Limitations

While it undertook a substantial amount of interviews, as expected the team was not able to access certain stakeholders that may have provided additional insights. For instance, a minority of the network members did not respond to requests for interviews. Several of these appear to be among the less active members. Locating and connecting with individuals involved with the process in the earlier years was a challenge, since many had moved on to new responsibilities. was particularly difficult to locate individuals from organisations outside of Sweden who had interacted with the network in the early years. Meetings with current/former CEOs was in many cases not possible due to their time-constraints. Although the team interviewed over 20 Sida staff members, the team was not able to discuss with everyone that has interacted with Swedish Leadership, in particular from the operational departments. It has had to rely on secondary accounts in some cases. Gathering data on how each individual PPDP involving member companies has related to the network has not been possible. Among those that were interviewed, memory of events and processes was not always exact because of the passage of time. Time constraints during interviews also made it challenging to discuss more detailed issues or specific effects in a systematic manner. However, the team is satisfied with the coverage of the member companies/organisations and interviews were generally conducted in an open and informative manner. There was also high coherence between the responses of informants and the results of the survey. In sum, while the limitations in access meant a loss of detail in some cases, it is unlikely that the general narrative or evaluation findings were affected.

Another limitation relates to challenges in defining and identifying effects/results of the network. There was no predetermined theory of change, log-frame or monitoring system that could be employed. Many of the potential network effects are difficult to measure and document. In particular, identifying potential effects within the member companies was challenging, and the team was mostly reliant on what information the sustainability managers[4] were able to provide in interviews. This was foreseen in the evaluation design and hence the choice of employing a 'harvesting' approach to assessing results. The results that were identified are somewhat of a mix between outputs and outcomes, indirect and direct. Efforts have been made to discuss this as transparently as possible in the chapters below.

It was sometimes a challenge to determine the exact contribution of Swedish Leadership to these effects, because many factors contribute at the same time and it is difficult to arrive at a precise ex-post understanding of what happened because of memory-loss, diverging information and lack of documentation.

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[4] The team uses the term "sustainability manager" to refer to the individual that represents their company in the roundtable network meetings. As explained later the report, some may actually be communications directors or responsible for public affairs. Their positions in their organisations also range from top corporate management to middle management positions.

Finally, some of the documentation from the network's early years is incomplete. Some of the agendas and meeting summaries were not available to the evaluation team. There are furthermore no records kept for meetings between Sida and CEOs or from the Annual Meetings. There are hardly any reports from meetings abroad. Notes from most roundtable network meetings and working groups are brief if they exist.

Annex 4 – List of Informants

	Name	Position
1.	**Arbring, Staffan**	Business Sweden, Trade Commissioner in South Africa
2.	**Areskog, Kristina**	Axfood, Responsible for Sustainability
3.	**Ayadi, Zahra**	Sida, INTEM, tactical lead environment/water
4.	**Badman, Daniel**	Stora Enso, Head of Public Affairs
5.	**Beijmo, Joachim**	Sida, former Chief of Staff; now OECD Special Adviser
6.	**Bennet Fredriksson, Josefin**	Sida, former member of the project management team SLSD
7.	**Berghald, Sofie**	Sida, focal point for SLSD at the Department for Africa
8.	**Borglin, Jonas**	NIR, CEO
9.	**Brumer, Cecilia**	Sida, former member of the project management team SLSD
10.	**Bäckström, Christine**	Swedish MFA, Head, Project Export Secretariat
11.	**Båge-Friborg, Christina**	Sandvik, Head of Sustainable Business
12.	**Båge, Lennart**	Sida, Board of Directors, Former DG at Sida
13.	**Cederin, Henrik**	Swedish Ambassador to Zambia
14.	**Cronstedt, Nina**	Nestle & General Mills, Cereal Partners Worldwide Vice President & General Counsel
15.	**Dahlberg, Anna-Karin**	Lindex, Sustainability Manager
16.	**Elkert, Rebecka**	SEB, Head of Sustainability
17.	**Eriksson, Eva**	Löfbergs, Director of Sustainability
18.	**Eriksson, Katarina M**	Tetra Laval, Senior Project & Partnership Dev. Manager
19.	**Faxander, Olof**	Sandvik, former CEO
20.	**Genebashvili, Tina**	National Programme Officer Swedish Embassy in Georgia
21.	**Goldbeck-Löwe, Camilla**	Ericsson, Social Corporate Responsibility Expert
22.	**Granryd, Mats**	Tele2 Former CEO; now GSMA, Director General
23.	**Greger, Magdalena**	Systembolaget, CEO
24.	**Göransson, Emelie**	Sida, tactical lead environment/water
25.	**Hagberg, Ingalill**	Sida, Press Secretary
26.	**Haglind, Jörgen**	Tetra Laval, Senior Vice President
27.	**Heegard, Louise**	SIWI, Manager External Relations
28.	**Holmgren, Torgny**	SIWI, Executive Director

	Name	Position
29.	**Hörnfeldt, Thomas**	SSAB, Vice President Sustainability and Public Affairs
30.	**Ingelstam, Lena**	Sida, former Director of Partnerships and Innovations; now Director International Programmes Save the Children, Sweden
31.	**Jämtin, Carin**	Sida, Director General
32.	**Kempff, Patricia**	ABB, Public Affairs Manager
33.	**Kermfors, Paula**	Sida, former member of the project management team SLSD
34.	**Kronhöffner, Karin**	Swedfund, Director Strategy and Communications
35.	**Kullman, Anne**	Sida, HUMASIEN, tactical lead SDG reporting
36.	**Landberg, Johanna**	SPP, Sustainability Manager
37.	**Leino, Sanna**	Sida, former member of the project management team SLSD
38.	**Lindvall, Kristin**	ICA, SVP Corporate Responsibility
39.	**Linge Bergman, Elisabet**	SEB, Senior Sustainability Specialist
40.	**Löfberg, Kathrine**	Löfbergs, Chair of the Board of Governors
41.	**Magnusson, Magnus**	Former Nordic Relations at Bill & Melinda Gates Foundation
42.	**Marelsdóttir, María Erla**	Ministry for Foreign Affairs Iceland, Director General, Directorate for International Development Cooperation
43.	**Melin, Albena**	IFC, Head, Global Engagements
44.	**Nordström, Kristin**	SSAB, Vice President and Head of Ethics and Compliance
45.	**Olofsgård, Kajsa**	Swedish MFA, SDG Ambassador
46.	**Osbäck, Lisa**	NIR, Director, Market Development
47.	**Palmer, Lina**	Sida, member of the project management team SLSD
48.	**Paska ,Daniel**	Ericsson, Corporate Responsibility Expert
49.	**Petri-Gornitzka, Charlotte**	Sida, Former GD, OECD DAC Chairperson
50.	**Pompeius, Henrik**	SRC, Head of External Relations
51.	**Porss, Ingrid**	Lindex, Social Compliance Manager
52.	**Ringborg, Erik**	Sida, Adviser to the Director General
53.	**Ripa, Malin**	Volvo, Senior Vice President, CSR Management
54.	**Sheth, Harsh**	SIWI, Manager, Finance Dept./ IT
55.	**Strand-Wadsjö, Christina**	SEB, Senior ESG Investment Specialist
56.	**Stareborn, Maria**	Unilever, Nordic Communications Director
57.	**Svensson, Karin**	Sida, Coordinator, Swedish Investors for Sustainable Development
58.	**Svingby, Sofia**	Atlas Copco, Vice President Corporate Responsibility
59.	**Tollsten Lars**	Astra Zeneca, Associate Director, Global Compliance
60.	**Trogstam, Marie**	Business Sweden, Manager for International Sustainable Business
61.	**Toyota, Terri**	WEF, Deputy Head of Centre for Public Goods

	Name	Position
62.	**Vea, Jon**	NHO, Director
63.	**Viner, John**	Sida, Advisor, private sector collaboration
64.	**Vulturius, Gregor**	SEI, Research Fellow
65.	**Waldenström, Klas**	Sida, former project owner SLSD
66.	**Wedekull, Christina**	Sida, project leader of the project management team SLSD
67.	**Werner Dahlin, Eva**	Sida, Former Director for the Department for Asia, Middle East and Humanitarian Assistance
68.	**Westin, Susanna**	Systembolaget, Sustainability Strategist
69.	**Wigerhäll, Jonah**	H&M, Sustainability Expert
70.	**Areskog, Kristina**	Axfood, Responsible for Sustainability
71.	**Östmark, Sofia**	Union to Union, Secretary General, Global Deal Ambassador

Annex 5 – Document list

Reports and academic articles

1. Byström, K och Ödman, J. Master's thesis: "How to progress on sustainable development through public private partnerships – A study of Sida´s Swedish Leadership for Sustainable Development" 2014.

2. Finansinspektionen (FI), Promemoria, Finansinspektionens arbete under 2017 för att bidra till en hållbar utveckling, (2017-01-08).

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Annex 6 - Survey questions and results summary

The survey was administrered electronically, using surveyMonkey, to all current members of Swedish Leadership, except Sida.

Questions and response alternatives

I am:
- Male
- Female
- Other

My organisation is:
- A publicly traded company
- A state owned company
- A private company
- A government agency

I have been involved in Swedish Leadership since:
- 2013
- 2014
- 2015
- 2016
- 2017
- 2018

Please answer the following questions relating to the purpose of Swedish Leadership. Response alternatives: I agree. I agree somewhat. I am neutral. I disagree somewhat: I disagree. I do not know.
- All members share the common purpose for the network.
- Together, members have identified clear and shared strategic objectives for the network.
- There is a clear annual work plan.
- The network's membership is appropriate given the network's objectives.
- There is strong ownership and responsibility for the network among the members.
- Please add any comment about the purpose of the Swedish Leadership network.

Please answer the following questions about the work of the Swedish Leadership network. Response alternatives: I agree. I agree somewhat. I am neutral. I disagree somewhat: I disagree. I do not know.
- Members are working jointly to advance network objectives.
- Members are creating new insights together.

The way the network communicates with external stakeholders builds support for the
- network.
The network has helped me to engage colleagues within my company/organisation in
- responsible and sustainable business practices.
- The network influences the way my organisation/company works with Agenda 2030.
The network is an influential actor in relation to Agenda 2030 within the Swedish private
- sector.
The network engages effectively with relevant actors (e.g. within government, academia
- and/or civil society) in Sweden.
- The network engages effectively with relevant global actors in relation to Agenda 2030.
- The network is meeting its strategic objectives.
- Members are achieving more together than they could alone.
- Please add any other comment you may have about the work of the network.

Please answer the following questions regarding how the network operates. Response alternatives: I agree. I agree somewhat. I am neutral. I disagree somewhat: I disagree. I do not know.
- Network governance is appropriate.
- Network governance sets clear guidance and priorities for network work.
- The network's decision-making processes encourage members to contribute.
The network handles conflicts well (e.g it anticipates, surfaces, and addresses conflict when
- it arises).
- Communications within the network is well-functioning.
- The network facilitator (Sida) plays a central role in the functioning of the network.
- Network events are well-organised.
- Network events are relevant.
- Network events are well attended.
- Network working groups are well organised with clear objectives.
- There are well-functioning procedures for feedback on network working groups.
- The work of the network is attuned to the comfort and energy levels of members.
- Members jointly reflect on network experience and adjust network practice accordingly.
- Each member contributes time/resources to advance the work of the network.
- There is a high level of trust among the members.
- Please add any other comment about how Swedish Leadership operates as a network.

Please answer the following questions regarding the capacity of Swedish Leadership. Response alternatives: I agree. I agree somewhat. I am neutral. I disagree somewhat: I disagree. I do not know.
The network members jointly have the human resources they need to advance network
- objectives.
- Sida has dedicated the appropriate level of human resources to facilitate the network.
- The network has the connections it needs to advance objectives.
- Please add any other comment about the capacity of the Swedish Leadership network.

SLSD Survey analysis - average score per question

Quantification key: I agree = 5, I agree somewhat = 4, I am neutral = 3, I disagree somewhat = 2, I disagree = 1, I don't know = exkluded.

Question	Score	Question	Score	Question	Score	Question	Score
All members share the common purpose for the network.	3,6	Members are working jointly to advance network objectives.	3,6	Network governance is appropriate.	3,9	The network members jointly have the human resources they need to advance network objectives.	3,2
Together, members have identified clear and shared strategic objectives for the network.	3,2	Members are creating new insights together.	4,2	Network governance sets clear guidance and priorities for network work.	3,4	Sida has dedicated the appropriate level of human resources to facilitate the network.	4,1
There is a clear annual work plan.	3,2	The way the network communicates with external stakeholders builds support for the network.	3,8	The network's decision-making processes encourage members to contribute.	3,8	The network has the connections it needs to advance objectives.	4,3
The network's membership is appropriate given the network's objectives.	3,9	The network has helped me to engage colleagues within my company/organisation in responsible and sustainable business practices.	3,4	The network handles conflicts well (e.g it anticipates, surfaces, and addresses conflict when it arises).	3,6		
There is strong ownership and responsibility for the network among the members.	3,2	The network influences the way my organisation/company works with Agenda 2030.	3,1	Communications within the network is well-functioning.	4,1		
		The network is an influential actor in relation to Agenda 2030 within the Swedish private sector.	4,0	The network facilitator (Sida) plays a central role in the functioning of the network.	4,6		
		The network engages effectively with relevant actors (e.g. within government, academia and/or civil society) in Sweden.	4,3	Network events are well-organised.	4,3		
		The network engages effectively with relevant global actors in relation to Agenda 2030.	3,7	Network events are relevant.	3,9		
		The network is meeting its strategic objectives.	3,4	Network events are well attended.	3,8		
		Members are achieving more together than they could alone.	4,1	Network working groups are well organised with clear objectives.	3,5		
				There are well-functioning procedures for feedback on network working groups.	3,1		
				The work of the network is attuned to the comfort and energy levels of members.	3,5		
				Members jointly reflect on network experience and adjust network practice accordingly.	3,3		
				Each member contributes time/resources to advance the work of the network.	2,9		
				There is a high level of trust among the members.	4,2		

Annex 7 - Swedish Leadership Statements and Commitments

JOINT STATEMENT ISSUED ON MAY 13TH 2013

The world has changed dramatically since nations agreed on the Millennium Development Goals more than a decade ago. Rising incomes and technological advancements create opportunities for inclusive growth that could turn the fortunes of individuals, societies, and investors alike. The consumer of tomorrow is increasingly likely to live in a developing country, to be urban and to be connected to the world through information and communications technologies.

At the same time, there is no shortage of challenges facing the planet. More than a billion people still live in poverty and sustainable development solutions are urgently needed in areas such as water, energy, health, food, and transportation. Developing and emerging economies need more skilled jobs to continue to grow, provide basic services, and meet the demand of business. Yet, for growth to be sustainable it has to be decoupled from its environmental impact.

We, the leaders of 20 Swedish and Swedish-rooted companies, recognize this changing global landscape and the solid case it brings with it for investing in sustainable development. We believe that we can build on our experiences of sustainable business practices, and that we must show real global leadership at a time when the Millennium Development Goals are soon to be succeeded by new, more ambitious goals.

We also believe that the profound transformation required for sustainable development to become a global reality cannot be accomplished without the private sector's capacity for turning problems into opportunities. The Swedish model of labor market dialogue, transparency and accountability can further accelerate such a transition. The next step for a Swedish model is to integrate sustainability into business models and operations of companies regardless of size and structure.

We recognize an increasing need for business, governments and civil society to work together to find solutions and concrete action for global challenges. When relevant, we are open to working with the Government of Sweden and global initiatives, such as the UN Sustainable Development Solutions Network, launched recently by UN Secretary-General Ban Ki-Moon.

Below, we pinpoint four areas that we see as particularly important for the future of global development, and where we are convinced that we can make a real difference, individually and collectively:

- ***Make sustainable development a part of our operations and business models***

- ***Systematically reduce our environmental impact and create higher efficiency in the way we use resources***

- ***Create decent jobs and development opportunities for people including those who work for us and our suppliers***

- ***Fight corruption and unethical business methods in countries where we operate***

With the less than 1000 days that remain before the Millennium Development Goals are set to expire, we promise to deliver on the above by promoting innovation and the use of technology for sustainable and affordable products and services globally, as well as to be a voice for new and more ambitious global Sustainable Development Goals after 2015.

Joint statement issued on May 13th 2013 at the Roundtable on Swedish Leadership for Sustainable Development, hosted by Sida, by the following companies and organisations:

Axel Johnson AB	Novamedia Svenska PostkodLotteriet AB
Boliden AB	Ratos AB
Elekta AB	Scania AB
Ericsson AB	SPP Liv Fondförsäkring AB
Företagarna AB	Swedfund AB
GoodCause	Systembolaget AB
H&M Hennes & Mauritz AB	Tetra Laval Group
IngKa Holding BV/The IKEA Group	The World We Want Foundation
Indiska Magasinet AB	Unilever
Investor AB	Volvo Group

SWEDISH LEADERSHIP FOR SUSTAINABLE DEVELOPMENT THE SUSTAINABLE DEVELOPMENT GOALS AND OUR JOINT COMMITMENT, 2015

We are living in an important and challenging time. For the first time in history there is a global agenda in place for sustainable development. The private sector is fundamental within this new development agenda, as a natural part of everyday life throughout our societies. Therefore, companies possess a great potential to take a leading role in transforming and steering the world towards a more sustainable future.

We, the members of Swedish Leadership for Sustainable Development, pledge to make sustainable development an integral part of our core operations and business models. Therefore, we commit to:

Systematically minimize the negative environmental impact, maximize our positive contributions and create higher efficiency in the way we use resources, by *(Relating to SDG 12).*

- Promoting more efficient use of water, reducing the use of harmful chemicals and increasing the proportion of renewable energy in our value chains.

- Striving for reduction of waste generation, aiming at circular economy.

- Increasing the resilience to the impacts of climate change and reducing the use of fossil fuels and other greenhouse gas producing activities.

Create decent jobs, productive employment and development opportunities in societies where we operate and for those who work for us, our suppliers and our customers, by *(Relating to SDG 8).*

- Ensuring that human rights, including labour rights, are respected throughout our value chains.

- Strengthening the social dialogue and relations between parties on the labour market.

- Contributing to skills development and capacity building.

Fight corruption and unethical business methods in countries where we operate, by *(Relating to SDG 16).*

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- Sharing experiences and best practices to minimise the risk of corruption.

- Raising the bar in our internal anti-corruption and ethics policies.

In addition, we are committed to promoting gender equality and equal opportunities for all, throughout our operations, as fundamental necessities for systemic change.

Since 2013, we have shown our commitment to sustainable development through words, actions and contributions to the shaping of the new Sustainable Development Goals, SDGs.

In order to achieve these goals, bold leadership is needed. This means advancing our efforts and seeking new solutions and partnerships between the private sector, the public sector, academia and civil society.

Innovation will be a key driving force ahead. Information- and communication technologies and new models of financial solutions can facilitate opportunities for business, environmental sustainability and poverty reduction.

We now call upon business leaders around the world to make sustainable development an essential part of your core operations. We encourage you to rise to the challenge of realizing the SDGs, by making your efforts tangible and evident for the world to see.

Members of Swedish Leadership for Sustainable Development

ABB Sweden, AstraZeneca AB, Atlas Copco AB, Axel Johnson AB, Elekta AB, Ericsson AB, Företagarna AB, H&M Hennes & Mauritz AB, ICA Gruppen AB, IKEA, Indiska Magasinet AB, Kooperativa Förbundet KF, Lindex AB, Löfbergs, Ratos AB, Sandvik AB, Scania AB, Skandinaviska Enskilda Banken AB, Swedish International Development Cooperation Agency (Sida), SPP Liv Fondförsäkring AB, Stockholm Environment Institute (SEI), SSAB AB, Stockholm International Water Institute (SIWI), Stockholm Resilience Centre (SRC), Swedfund AB, Systembolaget AB, Tele2 AB, Telia Company AB, Tetra Laval Group, Unilever, Volvo Group

STATEMENT TO ADDRESS THE INTER-LINKAGES BETWEEN LAND AND SEA IN OUR CORE OPERATION, MAY 2017

The Sustainable Development Goals (the SDGs) were adopted in September 2015 and consist of 17 goals and 169 targets, balancing the social, economic and environmental dimensions of long term sustainable development. We are living in an important time with challenges that if not addressed will have severe impact on our common future. One important challenge in implementing the SDGs will consist of addressing the complex inter-linkages between the different goals and targets. The private sector is fundamental for achieving the goals, and the focus on the inter-linkages is crucial.

We all depend on oceans for our common future – due to their critical role and impact on the climate, nutrition, transport, ecosystem services, biodiversity, and also for recreation. Unless the important land-sea linkages are properly recognized and further addressed, there is a risk of hampering the achievement of several other SDGs. The oceans are our common responsibility.

A central challenge in the effort to achieve sustainable development is to balance competing uses of water in a justifiable manner while at the same time maintaining good water quality and ensuring healthy and diverse ecosystems from land to sea.[5] The dynamic interface between land activities and oceans represents a key development and environmental challenge of our time. The connections between land, water, coast and sea are strong and human activity on land has a significant impact on the ocean. Recent research predicts that in 2050, plastic materials will exceed the amount of fish in the oceans, and most of the plastics derive from land-based activities.[6]

We, members of Swedish Leadership for Sustainable Development, have through our Joint Commitment pledged to make sustainable development an integral part of our core operations and business models. We acknowledge that our own activities can have an indirect or direct impact on the sea. In our continued efforts to contribute to sustainable production and consumption, we each commit to addressing the inter-linkages between land and sea in our core operations and, in doing so, systematically minimizing the negative environmental impact related to SDG 14.

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[5] Berggren, J. and Liss Lymer, B. 2016: Source to Sea – Linkages in the 2030 Agenda for Sustainable Development. Swedish Agency for Marine and Water Management report 2016:22.

[6] WEF Report 2016 - https://www.weforum.org/press/2016/01/more-plastic-than-fish-in-the-ocean-by-2050-report-offers-blueprint-for-change/

Annex 8 – Web Crawl Results and Methods

Comprehensive Internet analyses of relevant web channels and public communication

According to interviews in the inception phase with Sida, the Swedish Leadership membership have been relatively active in communicating about the network. The team deemed it was important to triangulate this information by studying the Web-based communication undertaken. For this purpose, the team designed a "WebCrawler". The WebCrawler collected data from various web domains that belong to the members, based on specific search queries or key words. This systematic data collection approach has proven to be an way to retrieve unstructured data and provide insights on how the Swedish Leadership membership communicates about the network. The WebCrawler also covered other stakeholders, such as the Swedish government and media.

Data presented in the graph below represent hits for "Swedish leadership for sustainable development" on official webpages, Twitter - and Facebook accounts for the listed stakeholders.

Hits on: "swedish leadership for sustainable development"
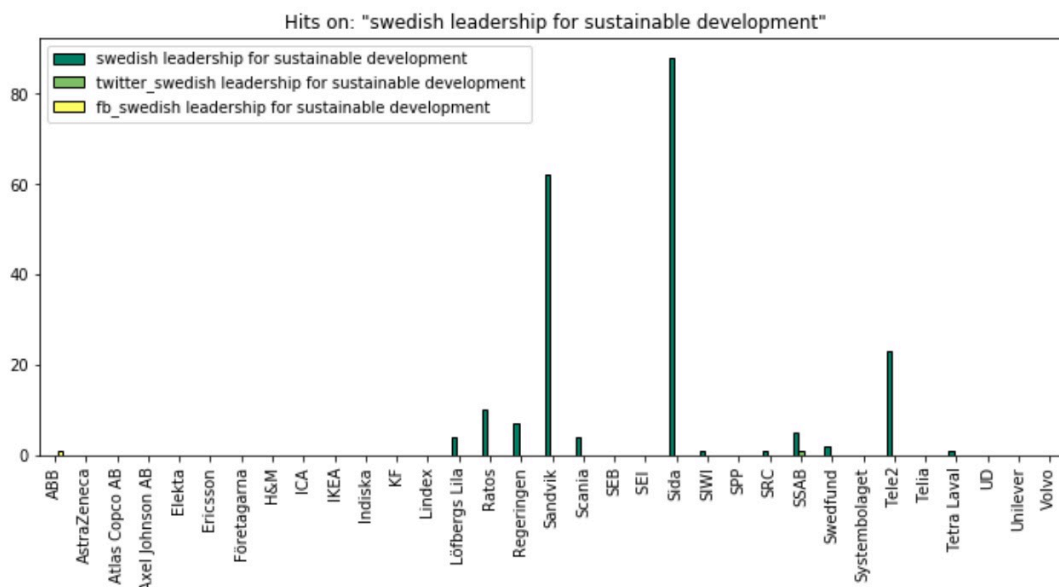
An immediate reflection is that the majority of members lack communications data on Swedish Leadership altogether. The collected data reflects a restrictive approach to

publically communicating their membership and/or related work[7]. This coheres with the fact that Sida reported already in 2014 that most members would have a restrictive stance in how they would communicate about the network:

> "[…]. *Inget av företagen var intresserade av att kommunicera externt om SLSD under året som gick eftersom man ansåg att detta kunde uppfattas som green washing.* "

Another likely explanation to the observed pattern is that the members' have restrictive policies for what to share in public. This is also supported in several interviews that have highlighted difficulties for the individual members to endorse the networks external communiqués. In addition, there are no signs that the membership has been used in ways that are consistent with white and/or green washing.

However, there are still some members that communicate, and a small number have been very active. Sida is not surprising the most active communicator with content relating to a range of topics: from the networks official page. information of held events, documentation, images etc. Among the other actively communicating members, the content is dominated by information of membership on webpages and in annual reports. press releases (or equivalent) on their sustainability work and contribution to the SDGs. and participation in international events as well as network activities. Most of this communication took place between 2013 and 2015. The members who have been most active in communicating about the network have also been the ones that Sida staff, in interviews, have perceived as being most communicative. The result can be interpreted as an early effect among relevant companies, when it comes to acting on behalf or representing the network.

Social media channels
When applying the WebCrawler to the members' official Twitter or Facebook accounts, even less data was uncovered The absence of data is reflected in the graph above. Again, an explanation for this result could be that the members' official social media content is strictly restricted to certain types of content.

However, interviews with Sida staff gave the impression that much more communication activity about the network has taken place among the members.
Due to the contradictive results, the evaluation team tested an alternative approach in which a hashtag[8] was subject for assessment rather than members' official social media accounts. All results from social media accounts that has published under the

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[7] Sida highlighted that there is more information on the network on internal web platforms, such as intranets and electronic newsletters, which are unreachable for our web-based model. (Focus group at Sida April 2018). However, internal data is by no means considered as public, and the purpose with this analysis is to assess the members' public communication.

[8] A hashtag is a type of metadata tag used on social networks, this enables users to apply dynamic, user-generated tagging that allows third party to easily find related content. (Wikipedia 2018)

hashtag "*#Swedishleadership*" were collected. The vast majority of hits on Twitter were related to the network. Most of the tweets are associated with the individuals who attend the networking events. Tracking the hashtags uncovered roughly 120 tweets from various private accounts on Twitter, and a handful on Facebook. Champions or frequent users/publishers are easily distinguishable in the data stream. Most content includes photos and short narratives from network activities between 2013 and 2017.

WebCrawler Methodology

The approach was designed to identify exact matches to predetermined search queries or text passages (e.g. "*Swedish Leadership for Sustainable Development*") in web domains. The system was built in a Python environment using a range of different third party packages for the integrated tasks:

- Selenium was used for automation of scraping data and web-crawling using Google's search engine.
- Pandas and Numpy were used for data manipulation and analysis.
- Matplotlib was used for visualisation of the analytical results.
- Json was utilized in extracting the data and presenting hyperlinks.

The crawling methodology consisted of a few systematic and automated steps. First, a script was run to initiate the initial step that connects to Google and the search engine's option for "advanced search". Secondly, a predetermined range of restrictive searches was conducted on a limited selection of the Internet. The selected sample in this case was the network members' official web domains such as webpages, Twitter- and Facebook accounts. Third, the search engine scanned for predetermined search queries or text passages. The system was designed to only register exact matches as a positive result. Fourth, the result for each search query was documented under the relevant web domain (e.g. if "SLSD" was to be located under 80 http-addresses on Sida's webpage that would render a the following: {'Sida': {'SLSD': 80}). Fifth, the collected data was visualised based on actor, search query/ies and result. The final step was an extraction of hyperlinks to all identified positive results.

The matrix below show a list of search queries applied on the members' web pages, Twitter- and Facebook accounts as per 2018-03-05.

	swedish leadership for sustainable development	sustainability	sustainable development goals	sustainable development	agenda 2030	twitter_swedish leadership for sustainable development	twitter_sustainability	twitter_sustainable development goals	twitter_sustainable development	twitter_agenda 2030	fb_swedish leadership for sustainable development	fb_sustainability	fb_sustainable development goals	fb_sustainable development	fb_agenda 2030
ABB	0.0	4680.0	6.0	163.0	0.0	0.0	7.0	1.0	2.0	0.0	1.0	0.0	0.0	2.0	0.0
AstraZeneca	0.0	1260.0	8.0	25.0	0.0	0.0	15.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0
Atlas Copco AB	0.0	14600.0	0.0	171.0	2.0	0.0	5.0	0.0	0.0	0.0	0.0	3.0	0.0	0.0	0.0
Axel Johnson AB	0.0	50.0	0.0	1.0	0.0	NaN	NaN	NaN	NaN	NaN	NaN	NaN	NaN	NaN	NaN
Elekta	0.0	20.0	1.0	4.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Ericsson	0.0	3820.0	348.0	413.0	0.0	0.0	21.0	2.0	5.0	0.0	0.0	8.0	1.0	8.0	0.0
Företagarna	0.0	4.0	0.0	1.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
H&M	0.0	90200.0	7.0	7.0	0.0	0.0	28.0	0.0	0.0	0.0	0.0	2.0	0.0	0.0	0.0
ICA	0.0	1.0	0.0	0.0	0.0	NaN	NaN	NaN	NaN	NaN	0.0	9.0	0.0	1.0	NaN
IKEA	0.0	26800.0	4.0	32.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0	2.0	0.0	0.0	0.0
Indiska	0.0	966.0	0.0	1.0	0.0	NaN	NaN	NaN	NaN	NaN	0.0	0.0	0.0	0.0	NaN
KF	0.0	5.0	0.0	5.0	0.0	NaN	NaN	NaN	NaN	NaN	NaN	NaN	NaN	NaN	NaN
Lindex	0.0	7760.0	0.0	36.0	0.0	0.0	2.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0
Löfbergs Lila	4.0	20.0	1.0	8.0	2.0	0.0	3.0	0.0	0.0	2.0	0.0	0.0	0.0	0.0	2.0
Ratos	10.0	290.0	2.0	34.0	4.0	NaN	NaN	NaN	NaN	NaN	NaN	NaN	NaN	NaN	NaN
Regeringen	7.0	930.0	318.0	1080.0	1490.0	NaN	NaN	NaN	NaN	NaN	NaN	NaN	NaN	NaN	NaN
Sandvik	62.0	512.0	38.0	158.0	0.0	0.0	9.0	0.0	0.0	0.0	0.0	8.0	2.0	3.0	0.0
Scania	4.0	3790.0	47.0	112.0	13.0	0.0	59.0	0.0	0.0	0.0	0.0	6.0	0.0	0.0	0.0
SEB	0.0	367.0	3.0	14.0	1.0	0.0	5.0	0.0	1.0	0.0	0.0	3.0	0.0	0.0	0.0
SEI	0.0	747.0	1480.0	1710.0	90.0	NaN	NaN	NaN	NaN	NaN	0.0	4.0	1.0	6.0	NaN
Sida	88.0	4550.0	547.0	2150.0	282.0	0.0	4.0	2.0	6.0	3.0	0.0	0.0	0.0	2.0	3.0
SIWI	1.0	390.0	158.0	642.0	30.0	0.0	2.0	0.0	0.0	0.0	NaN	NaN	NaN	NaN	0.0
SPP	0.0	28.0	0.0	3.0	5.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	1.0
SRC	1.0	575.0	99.0	239.0	4.0	NaN	NaN	NaN	NaN	NaN	NaN	NaN	NaN	NaN	NaN
SSAB	5.0	939.0	658.0	677.0	0.0	1.0	7.0	0.0	1.0	0.0	0.0	6.0	0.0	1.0	0.0
Swedfund	2.0	73.0	6.0	39.0	24.0	0.0	3.0	0.0	3.0	3.0	NaN	NaN	NaN	NaN	3.0
Systembolaget	0.0	36.0	1.0	17.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Tele2	23.0	217.0	7.0	52.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Telia	0.0	0.0	0.0	0.0	0.0	0.0	15.0	0.0	2.0	0.0	0.0	1.0	0.0	1.0	0.0
Tetra Laval	1.0	48.0	3.0	7.0	0.0	0.0	184.0	1.0	1.0	0.0	0.0	66.0	0.0	4.0	0.0
UD	NaN	NaN	NaN	NaN	NaN	0.0	1.0	0.0	4.0	1.0	NaN	NaN	NaN	NaN	1.0
Unilever	0.0	1760.0	157.0	354.0	1.0	0.0	100.0	4.0	18.0	0.0	0.0	4.0	0.0	1.0	0.0
Volvo	0.0	0.0	0.0	0.0	0.0	0.0	8.0	0.0	0.0	1.0	0.0	15.0	0.0	0.0	1.0

Limitations

The approach applied provides a good estimation of the search queries frequency on any given domain. However, and although the search engine that was used for this crawling exercise was very powerful, there is no guarantee that the analysis is without flaws. Furthermore, the sizes of the members' domains vary considerably, as do their content and purpose. Some use their webpages strictly for retail purposes (leaving little space for information on network associations), others have more information and public communication related content. Caution is thus advised for any straight comparisons among the data results uncovered for each of the members.

Concrete limitations:

- The WebCrawler did not have access to non-public data, such as intranets, electronic newsletters and the like, although interviews suggest that several members share information on similar platforms and in analogue systems.

It is unknown if the approach performs less well on involved social media platforms due crawl inhibit infrastructure. However, test runs on more arbitrary search queries suggest the opposite and showed satisfactory results.

Annex 9 – Inception Report

1. Introduction

NIRAS has been contracted by Sida to undertake an evaluation of the network Swedish Leadership for Sustainable Development (Swedish Leadership). The evaluation process is intended to be used to:

1. Reflect and capture the narrative of the network, that is "the Swedish Leadership story", with voices of all members (including Sida) and relevant stakeholders.
2. Stimulate reflection on the results of Sida's role as a "development facilitator" and partnership broker, bringing together the network around sustainable development.
3. Generate lessons learnt from the working methodology and how partnerships of similar character could be formed and implemented.

The primary intended user of the evaluation is Sida (Management Team, operational departments and relevant embassies) as the facilitator of the network. The members of the Swedish Leadership network are also expected to use the findings, conclusions, lessons and recommendations generated by the evaluation. The evaluation could also be of significant interest for other development cooperation agencies, private sector actors and organisations interested in partnership initiatives for international development cooperation.

The report consists of six chapters. This chapter provides a background to the evaluation context and includes a preliminary profile of Swedish Leadership as a network. The following chapter sums up the activities of the inception phase. Chapter 3 discusses our understanding of the assignment. Chapter 4 presents our overall approach and Chapter 5 outlines our data collections methods. The final chapter includes the milestones and phases of the evaluation. There are also four annexes: Annex 1 contains the evaluation framework. Annex 2 consists of a preliminary draft survey. Annex 3 provides an example of the types of questions that may be used in the focused conversation method interviews. The final annex contain the team's work plan.

1.1 Background and context

The Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity. Building on the Millennium Development Goals, they are more comprehensive and were developed through a relatively inclusive global participatory process. Moreover, there has been growing recognition that there is a fundamental role for the private sector in advancing the SDGs. Indeed, it is held that the SDGs will not be realised without the involvement of all state and non-state parties alike. The 2017 report of the Business and Sustainable Development Commission, *Better Business Better World,* makes the case that, not only do the SDGs need the private sector, but the private sector needs the SDGs too. Specifically, the report argues that sustainable business models could open economic opportunities worth up to $US 12 trillion and increase employment in the developing world by up to 380 million jobs by 2030.

SDG Target 12.6 specifically "encourages companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle". The private sector accounts for most of the investments in the world's low- and middle-income countries. It is therefore argued that a dedicated business sector that takes long-term responsibility is crucial to the creation of jobs, strengthening of markets and building of sustainable communities.

There is evidence that many private sector actors are showing a growing interest in the SDGs and corporate reporting, with a view to mitigating future risks and availing new opportunities. An indication that there is progress on this front is that corporate social responsibility (CSR)

and sustainability reporting *were* mentioned in 59 percent of the voluntary national reviews (VNRs) from 2017 when referring to private sector involvement with the SDGs.[9] Moreover, the sizeable attendance of over 1000 participants at the SDG Business Forum at the UN High Level Political Forum in 2017, prompting the organisers to relocate the event to accommodate them all, is another indicator.

This is increased engagement is mirrored in Sweden and the Swedish Leadership for Sustainable Development (Swedish Leadership) is one expression. It is a network made up of 26 companies, selected Swedish expert organisations (Stockholm Environmental Institute (SEI), Stockholm International Water Institute (SIWI), Stockholm Resilience Centre (SRC)), Swedfund and Sida. The network is coordinated by Sida. The network is unique in the way it actively engages the Swedish private sector in the global development agenda. Moreover, the role Sida plays in the network is new, and represents an unconventional way of working for the agency.

Upon Sida's initiative, the network was initially created as a way to influence the process leading up the SDGs. It has since become a forum for knowledge exchange and a platform for concrete collaborative projects and initiatives amongst its members. While Sida plays a facilitating role, the network is based on the companies' own leadership and their commitment to the issue of sustainable development. Regular network and working group meetings are held throughout the year on operational level, while CEOs gather for the Annual Meeting in May to discuss strategic issues and to set the course for the upcoming year. After the adoption of the SDGs in 2015, the network came together in a Joint Commitment, stating how the members will contribute to the achievement of these goals, with a focus on goals 8, 12 and 16.

Since its inception, the network members have met over 60 times to share experiences, learn from each other and develop their knowledge of today's major sustainability issues - from minimum wages and whistleblowing systems, to gender equality, circular economy, energy efficiency and fair working conditions. The network has also participated in several international fora, including the World Economic Forum in Davos, the summit on Financing for Development in Addis Ababa and at the adoption of the SDGs in New York during the UN General Assembly. The network also participates the Swedish discourse of sustainability, both in the media and at conferences and events.

Participation in the network can be considered part of the more general work on sustainable business and Corporate Social Responsibility of the private sector. The kind of work bears a cost for companies that go beyond immediate financial rewards.[10] There are potentially three reasons for business to engage in sustainable development, including:

- Value-driven CSR: CSR is presented as being part of the company's culture, or as an expression of its core values;
- Performance-driven CSR: CSR is introduced as a part of the company's 's economic mission, as an instrument to improve its financial performance and competitive posture; and

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[9] Global Reporting Initiative https://www.globalreporting.org/information/news-and-press-center/Pages/Growing-role-for-the-private-sector-in-the-2030-Agenda.aspx

[10] Porter, M. and Kramer, M, 2006. Strategy & Society: The Link Between Competitive Advantage and Corporate Social Responsibility, Harvard Business Review, 84, 12, pp. 78-93.

- Stakeholder-driven CSR: CSR is presented as a response to the pressure and scrutiny of one or more stakeholder groups.[11]

Meanwhile, the UN Global Compact defines five distinct features of sustainable businesses:

- Principled business – operating with integrity and respecting fundamental responsibilities in the areas of human rights, labour, environment and anticorruption;
- Strengthening society – actively taking collaborative actions to support societies by aligning core business activities, philanthropy, and advocacy campaigns with UN goals and issues;
- Leadership commitment - sending a strong signal throughout the organization that sustainability counts, through board ownership of the agenda; adjustments to policies and practices; alignment of government affairs; training and motivating employees; pushing sustainability into the supply chain; and disclosing efforts and outcomes;
- Reporting progress – producing non-financial sustainability reporting showing measurable gains and losses; and
- Local action – dealing with sustainability understanding and performance country by country.[12]

The choice of actions is a function of the perceived benefits given the underlying motivations, the direct costs and the opportunity costs (i.e. the cost of foregoing action elsewhere). It is therefore important for the evaluation to understand the motivations of the companies of joining and participating in Swedish Leadership and how such participation relates to other types of sustainability actions. Moreover, we would expect Swedish Leadership to influence the choice and quality of actions of its network members and other stakeholders within these five areas.

1.2 Preliminary network profile of Swedish Leadership

The membership of Swedish Leadership is dominated by consumer-related-companies, followed by industrial companies and the financial sector (Diagram 1). A preliminary observation is that the corporate membership of Swedish Leadership deviates from e.g. the distribution of large cap companies listed on the Swedish stock exchange NASDAQ Stockholm (Diagram 2). Consumer companies represent a much higher share in Swedish Leadership compared to that benchmark, while the financial sector and basic materials are under-represented. For example, the traditionally strong Swedish forestry sector is not directly represented in the Swedish Leadership, nor is construction or real estate.

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[11] Maignan, I, and Ralston, D, 2002. Corporate Social Responsibility in Europe and the U.S.: Insights from Businesses' Self-presentations, Journal of International Business Studies, 33, 3, 497-514, pp. 501ff

[12] Global Compact, 2015. Guide to Corporate Sustainability, United Nations, available at: https://www.unglobalcompact.org/library/1151.

Diagram 1 Swedish Leadership **membership by main industry**
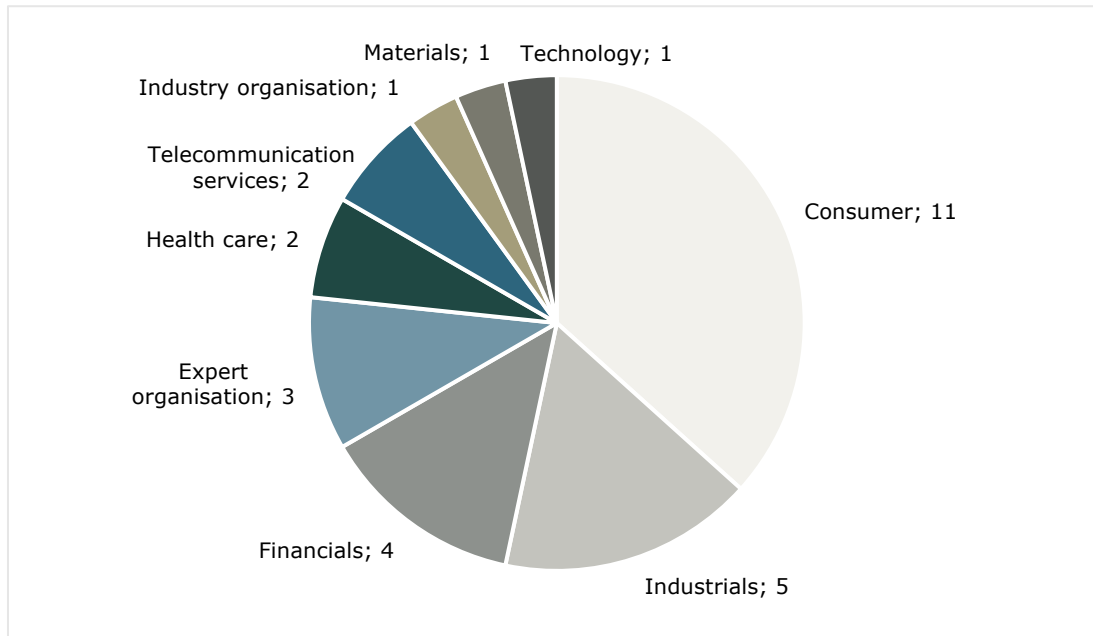
Diagram 2 Swedish Leadership **membership compared to NASDAQ Stockholm Large Cap**
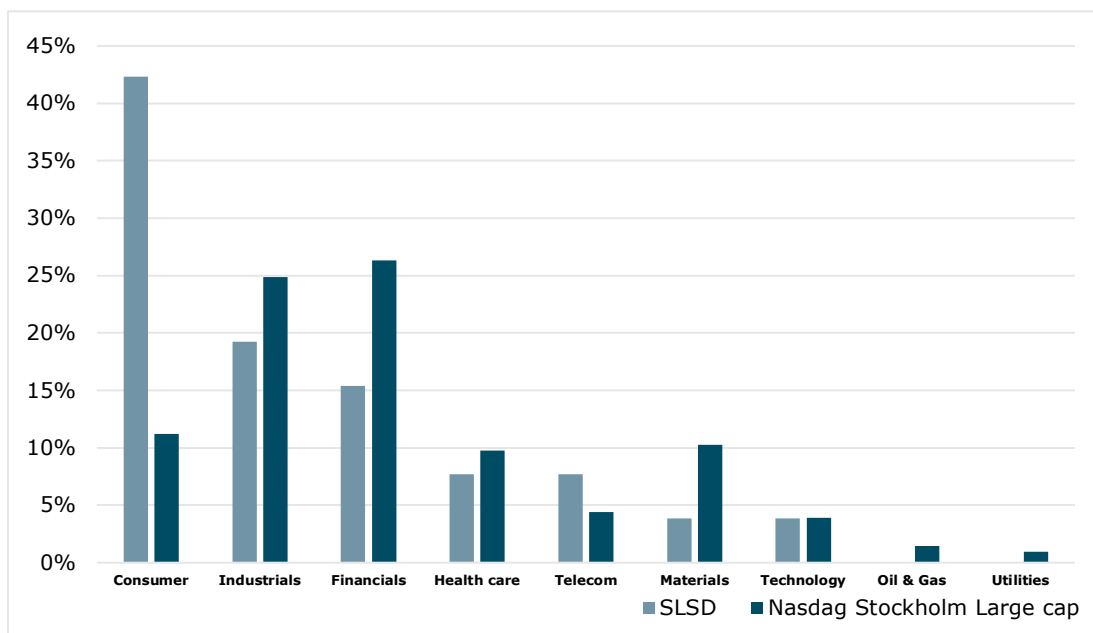
2. Activities of the inception phase

The main activities of the evaluation team during the three-week inception phase have focused on obtaining a better overview of Swedish Leadership, understanding the needs and expectations of Sida and exploring and analysing the adequacy, relevance, appropriateness and feasibility of different methods and techniques for collecting data. Below is an account of these.

Meetings with Sida: The team undertook a start-up meeting with Sida to gain an understanding of Sida's needs and expectations regarding the evaluation process, approach and output. The team also met with a group of Sida staff members who have been involved with Swedish Leadership in different ways during the last five years. The team consulted with this group on its proposed approach and ideas for data collection. It also facilitated a group discussion on Sida's experience with Swedish Leadership from the inception until now.

Attended Swedish Leadership meeting: The team was present at the Swedish Leadership meeting arranged by the water group within the network, hosted by SIWI on the 14th of March. The meeting was focused on Water and Food and discussed a research initiative concerning water usage. The team also attended the network meeting on Modern Slavery at Sida on the 23th of March.

Documentation overview: the team has scanned the documentation forwarded by Sida and undertaken preliminary web searches to establish an understanding of what type and form of data is available for the different analytical processes that the evaluation could potentially undertake. A preliminary stakeholder analysis has also been undertaken. Some data on member companies/organisations was compiled and informed the Inception Phase.

Methods for capturing narratives: The team has further investigated the narrative inquiry (NI) approach as a possible means of collecting data on different narratives. We conclude that, while NI would generate interesting information about the diversity of perspectives on Swedish Leadership and its journey, it has several disadvantages: it is very resource intense thus limiting the time left for other forms of data collection; its structure-less uninterrupted interview approach would not necessarily generate answers to many of the evaluation questions; it **focuses on the personal/individual level** rather than on the organisational and institutional; it is not concerned with what happened but what *meaning* people made of what happened; and it focuses analysing on deconstructing the composition and form of a person's story as a way to represent experience more than the story itself. Since this evaluation is about **generating lesson learnt**, a methodology that encompasses triangulating data and abstracting knowledge from the multitude and diversity of human experience is needed, which is not part of NI as a postmodernist, constructivist and social constructivist approach. NI is furthermore **not compatible with a post-positivist research paradigm of evaluation practice** which assumes that approximations of reality can be discovered through rigorous (triangulation), valid, reliable, and replicable data collection and analysis procedures. The team therefore recommends an approach that promotes story-telling and conversations with stakeholders and considers the many facets of "The Swedish Leadership story". Moreover, the team will consider using story-telling in sections of the report as a means of conveying changes in organisational behaviour and understanding the actors and mechanisms involved, given that many factors influence such changes.

Analysis of networks: the team has undertaken a literature search on the analysis of networks and different approaches to evaluating them. The team has also considered the data available and the accessibility of additional data for undertaking social network analysis. The possibility of collecting individual data from network members to deepen the network analysis will be further discussed with Sida to sort out any practical or ethical issues.

Development of an IT tool box: The team has studied the appropriateness of potential evaluation tools. Due to the inductive nature of this evaluation, the team has assessed and prepared for different data collection scenarios. Against this backdrop, the team has singled out several IT tools of potential use during the implementation of the evaluation. The list of tools discussed in section 5.2 below is accompanied with short explanations of their intended use. It should furthermore be emphasised that several tools have prerequisites in order to be used, including availability of data, adequate target group engagement, resources and time to process data etc. Hence, there is no guarantee that all the tools will be used.

3. Understanding of the assignment

The evaluation of Swedish Leadership is prioritised by Sida and is considered one of its strategic evaluations for 2018. Learning is a central purpose of the evaluation. The lessons learnt generated by the evaluation are expected to provide input to Sida's reflection on the potential new roles it can play in the context of the SDGs, global challenges, emergence of new actors, and the changing development cooperation environment. The evaluation will also generate lessons and recommendations on how the Swedish Leadership network can function optimally in the future.

There is already evidence that Swedish Leadership has enjoyed a measure of success in its five years of existence. Indeed, the very fact that the network still exists, and has consolidated itself, in itself an accomplishment. Opinions about what has been achieved and how important these achievements are likely to vary among the many internal and external stakeholders of Swedish Leadership, depending on their experience and standpoint. Furthermore, there are also detractors who see the formation of the network and its activities in a less positive light.[13] A key task of the evaluation will be to capture the multifaceted perspectives of "The Swedish Leadership Story" as an impartial and independent exercise.

Swedish Leadership came about when a short window of opportunity was seized during the pre-SDG interval. The initiative was innovative, consisted of new partnerships and ways of working. Applying an adaptive management approach, it moved ahead with actions and activities, it took time for Swedish Leadership to establish a full clear view of what it was and what it could and should do. Likewise, Swedish Leadership did not fit neatly in any of Sida's usual work streams – as it is neither a typical project nor process. In effect, the partners initially had to make things up on the go. The role Sida has played in this process, the strengths it has drawn on and the challenges it has faced, will be important to understand to draw lessons regarding Sida's potential role as a development facilitator and partnership broker in other contexts.

The organic development of Swedish Leadership suggests that an inductive data collection approach, which consists of "harvesting" outcomes, would be highly appropriate.[14] Outcome harvesting involves collecting evidence of identified changes – that may be intended and unintended – at different levels, and then working backward to determine whether or how Swedish Leadership contributed to the change. The types of results directly or indirectly generated by Swedish Leadership could consist of the following:

Changes in perspectives at the individual level of member organisations, (including Sida)
Changes within member organisations – practices, structures, initiatives (including Sida)
Changes in relationships and exchange between and among members (including Sida)
Changes in the form of joint initiatives among members
Influence of the network on actors within the Swedish private sector
Influence of the network on the Swedish public sector entities
Influence of the network on the private sector in other countries
Influence of the network on global processes or platforms

The different perspectives of the members also need to be taken into account in relation to the identified results. For instance, a seemingly small change in one organisation may constitute a

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[13] http://omvarldenberattar.se/granskning-del1/

[14] Outcome harvesting is well outlined in http://www.outcomemapping.ca/resource/resource.php?id=374.

huge step for another organisation – which may be starting from a different position, mind-set, level of available resources, and/or organisational culture.

3.1   Swedish Leadership stakeholders

The analysis undertaken by the team during the inception phase reveals there is a range of different types of actors involved in the network, and a large group of stakeholders within Sweden and abroad with different connections to the network.

To begin with, as the network facilitator, current and former Sida staff with experience of Swedish Leadership initiative are central stakeholders. Within the broader network, the team anticipates that the perspectives of stakeholders may differ according to the following variables:
Level of network engagement (e.g. membership of different subgroups over time, meeting attendance, informal contacts);
Timing of involvement in the network (involved in the start-up phase, growth phase, consolidation phase)
Position within the member organisation (executives, sustainability chiefs, members of project committees, former staff of member organisations)
Type of member with regard to sector (consumer, industrial, services, government agency, expert organisation)
Financial size/international reach of the organisation (globally present company, Swedish/Nordic/European company)

Stakeholders external to the network include the following:
Relevant Swedish embassies (for example, in Turkey, Zambia, Colombia, Serbia, and Georgia) that have related to the network;
Other private and public sector actors in Sweden that have interacted with the Network: (Confederation of Swedish Enterprises, unions, Swedish Investors, Global Deal, Foreign Ministry, former external speakers at network events, companies that attend Swedish Leadership events, companies that would like to become members, etc.);
External international actors with experience/perspectives on Swedish leadership: Jeffrey Sachs, World Economic Forum, UNILEVER International, Global System for Mobile Communications (GSMA), UN, IFC.

3.2   The evaluation questions

The team has considered the evaluation questions spelt out in Sida's term of reference. It is clear that the evaluation questions have been formulated with care and concern for what can reasonably be answered, setting a realistic scope for the evaluation. The team has these further reflections:

The **relevance** questions relate to two important processes associated with the SDGs – both that of *influencing* the 2030 Agenda (before 2015) and that of implementing the 2030 Agenda (since 2015). These seem to be pertinent areas of inquiry.

The five evaluation questions relating to **effectiveness** – of which the four of the questions are effectively subsets of the first question – concentrate on the network and its members. Of centrality is the extent of the effects in terms of changes in behaviours and relationships. The team suggests reformulating questions 5,6,7 and 8 in terms of "to what extent…" to take into account nuances in terms of the quality and quantity of the potential changes. It would also seem relevant for the evaluation to consider what factors have contributed positively and negatively to outcomes.

One of the **impact** questions relate to wider effects –in terms of effects in the period leading up to the SDGs (before 2015). It is suggested to broaden this question to also take into account how the network has been instrumental in engaging the private sector in the challenging work of following-up and implementing the SDGs. The other question in terms of dialogue concerning the suitability, possibilities, expectations and prospects for Sida assuming the development facilitator role (since 2015) is not a typical impact question.

The question "What has been the value added of Sida's involvement and facilitation of the network?" (Which could also be construed as a relevance question), is a key question in relation to reflecting on the appropriateness, relevance and usefulness of Sida assuming a stronger role as a development facilitator and partnership broker. Understanding the scope of Sida's role, the functions it has performed, and whether the role has evolved over time will be starting points. In answering this question, it will also be important to look at the corollaries – would the network have taken place without Sida's involvement? Going forward, what engagement from Sida is required? Does it still have a role to play?

An impact question that is not included that would be relevant is the extent to which the Swedish experience has been paid attention to and influenced processes abroad. The Swedish private sector experience, for instance, is prominently covered in the latest summary of the Voluntary National Reviews. How does the Swedish private sector's engagement compare to that of other countries and to what extent is the network regarded as a model for others (if at all)? Collecting evidence in this area may be demanding, but a few interviews with strategically positions individuals may yield some indications of effects without requiring too many resources.

The evaluation questions were divided into evaluation criteria in the terms of reference, but this categorisation can be further developed to be more in line with the OECD/DAC criteria and good evaluation practice. Hence the evaluation team proposes to move the question on Sida's added value to relevance and the question of Sida's experience to effectiveness. The question regarding Sida's lessons learnt is outside the OECD/DAC criteria, but will play an essential role in the concluding and lessons learnt sections of the evaluation report. The resulting evaluation matrix is presented in Appendix 1.

3.3   Proposed conceptual framework

The team's analysis of the evaluation's purpose and the evaluation questions has led us to the conclusion that there are three dimensions to "The Swedish Leadership Story" for the evaluation to examine and analyse:

1.   The processes of formation, growth and development of the network
2.   The network's dynamics – connectivity, health and effects
3.   Sida's role as development facilitator
Figure 5 below provides a visualisation of the three dimensions – the first dimension represented by the horizontal arrow; the second dimension is represented by the three interlinking gears moving along the developmental timeline; and Sida's role is represented by the curved arrows. The network dynamics are further defined in Figure 6, which have been adapted from the experience of the Centre for Evaluation Innovation.[15] These three dimensions provide a

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[15] Madeleine Taylor, Ph.D., and Anne Whatley, M.S., Julia Coffman, M.S., "Network Evaluation in Practice: Approaches and Applications", *The Foundation Review* 2015 Vol 7:2.

purposive and functional conceptual framework for analysis that will support the team in assessing the evaluation questions and providing findings and conclusions in relation to the OECD/DAC evaluation criteria of relevance, effectiveness, and impact.

To address the evaluation questions, the evaluation team aims to identify and analyse the strengths and attention points of these three dimensions. By looking forward, the team will also aim to determine opportunities and risks related to the three dimensions. These analyses will serve as the basis for formulating lessons learnt and potential recommendations for Sida and the network.

Figure 5: The Swedish Leadership Story
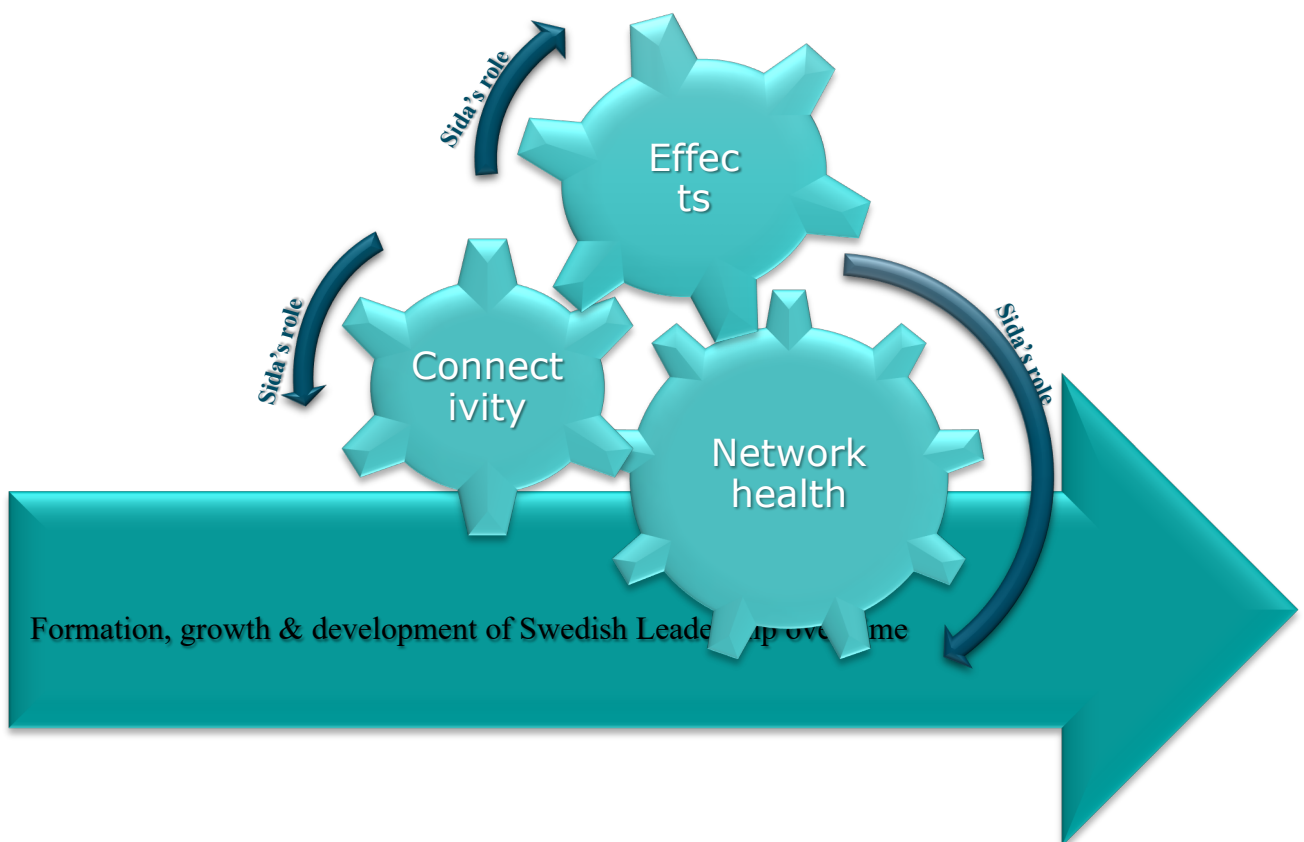
Figure 6: Network Dynamics

Connectivity	Health	Effects
•**Members** people /organisations that participate •**Structure** how the connections between members are structured and what flows through those connections •**Context** connections with external environment	•**Infrastructure** internal systems and structures that support the network (e.g. communications, rules, processes, plans) •**Resources** resources needed to sustain itself (human, financial, material) •**Advantage** capacity for joint value creation	•**Interim effects – expected and unexpected** effects achieved as the network works towards its ultimate goal - influence, exchanges, joint action, changed relations, behaviour, initiatives, new practices •**Goal** intended impact itself

The team believes that three dimensions and their respective components will serve as a useful framework for data collection and may also provide a suitable structure for the evaluation report. While the inductive process may over time lead the team towards another structure, currently the team foresees an evaluation report structure along the lines outlined in *Figure 7*. The findings and conclusions that emerge from the assessment of the conceptual framework will be synthesised in relation to the OECD/DAC criteria.

Figure 7: Potential Table of Contents

Evaluation of Swedish Leadership
Table of contents
1. **Introduction**
   a. **Background**
   b. **Methodology**
   c. **Evaluation Process**
   d. **Limitations**
2. **The formation and development of Swedish Leadership**
   a. **2013-2015**
   b. **2015-2018**
3. **The network dynamics**
   a. **Network health**
   b. **Network connectivity**
   c. **Network effects**
4. **Sida's role as development facilitator**
5. **Conclusions**
   a. **Relevance**
   b. **Effectiveness**
   c. **Impact**
6. **Lesson learnt and recommendations**
   a. **Strengths, attention points, opportunities, risks**

4. Proposed methodology

This section discusses our overall approach; our working principles, our proposed data collection and evaluation methods; and the potential limitations.

4.1 Overall approach

The team will apply an exploratory approach, based on an inductive methodology. This is appropriate given the nature, members, structures, and activities of Swedish Leadership conveyed in the terms of reference and discussions with Sida. It will allow empirical findings to guide the evaluation where to probe deeper. The team therefore finds it necessary to apply a certain degree of flexibility in the data collection.

The team is aware that it will be important to consider the many voices that have been part of the Swedish Leadership's journey, to capture its many facets, perspectives and nuances. This will contribute to understanding the network from intra-organisational and inter-organisational perspectives, as well as understanding the network's development over time. A key question for the evaluation concerns *Sida's role* as a facilitator within the development context among, for instance, diverse and non-traditional actors. This requires considering the macro trends in the development environment as the global socioeconomic and political context evolves.

The team will triangulate the data to reach conclusions and identify lessons learnt concerning the relevance, effectiveness and impact of Swedish Leadership as shown in the Evaluation Matrix in Appendix 1 where the evaluation questions are matched with indicators, data collection methods and sources.

Figure 8. Overall approach to evaluating the Swedish Leadership

| Observations | Patterns regularities relationships, resemblances | Conclusions - Sida Conclusions - SWEDISH LEADERSHIP |

4.2 Working principles

Our approach will be grounded in a number of **key working principles**, established from hands-on experience of reviews and evaluations:

Evidence based. We will strive to **evaluate based on evidence** collected through for instance, document review, narrative sessions, interviews, focus group discussions, network analysis, and potentially electronic survey(s).

Stakeholder centred and utility focused. For an evaluation that strongly emphasises the key voices of the network are heard, a stakeholder centred process is important. An important aspect of how we generally promote utility is by stimulating a critically reflective discussion – in this case about the Network, its journey, its activity, its function, and Sida's role. For many of the involved stakeholders, reflections, discussions and feedback during the evaluation process may prove to be more constructive and valuable than the final written product. The team will be aware of this and systematically report back to interviewees as an acknowledgement of their time and effort spent and as a respect for their role in the process. Feedback loops, verification activities and interim debriefings are also means to enhance ownership of the evaluation process and eventually of findings and recommendations.

We are also particularly interested in exploring how we can build upon any internal discussions already underway.

Process approach. Reviews and evaluations are processes rather than single events. An evaluation should offer space for reflection, learning and if necessary agreed adjustments. Information and accumulation of knowledge during the process may bring new perspectives. Therefore, methodological and analytical frameworks defined during the Inception Phase of the assignment should not serve as rigid blueprints, but flexible guidelines, open for taking in new perspectives that may emerge during the evaluation. It is therefore important to allocate team-time for sharing of information and joint reflection.

Methodological rigor. Use of uniform formats for notes, method guides, interview guides, regular updates, and team discussions are important to maintain the flow of information. It is also important to secure upfront levels of expectations within the team in terms of performance and outputs, as well as establish a sound division of tasks and responsibilities.

Systematic and clear communication. The team is committed to clear, transparent, and regular communication with the key stakeholders of the evaluation throughout the evaluation. Likewise within the team, systematic communication practices will ensure successful team work. Sharing of documents will take place a secured common repository to facilitate access and sharing.

Applying HRBA and a gender perspective. NIRAS strives, as far as possible to integrate a Human Rights Based Approach (HRBA) and Gender Equality (GE) into every evaluation we undertake. Integrating a HRBA and GE contributes to learning about programme functioning and improves decision-making on programme design. It will also foster empowerment through participation of stakeholders in producing knowledge about the intervention.
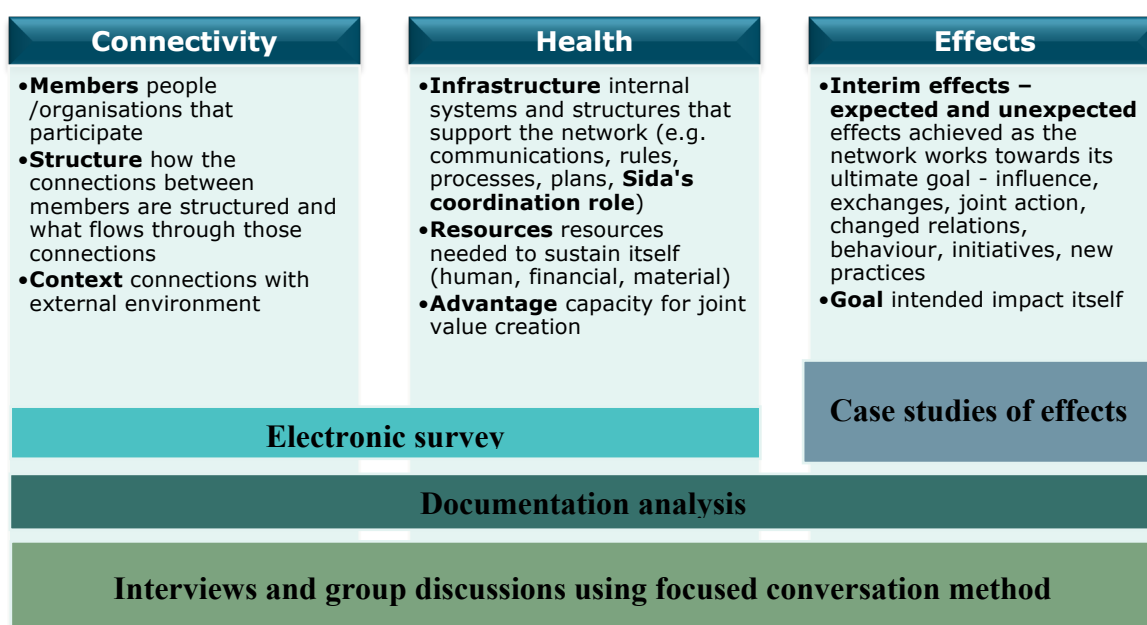
Ethics. Evaluation will be conducted with the highest standards of integrity and respect. Evaluators will respect the rights of institutions and individuals to provide information in confidence. Sensitive data will be protected and should not be traceable to its source. We are conscious that sensitive information may be provided which will require discretion and tact on behalf of the team. The evaluation report will not reveal the names of sources and if needed, it will conceal identities or persons or organisations by using abstraction.

5. Data collection and evaluation methods

For the Evaluation of Swedish Leadership, we recommend a mixed approach. To capture the Swedish leadership story, interviews with key stakeholders and document analysis will be the foundation for understanding how the network was formed, developed and consolidated. These sources will also be important for gathering data on network connectivity, health and effects. As outlined, below, data on the three aspects of network dynamics will also be collected using electronic survey(s) and case studies of intra-organisational effects. This is illustrated in the figure below.[16]

The evaluation team wishes to reserve a measure of flexibility in determining the mix and design of the various data collection methods, both because the team foresees that time and effort will be needed to manage the participatory and relational aspects of the evaluation and to be able to adapt to and pursue further emerging findings.

Figure 9: Network dynamics with data collection methods

Connectivity	Health	Effects
•**Members** people /organisations that participate •**Structure** how the connections between members are structured and what flows through those connections •**Context** connections with external environment	•**Infrastructure** internal systems and structures that support the network (e.g. communications, rules, processes, plans, **Sida's coordination role**) •**Resources** resources needed to sustain itself (human, financial, material) •**Advantage** capacity for joint value creation	•**Interim effects – expected and unexpected** effects achieved as the network works towards its ultimate goal - influence, exchanges, joint action, changed relations, behaviour, initiatives, new practices •**Goal** intended impact itself

Case studies of effects

Electronic survey

Documentation analysis

Interviews and group discussions using focused conversation method

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[16] One way to understand Swedish Leadership would be to study relationships within the network using Social Network Analysis software (Pajek), which was raised in the NIRAS proposal. During the inception phase, the team used the opportunity to undertake preliminary mapping of the network. The team came to the conclusion with Sida that social network analysis has limitations with regard to the study of the Swedish Leadership network. To begin with, it cannot easily capture changes in relations over time. Moreover, the working groups as nodes (see figure 3 above) does adequately capture the level of network activity, since for instance, some members may be active at working group meetings without playing a coordinating role in the working groups. The level of data input (and resources) required to produce diagrams that accurately reflect the network connections would be considerable, and would not necessarily add value to the process of answering the evaluation questions.

5.1.1 Interviews and group discussions

Interviews – open-ended or semi-structured, in groups and/or with individuals – will be a key form of data collection throughout the evaluation.

The preliminary target is to interview 75 individuals in person, in focus groups or in workshop settings. Instead of focusing on the number of interviewed individuals, the team will work to ensure the quality of conducting, documenting and analysing the interviews. Additionally, due to the high number of people involved in Swedish Leadership (50 former and current staff at Sida alone), the expected challenges in booking interviews with a target group that is very busy, as well as the available resources, a selection of people to interview will have to made. Purposive sampling will be used, based on the identification and selection of information-rich cases for the most effective use of limited resources. Covering as many of the member companies/organisations as possible will be a priority, in addition to balancing the categories of stakeholders presented in 3.1.

To capture the individual narratives of the network stakeholders, the team will apply the Focused Conversation Method, a technique associated with Technology of Participation (ToP). This method, which is applicable to one-on-one conversations or group discussions, works especially well for capturing narratives. It involves skilful use of questions that allows the facilitator/interviewer to provide an environment for collective/individual reflective narration that can take place within a limited timeframe. The questioning adheres to a sequenced order – objective, reflective, interpretative and decisional (ORID) –that follows natural human process (see Figure *10* below).

Figure 10: Illustration of the question flow of the Focused Conversation Method (ORID stands for "Objective, Reflective, Interpretive, Decisional")[17]
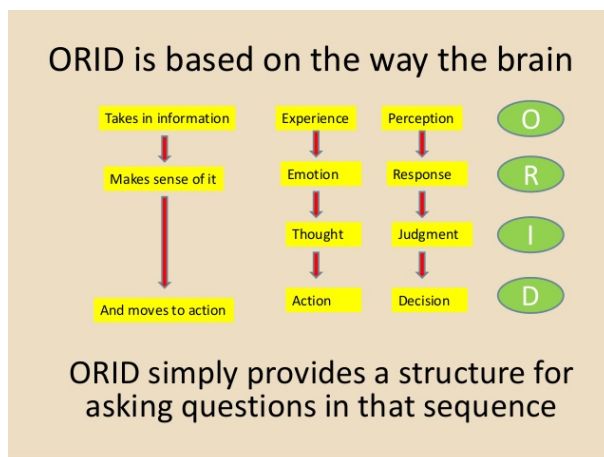

As method for structuring open-ended and exploratory sessions, it provides a relevant set of narrative accounts for the evaluation team to analyse and process. The figure below provides a schematic overview of the method, taking into consideration both the rational and experiential aim of the conversation. The **objective** level questions are precise, straightforward and specific. The **reflective** level of questions ensures that the interviewee/group becomes personally

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engaged in the dialogue that will draw forth diverse responses, associations, and images. The **interpretive** levels of questions invite the sharing of experience and consider the meaning or significance of a topic. **Decisiona**l level questions allow the person/group to be aware of their relationship to the topic. Annex 3 provides a list of *types* of questions that team would use during the interviews.

Figure 11: Overview of the Focused Conversation Method[18]
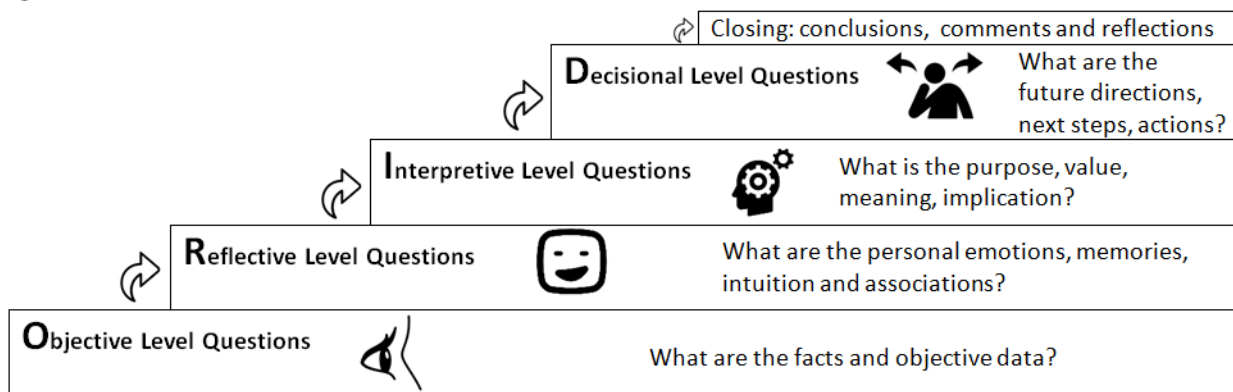
In some cases, the team will conduct group discussions – for instance, if the team is able to meet several staff members of a member organisation at one time. When conducting interviews with external stakeholders who have only a limited perspective of the network (and perhaps limited interview time), the team foresees the use of more direct and specific questions specially designed for that individual.

5.1.2   Intra-organisational/spin-off case studies

Because of the nature of the network and its global scope, the network's effects potentially exist at many levels. Some results may have been produced within member organisations. Other results may be external to the network, but have a scope that overlaps/intersects/is tangent with Swedish Leadership, such as spin-off initiatives in which Swedish Leadership members are involved. A third group of results may be completely external to Swedish Leadership, for instance, an initiative inspired by Swedish Leadership influence. The evaluation will apply an inductive harvesting approach to identifying and analysing effects/results. There will be a positive bias towards actual effects. The team will use chain referral/snowball sampling to identify and understand the different effects produced. This involves picking up "effects" trails during interviews. The team will select a combination of different types of effects that have been identified and undertake case studies of these, which will involve deeper probing. The team will aim to determine the level of Swedish Leadership's contribution to these effects.

5.1.3   Quantitative data collection

A preliminary enquiry during the inception phase suggests that surveys might function well within Swedish Leadership's group of contact persons (Sustainability/CSR chiefs). The team

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will strive towards keeping the surveys few, short, simple and focused. Potential areas where surveys may be used include:

- *Verification of data collected through the interviews and/or focus groups*. An obvious advantage with this approach is that the survey can be distributed to the entire population and hence verify/contradict the preliminary results from the interview sample.
- *Sub-group survey*. There might surface needs or reason to target specific sub groups within the larger target group. A custom made survey is a fast and efficient tool for this type of operation.

To begin with, the team will conduct a short survey to shed light on the health of the network.[19] The survey, which will target all members, will be conducted as soon as possible so that the team can draw on this data for upcoming interviews and focus groups. Draft survey questions have been developed and are included in Appendix 2.

A potential survey for the second half of the evaluation would be a wiki-survey that allows for systematic collection of inductive data from the network members. This new innovative survey approach combines the strength of a traditional survey in reaching a large target group; with the strength of an interview, which allows for unexpected/unintended data to be recorded. This data collection method has been developed to inspire new directions of survey research. It is hosted by Levy at the Department of Sociology at Princeton University[20]. Whether the team uses it depends on data collected during the first half, which is needed to provide a foundation for the survey choices. There are, however, some caveats in terms of a special/new type of user interface, which might be considered as an obstacle in this evaluation (i.e. the target group is not custom to respond to this type of survey). Should wiki-survey be used, the team will be meticulous with instructions.

5.1.4 Documentation analysis

The documentation analysis will mainly involve documentation generated by the network. Such analysis will be important in providing the basic elements of the evolution of the network over time, the activities and outputs of the network, Sida's role and achievements and lessons learnt. The documentation analysis also plays an important role in responding to the evaluation questions. An important number of documents was shared by Sida during the inception phase, including programme documents, work plans, project reports, meeting notes and reports, project-specific documentation, participant lists, MoUs, and contact lists. The list of current network members provided the team with an initial dataset for producing a preliminary network analysis. To develop the analytical framework of the report, the evaluation team also used selected reports and articles on sustainable business and networks.

5.2 Data collection IT-tools

The team expects to use the following IT-based tools during the evaluation process:

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[19] Network Impact, 2018, network health scorecard. Looking for a way to assess the health of your Network?

[20] Salganik MJ, Levy KEC (2015) WikiSurveys: Open and Quantifiable Social Data Collection. PLoS ONE 10(5): e0123483. doi:10.1371/journal.pone.0123483

Management Tool for internal organisation of evaluation. The team will use the online management application Trello to facilitate and boost internal efficiency of the evaluation. Central processes will, for instance, be documented, scheduled and tracked in the system.

Online scheduling software for scheduling interviews. The software Doodle is expected to be useful in the pending process to booking appointments with targeted interviewees. By granting them access to the evaluation team's Doodle page it will give flexibility for the interviewees to find a suitable time (and location) with the principle first-come first-served. The team will also be prepared to follow-up, by e-mail and phone, with individuals as needed.

Data collection terminal/database for interviews and focus groups. The evaluation team will set up a terminal with the ability to store interview transcripts in a systematic and safe manner[21]. The main purpose of this system is to allow for the team to conduct ex-post analysis in a rigours manner. It might also be used to conduct cluster analysis of specific results elements as well as visualisations of the aggregated results.

Quantitative data collection and electronic survey/s. The evaluation might conduct electronics survey/s in efforts to gather additional data; validate preliminary findings; and secure outreach to a wider base of the/a final target group as discussed in section 5.1.3 above.

Web scraping of online modalities and communication platforms. The evaluation team is assessing the possibility to scrape relevant data from the network members' web page/s, such as their official web site and possibly also social media platforms.[22] The purpose for this activity is to estimate any potential and practical impact that Swedish Leadership has had on the network members. The proposed approach will be rather straightforward. By systematically looking and identifying certain key terms, ideas and themes these findings can be used in combination with findings from interviews and hence verify/contradict preliminary results. This approach, if implemented, will be executed in a Python environment. Specific packages involved will be Urllib, Beautiful Soup and Seleninum for data collection; Pandas and Numpy for analysis; and possibly Matplotlib and Plotly/Dash for visualisations.

5.3   Limitations

The main limitation of the evaluation will be the ability to access and interview the main members of the network, who are often CEOs or senior managers with busy schedules, within a limited calendar period. At the same time, given the time invested in and the dedication to the network, one may expect that stakeholders are interested in contributing to the evaluation. The coverage of interviews will thus depend on matching the availability of the network members and the evaluation team. The team will apply dedicated IT tools (such as Doodle) to manage the scheduling. The team is also prepared to adopt a flexible and pragmatic approach – accommodating groups meetings, individual meetings, skype conversations etc. depending on what is practical and expedient.

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[21] The evaluation will comply fully with the General Data Protection Regulation (EU 2016/680) for all collected data and personal information.

[22] It is not currently clear if the evaluation will be able to access specific social media platforms (e.g. Facebook, Twitter and Linkedin) due to restrictions for using systematic approaches for data collection on these platforms.

6. Phases and milestones

The evaluation process consists of the following key milestones and deliverables:

What	Who	When (2018)
Start-up		
Start-up meeting at Sida in Stockholm	*Sida Steering Group and NIRAS, Evaluation Team*	5th March
Inception phase March – April 2018		
Submission of the draft inception report	*Evaluation Team*	22th March
Inception meeting to discuss the inception report	*Sida, Network*	27th March
Sida's comments on the inception report	*Sida*	29th March
Submission of final inception report	*Evaluation Team*	6th April
Approval of inception report	*Sida (stakeholders)*	
Implementation and reporting phase April – July 2018		
Validation and verification workshop with Swedish Leadership	*Sida Steering Group, NIRAS, Evaluation Team, and Heads of Sustainability*	18th May 2018 (09.00-11.00am)
Submission of draft evaluation report	*Evaluation Team*	8th June
Recommendations workshop with Sida, Discussion of draft evaluation report	*Evaluation team and Sida*	14th or 15th June (TBD)
Presentation and discussion of draft evaluation report	*Evaluation Team, Sida Steering Group, Heads of Sustainability*	19th June (part of meeting 09.00-11.00am)
Submission of second draft evaluation report	*Evaluation Team*	21st June
Comments on draft report	*Sida*	28th June
Submission of final report	*NIRAS*	8th August
Dissemination phase August 2018		
Seminar at Sida in Stockholm	*Evaluation Team, Sida Steering Group, Heads of Development Co-operation and Sida Management Team*	Tentative August
Seminar at Swedish Leadership annual meeting	*NIRAS, Sida Steering Group, Swedish Leadership, CEOs*	Tentative November

1 Evaluation Matrix

Evaluation Question	Areas of inquiry / indicators	Methods	Potential sources
Relevance			
1. To what extent was the establishment of a network, facilitated by Sida, a relevant way to engage the private sector to contribute to *influence* the 2030 Agenda?	• Narratives of the process leading up to the establishment of the network and how it was situated in the process of establishing the SDGs • Degree to which members shared the original purpose and goals of the network	Interviews Network health survey Network document review Review of member websites	Documents. Past network members Current network members External International actors Private and public sector actors
2. In what way has the network been relevant for the different members, in their respective work in *implementing* the 2030 Agenda?	• Narratives about way the network has evolved since its establishment in relation to changing needs and contexts The different reason for members for joining and participating in the network • Degree to which members have continued to share the purpose and goals of the network • Perceptions about how the network has operated and been facilitated • Evolution of the level of participation of members in the network over time	Interviews Network health survey Document review Review of member websites Network analysis Sample company initiatives	Documents Current network members Past network members Private and public sector actors Relevant Swedish embassies
3. What has been the value-added of Sida's involvement and facilitation of the network?	• Perceptions about whether the network would have taken place without Sida's involvement • Perceptions about Sida's role in and main contributions to the network • Suggestions and ideas about Sida's engagement going	Interviews Network health survey Document review	Documents Current network members Past network members

	forward		Sida staff Relevant Swedish embassies?
Effectiveness			
What outcomes, defined as changes in behaviours and relationships, have the network and its members contributed to as a result of Swedish Leadership?	• Evidence of changes in behaviours and relationships among member organisations/companies linked to the network • Degree to which the network has influenced external stakeholders • Factors contributing or constraining the achievement of outcomes.	Interviews Network health survey Document review Review of member websites Case studies of company initiatives	Documents External international actors Current network members Past network members Sida staff
To what extent has the network become a forum for learning and a platform for new partnerships (be it projects or co-operation models) for sustainable development and reduced poverty?	• Evidence of shared learning within the network • Evidence of projects and collaborations formed in relation to the network	Interviews Network health survey document review Case studies of company initiatives	Current network members Past network members Sida staff Private and public sector actors
To what extent have the network members changed their relationships towards one another?	• Evidence of creation of and changes in relationships within the network over time	Interviews Network analysis	Current network members Past network members
To what extent have the network members changed their individual dedication to, systems for and/or ways of working with sustainability internally as a result of their membership in Swedish Leadership?	• Evidence of specific changes in members' work with sustainable development that can be linked to the network	Interviews Network health survey Case studies of company initiatives	Current network members Past network members Sida staff
To what extent has the network and its members been able to influence others to acknowledge and embrace the private	• Perception and examples about the role and influence of the network in relation to external stakeholders	Interviews Network health survey	Current network members

sector's role for sustainable development and implementation of the 2030 Agenda? If so, how?		Case studies of external effects	Past network members Sida staff Private and public sector actors External international actors
To what extent has Sida's experience with facilitating the network contributed towards a dialogue about Sida's role as a development facilitator, internally as well as externally?	• Degree to which the network experience has fostered a wider discussion about Sida's role as a development facilitator	Interviews Document review	Documents Current network members Past network members Sida staff
Impact			
To what extent has the network been successful in claiming a space for the private sector in the negotiation process leading up to the SDGs and the subsequent implementation efforts?	• Number and character of the network activities and products related to the SDG process • Evidence of how network outputs influenced the negotiating process and contributed to the SDGs and their implementing structure	Interviews Network document review	work plans Documents Current network members Past network members Sida staff Private and public sector actors External international actors?

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2 Preliminary Draft Survey

Below follows the mentioned draft questions for the initially planned electronic survey with the purpose to gather data on the networks health condition. Note that this is a draft and that minor alterations are likely. There is also a consideration to take in terms of complete anonymity vs the ability to validate cross sector response, as well as the ability to produce analytical filters (in gender, time in network etc.).

To be answered on a scale 1 (Disagree strongly) to 5 (Agree strongly)

NETWORK PURPOSE

1. All members share a common purpose for the network.
2. Together, members have identified clear and shared strategic goals for the network.
3. The network's activities reflect the network's goals.
4. Network membership is appropriate given the network goals.

NETWORK PERFORMANCE

5. Members are working jointly to advance network goals.
6. Members are creating new insights together.
7. The way the network communicates with external stakeholders builds support for the network.
8. The network has helped me to engage colleagues within my company/organisation in sustainable development.
9. The network influences the way my organisation/company works with sustainable development.
10. The network is an influential actor on sustainable development within the Swedish private sector.
11. The network engages effectively with key actors (e.g. within government, academia and/or civil society) in Sweden.
12. The network engages effectively with key global actors within the field sustainable development.
13. The network is meeting its strategic goals.
14. Members are achieving more together than they could alone.

NETWORK OPERATIONS

15. The network's decision-making processes encourage members to contribute.
16. The network handles conflicts well (e.g. it anticipates, surfaces, and addresses conflict when it arises).
17. The network's internal communications systems are serving it well.
18. The network facilitator (Sida) plays a central role in the functioning of the network.
19. Network events are relevant and well-organised.
20. Network working groups are well organised (e.g. groups Decent Work; Environment; Anti-corruption).
21. All members are contributing time/resources to the network.
22. The work of the network is attuned to the comfort and energy levels of members.
23. Members reflect on network experience and adjust network practice accordingly.

NETWORK CAPACITY

24. The network has the human resources it needs to advance network goals.
25. The network members have the human resources it needs to advance network goals.
26. The network has the connections it needs to advance goals.
    ANY OTHER COMMENTS: Please add comments or elaborate on dimensions of the network not captured by the survey.

3 Interview Guide Example

Focus Conversation Guide for Network Members

Topic: Swedish Leadership Story

Objective aim:
- Clearly understand and appreciate the process of establishing and developing Swedish Leadership
- Clearly understand and appreciate the changes in behaviour, relations and collaborative initiatives that have come about as a result of Swedish Leadership

Experiential aim:
- Commitment, excitement and a shared sense of purpose in contributing to The Swedish Leadership Story; generating ideas for improvement; and identifying lessons for the future
- A sense of participation and ownership of the evaluation process

The following questions will be adapted to each interview. Some questions overlap, providing the team with variations depending on the subject being interviewed and situation.

Objectives questions (*intention: Get interviewee's attention, invite discussion, recall words and phrases, collect facts on the interviewee's engagement with their network*)

1. How long have you been part of the network?
2. What role did you play in the formation of Swedish Leadership?
3. Which network events have you participated in?
4. Are you a member of any project groups?
5. Who do you interact with the most in the network?
6. What changes has the network undergone?

Reflective questions (*intention: elicit and acknowledge intuitive and emotional response, memories, initial associations, enable interviewee to become personally engaged in the conversation*)

Personal positive
1. What does Agenda 2030 mean to you?
2. What has been the most exciting part of Swedish Leadership?
3. What are you most proud of with regard to Swedish Leadership?
4. What initiatives have you most enjoyed being part of?

Inter-relational
5. What do you think keeps the members engaged in Swedish Leadership?
6. How would you characterise the relationships in the network?
7. How would you describe the level of trust within the network? Has it changed over time?

Personal negative
8. What has been the most frustrating part of Swedish Leadership?
9. What are you most doubtful about?

Network formation
1. What was your initial feeling about the network in the beginning? Did that feeling change?

2. What was the most inspiring part of establishing Swedish Leadership?
3. What was the most frustrating part of establishing Swedish Leadership?
4. What surprised you the most about the process of forming Swedish Leadership?

Interpretative questions (*intention: consider what the network is about, how it works, and why; deliberate Sida's role in the network, empower interviewees to explore the strengths and weaknesses of the network, challenges and opportunities*)

1. What has been the three most important benefits of the network for your organisation?
2. What are the strengths of Swedish Leadership initiative? Why is it working?
3. From your perspective, what are the most important functions of the network?
4. How important has establishing trust been for the network?
5. To what extent has the network influenced the way your organisation goes about its work? (how, who, what, when)
6. To what extent has the network influenced other actors? (how, who, what, when)
7. Can the network be more supportive in meeting the needs of its members?
8. In what ways do you think the network could strengthens its influence in Sweden and globally?
9. How has the network been relevant for your organisation's implementation of agenda 2030?
10. What are some potential risks that the network my face?
11. What are the opportunities for Sida to play the role of development facilitator in other contexts? Challenges?
12. How important a role has Sida played in the network?
13. What are your thoughts on Sida as a development facilitator?
14. What do you consider the key milestones of the Swedish leadership journey?
15. What were some of the key challenges that Swedish leadership faced during its journey?

Concluding/decisional questions (*draws out deeper meaning and implications, makes conversation relevant and meaningful to the future, conclude on opinions or resolve that may lead to future action*)

1. How do you see the network evolving?
2. Will Sida necessarily have a role in the future the network?
3. What future role do you see for the private sector in fulfilling the SDGs?
4. If you were to restart the network process, what would you change or do differently?
5. Is the network a relevant way to engage the private sector to contribute to implementing of 2030 Agenda? Is it enough?
6. What does the network need to do to continue to be relevant to the needs of the private sector and Agenda 2030?
7. Was the establishment of the network a relevant way to engage the private sector to contribute to *influence* the 2030 Agenda?

4 Final Work Plan

2018	CL	JA	JN	RS
Inception Phase (27 days)				5
Start-up meeting with Sida Steering Group 5th of March	1	1	1	
Documents review and methods development	4	2	2	
Drafting inception report	3	2	2	
Submission of inception report 22rd of March				
Inception meeting and discussion at Sida in Stockholm or video conference	0,5	0,5	0,5	
Presentation at Network meeting 27th of March	0,5	0,5	0,5	
Comments from Sida 29th of March				
Revising the inception report based on comments from Sida	1			
Submission of Final inception report to Sida by 6th of April				
Implementation and Reporting Phase (87 Days)				7
Online survey design, implementation and analysis	1		5	
Key informant interviews /group conversations	6	9	9	
Key informant conversations / interviews (skype /telephone)	6	6	3	
Addtional documents review	2	1	1	
Data processing and analysis			3	
Meeting and preparation for presentation	2	2		
Workshop with the SL network (focus on initial findings) 18th May at NIRAS	2	1		
Report writing	6	3	2	
Submission of Draft Report 8th of June				
Recommendations workshop and discussion of draft evaluation report with Sida, 14th or 15th June	1	1	1	
Presentation of preliminary findings at network meeting with Heads of Sustainability at Sida,19th of June	1	1	1	
Submission of second draft report, 21st June				
Feedback from stakeholders on draft report, 28th June				
Finalisation of the report	2	1	1	
Submission of Final Report 8th August				
Dissemination Phase (6 days)				
Seminar at Sida in August	1	1	1	
Seminar at Sida in Stockholm Tentative November 2018	1	1	1	
Total days	**41**	**33**	**34**	**12**

Initials: CL Cecilia Ljungman, JA Jens Andersson, JN Jonas Norén, RS Research Support

Evaluation of Swedish Leadership for Sustainable Development

This evaluation yields a generally favourable assessment of Swedish Leadership for Sustainable Development. The network was and continues to be a highly relevant initiative for Sida, member companies and the implementation of Agenda 2030. Along the way it has produced some valuable results. The evaluation discusses how the network constitutes both a novel way for Sida to engage with the private sector; and as the development facilitator, a new role for the agency. However, it is also evident that the network is struggling to find direction, maintain momentum, meet expectations, and generate effects beyond the network itself. The report offers recommendations how to address this and move forward.

Sida