CSOs & Business: joint agents for change

WAGENINGEN UR
For quality of life

PSO
capacity building in developing countries

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THE PARTNERSHIPS RESOURCE CENTRE

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Introduction

Slow burners. That is a good way to describe partnerships between businesses and Civil Society Organisations, or CSOs. They take time to start up and develop and while the results can be remarkable, success is not guaranteed. Why these relationships anyway? Linking capacities of businesses and civil society organisations could enhance sustainable and fair development a reality for all world citizens.

For CSOs and business organisations there is a huge question hovering over the slow growing crop of their partnerships: why? Why get involved with an organisation that could as well be from a different world? It is a question for both parties but the perspective we take in this publication is that of the CSO and the challenges it faces in such partnership. This publication will suggest that there are answers to that big question.

With a view to improve cooperation between CSOs and business, four Dutch-based organisations (PSO, the Partnerships Resource Centre, Wageningen UR Centre for Development Innovation and ICCO) initiated an international learning event in April 2011 at the Erasmus University in the Dutch port city of Rotterdam. In this publication the organising partners would like to share answers and insights deriving from that experience with you.

The learning event came about because a number of CSOs in countries as diverse as India, Peru, Kenya and South Africa were keen to have a more profound reflection with their Dutch peers, openly discussing their partnerships with the business world. But reflection amongst CSOs and Dutch NGOs on these four cases is clearly not enough… One of the issues standing in the way is a dearth of well-documented practice, accurately describing and exposing the nuts and bolts of real-life situations, the "acting" in partnerships. Not the theory, the practice. This publication is part of an on-going attempt to serve that goal. The intended reader is you, the practitioner. After all, you need to combine the existing 'theories', 'models', 'best practices' and own intuition on a day-to-day basis, so that the partnership can be successful. You could be in a CSO and thinking about a partnership with a business organisation, or maybe you have just started one. Conversely, if you are in a business and are looking for ways to understand your CSO partner better, you will also find useful information as you read on.

So what will you find here? This: five insights, born out of reflections on real CSO-business partnerships from developing countries, as they were discussed in Rotterdam. They follow the natural process of a partnership, from its inception, to its (sometimes rather complicated) development and eventual success – or indeed, its end.
They have been organised as follows: Part One, which subsumes the first two insights is called "Getting Started" and reflects on that major question why anyone would want to get involved in a CSO-business partnership and how partners can arrive at common objectives. We argue that this is, in fact, the foundation of your partnership. If you take a wrong turn at the first step, the road ahead will become more obscure as time goes on.
Assuming that things have worked out well, we have subsumed the next two insights under Part Two. It is headed: "Keep on going!" Here we specifically focus on all manner of partnership dynamics that may (or indeed will) occur and how you can reflect on them.
The final insight turns to the future and reflects on the question whether your partnership has got one. We argue that both the end to a partnership and its success contain valuable lessons that are useful, for a future attempt. Hence the heading: Plan for a future – or not.

This publication is not intended as a manual. In fact, it is the exact opposite. It is meant to inspire, provoke your personal deeper thoughts, and support a personal or organisational learning process. As you read the five insights you find that comments have already been made by partners from both business and CSOs. We invited those comments and in keeping with that idea, we very much would like you to read the contents with your own partnership in mind. Additional we hope to serve a big challenge that was identified during the event in Rotterdam: as CSO's and business we need to learn each other's language. In time, we hope that this becomes a learning document and an evolving one. In this way, it should serve others as it did yourself.

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Prologue

Look at the challenges that face humanity in the 21st century – stubborn poverty, devastating climate change, wars over water, depleting natural resources, unprecedented corruption and greed … the list is endless. Put into that mix the ever-increasing power of corporations, sometimes-withdrawing sometimes-assertive governments, distressed communities, active and sometimes activist investors and a changing world order where the east is slowly but surely becoming more powerful than the west. The picture that emerges is increasingly complex!

And in this increasing complicated world where the future of humanity itself hangs in a balance, which are the institutions that are equipped to address these challenges? Governments seem to be unable to think beyond 4 to 5 years to the next election where disenchanted citizenry ensure that no one political party gets to rule. Corporations seem to be ruled not by the potential for creating long-term value but how their financial bottom-line looks like quarter to quarter. And civil society seems to be caught in the bind of finding the human and the financial resources to remain relevant to society and fight fo r the causes and interests dear to them!

But the situation is not as hopeless as it seems! Where no one single institution appears to have the ability, motivation or the moral authority to find solutions, the only option is that everyone works together. As partners! And more and more governments, businesses and CSOs are beginning to realise the real value of such partnerships with some really positive results.

But partnerships are easier said than done and CSO-business partners are harder than most because these two institutions seem to lie in opposite ideological corners. In India – and this is likely to be true of much of the developing world – CSOs and business have traditionally shared a healthy disrespect for each other, which continues till today. CSOs have problems with the profit maximisation paradigm of business and associate that with greed, which results in private benefit at the cost of public cost. And multinationals are seen to be the worst of the lot, as their "stateless" existence seems to make them accountable to no one and having no stake in any nation or its people. Businesses, on the other hand, see CSOs as troublemakers, as anti-development, always ready to protest against setting up a steel plant or emissions and discharges from a factory or poor working conditions of workers but unwilling to provide practical solutions. And at best as amateur do-gooders – heart perhaps in the right place but no real ability to do anything at scale with no focus on efficiency or results.
Despite these differences, CSOs and businesses both understand that their common future lies in a sustainable and just world but neither can make things better on their own. Thus, they see that partnerships are mutually beneficial and are hence exploring these possibilities more actively than before. But because idea is still quite new and mutual suspicion dominates, both parties are still feeling their way through the complications of initiating them and making them work.

That is where the real value of this publication lies. Based on real-life experiences in the developing world that have had success but also some setbacks – remember failures are important to learn from – this publication culls out five fascinating insights covering all three aspects of partnership building – initiation, maintenance and growth. It exhorts readers to remember that partnerships have a definite beginning and an end and reminds them that the key building blocks of a successful partnership are trust, respect, shared risks and benefits and, above all, the common purpose that gave birth to the partnership. When these are kept in mind, then the focus shifts from divergence (which will always exist between CSOs and businesses) to convergence, from judging motivations to understanding them and from assessing costs to valuing the gains.

CSO-business partnerships are the future. Join the journey!
Shankar Venkateswaran, Director, SustainAbility. India.

Background

In-depth documentation of case studies and desk research was done before the learning event took place. Also the event itself was documented well. For a more profound impression of the learning event and the subject of public-private partnerships you can read the documentation below. You can find all background material here.

Case descriptions

Throughout this document we refer to four cases, whichput into motion our learning journey. These cases were developed for the purpose of the learning event on Civil Society-Business cooperation and used as inputs for dialogue and sharing.

These are:

- Case Peru – CEDRO and PROTISA
- Case India – PRADAN, SST and SRF Ltd.
- Case Southern Africa – Southern Africa Trust and SADC Employers' Group
- Case Kenya – HSHC and Solarix

Below the abstract of these 4 case studies, with a link to the full case reports

Case 1: Peru – CEDRO and PROTISA

This case describes the on-going partnership of the Peruvian NGO CEDRO, the Information and Education Centre for the Prevention of Drug Abuse. CEDRO is concerned with fighting child labour and found an ally in PROTISA, a company producing paper and tissues (part of CMPC Tissue). Established in Chile in 1920, CMPC is a leading player in paper markets and is active in over 50 countries in 5 continents. PROTISA is seriously interested in Corporate Social Responsibility (CSR) and decided to partner with CEDRO to ensure that vulnerable children remain in school and stop getting involved in child labour.

This partnership consists of a project in which CEDRO works with PROTISA, the Municipality of Santa Anita, and ICCO to bring 150 adolescent workers between 9-14 years back to school. This project is funded by PROTISA and ICCO. The case will illustrate that this partnership goes beyond funding.

Read the full version

Case 2: India – PRADAN, SST and SRF Ltd.

This case describes an experience of two Indian NGOs: PRADAN and Sir Syed Trust (SST) in their partnership with SRF Ltd. SRF is the world's 2nd largest manufacturer of the Nylon 6 tyre cord and belting fabrics. SRF is market leader in India and is rapidly expanding operations to other continents. SRF has factories in Rajasthan, which contribute to a depleting water table and reduced well-being of people residing around the factory. In 2006, SRF started looking for a competent and like-minded NGO as a partner to help mitigate the negative effects of its factories. PRADAN, an NGO with a variety of business partnerships, knows the dilemmas of partnering with business from experience. In this case, PRADAN and SST saw an opportunity to help improve the well-being of 6,500 families by the large-scale re-planting of and increasing the ground water levels. This would help SRF to honour its agreement under Kyoto to reduce greenhouse gasses and carbon emissions, create opportunities for troubled communities surrounding the factory, as well as safeguarding water supply for the factory.

This partnership is independently monitored by a research agency. Although this partnership was initially designed for two years, partners have pledged to continue for at least 9 years. PRADAN is a partner of ICCO.

Read the full version

Case 3: Southern Africa – Southern Africa Trust and SADC Employers' Group

This case is about a partnership between the Southern Africa Trust (The Trust) and the SADC Employers Group (SEG), called the Business for Development Pathfinder (B4D). The Southern Africa Trust, based near Johannesburg, is a registered NGO aiming to support multi-stakeholder engagement in the Southern Africa Development Community (SADC) by stimulating policy dialogue among three sectors on regional integration. The private sector was however only interested in dialogue if there was concrete action that would bring benefits to business. The B4D Project was initiated as a result of the SADC Conference on Poverty and Development (Mauritius, April, 2008) to assess mechanisms to drive change in the social and environmental performance of both domestic and foreign investors, based on a partnership between the Trust and the SEG.

The B4D Pathfinder is a service, which helps business profitably to integrate poor communities in the core business of a company throughout its value chain. A Toolkit, Performance Tool, called the B4D Barometer are currently developed as concrete methods that businesses can apply if they wish to become more 'inclusive'. It focuses on "inclusive business" as an opportunity to promote sustainable development in the SADC region by harnessing the knowledge, skills, resources and strengths of the private sector. An essential element for successful "inclusive business", according to the Trust, is involvement of civil society organizations (CSOs). The private sector depends on CSOs for their experience in engaging with the poor, and B4D therefore also links businesses to CSOs.

This case study reconstructs the history, process, and outcomes of this partnership so far based on interviews with a variety of stakeholders. The Southern Africa Trust is an active partner in the Change Alliance.
Read the full version

Case 4: Kenya – HSHC and Solarix

This case is about a partnership between the Dutch company Solarix and Kenyan NGO Help Self Help Centre (HSHC), started in 2007. Solarix is an innovative company and an expert in the production of sustainable biofuels and energy. It installs equipment to process residual fats and pure vegetable oils such as rapeseed, palm and soybean oils into biodiesel. HSHC has evolved over the years from a service delivery organization to a civil society focusing on three program areas of agribusiness, nature based enterprises and renewable energy. HSHC established Horizon Ltd, a private company to further its business interests such as oilseed and biodiesel production. Solarix was to take a share in this company.
This case tells the story of a partnership with a high potential that didn't quite take off as planned. Both Solarix and HSHC did their best to overcome obstacles but found out the hard way that successes in partnering are not self-evident. As a concerned observer, HSHC's funding partner ICCO also learned lessons on brokering partnerships.
Read the full version

- Background paper to the learning event
- Presentations

Insight #1
Phase 1 in partnerships: Getting started

Know your Theory of Change

As an introduction...
It starts with ideas. The basis is twofold: first, a thorough understanding of change, and second, how you and your organisation view processes of change - in the world. Or in a country. Or just in a village - even a neighbourhood, a street. The scale does not really matter. What matters is that you and your organisation have a clear understanding of a societal problem, its context and causes - and how to change it.

The crucial questions that are being asked are deceptively simple: What is needed to make the change happen? How could we, as an organisation, contribute to this change process? It's very likely, that the realisation will dawn that the change process you perceive cannot be achieved single-handedly. You have analysed that you are part of a bigger and quite complex picture, where many development processes are at work and other parties have responsibilities too. You realise you need others to work with you, to help realise your dreams and objectives. In short: you are beginning a process of organising change…

Considering partnerships: do we know what they are for?
Manoj Rai, of the Indian NGO PRIA: 'This [CSO-business relationship] is a relationship that everyone is talking about without knowing how to initiate or manage it.' More often than not, civil society organisations (whether NGOs, community-based, not-for-profit) enter into some kind of a partnership with business because everyone is doing it, or because it felt right at the time, or because there was financial gain further down the line.

Even though ad hoc decisions to enter a partnership still happen, there are encouraging signs that partnerships and their various actors are maturing. There are CSOs with a well worked-through plan for engaging in partnerships from the business world, having thought long and hard about their own role and their own chosen path towards change in the society where they operate.

Theory of Change
At the basis of these partner choices lies a Theory of Change: a thorough analysis of a problem existing in the first place and a clear notion on how change happens. This notion is likely to be the start of a necessary organisational thought process, led by many relevant questions of identity and role: Who are we? What are we for? And: What changes are

“Crucial is that we get a clear picture of who we are, what our role is – all emanating from the answer to the question about how we believe change happens.”

we after? Are we a single-issue group or do we want to focus on several (related) problems? What is our role, in any given setting? What is the role of others in our theory? Have we been effective so far?

Once the primary questions and conditions on the basis of your Theory of Change have been answered, the thought process will lead you into defining if and how partnering with business could (or would not) be functional to this change. The subsequent answers may arrive quickly and with astonishing accuracy. If you believe that the change you want will be best brought about by advocacy, lobby and/or campaigning – then your organisation will be doing that. If you believe that service delivery is the way forward – or mutual support - then that will be your organisation's core business. Some CSOs do one or all of these and this has consequences for possible partnerships. But crucial in this stage is that there emerges a clear picture of who we are, what our role is – all emanating from the answer to the question about how we believe change happens.

The Theory of Change will determine what kind of partnership will ensue. Who can we work with most effectively in order to achieve our objectives? A one-on-one with an enterprise? Multiple partners from the business world? Will it – at some point - involve local, regional or national government – thus making it a tripartite arrangement? And what will be our attitude towards the prospective partner?

Perceptions

This last question may raise a few eyebrows but it highlights an issue that is frequently overlooked. In his presentation during the CSO-Business cooperation event in April 2011 in Rotterdam, Shankar Venkateswaram mentions that many CSOs have simply never thought about how they see business. And if they have, they frequently have concluded that business is “the main cause of many societal problems”. This inevitably has repercussions for any kind of partnership they may consider. Venkateswaram advocates a highly practical, problem-solving approach in which CSOs ask themselves why and what for they want to approach business in the first place. This goes straight back to formulating the Theory of Change, with the practical edge that is directly linked to solving a particular problem. Moreover, in situations where the problem has a strong impact on both CSOs and businesses, the partnership becomes clearly an effort towards solving a shared problem.

Your partners may look more like you than you think

So you have gone to look for a partner – or they have found you. In whatever way your partnership comes about, the bottom line remains the same: you want partnerships because they help you in achieving your objectives. Obviously, any partner from the business world has had a different historical and present context. However, they may well have gone through a similar process. Like CSOs, businesses offer products and services that - one way or the other - contribute to further development of societies. Particularly, in terms of economic development and employment creation. But their main “driver” in doing so is a totally different one: returning profit. Making profit enables their survival and expansion, and therefore guarantees continuation of their share of contribution to societies. It also helps them to invest in innovation – which is an important societal function that in particular larger firms have. firms also have a range of motives to want and start a partnership to ensure their continuity. For CSO's, it is time to recognise and understand these motives and drivers better, and work out how and in which situations business motives and operations could very well fit into an overall developmental approach, in line with the CSO's own programme and/or organisational goals.

Making real efforts towards better understanding each other's way of existing and working will be a recurring theme in this paper. It requires respect, interest and curiosity in each other's organisational drivers and used languages (jargon). Communicating in an open and transparent way about yourself and between you and your prospective partner(s) is a prerequisite for success. As the process continues, roles and the partition of tasks are laid down and ambiguities can be accepted.

Mutual benefits

All this means that CSOs obviously have something to offer business operators. These could be: knowledge about the communities in which they work; local, regional, national and international networks that prospective partners may be interested in; even technical expertise. Connecting these assets with the assets of a business is beneficial for a company: it may increase the legitimacy and sustainability of its business operations, reduce risks, reinforce its reputation as a caring company and it may increase the number of its own business partners as well as lead to product and market innovations. In the case of Shri Ran Fibres (SRF) in India, partnership with a local CSO enabled it to enhance its connection with the local community where it worked, increase ecological protection and simultaneously sustain itself as a viable company.

But – what's in it for us?

The question CSOs must ask pertains to benefits that a partnership can bring to their own organisations. These benefits can be defined in simple terms: increased visibility, revenue or credibility (for instance by being connected with a well-known brand name), better management, increased efficiency and even innovation. But that is a collection of side effects that should not detract from the main question, which is: how does this partnership fit with the objectives we have set ourselves? In other words: is this partnership compatible with what we have chosen to do, in line with our Theory of Change? Will we become more effective with this partnership? Can we advocate, lobby, deliver, support, campaign, research better with this partnership? Can we influence our partner towards more sustainable business practices, more financial and organisational transparency, more care for the social environment in which it works? Will this help more children to go to school, help make sustainable agriculture in our village a reality? Looking at the CEDRO case from Lima, it was clear that getting kids out of dangerous working conditions and into the classroom could not just be approached from a charity perspective. The partnership between CEDRO and PROTISA led to the joint realisation that PROTISA had to adjust its core production and distribution process in order to prevent the problem from occurring in the first place. Eventually this resulted into a more mature and deepened type of partnership. As Manoj Rai puts it in the simplest possible way: 'How can we complement each other for larger societal development?'

Self-reflection to give meaning to partnerships

Every organisation is constantly forced to consider the ever changing context in which its works, through on-going reflection and analysis. In her feedback on the CSO-Business cooperation event of April 2011 in Rotterdam, Doreen Kwarimpa-Atim (EASUN, Tanzania) makes it clear that this analytical process extends to partnerships. She says: 'There is an increasing need for CSOs to be very clear about who they are and what they exist for...what is their purpose for being involved in a partnership with business and they need a strong awareness of what they bring into the partnership, and what the others have to offer.' This process intensifies when a partnership develops, as the following insights will show.

'Partnership Formation – what to consider before you start' booklet of PrC.

Insight #2

Know **who** you are and manage who you want to be

A different reason on shared goals

Ideally, CSOs derive their reason to exist from their own theories of change. In the course of the thinking process that got them there (see insight 1), they have also come to define themselves: as activists, service delivery organisations, as lobbyists, campaigners, research collectives, in short; agents that are geared towards delivering social and economic empowerment. Partnership with a business means, by definition, entering into a relationship with an entity that possesses foundations and motivations that differ fundamentally from a CSO. The challenge for CSOs lies in being clear, constant and explicit about the proposition you bring into the partnership.

A business works on the premise that it exists to deliver products or services and doing so, generates profits for its shareholders. Through their activities, they generate employment and bring economic development. The profit motive may certainly be realised through service delivery, something CSOs also engage in – but the rationale for delivering services and product development is an entirely different one. There is another aspect about business that CSOs are unfamiliar with. The entire organisation of a business: its culture, language, the way words are used and what they mean, how businesses are driven – all these things will be new and in many instances baffling to a CSO. They will have to be acknowledged and respected. The reverse should be happening in the enterprise seeking a partnership with the CSO.

Unusual partners for shared goals?

What CSOs and enterprises may have in common is a shared hostility to (or dislike of) the State. It is often seen as a hindrance. As the Peru case shows, this perception may change, for instance because the actions of a local authority show it to be cooperative. However, shared hostility should not be mistaken for a shared goal. A company simply does not want to work with the State because it might be overregulating and hinder business expansion or simply because they feel the State is a corrupt system. A CSO by contrast has analysed the causes of, say, rubbish-strewn streets or begging children and concluded that one of the main reasons for this state of affairs is a dysfunctional local government. Acting from this analysis and justified by its own Theory of Change, this CSO has every intention to change the way the State functions.

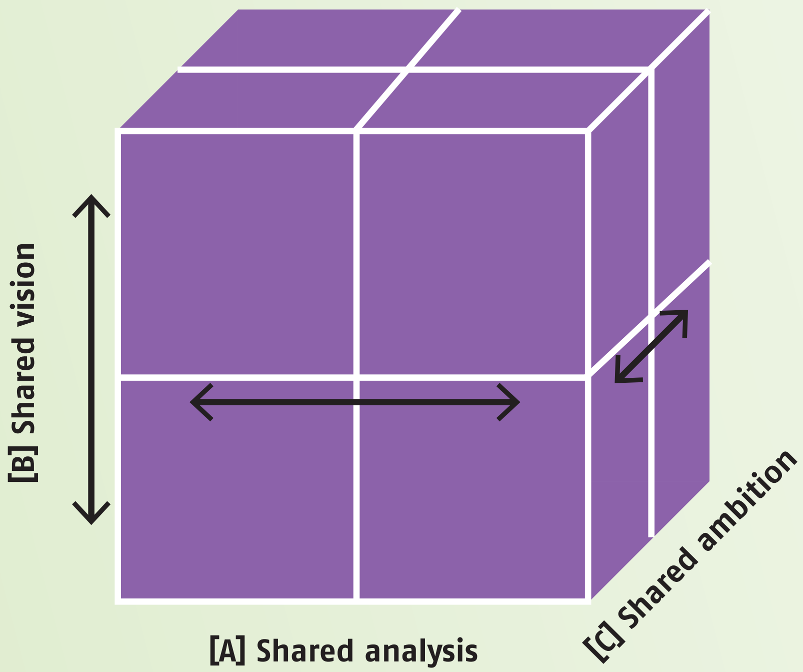
So, can these two be natural partners? An explicit agenda of change may not be supported by a company. Business has often no major intention to change the way the State functions – this is outside of its remit. After all, such role is given to employers' associations or other lobbying agents. However, a business entity and a CSO could very well decide that there are many other issues on which they can collaborate on. Practical issues like getting supplies to school, for instance. Or a food scheme. But partnerships also exist on broader matters, such as working on innovations for energy supply to poor areas. All of these can be formulated as shared goals, even when either of the two partnering organisations enters into such a joint activity for different reasons. This is not necessarily a problem, provided that communication between these two prospective partners is clear, transparent and honest.

The Partnership Box

The Partnership Box neatly dissects the issue of what a CSO and a business should share in order for a partnership to be predictably successful. At the two ends of the spectrum are two opposites. When partners have:

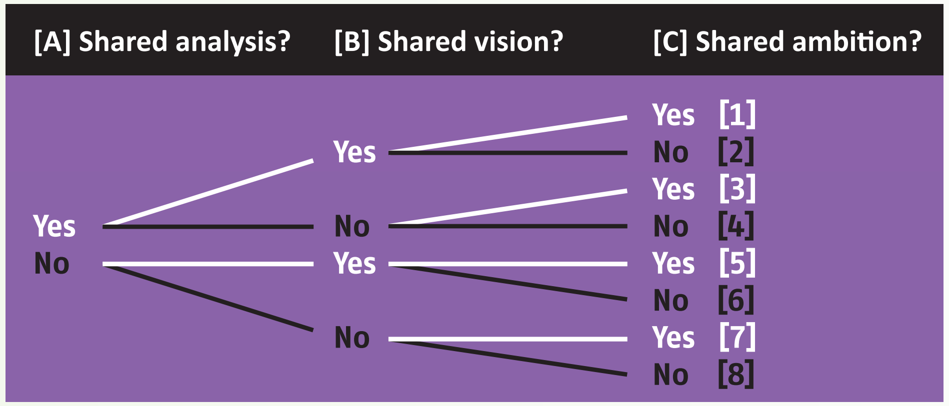
- a common analysis of the problem to be solved, who the stakeholders are and what their contribution can be to solving the problem;
- a common vision about what the outcome of their joint intervention should be and
- a common ambition to achieve their joint objective(s);
- a common agreement on how to practically build and support the partnership,

then a partnership is most likely to succeed. Absent these four and the chances of success are slim to non-existent.



The notion of 'partnerships' can be seen as a process in which partners commit to long-term, structural interaction based on a shared analysis that every actor suff ers from a number of failures, consequently a shared vision of sustainability and a shared ambition that all partners should play a role in its achievement. The underlying idea of partnerships is that by generating additional knowledge and resources, results can be achieved that benefit all parties and which they could not have achieved on an individual basis. Collaborati ve advantage is achieved if the following equati on is reached: 1+1+1=4. The widely-held expectation is that (cross-sector) partnerships provide both organizati onal benefi ts to their member organizations and create synergy to achieve eff ective outcomes for society.Partnerships, thus, have three basic dimensions: analysis, vision, ambition. Together they can be portrayed as a Partnership Box, consisting of eight possible building blocks.

In practice the box proofs more of a 'black box' in which the nature and outcome of the interaction between the building blocks remains largely obscure. Not all of these dimensions are regularly and/or systemati cally considered in partnering theory and practice. In partnering research the very definition of a partnership is based on a 'shared vision'. But



[A] = Issue analysis, problem definition
[B] = goal, output and outcome orientation, mission definiti on
[C] = implementation, organisation and means attribution (management of expectations)

in practice we can see that even without a shared vision, partnerships can be necessary and even eff ecti ve. Shared vision can materialize also at the end of a partnership project and do not have to functi on at the start of a partnership. Many partnerships have materialized ad-hoc, so it becomes important to understand whether the partners share a problemanalysis.

A shared analysis is bound to influence the effectiveness of the output of the partnership, but is not a necessary condition. The same applies to the third dimension, the ambiti on or operati onalized management of the partnering organizations or individuals.

This sequence can be illustrated by a decision-tree, which distinguishes between eight different types of partnerships based on a parti cular (simple yes/ no) combinati on of analysis, vision and ambition. The figure also operationalizes what degree of shared vision, analysis and ambition can be expected to lead to the most effective type of partnership. The thickness (weight) of the line shows our expectati ons. We would expect those partnerships that are based on a shared analysis, vision and ambiti on to have the highest possible change of success [type 1]. But we could expect that organizations that cooperate on the basis of a shared problem analysis and shared operationalizati ons (on how to address the issue) [type 3] can be more effective even if they do not share a vision, as compared to a badly operationalized

partnership that nevertheless share analysis and vision [type 2]. A shared vision is not a necessary, nor a sufficient condition for a (relati vely effecti ve) partnership. A shared problem definition seems to be more important perhapsthan a shared vision [types 1-4 as compared to types 5-8]. What can be expected, though, is that in case all three dimensions of the box are not or only weakly present [type 8] the changes of success are parti cularly bleak. Nevertheless this type of partnership is conceivable. It is the 'agree to disagree' type of alliance, that might be the only possible mode of cooperati on for instance at times of conflict or with very large interest diff erences between the actors.

Source: Partnerships Resource Centre

"CSOs are not always aware that their own clear proposition is an important prerequisite for a partnership to stand a chance of success"

IDENTITY

In between these types of commonalities lie a host of different possibilities. A shared problem analysis appears to be more important for a partnership to succeed than a shared vision, as the above example about working with the State shows. A jointly agreed way to get to the objectives agreed upon (common ambition) also appears to be paving the way to success more than agreeing on lofty ideals. The overall message: be practical.

Added value

If it has been established that a partnership will indeed be attempted, because it helps in the achievement of set objectives of both partners, there are follow-up questions, central to the decision whether or not a partnership will actually go ahead. These include: are we clear about each other's motives for a partnership? What does each of the partners bring to the table? An enormous range – some tangible, others not – can be named here. As pointed out before, CSOs dispose of knowledge that a business may need. They have local, national, regional, international networks that a business can tap into, offer access to markets hitherto closed to a particular enterprise, access to labour or indeed access to information that helps them to operate more sustainably/more socially responsible. An enterprise can bring financial resources, provide access to markets, its brand name(s) and the reputation/goodwill attached to it, management and technical expertise and so on. These have to be made explicit and specific, in order to avoid misunderstandings and power imbalances.

In the business world there is frequent use of the term USP. Unique Selling Points. Everyone has them. In a partnership, the USPs of either side must be explicit. What is your proposition? What is your contribution? During the event in Rotterdam it appeared that CSOs struggle with these questions. They tend to find it difficult to formulate a clear proposition. CSOs are not always aware that their own clear proposition is an important prerequisite for a partnership to stand a chance of success. Again: what do you bring to the table? When establishing added value it becomes clear what each partner brings in and, crucially, how partnering could support a process of change and/or solve a specific problem.

Roles and dependencies

There is a continuum here. It starts with CSOs being entirely and completely independent and very likely confrontational; in which case there will be no CSO-Business partnership but rather a series of attempts on the part of the CSO to influence the way a business operates. On the extreme other end, there is complete incorporation, in which no partnership exists: one has subsumed the other.

In between these extremes is a grey area where partners negotiate their relationship. In Rob van Tulder's presentation at the learning event in Rotterdam, this middle area was inhabited by the terms "partnering/brokering" and "advocacy"[1]. It is here that the various roles of the two (or more) partners are fleshed out, through constant communication and negotiation. It is here that CSOs can and will take position. Do they want to engage their partner – or reform it? Is the relationship based on self-interest on both sides? And if so – what is the trade-off? If a CSO brokers a business' access to a new network, what does it get in return?

Roles revisited

The Partnerships Resources Centre[2] (PrC) has listed a few strategies CSOs commonly employ in order to engage business. They call them "inactive", "reactive", "active" and "pro-active". Despite this typology, there is no rulebook about the right approach. What the PRC paper outlines are the most common strategies that CSOs adopt.

1 See Background paper CSO–Business partnerships learning event April 2011: "Civil Society Partnering with business On Shifting Identities, New Opportunities and Complex Challenges, PrC

2 Civil Society Partnering with business, on Shifting Identities, New Opportunities and Complex Challenges, p.8,9. Partnerships Resource Centre, 2011

NGO – BUSINESS PARTNERSHIP

"whatever formal shape the partnership assumes, it must be built on mutual respect, an appreciation of where either partner comes from and the practical arrangement around achieving shared objectives."

You are likely to recognize yourself in one or more of them and realise that the negotiation process that began at the very beginning, simply continues well after the buffet has been cleared.

Mutual respect

Whatever the nature of the relationship, one has to be upfront about motives. It is true that CSOs sometimes accuse business of not showing their true agendas in the negotiating process leading to the partnership. Conversely a business may feel cheated when it finds out that the partnership was not built around a shared problem analysis or ambition but instead around a CSO hidden agenda of pushing towards changing its core modus operandi.

Personal relationships play a role here – but partnerships should at this stage be anchored at institutional level within the partnering organisations. One way to bring this about is by drafting, circulating and agreeing on a Memorandum of Understanding (MoU) or a Letter of Intent. But whatever formal shape the partnership assumes, it must be built on mutual respect, an appreciation of where either partner comes from and the practical arrangement around achieving shared objectives.

Selling the partnership to constituencies

In his April 2011 presentation in Rotterdam, Shankar Venkateswaran identified four reasons why CSOs could or should not be engaging with business: (1 and 2) it consumes precious time and resources that could be better used elsewhere, (3 and 4) there is a danger that the CSO in question may be co-opted or dwarfed by the business partner[3] . As addressed in Insight 1, businesses look for partnerships with CSOs because the latter have something that the former lack, and vice versa. Businesses want to be known as environmentally and/or socially responsible and are actively looking for partnerships to help them gain this credibility. Business may dwarf CSOs in terms of size which may be perceived as unequal, yet CSOs bring things to the table (knowledge, networks, credibility) that even the largest corporations in the world have difficulty obtaining. This, then, can be referred to as equity. You may not be so large as your partner but you have equal contributions in this partnership.

3 Powerpoint presentation S. Venkateswaran

In an article in the Partnership Special for the Dutch development magazine Vice Versa of October 2011, Rob van Tulder and Marieke de Wal (PrC) stress the kind of tension that can be inherent in situations where there are more CSOs involved in one partnership, assuming different roles. Here is an example. The Dutch development organisation ICCO and the giant Dutch supermarket chain Albert Heijn have a partnership. Should this partnership be extended to [hypothetically] include a much more aggressive (and single issue) advocacy group like, for example, Fairfood, tensions are likely to ensue, as the supermarket chain may feel unduly pressurised with ICCO potentially caught in the middle. Yet, many examples exist of different (types of) CSOs working with or aiming at a certain company. This calls, yet again, for transparency and fine-tuning, in particular on the part of the CSOs who, in the end, do share similar objectives.

CSO

The most important priority should be on promoting and securing the returns and gains to the main constituents of the CSO's efforts. Rather than seek for visibility/control/authority. We understand the conflicts that arise between the CSO-business partnerships, owing to the fundamental difference in purpose, and agree with the point that this can be largely resolved through communication, and mutual respect.

Having said this, we remain persuaded that good background information of the history of each party is integral to determining the potential of the partnership, as history can offer a telling, although not necessarily conclusive forecast as regards future performance and each partner's orientation towards the project.

Bernard Muchri HSHC, Nairobi

The arguments made by Mr Venkateswaran can and in all probability will take place within every CSO that is preparing a partnership. The question then becomes: can I "sell" the idea of a partnership with a business entity to the constituencies my own organisation (colleagues, followers, beneficiaries, donors)? Or, more pertinently: do I need to? Very often, you will find yourself lobbying internally for your ideas and work towards building this partnership (or even enlist the help of an external broker for the partnership). This might be annoying at times, but in fact this is a good thing. Critical questions from your peers are necessary to keep you sharp and "on the ball". After all, you are trying to build something with an unusual partner and this requires careful consideration of conditions and consequences every step of the way.

It is useful to remember, here, that the same processes are also taking place within the business a CSO is planning to partner with. CSOs are often perceived as well-meaning but inefficient or indeed even as misguided. Within the business partner a similar process towards accepting a partnership is likely to be going on.

Keeping the Theory of Change in mind

From a CSO point of view the basic questions surrounding partnerships remain pertinent. Most specifically: is this partnership the right thing for us? Is it logical given our objectives and our core business? Does this help to bring the realisation of the dream closer? If there is no fit between your goals and the partnership you are preparing, three alternatives always remain: another partnership, multiple partnerships with other partners - or none at all. One participant in the April event quipped: 'Don't get married after one night...'.

Biz

There were indeed apprehensions on both sides initially to come together and jointly take up a project on sustainable development of the local community near our plant areas. However, once each side figured out the genuineness of intent, long term commitment of the other, the collaboration was easy and sustaining.

The NGO partner brings on the table their expertise to do micro planning with regard to the initiatives and interventions needed for the upliftment of the poor and SRF contributes by way of financial resources and the management of planning, monitoring and reviews to ensure value for money.

MOUs (Memoranda of Understanding) are drawn out with rights and obligations of partners and it is working well for us. In fact, such is the mutual trust, that we have introduced another professional NGO for impact assessment studies in the project villages.

Partnership is possible and sustainable if there is mutual trust, a like-minded approach and respect for each other's competencies to deliver on their commitments as per the agreed MOUs.

HS Dua of SRF

Insight #3
PART 2 in partnerships: Keep on going!

Work with the dynamics of partnership

Intro

So, the modest marriage ceremony has taken place, representatives from the brand new partners have given their speeches (upbeat of course), best wishes have been exchanged, the buffet is being emptied – all in celebration of the new partnership. There is reason to celebrate: the partners will jointly deliver a (new) service, get children out of work and into school, promote better environmental management, supply businesswomen with credit lines – the list is literally endless. Still, in the background, this question makes its presence felt: how will this partnership develop?

Know your partner

In insight 2, you learned not to get married after one night. Quite a lot needs to be discovered about your future spouse. What is his/her position in society, what is the generally perception of him/her? Good practice for CSOs is to spend time and energy researching your potential new partner from the business world: what track record does it have in terms of CSR practice? How is the business being perceived in terms of CSR rating: is it a frontrunner or has its CSR practice only been window dressing, so far? Various indexes, such as the Dow Jones Sustainability Index, the Global Reporting Initiative (GRI) and independent ranking initiatives such as "Rank a Brand" could help. There is also Netherlands-based SOMO, an organisation that screens companies in terms of their performance and impact on sustainable development.[4]

Besides gathering information on CSR practice, it is useful to find out with which power network your prospective partner is connected and how. The Paris-based weekly magazine Jeune Afrique in June 2011 ran an article about the roughly ten prominent families that to all intents and purposes are in charge of Cameroon. El Salvador is famously (though not reliably) said to be the property of 14 families. Every country has these informal and very real power networks. We still have very little knowledge about how these networks operate. Activists, investigative journalists and research CSOs from time to reveal some of the real power networks in a given setting.[5] Some CSO – business partnerships may have been brought about by personal relationships between individuals working for either partner. As this may influence your current partnership, politically, economically and/or personally, gathering information on the power relations of your partner matters quite a lot.

4 http://somo.nl/about-somo/service

5 There is a research partnership called the Developmental Leadership Programme, that is addressing precisely these issues. They look at the critical role played by leaders, elites and coalitions in the politics of development. More information here: http://www.dlprog.org/

"Business and CSOs – generally speaking – have little trust in one another. This is not a problem, as long as they can collaborate on clearly defined and jointly determined objectives."

CSO

'Preparation is golden. However, in many cases partnerships are – in my view – not based on a detailed research on the partner and its power network. Will we start doing this after having read the advice in this insight?'

Ulrich Klins, Southern Africa Trust

Relationships and power dynamics

In any partnership, power differences are inevitable. Ideally, the conditions necessary to openly discuss the power dynamics in a partnership have already been created through open, transparent and honest communication. But there is always the possibility that either partner will have to deal with hidden powers (see above), hidden agendas or power differences that are played out to one partner's disadvantage.

There is no ideal road map for this but a few things are certain. First, a purely financial dependence will inevitably lead to a power imbalance, usually in favour of the business partner. It has been suggested that third party financing could help offset some of the power imbalances inherent in this scenario. The India case demonstrates this shift: the partnership between the CSO Sir Syed Trust (SST) and SRF ltd originated from a partnership between SRF and the national NGO PRADAN, in support of an integrated sustainable livelihoods project in Rajasthan. After some time, all parties realised that the SST's large financial dependence on SRF ltd could - in the long run - hamper SST to achieve its mission as a community-based organisation. A balance needs to be struck between what Adam Kahane has called "power" and "love": too much emphasis on the former strangles your partnership to death – too much on the latter causes death by smothering. For a true partnership to evolve and develop to it's full potential, the note on "equity" versus "equality" (Insight 2, Selling the partnership to constituencies) is again useful.

Contributions – and how to value them

Very close related to the power dynamic is this issue: what contribution does each partner bring to the partnership? Cash or work? Reputation or brand recognition? Knowledge or management skills? And moreover: how do you value these? Money can be measured, goodwill to a certain extent as well. But knowledge? Membership of a network? Easily measurable contributions like money can make the partner that brings in the cash feel superior. Typically, that would be business. A CSO brings in matters that are far less easy to quantify and this may well contribute to the CSO considering itself the "junior" partner. It has already been stressed that the reason enterprises seek partnerships with CSOs is that the latter have something that the former lack. As was remarked in the first brief report on the April event in Rotterdam: 'There is a large demand within businesses to create knowledge about social aspects of businesses. We [CSOs] have a tremendous knowledge advantage here in comparison to businesses.' The report goes on to argue that in the recognition of that knowledge advantage, common ground between the two partners can be created and thus discussions based on mutual recognition of each others' strengths. Still, feelings of "inadequacy" are to a certain extent inevitable. This stems largely from two issues: it has been found that especially in the South, business "hires" NGOs for charity work, which implicates a particular (and usually limited) role to a CSO. However (and this is the second issue), the ambitions of a CSO are larger: they want a change, which this partnership should bring closer. There is no blueprint, other than on-going evaluation of your partnership and feedback to the Theory of Change (see also insights 4 and 5).

Respect and trust (see also Insight 2)

These two issues are closely related to the above. We argue that the choice for a partnership should be founded on a combination of two things: adherence to the Theory of Change that a CSO has adopted as its own - plus pragmatic considerations. The two are not mutually exclusive: a CSO can perfectly well decide to join a partnership for excellent practical reasons while staying true to its Theory of Change. Business and CSOs – generally speaking – have little trust in one another. This is not a problem, as long as they can collaborate on clearly defined and jointly determined objectives. In fact, as van Tulder stressed in his presentation during the learning event in Rotterdam, April 2011, the issue of trust should be reversed: 'We work together because we trust each other' becomes 'We trust each other because we are working together.'

Paperwork?

In Insight 2 we mentioned Memorandums of Understanding as a means of anchoring a partnership institutionally. Is it wise to consider the use of contracts to define roles, responsibilities, contributions and how they are valued? It depends. If contracts are seen as a means to create a mutually trusting and beneficial partnership, then you may be in the wrong partnership. If they are the written and signed version of what has been transparently agreed upon – why not? In the Kenya case (the cooperation between Help Self Help Centre and Solarix) for instance, it was seen that having a contract was a sign that the partnership was serious. But one can also start by using Partnering Agreements instead of contracts. These are not legally binding but are a tangible way of showing agreement to cooperate. However, at this stage paperwork cannot replace commitment. What is sometime called "shared problem ownership" (i.e. mostly shared problem analysis and shared ambition; sometimes shared vision) should, at this stage, already be a reality (see insight 2).

Interests and agendas

Ideally, any partnership is based on a joint problem analysis and common ambition. There may even be a common vision although we have seen that for the purpose of a partnership this is not strictly necessary (see Insight 2). Still, outside the partnership there are diverging interests, not in the least the most basic one of all: survival. The partnership may lead to new and better business and/or CSO practices – but not to a redefinition of why an enterprise or CSO exists.

Convergences

These roles, relations, contributions, agendas and interests are likely to shift as a partnership develops. As long as these changes remain up for open debate, both partners will be able assess how they think the partnership is developing. It may well be that the business partner concludes that its core production processes need to change, so that the business does less harm to the environment or serves the community better. It may also be that during the partnership a CSO gradually discovers that its management systems have improved with the input from an enterprise that is run along lines of efficiency.

> "In addition, CSOs might find out that decision-making in business is not always easy. Moreover, they may discover that businesses have some "good work" practices already in place."
>
> Ulrich Klins (Southern Africa Trust)

Divergences

Conversely, a CSO may discover that it has not been in this partnership to further a common objective but to serve as a peg on which the enterprise has now hung its humanist or environmental credentials. Think of a mining company whose presence profoundly changes the way of life for an entire community and then saves the day by building a single school – or a sports complex. Or the other way around: a business may discover that its partner is not the trustworthy broker it pretended to be but rather an activist group that (in extremis) wants the business...out of business.

These are just examples; many different convergences and divergences may occur in the course of the partnership and they could lead to changes in the partnership, a re-definition of the partnership – or its end.

Mitigating actions

Divorce is not the inevitable end result of such divergences. Partners have a few means at their disposal to seek solutions. Joint management and monitoring of the project is certainly one option and appears to have been successfully implemented both in Peru and in India. Another possibility is called "adaptive planning", i.e. the realisation being that circumstances change and what was agreed a year ago may need to be revisited. That, in fact, may not be a bad thing... A further mitigating action could be asking a non-interested third party to act as broker or mediator. The Kenya Case demonstrates how ICCO got involved in the partnership between HSHC en the Dutch Company Solarix, as a third party broker in support of the existing partnership.

Having a positive learning experience

There is another factor for a successful partnership: joint learning. Not "learning" in the sense of capacity building or an evaluation after the fact. No: all collaborating partners must be on the constant lookout for something new, an insight, an innovation, a hitherto unknown solution to a problem that was jointly analysed. This will only happen when the partnership is [also] built on the idea of joint learning activities. Action, reflection, give meaning and plan for new action.

Partners need to be engaged in deeply questioning, exploring and sharing their underlying assumptions about the problems they see, and why they suggest particular strategies for action. Experts can often make valuable contributions and external facilitators can guide the learning process, but what is really important is the exploration, thinking and analysis done by the partners themselves.

Partnerships need to be designed in alignment with how humans work. Purely rational processes will only produce certain sorts of understanding and not necessarily transformation. Facilitators need to engage the 'whole person'. After all, design processes are emotional, creative and intellectual in nature. Seen from such a perspective, a partnership becomes an exciting area of experimentation, instead of a series of negotiations ("I can do X for you and you deliver Y to me…"). Such a process also guards against another pitfall: hurrying things along, which is almost inevitably going to have negative consequences later in the partnership.

Conflict

In the course of a partnership, ideally, the inevitable differences in organisational culture will be discussed and clarified, expectations, contributions, roles and values be made explicit. A common language might even develop...

However, conflict is a fact of life and inevitable in any multi stakeholder process. It is not necessarily a bad thing; conflicts are often an important stimulus for change. A principle for effective partnerships is that conflict must not be ignored; conflict needs to be addressed in the process, and handled constructively.

In order to come to an effective conflict transformation strategy conflicts need to be understood well: attitudes, behaviour and perceptions that fed into it, plus its context and the underlying structures. This may produce insight into whether a conflict is at a point in which interventions may be accepted and produce positive outcomes.

When it comes to identifying the appropriate approach, one should keep in mind that different underlying conflict causes might require different

Biz

In my view, planning and defining a partnership beforehand is something of a challenge. What can work, I think, is drawing up and agreeing on a number of main points, especially relating to finance and ownership. A business–CSO cooperation works in the interests of everyone but the collaboration itself as well as market forces will ultimately decide whether the joint effort will be successful or not. Unfortunately, business success cannot be put in a contract...

Peter van Zwol, Solarix

CSO

In terms of a successful partnership the aspects of constant communication and a given joint plan of action are crucial. But it's not only the constant communication including the inevitable "friendly reminders" but also the *way* of communication. Do we send long e-mails? Would a brief phone call be sufficient?

But in spite of all this, there needs to be an incentive for the partner to appear at the next meeting. This can only be achieved with constant milestones, which are and have been agreed on. "

Ulrich Klins, Southern Africa Trust

approaches. Depending on the case and the time frame, dialogue (informal or organized), (principled) negotiation, interest-based bargaining or mediation are just a few of the approaches possible.

Transparency on process

Internal resistances are likely to continue to exist, within enterprises (Peru case) or CSOs. The key issue here is clear: are commitments made to the other partner communicated back into the organisation – and how? It may be that commitments made to other partners are only partly communicated to the rest of the organisation. This may appear pragmatic in the short term, but is very likely to carry long-term risks, not least of all loss of the constituency within the CSO (or indeed the business) that is supposed to support the partnership.

Even then, when all partners are convinced that respect has been earned and communication has always been transparent, divergences may occur. All the more reason to conduct regular scans/ monitoring exercises to check progress of the partnership itself and its relevance. These scans could be conducted by the partners themselves or indeed by non-interested third parties. Bear in mind that no partnership is permanent and when the divergences become too large it is clear that a point has been reached when a particular partnership will have to be reconsidered. (See insight 4 for more on monitoring the partnership).

Changes

While the partnership unfolds, changes (internal/external; positive/negative) can be expected at every turn. Major political, economic or social developments (ranging from a military takeover of power to a company striking oil near where you are) may render your partnership less relevant or even out of date. For instance, take the case of a CSO business partner, which was taken over by a company whose production methods were entirely inimical to the CSOs purpose. This happened to the Dutch branch of the World Wildlife Fund for Nature, which had an alliance with the energy provider Essent. The partnership became problematic when the latter was taken over by RWE, a German firm with an extremely bad environmental reputation. Even though the WWF-Essent partnership had existed for 15 years, the WWF decided to end its collaboration with the energy firm.

It is entirely possible that all partners change. It is entirely possible that the partners' perceptions of each other change. It makes the need for on-going (preferably joint) monitoring reviewing even more necessary. Is the partnership still fit for purpose? Does it still fit the new context? Is it still relevant? What will emerge is a feedback loop that incorporates Insights 4 and 5 that follow – and may in some instances even feed back into Insight 1.

Biz

"In my view partnerships are chosen because there are joint interests and there is a problem to solve. Of course some partners can be more powerful than others, and finally power and interest will be the major drivers. In this context, honesty, openness and transparency are fine and necessary for a sustainable partnership but not the major drivers. People need to be aware of that before we glorify partnerships and expect all these positive aspects.

Peter van Zwol, Solarix

Insight #4

Monitor and evaluate your partnership together

“We need to remind ourselves that partnerships go through many phases and may create both energy and cause headaches in different phases.”

Measuring results and impact: not an easy task
Difficult issue. If partnerships were seaports, then the simple computation consisting of input – throughput – output would be enough. But apart from the delivery of goods and services (these can usually be measured), effects and impact need to be analysed. In measuring processes of social change things are simply never this clear-cut. And, of course, contexts change, sometime violently, making your monitoring exercise even more complex. Any major social, political or economic change can wreak havoc with the partnership... A partnership can be affected by an election, political turbulence, sudden changes in a business' fortunes, donors changing agendas (as they frequently do), natural disasters. Anything can – and probably will – happen. Still, a number of pointers indicating progress can be formulated.

Are we there yet?

All of the participants will ask themselves the question whether the partnership has helped to achieve their own objectives. From a CSO perspective this relates directly to the Theory of Change. How do we see the perceived change actually occurring? You will also be looking at the actual functionality of the various resources that you use: are we indeed doing the right things to influence the change we are after? Has the partnership helped to bring our objectives closer to being realised? Or maybe: have our own objectives changed on the way?

In short, the partnership needs to be seriously looked at regularly. Joint goals were set, joint ambitions formulated, maybe joint targets were formulated. Input was discussed and valued, roles and responsibilities defined. But how is it going? Has communication been open, honest and transparent? Have we learned from each other?

We need to remind ourselves that partnerships go through many phases and may create both energy and cause headaches in different phases. Looking at the partnership as a cyclical process helps you to understand and manage it better. The Partnering Cycle (developed by The Partnering Initiative) below indicates 12 different stages in the life of a partnership, and could give some guidance when monitoring your partnership:

The Partnering Cycle

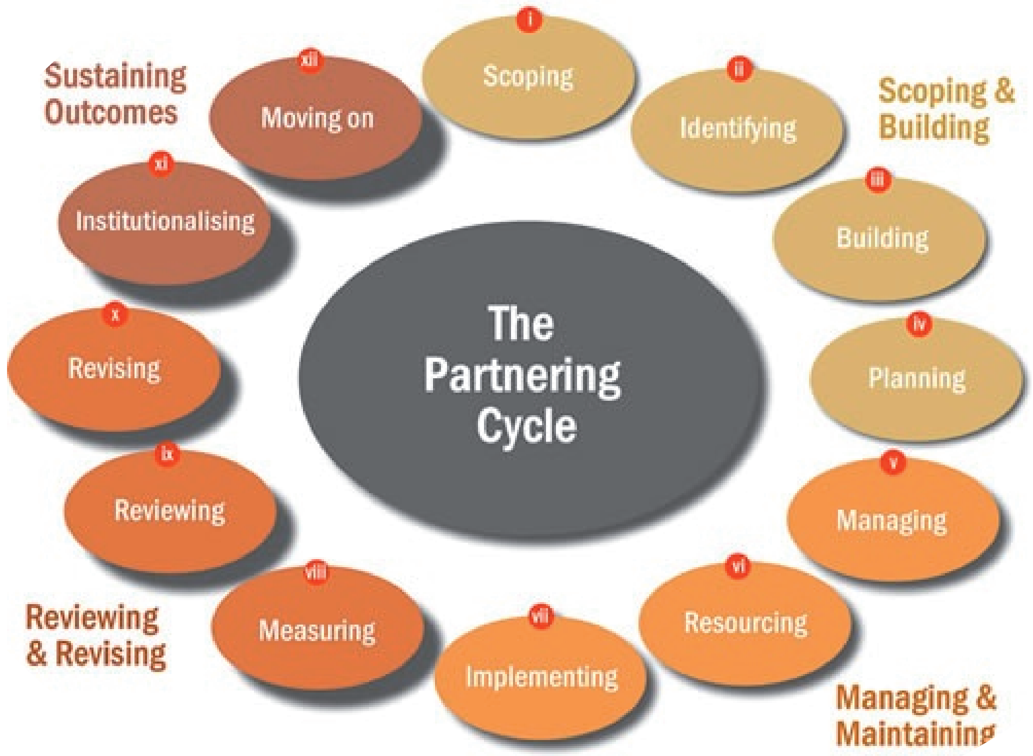
For more information see The Partnering Initiative
Given the large amounts of time, personal energy and financial means that go into a partnership, both partners will benefit by regularly monitoring its actual effectiveness. Is the partnership moving towards solving the problem, or are we just keeping each other busy? What are the changes wrought so far, in concrete terms – if at all possible? Is the partnership in line with the targets set and agreements made in the previous phases? For example: are there indications of fewer children doing dangerous work, as we jointly set out to achieve, and to what extend is this due to the partnership? These are the measures of success of the partnership – and these also point to the future: should we continue, or not?

What have been the benefits for each partner?
A final set of questions relates to this: what have been the benefits for each partner, not just in terms of money but also membership, recognition, increased goodwill, even legitimacy? All these positives must also be offset against the cost: after all, a lot has been invested in the partnership on both accounts. Are core operations of the business partner indeed improving, and becoming less harmful for the communities and/or the environment? And what about the CSO, is it better run than before engaging in this partnership?

The end result of these measurements say something about how efficient the partnership has been for each of the partners involved. In insight 5, this will be further discussed

How to evaluate results

But how do you in fact measure your impact on the community – alone or in a partnership? How do you measure your own effectiveness? And what about the attribution issue? Can any of the results that have been found actually be attributed a) to the partnership and b) to any of the individual partners? Or even more crucial: would the change maybe also have happened without the intervention? Clearly, this will be impossible to ascertain in the absence of any verifiable benchmarks that can say something about a situation before and after your intervention. This is and remains complex stuff, even more so when changing contexts make it very hard to tell whether the outcome/impact is due to any particular intervention, or indeed the joint intervention of a partnership. In short, any measured impact can be due to a whole range of other reasons: a change for the better in government, for instance, a sudden influx of money, or the (positive) influence that you might have enjoyed by a recently started development programme… However, this is not to say that one should abandon any attempt to monitor the results of the partnership. The Partnerships Resource Centre is currently working on a framework for monitoring and evaluating cross sector partnerships, which you can find on their website. An core element of this framework is the so-called 'impact value chain' which helps you to link the issue that you want to address, the efficiency with which you are addressing it and the ultimate impact (effectiveness) you can achieve. Ask yourself:
could we have achieved the same impact without the partnership? [PrC, 2012](#)



Measuring impact through qualitative data collection

A carefully thought through a questionnaire, a guided interview or focus group discussions can reveal some of the outcomes an intervention has had. Here again, a CSO frequently holds the edge over a business, given their understanding of existing relations and dynamics within communities. Another way to measure impact that has often been suggested is through narratives. The method of "Most Significant Change"[6] is a popular way of doing this. The often-repeated objection against narrative is that this method is substantially less measurable than clear quantitative benchmarks. Still, qualitative methods for monitoring and evaluation are gaining ground and in particular CSOs are familiar with them.

6 The most significant change (MSC) technique is a form of participatory monitoring and evaluation. It is participatory because many project stakeholders are involved both in deciding the sorts of change to be recorded and in analysing the data. It contributes to evaluation because it provides data on impact and outcomes that can be used to help assess the performance of the program as a whole Praxis paper 26, dealing with complexity through planning monitoring and evaluation, january 2012, www.intrac.org/resources.php?action=resource&id=736

Qualitative data complement quantified data and is equally valid; it reveals results of intervention in a different way, it increases engagement of individual beneficiaries and stakeholders, often unlocking non-foreseen effects. Given the complex societies we live in, a combination of both measures seems very valid but this requires time and other resources. A recent INTRAC Praxis paper on Planning Monitoring and Evaluation , neatly illustrates the complementarity of both methods. Here is a quote by former USAID president Andrew Natsios (2010) from the article: "… those development programs that are most precisely and easily measured are the least transformational, and those programs that are most transformational are the least measurable."

Lessons learned

Depending on the type of organisation and the willingness to assess oneself critically, the phrase "lessons learnt" can mean a lot of different things. In our particular context here, "lessons learnt" means the start of a feedback loop – or maybe even a series of feedback loops that go back to either the organisational aspects of the partnership itself (Insights 2 and 3) or feed into the Theory of Change (Insight 1). They also have an obvious bearing on the sustainability of the partnership (Insight 5): an evaluation provides indicators regarding the viability of a partnership; it is the best moment to assess whether this partnership is worth continuing or whether divorce is imminent. In short, information that emerges from an evaluation has a direct impact on the existence of the partnership and on the way in which the partnership continues. It also has a direct bearing on the way the partners themselves function within the partnership and, quite possibly, on the way their respective organisations function.

Communicating results and being accountable

Let us suppose we have the results at hand. Very rarely these are only positive. After all, you are treading new ground, both your organisation and your partner. The India-, Kenya- and Peru case have demonstrated that progress in these types of partnerships come with trial and error. After all, you are engaged in a complex change process, finding your way towards reaching your goals and perceived change, while working in an unusual partnership. The results tell you that you are making progress, but some failures or lost opportunities seem also have occurred. Likely, in your communications, your tendency is to focus on your successes. But one should be careful with that: worse than a couple of limited results is loss of your credibility, either as a CSO or as a business. Your and your partner's values regarding transparency and accountability will likely be put to the test.
Another challenge is to ensure that successes are not being claimed by either one of the partners involved without a clear agreement on what, when, how and where to communicate. Unfortunately, too many examples exist of successful partnerships being put to an end, because of distrust or misconduct in each other's outside communications.

So, once you have both agreed to publish results that can be ascribed to the CSO – business partnership, how do you then communicate this: a common way is of course in your own Annual Report. But further? On Facebook? Through the more conventional media and if so, which ones? And also: to whom? There are at least three recipients, none of them mutually exclusive.

Brilliant Failures

The Institute of Brilliant Failures is a project of Dialogues, an initiative of the Dutch state-owned bank ABN-AMRO, with the aim of promoting out-of-the-box thinking in the business world. During the learning event in April 2011, Bas Ruyssenaars explained how the Institute of Brilliant Failures was set up to "promote a positive view of failure". The reason is devastatingly simple: we learn more from our failures than our successes. So instead of making everything predictable, one could elect to experiment, take risks, allow mistakes and learn from them. However, this does emphatically not imply shoddy preparation or otherwise half-hearted initiatives.

Again, in the Institute's own words, a brilliant failure meets four criteria:

1. The innovators strive with good intentions (i.e. not at the expense of others or society at large) to achieve their goal
2. The innovators do all they can to avoid unnecessary errors: failure through poor preparation or silly mistakes is not a brilliant failure!
3. The innovators do not achieve their original goal; if the actual result was not intended, but has value for the individual or society then we can officially classify it as a brilliant failure!
4. The innovators have learnt something from their failure; above all their experiences, courage and perseverance may well inspire others

More about brilliant failures in development cooperation here (in English): http://www.briljantemislukkingen.nl/award0S/EN

1. The recipients or the community in which the partnership has been embedded
2. The world at large

These two are pretty straightforward. Celebrating success is pleasant and a celebratory event co-organised with a community (at local level). Success in a wider context (a new national alliance for sustainable development, a new international quality standard) accompanied by a press conference - these events tend to attract the media.

3. Internally. The challenge is the communication about the partnership within your own organisation. This kind of communication equals accountability provided it is clear, transparent and honest (see Insights 2 and 3). Needless to say, transparent communication from you as an internal broker it is vital for keeping the necessary support base for this partnership within the organisation. In the view of EASUN Associate Doreen Kwarimpa-Atim, there are a few questions that should probably find a few answers in this phase. Such as: how does the partnership influence the mission of the CSO? And especially, if the CSO has an advocacy agenda: how does the partnership influence this agenda and the work that flows from it?

Scaling up/replication: can it be done?

Context matters greatly. A rural area in India is not the same as in Kenya and even though cities tend to become more alike rather than less (with their shopping malls and slums, their gated communities and open sprawling markets), it still makes a huge difference whether one lives in Lima or Nairobi. The differences in context are multiform. Culture. Religion. Strength and/or weakness of tradition. Administration. Business climate. Levels of corruption. How the power networks operate. What the motives behind a particular partnership have been. And so on.

All this makes scaling up within the same context sometimes possible and replication elsewhere very difficult. The kind of ubiquitous culture of endless meetings until consensus is reached works well in a place like The Netherlands but it is the result of a unique combination of a common historical enemy (water), a long-standing tradition of community organisation and a culture of self-effacement (now disappearing). Could it work elsewhere? Doubtful. As far as local partnerships are concerned, the best we can offer is pragmatism: by all means exchange the available information about CSO – business partnerships and then assess what can work in your own context but never for a moment expect something that has led to success in India to work in Kenya. This line of reasoning leads us back to the Theory of Change: defining the problem, making an assessment of the environment in which the problem exists, defining what a CSO is for and then making a realistic estimate of what it is the CSO can do towards solving the problem, given the context and its own resources and constraints. And with that in hand starting to look for a partner...

Biz

'Assessing the success of a partnership is arguably the most difficult task. Even in inter-firm alliances, where actors usually have the same goals, around two-third of the 'partnerships' or alliances fail, mainly because of the wrong motivations and inappropriate management and evaluation capabilities of the partners. Monitoring a partnership during its execution is even more important, especially because most partnerships are quite young and it has not been possible yet to draw lessons from older partnerships'.

'Partnerships that do not make a 'zero-measurement' or try to define what they consider to be 'effectiveness' cannot be monitored and are consequently much more difficult to manage. A number of the most important value added factors of the partnership, however, are not measurable in a quantitative sense, e.g. 'learning', 'capacity building', 'goal alignment'. But this should never be an excuse not to address them'.

'(...) Most (Dutch) NGOs do not (yet) report about their partnerships in a transparent way or provide (impact) evaluations of their partnerships. This means that it is hard for stakeholders to evaluate the significance of engaging in partnerships with NGOs'. This statement is based on the following research results: 'Most NGOs do not give an evaluation of their partnership in their annual report (63%), some include a evalu-

CSO

‘There were issues discussed on the nature of relationship between the two partners, and the ‘hierarchy’ within. Is the relationship moving towards changes on both sides? Or is it only focussing on changes in the CSO? For instance, what corporate policies or practices have been affected and what is the enhancement in corporate citizenship?

An example of the evolving relationships, mutual impacts and therefore indicators was discussed in the context of the SRF – SST – PRADAN. On the one hand you had the narrow focus on a positive water balance in the area, on the other there was the wish to only look at the corporate spend on such work.”

Reflections of Nivedita Narain from PRADAN, India. The partnership has since evolved from those positions. Read more about it in the epilogue (red.).

Finally: a feedback dilemma you may encounter
If the Theory of Change is not well thought out, this means that measuring results is going to be problematic. In other words: a well thought through Theory of Change tells you how you originally perceived change, what was necessary to make the change happen and, consequently, what your particular contribution towards the change should be. The Theory of Change provides support in the analysis whether the whole process and strategic choices actually paid off. However, we do face the twin problems of a) not having thought through the Theory of Change or b) the difficulty in formulating one right from the start.

In very practical terms a Theory of Change will lead to an evaluation that can tell us what we wanted to achieve (children out of dangerous work), how we wanted to do this (send children to school) and the broader objective to which the Theory of Change refers (change the way children are viewed). Ideally, as was the case for instance in Peru, there is the feedback loop straight back into the Theory of Change.

The more common and practical action is that a CSO constructs a Theory of Change as the operation/intervention or indeed partnership progresses – but this is obviously not ideal. Either way, it is recommended practice to develop an initial Theory of Change, while leaving space for periodic renewal and adjustments. Because along the way you learn: experiences will be gained and new insights will likely have an impact on how you and your organisation see change happens within the context you operate.

ation of some of their partnerships (30%), and only 7% give an evaluation of all the partnerships they mention in their annual report’.

‘The limited number of sophisticated evaluations van be contributed to four factors: (1) most partnerships are just in their start-up phase so difficult to assess in terms of success or failure; (2) proper tools for monitoring and evaluating cross sector partnerships (including their impact) are in their infancy; (3) critical assessments are hampered by the positive expectations linked to, and the paradigmatic nature of the search for partnerships does not allow for negative stories; (4) some partnerships have developed as involuntary alliances, which hampers public scrutiny. The last two reasons might not be legitimate, but are understandable given the general uncertainty around the proper management of ever expanding partnerships portfolios. In all cases, more balanced monitoring and evaluation is needed’.

Prof. Rob van Tulder, Partnerships Resource Center, Source:
http://www.partnershipsresourcecentre.org/publication/reports/reports-2011/ngo-scan-2011

Insight #5

PART 3 in partnerships: Plan for a joint future (or not)!

Considering success

"Traditionally, for CSOs, membership, legitimacy and moral capital rather than the financial bottom line are essential performance criteria. But their focus is also shifting towards more efficiency"

This Insight covers a new area, very much in development. It is based on examples of those CSO – Business partnerships that have more or less successfully negotiated all earlier stages of their partnership and are now ready to consider their success and move forward. There are few well-documented cases to draw upon. So we offer you a few first findings based on the cases we have at hand.

Considering success

The first thing to do is make an assessment, based on the actual results (Insight 4). This is the stage to start asking the pertinent questions. Where are we at this stage of the partnership? Have the issues (in the background paper by Rob van Tulder they are referred to as "failures") that gave rise to this partnership been sufficiently addressed? If so, is it then time for new objectives? When for instance, the business partner, as a result of the partnership is moving towards more environmentally sustainable ways of producing its materials (see the India case), is there scope for more ambitious aims? Or indeed: has our own expertise increased, for instance in terms of internal management or in dealing with the business world? Even if these are unintended consequences of the partnership, they should be listed as successes. They may also constitute an invitation to be more ambitious next time.

Another important issue, often overlooked by CSOs, is that of benefits. Business thinks in terms of profit, brand recognition, exposure and legitimacy. Traditionally, for CSOs, membership, legitimacy and moral capital rather than the financial bottom line are essential performance criteria. But their focus is also shifting towards more efficiency (not only effectiveness) and yes, they realize it is legitimate to ask whether the balance has been right between time, money and human resources invested and the outcomes. It is a type of cost-benefit analysis, a managerial tool that is an automatic requirement in the business world, but one that until recently CSOs were not very conversant with.

Of course, one can also think of excellent reasons for celebrations. For example, one may find that businesses and CSOs have internalised better practices to such an extent that that the partnership can move to the next level. This was the case in India where as a result of their joint reflection on the collaboration, SST and SRF Ltd realised that they could extend their partnership to the core business of SRF Ltd rather than an –external- community development and carbon offsetting goal. Or the partners have established that their partnership has achieved what it set out to do and can therefore be disbanded.

During 2004-2009 the research network ECSAD (an initiative preceding PrC), together with ICCO researched work-in-progress on civic- private partnerships related to three ICCO supported value chains in Africa. One of the results of the partnerships is direct employment for 16.000 direct producers. The partners also produced a 'Rough Guide' with overall insights and do's and don'ts for partnerships related to value chains.

CSO

For us, local government was important for our Alliance. Initially the company only wanted to provide educational services to children, we proposed that they focus on a target population of child labour and observe the production chain to prevent child labour that made us almost break the Alliance. It was this third ally (the municipality), which made the company rethink.

Another thing that helped our continuity was to have allies within the company, who understand the importance of addressing the problem. The contact was a former employee of our NGO, who knew of the issue and was fully sensitized with social problems. In addition, the immediate manager also knew of the issues of social responsibility. In every company there are people who want to be socially responsible, the target is to identify them and start a working relationship with them.

We are currently in the search for the inclusion of new partners or strategic partners, which will strengthen the work. For example, the company has discovered that the problem of child labour also concerns the entire paper industry. Here, the demand is greater than the supply, so if a single company imposes conditions on its suppliers it runs the risk of losing them. So the only way to make sustainable results is convening with the national society of industries (SNI) – helps us get to other levels – which will be of vital importance to have other paper companies join in the elaboration of an ethical code of conduct allowing the progressive elimination of child labour in the paper production chain.

Sonia Martinez (Cedro)

Considering success: beyond the horizon

There is another way to look at success. Collaboration also enables both sides (or indeed government if it gets involved) to look beyond the limited view that their own gardens afford. Barriers that have been removed between business and CSOs, mistrust that has been taken away, preconceptions about one another that have been proved to be untrue, all these can certainly be considered successes. A world beyond the fence has been discovered and what is more: that world has proved worth exploring.

This goes back to the joint learning exercise covered in Insight 3. The possibility to look beyond the borders of CSOs, businesses or public administration offers new opportunities and contributes to the crucial internal learning process. Rob van Tulder's background paper for the event mentions this explicitly and argues that failure to internally learn from partnerships has been an important reason for their eventual failure.

Sustainability and (new) challenges

An even less treaded path is that of the longer term. Two highly practical issues present themselves: people and money. Not only do international development organisations in a Southern country have the tendency to hire staff that would otherwise have been employed by governments – business do the same and have started hiring staff from CSOs they had partnered with. It also happens that, as a result, company staff decides to leave and work in the not-for-profit or the broader development sector. One of the (unintended) consequences of a successful partnership is that languages and cultures of both partners converge – making the step from one partner's payroll to the other quite feasible. This is a sustainability issue, not just for the partnership but also for the individual partners involved. The bright side of this is that for any future partnerships you may well find people with similar mindsets at both sides of the table

The other issue is money. As the Kenya case shows, there is a very strong argument for the position that value chain related partnerships that continue to rely entirely or disproportionally on financial support by one of the partners – or indeed third party support –run into serious dangers and cannot be called sustainable. In order to be financially sustainable, at least an economic partnership should strive to diversify its sources of funding.

The cases from India and Peru have shown that the results achieved have the potential to outlast the lifecycle of the partnership. All manner of scenarios can be envisaged, including the not-too-farfetched idea that the partnership becomes an entity of its own. However, there is also the likelihood that the problems and issues this partnership attempts to address are larger than the current partners can manage. A local problem may exist not only in one locality but in others as well. This gives rise to new questions. If we cannot manage, should we lower our ambitions? Or should we involve new partners with different skills? If we were successful in one area, can we scale-up the operation? How do we get prospective new partners interested and involved? Should we begin to think about new and innovative ways of fashioning a partnership? Do we have to go through the entire cycle again or could we think in terms of creating different platforms for cooperation, other than the one-to-one that this publication has deliberately focussed on? Once again, all this implies new objectives, new benchmarks and new mechanisms for monitoring progress. And all this while bearing in mind the basic principle underpinning all partnerships:

They are tools, a means towards an end - not an end in and of itself or themselves. In the cases of India and Peru, the achievements were clearly seen as a step towards setting new goals and involving other

SUSTAINABILITY OF BUSINESS THINKING

> "Partnerships are tools, a means towards an end - not an end in and of itself or themselves."

business partners in the quest for more responsible entrepreneurship. In other words: one success gives rise to new objectives.

Failure and/or the exit

At this point, the opposite of success must again be mentioned (see also Insight 4). Here, a different set of - often awkward - questions presents itself. Was the theory of change incomplete or wrongly formulated? Was the wrong partner involved? Was there insufficient agreement concerning problem analysis and ambition? Did the partners make too many assumptions about each other - or about the partnership itself? Or: is the partnership continuing but is there no sign that the goals are coming any closer to being realised? If a partnership continues for too long without any tangible results, it may be useful to reconsider it

In any stage of the partnership something may have gone wrong and the job at hand is to precisely analyse what happened so that similar mistakes may be avoided – or made differently next time. The South African Trust case did this extensively. Their findings included:

- too much ambition (the programme departed from an overestimation of the SADC Employers Group's capacity and probably under-estimated the size and disparity in business cultures in a region stretching from the DR Congo to South Africa)
- no joint ownership of the partnership and issues relating to capacity and communication.

All of these have been discussed in earlier insights.

Failures lay bare exactly where things went wrong and they serve as incentives. Mind you, there may not be a need to start rushing for the exit yet. When causes for failure have been discussed, it may not be too late to get things right this time. However, bearing in mind, again, that partnerships are means towards an end you may indeed conclude at the end of studying the reasons why this particular partnership failed that we should get it better - next time.

What is essential is this: do not just specify the terms of entry into a partnership – also name the conditions that warrant an exit.

The feedback loop

Getting started, continuing the partnership and now considering whether a joint future is possible – or not. It is a long process and measuring progress at every stage is not easy (see Insight 4). This is yet another argument for making the connection at every stage – and most decisively at this evaluation stage - with the theory of change, which lies at the basis of all CSO activity, including the decision to enter into partnerships (Insight 1). In other words: having arrived at this point in the partnership, can we still align what we are doing with the fundamental questions that guide our activities: what do we want to change? How do want to change it? How does this activity fit in with our own broader objectives? What other factors can be attributed to success – or failure? And what do we learn from them? Should the partnership be reconsidered or does the theory of change need rethinking? In the Kenya case, HSHC and Solarix, despite their failed attempts to get a joint business running, expressed an interest to keep in contact with each other. Their lessons learned will then serve as reminders and will help to proceed differently, next time.

In an article on partnerships , Rob van Tulder and Marieke de Wal offer an example. The UN children's fund UNICEF announced in 2008 that it was going to critically assess the "breadth" of its entire partnership portfolio. Two years later, the same organisation said that it was planning to explore "deep" partnerships with certain businesses. The most important criterion was whether the core activities of these enterprises were sufficiently aligned with the objectives and the work of UNICEF. In other words: all partnerships had been put next to the theory of change this organisation works from. From the information available here, it can be concluded that one element within the theory of change remained the same (i.e. the kind of change desired). However, it was found that too many partnerships seemed to move the organisation away from another important

CSO

"Staff turnover (a strong phenomenon occurring in particular in Africa) is a serious burden in terms of constant communication, mutual learning and trust building." How do we deal with this, can we plan for this?

Ulrich Klins, Southern Africa Trust

"Failures lay bare exactly where things went wrong and they serve as incentives. Mind you, there may not be a need to start rushing for the exit yet"

Biz

I get the impression that the HSHC – Solarix case is somehow being presented as a failure and I don't agree. I think a lot of things have worked out well. We have both made progress, our own knowledge as concerns Africa has improved and it has proved a stimulating experience for the company.

Peter van Zwol, Solarix

Epilogue

As we said in the introduction, this document emphasizes learning from practice. The partners from the Indian SRF-SST partnership indicated that the whole exercise of case documentation and the discussions with peers afterwards has made them come to 'a better and deeper understanding of the current situation of the partnership and the possibilities for other options'. After the learning event they decided to take some new steps, testing and further researching these options. That is learning in action, if you like.

We have experienced how powerful learning from practice can be. The participants at the Rotterdam meeting specifically stressed the importance of continuous experimental learning in the field of CSO-business partnerships, with own peers as well as between the two sectors. This publication is one small and evolving product from such learning process

During the event, specific focus areas for learning were identified.

Focal area 1:

issues of Theory of Change and identity of civil society (CS) organizations. About understanding when and why to engage with businesses (or not).

Focal Area 2:

issues of managing the partnership. Selecting the right business partner and managing the partnership towards increasing shared values.

Focal area 3:

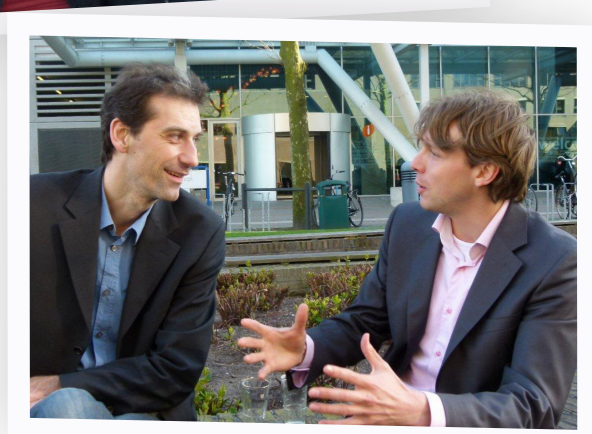
issues of understanding your business partner. Finding a common language, respecting the others' values and principles, understanding power dynamics.

Focal area 4:

sharing of and building on practical tools and instruments for effective cooperation with businesses. Contribute to existing guides, models, frameworks relevant for CS organizations, through own applications and practices

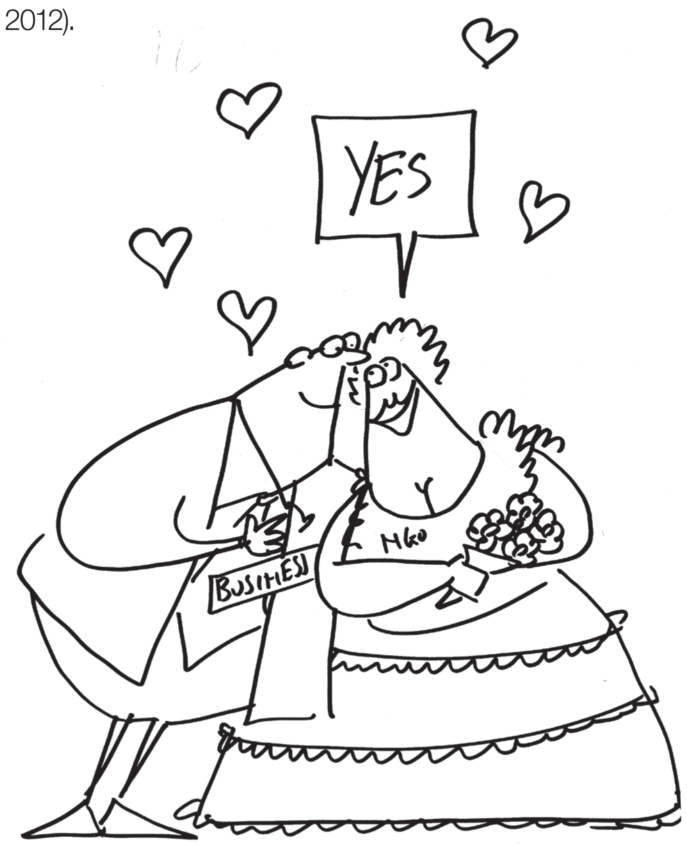
Given the positive experiences documenting cases, for it being a learning process in itself, the participants supported the idea to systematically document many more cases. This would enable sharing the lessons learnt within the CSO sector but also with the business sector. Given the complexity of the problems at hand, differences in contexts and the diversity of dynamics in each and every partnership, it would indeed be necessary to build a significant case load, which should be accessible for all.

Follow up in India
When this publication was being written, we received a follow-up statement from India, in which the partners in this story (SRF and SST) told the organisers about their next plans: "Discussions have started between SRF and SST on the importance of institutional development of SST, rather than a project focus only"..."SRF is willing to look at longer term water balance issues in the area with SST and PRADAN, and to engage with other businesses (...) on the need for a shared perspective and joint action on this topic"..."SRF and SST will jointly develop a perspective plan that is built on a long term engagement of 3 years, instead of the current one year timeframe"



More and deeper exploration of CSO-business partnerships will follow. More practical action will occur as well, leading to new experiences and views. The topic is being studied and followed by an increasingly amount of universities and institutes around the world. As clearly pointed out by Shankar Venkateswaran in his prologue, cross sectoral partnerships are being seen as a means to a sustainable future for all; reflecting on existing practices and learning how to engage in such partnerships has become an indispensable capacity.

This publication will be used by ICCO during training sessions on private sector cooperation at their regional offices worldwide and in a Learning Community on this topic. Both the Partnerships resource Centre and Wageningen UR Centre for Development Innovation will use the insights for educational purposes. (PSO as an organisation will come to closure after 2012).



So there will not be last words here. We are much more interested in the next last words. They always welcome and this is where you put them:

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Credits

Needless to say that our gratitude goes out to every one of the organisations involved in the cases, for their time, energy and openness to share their experiences with a larger public. A special thanks to the Change Alliance, for ensuring the actual documentation of the cases.

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Hilde van der Vegt, PSO

References

	Document or site	Why we recommend this read
PART 1 in partnerships: Getting started! **Insight # 1: Theory of Change** Make the collaboration match: • What is the social and economic change we are after? • What are rationales behind a collaboration? – Types of collaboration / partnerships – Strategic motives behind partnerships	http://www.theoryofchange.org	Online Theory of Change (ToC) community, linked to Graduate Center of the City University of New York.
	http://www.hivos.net/Hivos-Knowledge-Programme/Themes/Theory-of-Change	The most up-to-date portal about Theory of Change.
	Businesses and NGO interactions in a multistakeholder context, 2010. Mariette van Huijstee http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1670357	The paper contributes to our understanding of the conditions under which Business-nongovernmental organization (NGO) interactions lead to improvements in corporate social responsibility (CSR), by assessing the role that the stakeholder context of the firm plays in the processes. [Note: readers outside of universities can't have free access].
	Thinking about Change in development practice: a case study from Oxfam GB, Rosalind Eyben a.o, april 2008	Interesting read on the thinking processes around "how change happens" based on a case study.
	http://gendertraining.ngoforum.dk/multisites/gendertraining/images/gendertraining/documents/session4-2/Thinking_abour_change_for_development_practice-case_of_OGB.pdf	Paper that gives an analysis of mainstream development and sustainability thinking in the past sixty years that has largely gone through four phases.
	http://www.partnershipsresourcecentre.org/publication/papers/papers-2011/001-the-collaborative-paradigm	With great power comes great responsibility: the question whether corporate power can be a force for good (defined as the interlinked aims of human rights and sustainable development) and under what conditions? The booklet has five different angles: Power of Science, Power of Retail, Power of the NGO, Power of the Producer and Power of the Diplomat.
	http://www.partnershipsresourcecentre.org/publication/reports/reports-2010/mhl_2010	
Insight #2: Knowing Who You Are and Manage Who You Want To Be Make the collaboration suited: • Responsibility and identity: • Roles (images of each other) • Added Value • Shared goals	Huijstee, van M. (SOMO) Multi-stakeholder Initiatives: a strategic perspective for civil society organizations (2012) http://somo.nl/publications-nl/Publication_3786-nl/ http://www.partnershipsresourcecentre.org/publication/factsheets/factsheets-2011/collaborative-mindset	A guide of SOMO (Mariette van Huijstee) to be published in March 2012 and is reviewed by the PrC. Having a collaborative mindset is condition for succesfull partnering (maybe also for insight 5?)

	Document or site	Why we recommend this read
PART 2 in partnerships: Keep on going! **Insight #3: Understanding the Dynamics of Collaboration** Make the collaboration work: • Understanding each other (respect instead of trust) • Commitment • Ownership • Power dynamics	www.gtz.de/en/dokumente/giz2011-en-msp-guidebook.pdf	This Guidebook on Multi-Stakeholder Process Facilitation provides valuable insights into shaping cross-sectoral partnerships, provided by leading practitioners. Published by GIZ's Centre for Private Sector Cooperation in 2011, it has contributions from eg. Wageningen UR/Centre for Development Innovation, The Partnering Initiative, and Reos Partners.
	www.thepartneringinitiative.org/publications/Toolbooks/The_Partnering_Toolbook.jsp	This Partnering Toolbook remains the standard on how to build, manage and sustain effective cross-sector partnerships. Revised in 2011. Requires login.
	www.wageningenportals.nl/msp	This resource portal brings together tools, methods, background reading for facilitating multi-stakeholder processes.
	http://www.partnershipsresourcecentre.org/publication/factsheets/facts-heets-2011/the-partnership-box	Partnerships have three basis dimensions: analysis, vision and ambition. But in partnerships 1+1+1=4.
	http://www.partnershipsresourcecentre.org/publication/factsheets/facts-heets-2011/partnering-skills	As a supplement to the The Partnering Initiative reference (see 2): strategic considerations
	http://www.partnershipsresourcecentre.org/publication/papers/pa-pers-2010/005-partnering-skills	Effective collaboration requires new combinations of specific attitudes and skills
Insight #4: Reflect, Evaluate and Be Accountable Make the collaboration learn: • Measuring results (not only count them but also tell them) • Evaluate results • Accountability down – and upwards • What to do with lessons learned?	http://www.partnershipsresourcecentre.org/our-model/context Karen Maas, Corporate Social Performance. From output measurement to impact measurement (2009)	Monitoring & Evaluation model of the PrC (still under construction...). For measuring impact, it is important to start from the perspective of society (book).
PART 3 in partnerships: Plan for a joint future (or not)! **Insight #5: Consider your success** Make the collaboration relevant: • The collaboration is a tool not an end in itself • When is the collaboration successful? • Sustainability of the collaboration	Boer de, D. et. al. (ECSAD / ICCO) Partnerships, Power and Equity in Global Value Chains: A 'Rough Guide' to Partnerships for Development (2009) Wijk, van J., et. al. (ECSAD / ICCO) 15 Dilemmas for NGOs involved in NGO-Private Sector Partnerships for Value Chain Development (2009) Eva Harper and RosTennyson (2009) Moving on: Effective Management of Partnership Transitions, Transformations and Exits. International Business Leaders Forum. Available from www.parteringinitiative.org	Overall insights and do's and don'ts that can be conducive to harnessing the combined powers of private sector and civil society actors in pursuit of sustainability and competitiveness. Derived from work-in-progress on civic- private partnerships related to three ICCO supported value chains in Africa. Presentation of dilemma's on strategic choices that can occur in a value chain related partnership (discussion material).