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*Towards a governance of trust:
Leading collectively in multi-
stakeholder partnerships*
Petra Kuenkel, Executive Director,
Collective Leadership Institute

Other contributions from:
Tufts University, SEED, COLEACP,
General Mills, UNCTAD, ECDPM,
Diamond Development Initiative,
The Nature Conservancy and
the Dutch Special Envoy Natural
Resources

About GREAT Insights

Governance, Regional integration, Economics, Agriculture and Trade (GREAT) Insights is ECDPM's magazine covering a wide range of topics related to economic development in Africa and the developing world. GREAT Insights gathers expert analysis and commentary from a wide variety of stakeholders with different perspectives.

GREAT Insights is published by ECDPM

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ISSN: 2215-0593 (print)
2213-0063 (online)
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This publication benefits
from structural support
by ECDPM's institutional
partners The Netherlands,
Belgium, Finland, Ireland,
Luxembourg, Portugal,
Sweden, Switzerland, Austria
and Denmark. This particular
issue also benefits from
funding from the Department
of International Development
(DFID), United Kingdom.

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Coverphoto: I know the value of watermelon, Photo: Carsten ten Brink, Flickr.com

Photo above: Developing handicraft industry in Vietnam. Photo: UNIDO, Flickr.com

Editorial

The major conferences in 2015 resulted in a set of ambitious agreements on sustainable development, emphasising the need for the development community - including the private sector - to pull together a set of complementary and mutually reinforcing resources, capabilities and knowledge to address sustainability challenges. Turning to 2016 and the implementation of the 2030 Agenda, inclusive multi-stakeholder partnerships are therefore perceived and promoted as a key instrument for the realisation of the Sustainable Development Goals: partnership platforms are arising; new instruments are being set-up. But if we want to get a better picture of not just what is desirable but what is feasible, the link between policy and practice needs to be brought front and centre.

Multi-stakeholder partnerships differ in terms of approach - should the focus be on value chains as in the case of SEED's collaboration with Almodo, on specific locations as more territorial projects do, or on specific sectoral objectives as in the Diamond Development Initiative. Dimensions of partnerships vary accordingly: the geographical scope and objectives; and the range of actors - they might include CSOs (NGOs, trade unions, business associations), private sector and central governments/local authorities, not to mention cooperatives, religious groups and others. This also raises the level of complexity.

Take the example of CSO-business partnerships, they are attracting particular attention for their potential to develop inclusive business models, new business opportunities by reaching the bottom of pyramid (BoP), better sustainability practices along value chains and new standards. Partnering is therefore about innovating, creating and exploiting new opportunities!

But to realise such potential, actors supporting and involved in partnerships need to define and understand each other's interests, roles, added-value and set up an agreed frame for collaboration. This in turn contributes to making partnerships a long-term and strategic tool, driven by engaged and committed partners - not like philanthropic partnerships, which still account for the majority of partnerships today.

Strategic partnerships are complex tools where actors need to go beyond partnership design - though it matters - to understand better politics, partners' and incentives (and power balance) and external contextual factors (market and institutional frameworks), which tend to define a partnership's objective and progress. Evolving in such an ever-changing environment comes with challenges where trust is a key basis for effective governance, as highlighted by Petra Kuenkel in this edition.

It is therefore a critical moment to understand how partnerships work, where their drivers and constraints are, and realistically adjust expectations to what partnerships can offer. This in turn can provide the development community with insights on how to better support such venture and boost their developmental impacts.

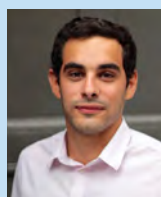
This issue of *GREAT Insights* builds on some of the current initiatives and discussions to present a range of key reflections on this issue, bringing together perspectives on multi-stakeholder partnerships, from a range of high-level personalities, stakeholders and experts. The focus is placed on illustrating the merits of multi-stakeholder partnerships as an instrument for sustainable and inclusive development, sharing key lessons learnt; and understanding better the partnership's establishing and operating processes. It also highlights some key considerations on the importance of the location of partnerships, on the role of CSO, private sector and policymaker/donors and on their governance structures.

We hope you will appreciate these insights and welcome your comments and contributions.



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Towards a governance of trust: Leading collectively in multi-stakeholder partnerships

by Petra Kuenkel

For Agenda 2030 to succeed, joint CSO-business partnerships become increasingly important. However, their success hinges on the capacity to lead change collectively. Governance structures need to reflect this.



A market stall holder in northern Uganda, December 2011. Photo: Pete Lewis/Department for International Development, flickr.com

The recently adopted 17 Sustainable Development Goals (SDGs) are not only complex and interlinked, but also challenging to achieve by 2030. As partnerships between civil society organisations (CSOs) and business form a vital part of SDGs implementation, their ability to succeed is paramount. Yet, both sides are pushed beyond their comfort zone as they rapidly have to shift the way they think, act and, above all, the way they lead. Can business learn from leadership in CSOs and vice versa and will this enhance impact?

When it comes to the implementation of SDGs, no single actor holds the solution (Kuenkel and Schaefer, 2013). Instead each actor contributes an essential parcel of knowledge, a puzzle piece which counts. Yet, at the same time the organisational cultures of CSOs and business are very different and so are their leadership cultures. While businesses mainly build their success on facts and performance, CSOs primarily thrive on relationship building and a mission-driven cause. However, rather than being a 'nice-to-have' skill, the capacity of organisational actors to lead collectively is a necessary condition for success. Can

this approach work across such differences in organisational culture?

A report by ICS Centre analysing 330 multi-stakeholder partnerships, suggests that leadership is the first building block for success. But the report also states: "While we recognise that good leadership is a red thread through the literature that describes successful partnerships, it remains a vague concept." Moreover, leading collectively, across the boundaries of several institutions, challenges the traditional view of leadership as an individual competence within a hierarchical setting. Instead it invites a shift towards a more systemic view. This means:

1. Looking at multi-stakeholder partnerships between CSOs and business as complex (although in many aspects complementary) living systems, which require a new approach towards leadership.
2. Assessing leadership success as the capacity of a collective to drive positive change, rather than just the skill-set of individuals.

Multi-stakeholder partnership as complex living

An important concept with regards to CSO-business partnerships can be found across all biological ecosystems: Loosely interconnected parts – actors or organisations – are dependent on each other for survival – success – and effectiveness. In addition, a biological eco-system thrives when the individual species thrive – albeit in a dynamic balance. The interest of the individual and the interest of the whole are intrinsically linked and both ends of the spectrum of nested eco-systems must therefore be strong. Similarly, in CSO-business partnerships, success hinges on the strength of partners, on a shared interest, and on the pursuit of individual interests as well as collectively created value for the whole. However, despite this mutual dependency, CSOs are often perceived as less powerful than business. Can partnering work when actors are not equal?

Much of the planning and implementation logic, within multi-stakeholder partnerships, is still built on a mechanical worldview; yet, a new approach is needed when creating collective change on a broad scale. Leading change in such complex laboratories requires stronger collective action wherever, and in whichever form, it is needed in order to create collective impact (Kania and Kramer, 2011). In this way, CSO-business-partnerships can be viewed as laboratories for new forms of organising human (inter) action in networks, movements, and emergent organisational structures.

Nevertheless, it can be unsettling for both sides to discover that they are moving into an experiment with no clear outcomes. Agreements, goal-setting, joint strategic planning, governance and management structures can hold the anxiety at bay. However, they too need to serve a more important purpose – to facilitate widespread collective action for the change envisaged. Enabling more systems-based leadership approaches can assist with this transition.

Leadership as the capacity of a collective

When driving impact in CSO-business partnerships it helps to view them as collaborative eco-systems. Such systems require collective energy and a diversity of actors to not only create a future, but also to sustain a path towards success. In order for the 2030 Agenda to succeed, the joint capacity of leaders as catalysts of positive change will become increasingly important – no matter, if they come from businesses or CSOs. Furthermore, although the personal capacity to lead is crucial, in partnership, such a capacity does not automatically translate into more productive collective action. There are

numerous examples of how individual efforts clash with existing structures, which then often leads to hindering, rather than advancing, efforts. Yet, much of the institutional world, and its logic of planning and implementation, still focuses on the individual leader rather than the system he or she operates in.

Therefore, leadership in CSO-business partnerships needs to find new ways of invigorating human competencies for collaboration. For example, if a sense of ownership is high, then self-responsible, yet collective, action, with voluntary alignment of overall goals and strong mutual accountability, will follow. Similarly, although monitoring and evaluation is important, a complex cross-organisational system cannot be controlled in the same way an organisation can. Achieving collective impact rests on numerous intangible ingredients of which only a few can be contained, agreed upon and merged into plans, agreements, measurements, and rules. Albeit the latter are important, leading change collectively requires actors to understand and consciously manage the intangible systemic ingredients as well.

A systems-approach to governance in multi-stakeholder settings

In a systems-approach, partnerships can be seen as complex yet purposeful human change endeavours – with the potential to shift or re-arrange existing societal settings and overcome organisational limitations. Leadership here is a co-creative process that often begins with a small group of dedicated initiators and aims at profound collective change. Governance models in partnering need to take into account that results are achieved more easily when people trust each other personally, are confident about each other's serious commitment and open to iterative learning. The crux of governance is in how far it supports and maintains trust that already exists. It is not a substitute for a lack of trust between partners. The ingredients for successful CSO-business partnerships lie deeper.

Enabling ingredients for collective leadership

There are a number of principles in complex living eco-systems that are helpful to remember for partnerships requiring collective leadership.

1. There is an inherent drive in life towards evolution through creating future possibilities, which translates in partnerships as the willingness to work together towards a future goal that benefits all. Business often translates this principle in focused decisiveness and CSO in mission. Acknowledging both is important.

2. There is a need for sufficient containment and boundaries in all living structures that allow cohesive identities to emerge - which translates in partnerships between CSO and business as the need to manage reliable and transparent processes, acknowledge each other's identity, ensure inclusivity in decision-making, and find governance structures that work for both organisational cultures.
3. There is a zest for novelty, adaptation, and the ability to recover from disturbances – which translates in partnerships as the openness of both partners for new solutions and the capability to change course when needed. Governance structures need to be learning structures.
4. There is a vast network of multiple and mutually reinforcing, recursive feedback loops in all walks of life – which translates in partnerships as the need for a high quality dialogic communication and transparent information. Businesses will have to learn that it takes time to generate trust.
5. There is the attention to the whole in life as much as to the part in a culture of mutual support - which translates in partnerships as the commitment to a larger course, the negotiated interests and the emotional excitement about the ability to make a difference. This means that the partner organisations will inevitably change through the joint effort. Both governance and management structures in CSO-business partnerships will have to take the recursive impact on the organisation into account.
6. There is a sixth, essential ingredient, typical of human life: the ability to become conscious about the way we think and act, an understanding for each other and a drive to reconcile differences. This human competence to observe while acting, to step into the shoes of the other stakeholder is a cornerstone of leading success in CSO-business partnerships.

Hence, although leading change in CSO-business partnerships requires knowledge and application of more rational success factors such as goal-setting, governance structures, accountability, result monitoring and agreements, it is also important to more consciously navigate the underlying enabling ingredients for constructive systemic co-creation (OECD, 2015). An accessible meta-level guiding model, such as the Collective Leadership Compass (Kuenkel, 2016) could help identify and therefore strengthen the collective leadership capacity of a group of actors. The model was derived from 20 years of practice in complex multi-stakeholder settings. It is a practice-oriented approach to leading complex change by attending to a pattern of human competences in the five dimensions of future possibilities: engagement, innovation, humanity, collective intelligence, and wholeness. Although the

five dimensions are not new, what is new is paying attention to their joint presence and the positive effect this has on the quality of leading collaboration in a systemic way. Lastly, more investigation and observation is also needed to overcome a current vagueness when describing leadership issues in multi-stakeholder partnerships, especially as the world moves towards the 2030 Agenda. If we use this opportunity to learn to lead collectively, and enhance the enormous potential that lies in partnerships as collaborative eco-systems, we could shift human evolution into a new definition of progress. ■

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Promoting inclusive business models

by Fulvia Farinelli

In the face of rising inequalities within and among countries, partnering between businesses, CSOs and institutions as a way to tap into their complementary resources and expertise is critical, including in terms of pro-poor inclusiveness and sustainability.

The 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs) have set a new scene for the way in which economic actors shall produce, consume and operate. At the international level, there is a clear sense that business as usual is not an option anymore, and that in order to achieve the global goals for sustainable development, multi-stakeholder partnerships are needed in all areas and at all levels. In particular, the contribution of partnerships between civil society

organisations (CSOs) and the private sector - ranging from cooperatives, to small and medium sized enterprises (SMEs) to large corporations - is key to achieve sustainable development in a balanced and integrated manner, and to generate urgent transformative changes and innovative business models.

Among the most urgent priorities to be addressed through partnerships between CSOs and businesses is the rising inequality that markets have generated in the aftermath of the recent economic and financial crisis,

hitting particularly hard the most vulnerable economies and segments of the population. As a matter of fact, inequality was on the rise even prior to the crisis, when markets were stable and countries were going through a period of sustained economic and employment growth. In the three decades prior to the recent economic downturn, wage gaps widened and income inequality increased in a large majority of OECD countries. In developing countries, a significant majority of households (more than 75% of the population) is



Le Thi Thao makes incense sticks at her family shop near Tu Duc tomb. Photo by Chau Doan/UNIDO, flickr.com

currently living in societies where income is more unequally distributed than it was in the 1990s - with the exception of China and India, where millions of people have been pulled out of poverty.

Promoting inclusive business models

President Obama called the structural widening of income inequality "the defining challenge of our time". Expanding gaps in income and wealth around the world, however, are not an unavoidable by-product of globalisation and technological change. The experience of several countries - many of which are in Latin America - shows that it is possible to reduce income inequality while maintaining a high level

not happen under pure market conditions, due to the high costs of skills upgrading and to the geographic fragmentation characterising small local suppliers in most developing countries. In value chains as varied as agriculture, manufacturing and retail, large corporations may create new pro-poor opportunities for local suppliers from which they source - be it small farmers who can learn farming as a business, small service providers or local vendors. In order for this to happen, however, there is a need for intermediary organisations, including CSOs that contribute to build and upgrade local supply capacities (see Figure 1). In global value chains, in fact, large buyers and lead firms have

operating costs, increased product quality or access to new local supply and distribution channels that help to strengthen their business in both home and host countries. In particular, it is possible to make use of the potential synergies between linkages creation and 'pro-poor strategies' by linking large corporations via the formal sector to the informal sector in urban and rural areas with the support of intermediary CSOs, which are key to make sure that the initiative taps into the full potential of local content creation.

Business linkages programmes may play a key role in supporting the formalisation and upgrading of small informal producers, as well as the efforts of formal producers/exporters to meet the international standards required by TNCs operating in global value chains. In Vietnam, for example, the Joint UN MDG Programme Green Production and Trade to Increase Income and Employment Opportunities for the Rural Poor brought together a coalition of national and international partner institutions to increase trade opportunities and investment linkages for local raw material and handicraft and furniture producers. The initiative used a value chain approach to identify business opportunities for integrating small local firms located in remote areas of the poor northern provinces of Vietnam into regional and international value chains. Support covered the entire value chain from raw material supply to exports rather than only parts of it.

A critical element for the success of the initiative has been the mobilisation of the right institutional partnerships, such as with local authorities, CSOs and business associations, to allow local firms access to linkage opportunities beyond traditional markets. Vietcraft - the local association of handicraft producers - played a key role in network building, product development, and trade fair organisation. UNCTAD, through its local Empretec (UNCTAD capacity-building programme) counterpart hosted by Vietrade - the country's trade promotion agency - took care of assisting small producers in accessing the five different value chains by upgrading their entrepreneurial skills and meeting the quality standards of large international buyers (see Figure 2). Small producers were encouraged and assisted in their efforts to adopt health and safety standards and improved waste treatment, and to introduce new product lines with the help of experienced designers, taking inspiration from traditional ethnic styles but giving them a modern tweak to appeal to domestic and international buyers.

Figure 1: Promoting business linkages for pro-poor growth



Figure 2: Promoting inclusive linkages in Vietnam



of integration with the global economy. Partnerships between CSOs that, by definition, defend the interests and willingness of citizens and businesses have an important role to play to address inequality-reproducing cultural norms and to promote more inclusive growth patterns. In particular, they can contribute to provide more equal opportunities to disadvantaged groups of the population such as women, youth, or minority groups, by adopting more inclusive business models and promoting value chains that are especially relevant for the poor.

CSOs are ideally placed to take care of the 'public good' component of business transactions that do

become increasingly demanding, without necessarily offering higher price margins to enhance economic and social upgrading.

Creating pro-poor business linkages opportunities

Creating sustainable business linkages between domestic firms and subsidiaries of large corporations represents a vital channel for expanding economic opportunity and poverty alleviation through a wider and more equitable distribution of the gains from integrating into the global economy. Incorporating the poor into global value chains may result in tangible benefits for large businesses as well, such as reduced

Evaluation findings reveal that the income increase from the surveyed products was nearly three times higher in the sample group than in the control group, and this was particularly the case in the sericulture/silk value chain, where the income from surveyed products contributed 26.5% to the overall household income in 2012 (compared to 16.7% in 2009), while the control group's income contributed only 8.2% to the overall household income. This shows that CSOs may play a key role in providing information about market opportunities and promising business models, offering training and coaching, developing soft skills, or even providing virtual work spaces and access to ITs. CSOs can particularly focus on poor communities with high unemployment levels and help them to move out of the informal sector or of income generating activities with low value added gains.

Promoting inclusive agricultural value chains

The impact of pro-poor value chain development is particularly striking when dealing with smallholder farmers. In a rural context, interventions aimed at making value chains more inclusive and at tackling higher value markets may increase productivity, income and food security dramatically. For example, the South African beverage manufacturer SABMiller has been sourcing local ingredients for beer production, such as sorghum, cassava and barley, from thousands of small farmers across the African continent, working with local cooperatives, international organisations such as UNCTAD's Empretec and Business Linkages Programmes, and CSOs such as Technoserve to transfer agricultural knowledge and business skills. Among the most effective support measures that CSOs can provide to facilitate the development of pro-poor agricultural value chains are:

- a. increasing access of small-holders to information needed to evaluate alternative market opportunities, as well as specialised technical

- b. developing appropriate agricultural technologies and training smallholders for increasing productivity and increasing quality;
- c. improving infrastructure (communication, transportation, irrigation, as well as cold chain storage systems).

UNCTAD's Business Linkages programmes have increasingly incorporated inclusiveness and sustainability principles, leveraging the incentives and resources of the private sector to adopt environmental standards and to ensure the beneficial inclusion of the poorest segment of the population, especially in rural settings. For example, UNCTAD has recently launched a project in the United Republic of Tanzania aimed at promoting business linkages in sustainable tourism and organic production. Among its objectives, the project aims at supporting smallholder coffee farming communities in the Arusha area meeting the environmental standards of large buyers such as Lavazza, and at developing the right entrepreneurial mind-set of poor rural entrepreneurs. In order to carry out the field work, UNCTAD has partnered with the Hans R. Neumann Stiftung (HRNS), a German CSO that is currently assisting 25,000 coffee farming households, totalling up to 125,000 people in northern and southern Tanzania (Mbeya, Arusha and Kilimanjaro regions).

The rationale of UNCTAD's linkage-building intervention is that by instilling an entrepreneurial spirit in small coffee growers and their leaders through the Empretec training, a new approach to farming 'as a business' will be diffused, spurring farmers to strive for increased volumes and better quality, thus benefitting the large buyers such as Lavazza at the other end. Diversifying the income sources to better cope with fluctuating prices of coffee is also one of the most important objectives of the training activities. In this way, business linkages become a means to allow

domestic SMEs, including small rural enterprises, to diversify and add value to their production, thereby participating more effectively in international production systems. As intermediary organisations, CSOs such as HRNS can play a key role in this context, by measuring impact, documenting and disseminating best practices, informing public opinion and public policy, and brokering partnerships. They can also play operational roles in business linkage efforts and in facilitating the success of innovative, inclusive business models. ■

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Figure 3: Promoting sustainable linkages in the United Republic of Tanzania



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Corporate-NGO inclusive business partnerships: Why they work and why they don't

by Bhaskar Chakravorti

Corporate-NGO partnerships potentially offer further resources and added-value to their members, allowing them to contribute to their core mission. To realise such potential can however be a bumpy road. The article thus presents five key questions to address in order to achieve effective partnerships.

At the Inclusion Inc. conference at The Fletcher School in April 2015, there was a fascinating conversation between Tim Cross, President of YouthBuild International, and two of YouthBuild's corporate partners, Lata Reddy, President of The Prudential Foundation and Dina Silver Pokedoff, Senior Manager of Branding for the Saint-Gobain Corporation. What I particularly enjoyed about the discussion was that it offered a close-up look at a single NGO's experience with multiple corporate partners, representing industries as different as insurance and building materials. It provided insights into what it takes to get a partnership started with two very different kinds of entities, and, more critically, what it takes to ensure that the partnerships endure.

More broadly, there are several patterns that are useful for understanding the overall context for such partnerships. Corporations and NGOs are very different in their goals, organisation structure, motivating factors and culture. They enter into relationships with each other with differing objectives. As these relationships have matured, both types of entities are getting somewhat less wary of the other. They are also beginning to invest in fewer partnerships and focusing on more 'strategic' relationships. However, there are still many bumps on the road ahead.

Aligning motivations

Consider the question of differing motivations. According to the Corporate-NGO Partnerships Barometer, the primary motivation for a corporation to enter such a partnership is to enhance brand, corporate reputation and credibility; in parallel, according to the same Corporate-NGO Partnerships Barometer, an NGO enters such a partnership primarily to access funds. It is particularly telling that long-term stability and impact are the second most important motivation for both parties. This suggests that each has an incentive to build towards a longer-term relationship.

A key point to note in the Corporate-NGO Partnership Barometer for 2014 is that for the fifth year in a row, the relationship between Marks & Spencer and Oxfam was voted to be the one most admired. This leads to a natural question: What are the factors behind a strong - and admirable - relationship? What can companies and NGOs do to develop

such relationships? In YouthBuild's case, Tim Cross mentioned five ways in which corporate partners are valuable to his organisation; I find that his rationale applies widely:

1. Companies have the jobs. They represent the demand side for their service -YouthBuild helps young people develop essential skills.
2. Companies have technical expertise that YouthBuild does not have.
3. Corporate volunteers are key resources that YouthBuild can draw upon to train youth with practical and relevant skills.
4. Companies have leverage with many of the enabling institutions, key actors and the environment, including the government.
5. Companies can provide essential funding for YouthBuild's programs.

Checklist for corporate-NGO partnerships

From the multi-year research study that The Fletcher School is conducting in collaboration with Citi Foundation into the question of what motivates investment in sustainable and inclusive business, we have learnt that companies consider social enterprises and NGOs as essential partners to close gaps in several key areas. The relative importance of these gaps varies by company, industry and the region. These areas include:

1. Knowledge about execution challenges, facilitating factors and inhibitors on-the-ground, particularly in unfamiliar territory, such as in relatively inaccessible parts of a developing country.
2. Talent acquisition from communities where the company has limited reach.
3. Mechanisms for scaling up their operations by creating extensions of the corporate organisation.
4. Establishing key relationships with local actors and communities and building brand equity. This would include building credibility and goodwill with political and regulatory bodies as well.
5. Mechanisms for developing market insight by tapping into local customer needs, doing market research and learning from pilots.



YouthBuild students painting. Photo: YouthBuild Philly, flickr.com

I find this 5X5 construct to be a useful framing device for testing the robustness of corporate-NGO partnerships. The more reasons that each party can cite as their rationale for entering into the relationship, the greater is the potential for a longer-term, 'strategic' relationship.

Challenges

Of course, there are many stumbling blocks that both partner entities, corporate and NGO, have experienced. To round out the picture, consider five common issue areas that systematically present challenges in initiating, scaling up and sustaining the partnerships. They are:

1. How compatible are the goals, sensibility and cultures of the two parties?
2. Are there mutually accepted metrics to gauge the success of the relationship and its impact? Does the relationship lead to tangible business value for the company and measurably contribute to the NGO's social purpose?
3. Given the inherently asymmetric nature of the relationship, does this lead to the party with greater negotiating leverage to assert itself and seek a disproportionate share of the shared value created, thereby leading to friction?
4. To what extent is the relationship dependent on personal connections and chemistry among key individuals?
5. Given the differences in time horizons and potential shifts in priorities - particularly from the corporate side because of budgetary or business cycles - does this prevent the relationship from developing into a longer-term, more 'strategic' one?

Needless to say, any discussion about how to do corporate-NGO partnerships right also brings up several new questions. Partnerships are key to executing in a complex and varied world. They are challenging to pull off successfully. The learnings about best practice and risks often come from

experience. Scaling-up inclusive business activity means venturing into unfamiliar territory. This unfamiliar territory certainly covers new market segments. It also covers new entities that are the partners so essential for the pursuit of new market segments. ■

This article first appeared in Forbes: <http://www.forbes.com/sites/skollworldforum/2015/05/28/corporate-ngo-partnerships-why-they-work-and-why-they-dont/#4980b7db14a4>

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Waste management driving green growth

by Amélie Heuër and Moussa Dogo Ali

In the context of the implementation of the Sustainable Development Goals (SDGs), SEED and its winner Almodo illustrate how valuable multi-stakeholder partnerships can contribute to SDG 12 for ensuring sustainable consumption and production patterns.

Why is solid waste management still such a challenge?

Sound solid waste management (SWM) is crucial to meet the 2030 Agenda for Sustainable Development. However, time and time again the public sector, particularly in developing countries, lacks the resources and infrastructure to tackle the increasing amount of waste that is being produced through population growth, urbanisation and new consumption patterns as well as the skills and expertise to address its growing complexity. While the private sector has been able to take on some of the burden, generally the high prices mean that only high level income households can afford the services.

As a result collection and recycling rates remain low, at 25% according to the Green Economy Report (UNEP, 2011), and waste is illegally dumped, causing serious environmental damage, pollution and health problems, and in the long term high down-stream costs.¹

SWM as a pathway to green growth?

At the same time SWM offers valuable pathways to a green economy. It has the potential to be an engine for growth by creating new value chains, employment and innovative products while addressing social and environmental issues. According to the Green Economy Initiative the global waste



Almodo waste recycling. Photo: supplied by the authors.

market, from collection to recycling, is estimated at US\$410 billion a year.²

One crucial aspect of the sector is that it is accessible to all, even the poorest with few other employment opportunities, regardless of age, level of education or skills set, and it has low capital requirements. Nevertheless, the flipside is that the often informal and unregulated nature of those jobs results in unsafe working conditions, lack of physical protection, insecure income, child labour, and the absence of any social protection; i.e. not green and inclusive jobs. So how do we ensure that the SWM sector becomes a driver for green growth, rather than just a way of creating cheap and unregulated labour?

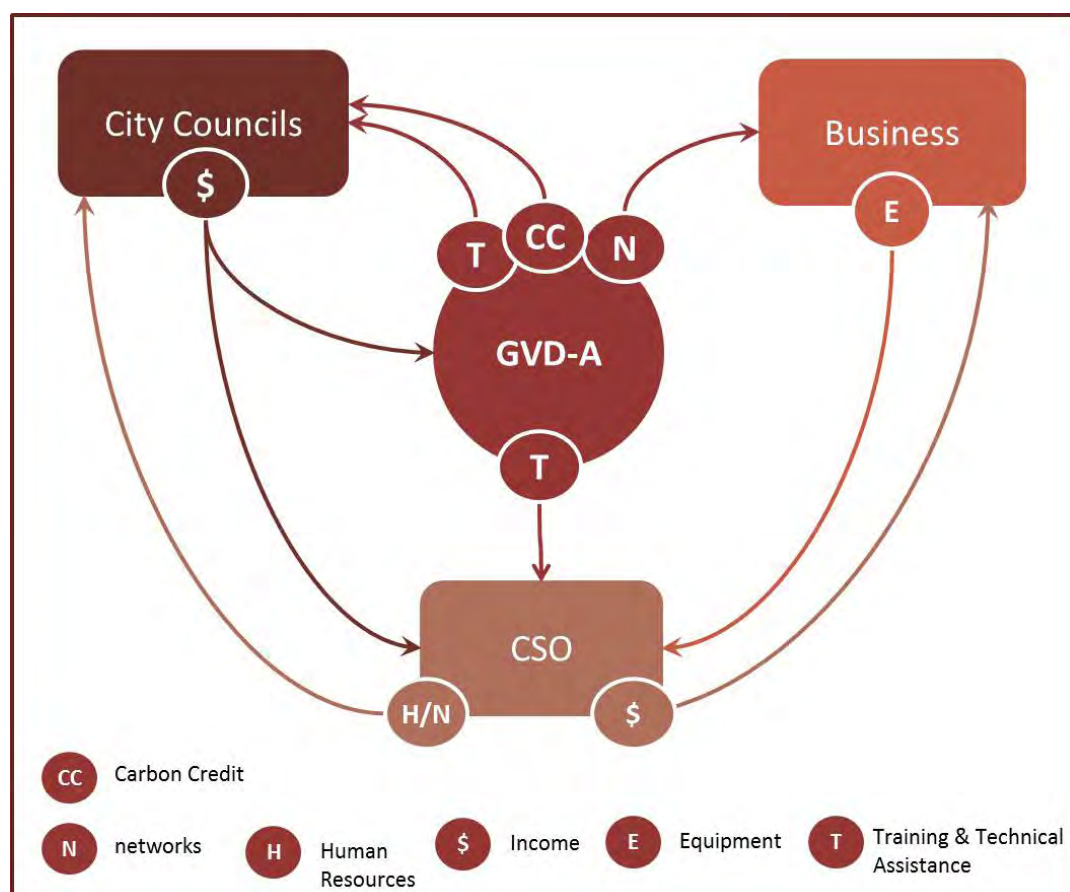
Over the last ten years at Sustainable Entrepreneurship for Economic Development (SEED) it has become quite apparent how valuable multi-stakeholder partnerships are in transforming the SWM sector into an engine for green and inclusive growth, which is particularly evident in the case of 2009 SEED Winner Almodo, in Niger.

How multi-stakeholder partnerships transformed SWM in Niger and beyond

Established in 2005, Almodo developed a SWM model to address the lack of waste collection in Niamey. They collect, sort and recycle waste using transformation processes well-known to the local population, which makes the technology accessible to all. The waste is then recycled into low cost products in the field of energy, agriculture, building and carpentry, substituting standard goods that impact climate change through deforestation, industrialisation and chemical fertilisation.

The strength of Almodo lies in its ability to bring multi stakeholders together and foster local ownership. Led by the private company GVD-Afrique, the Almodo concept is based on a partnership between businesses, civil society organisations (CSOs) and city councils. Upon request, Almodo

Figure 1: The Almodo partnership model



first trains city councils in sustainable waste management and sets up a project plan for the city. The second step revolves around engaging CSOs that work with marginalised citizens with few employment opportunities (mainly women, youth, rural communities, illiterate and disabled people). Through training, Almodo professionalises those vulnerable citizens as waste handlers and recyclers and ensures their products and service suit the local market. Finally GVD-A engages other local businesses to provide technical equipment, mostly locally sourced, and strengthens their know-how on innovative equipment development and maintenance. Most important in the process is the engagement of all partners from the outset and during the decision making process.

Through this multi-stakeholder partnership model, Almodo is able to generate true triple bottom line – environmental, social and economic - impacts. First, waste pollution and landfill gas emission at dumping sites are reduced, recycling rates are increased and the products created out of recycling mitigate climate change. In addition, public health is improved, and marginalised communities develop transferable skills and are lifted out of poverty through safe and regulated employment opportunities. Besides increased income

at the bottom of the pyramid (BoP), the products (made out of recycled material) are cheaper than their standard (unrecycled) substitutes; both contributing to the increase of the families' purchase power. Finally, at municipal level, costs of waste management are reduced (up to 80%) and income increased through carbon credits.

The replication rate of the model is a testimony to its success. Starting out with 1147 households in two quarters of Niamey, they have now been approached by 50 city councils in Niger, Mali, Togo, Congo, Cameroon, and Ivory Coast to replicate the model. As a result, they now provide direct employment to over 2,500 people and cater for over 100,000 low income households.

Multi-stakeholder partnerships crucial for the future of sustainable SWM

Clearly the SWM sector offers valuable pathways to a green economy as it has the potential to generate multiple benefits. While there is no 'one-size-fits-all' solution to sustainable SWM, for the sector to develop to its full potential and achieve triple bottom line impacts for green growth, it is essential to create inclusive and green value chains.

Almodo highlights the importance of multi-stakeholder partnerships in this regard. Specifically in the context of the SMW sector, it appears that partnerships between local governments, businesses and CSOs are most conducive to effectively address the challenges around resources, infrastructure, expertise and large scale service delivery at the BoP. In the case of Almodo, the partnerships are vital for harnessing expertise and inter-organisational learning, for pooling resources and capabilities, for navigating legislations and accessing finance, and for promoting sustainable waste management in the wider community. In addition, partnerships strengthen the durability of projects as they minimise the risk of failure due to disengagement of individuals; i.e. by engaging and giving ownership to multiple institutions, the project is more likely to continue if one or more individuals disengage. A clear condition for those partnerships to work is the necessity for mutual benefits for each partner, strong communication, and clearly defined roles.³

Almodo provides a snapshot of one solution, but for SWM to truly reach global impact and contribute to the Global Goals, it is now imperative for policy makers to support the replication of such models (tailored to their local context) at a large scale. More insights are needed into the barriers and success factors of such partnerships in SWM. For instance, while some partnerships are formalised, many partnerships at the BoP are based on trust and remain informal, which is a critical factor in the partnership management. The next step is then to further examine not only how policies, regulatory frameworks, and markets can support the scale up of the sector, but also how the ecosystem around it can boost its productivity and finally which reforms are necessary. In that, we all have a role to play and we encourage governments, civil society institutions and businesses to join forces in this challenge. ■

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Innovative partnerships: The COLEACP model

by Jeremy Knops and Hilary Barry

Over the past 40 years, COLEACP has acquired extensive experience in supporting a sustainable and inclusive agricultural trade between ACP countries and the EU. Members of the association, ACP and EU businesses, are convinced that innovative partnerships with civil society organisations (CSOs) and donors create the opportunity to promote sustainable agricultural practices while sourcing from competitive small-scale farmers.

Accessing markets, an evolving context

The markets for fresh fruit and vegetables have transformed. Alongside a rapid increase in volumes traded during the past decades, the supply chain has been subject to dramatic changes both in structure (vertical integration, consolidation, globalisation) and in terms of the commercial and regulatory requirements, or 'trading rules', of the major markets. Together these have created substantial technical and financial challenges that threaten the place of African, Caribbean and Pacific (ACP) operators, particularly the weaker economic players, in agricultural value chains.

While the past decade has seen increased investment by local and international companies in ACP countries, local and international agribusiness companies seeking to partner with suppliers often lack the capacity and experience to deal with local socio-economic circumstances. As a result, these companies are increasingly approaching donors, development partners (including COLEACP) and civil society organisations (CSOs) for advice and assistance. Clear opportunities for public-private partnerships, market-based solutions, and additionality emerge where the interests of businesses, CSOs and donors coincide.

COLEACP (the Europe-Africa-Caribbean-Pacific Liaison Committee) provides technical assistance to ACP companies in 50 countries to help them meet the demands of the markets in terms of regulations and standards. As the market

requirements have changed, COLEACP has adapted its support accordingly expanding from its original focus on food safety regulations and standards to also address social and environmental initiatives; and targeting sustainability, food security, and poverty alleviation in a broader context. The model developed by COLEACP is unique in that it provides targeted assistance to the private sector, while also ensuring that the capacity of the enabling environment to support the sector over the long-term is also strengthened through, among others, CSOs, competent authorities and local service providers.

Tailored support for ACP producers and exporters

The challenge for COLEACP is to address a common subject (food safety, sustainability) over a very diverse range of conditions (small vs. medium or large companies; different products; different countries; different players, different needs). It requires an approach that is sufficiently structured to allow a central team in Brussels to implement a programme of capacity building in several countries, while at the same time being sufficiently flexible to accommodate the considerable variation between and within them. The following case studies illustrate the importance and the role of partnerships between representatives from the private and public sectors and CSOs in meeting this challenge.





APROVAG in Senegal: Banana producers

APROVAG (*Association des producteurs de bananes de la vallée de la Gambie*) is a cooperative in Tambacounda, Eastern Senegal, 500km from the capital Dakar. In 2012 COLEACP received a request for support from the producers. It was difficult to sell their bananas on the local market given the competition from Côte d'Ivoire, poor packhouse infrastructure and the cost of organic fertilisers. The producers were looking to improve their food safety management system and aimed at GLOBALGAP certification as well as organic and Fairtrade certification. These certifications were necessary if they were to penetrate the EU market. The potential access to the Dutch and European market via Agrofair (Europe-wide importer and distributor of Fairtrade and organic tropical fresh fruit from Africa and Latin America, co-owned by its farmers) was a source of motivation for the 610 producers as well as the possibility to increase their productivity due to better agricultural practices. Consultation was set up from the start between VECO (Belgian NGO working in Tambacounda) Agrofair, United States African Development Foundation (USADF) and the PDMAS agricultural market support programme financed by the World Bank and the PCE economic growth support programme financed by USAID.

A collective action plan was put in place whereby partners would support APROVAG according to their respective areas of expertise in order to cover all aspects of the initial demand for intervention. COLEACP went ahead to train 149 producers and four locally based VECO officers who would then continue to train the other 13 associations who were members within the cooperative. External auditors certified the producers and their system according to GLOBALGAP (international food safety standard) and organic standards. The main benefits for the producers came from increased sales on the local market thanks to better quality and regular volumes. This could not have been achieved without the active participation and presence on the ground of all partners involved.

Keeping access to EU market for lychee supply chain in Madagascar

Madagascar is the largest exporter of lychees to the EU with around 20,000 tonnes of produce shipped annually between December and January. In the 2010 Fruit Logistica international trade fair in Berlin, representatives of GEL Madagascar (*Groupeement des exportateurs de litchis*) contacted COLEACP for support. They were experiencing problems due to sulphur residues in the fruit, which exceeded the permitted levels for EU markets. This was potentially very serious as it could result in a restriction or ban on sales to the EU. Litchi is a key export crop in Madagascar, and has important development implications as a major source of income and rural employment. It is grown predominantly by very small-scale growers, and sold via collectors and brokers to export companies, who then supply local and global supply chains. This export market is worth over €14 million to the Madagascar economy. The supply chain involves 30,000 families, 3,000 seasonal workers (pickers, brokers) over 100 transporters and 40 exporting companies.

Once COLEACP began to work with GEL, it became clear that addressing the sulphur problem was complex and with few economically viable alternatives for post-harvest disease control. The solution needed the involvement of diverse



players. These included the exporters, CTHT (*Centre technique horticole de Tanave*), public sector extension and inspection services, the NGO *Agronomes et vétérinaires sans frontières* (AVSF), EU importers, and GEL itself.

Through a multi-stakeholder partnership, a programme of support was put in place to tackle the most immediate needs, as well as finding long-term solutions through alternative methods and the establishment of risk-management system. COLEACP began to work with the NGO AVSF, which has long-term experience of working with litchi producers in production and Fairtrade certification and a strong presence on the ground. This was instrumental to allow the dissemination of good agricultural practices in pre-harvest management, collection and transport. AVSF acted as a relay to reach the

large numbers of players through advice to producers using a variety of routes from training to radio broadcasts, and follow up support to guarantee impact measurement. Since support actions were undertaken for the lychee supply chain in 2010, neither restrictions nor bans were imposed to the produce exported to the EU.

Lessons learned

From the case studies in Madagascar and Senegal, it shows that the main incentives for partnerships come from the recognised complementarities between actors in order to maximise impact. Short-term achievements within mutually conceived action plans boost the willingness to continue for all stakeholders in the supply chain from primary producers to importers, from public sector to CSOs.

There are challenges in working with any multi-stakeholder group. Inviting national and international interests, public and private actors, government and civil society, producers and buyers to work towards common objectives and according to the same 'rules of play' is nothing if not challenging.

As a private sector player, with experience of creating market linkages and delivering trade and production-related capacity building for public and private sectors, COLEACP is well placed to act as agent in supporting development of the ACP private sector, as well as in partnering with local and global CSOs and businesses to help deliver on development goals and stimulate investment. Given its original mandate, COLEACP is often the first 'port of call' for all of the different stakeholders as it understands the vested interests of each actor and identifies the 'common ground' so that collaboration is more attractive than competition.

Perspectives

EU/global buyers and policy-makers often lack knowledge of the local context, leading to demands that exclude ACP players because of inappropriate regulations, private standards or demands. In addition, inherent unfairness in supply chains (e.g. procurement practices, distribution of benefit) and a lack of opportunity and inclusiveness for groups that are vulnerable (because of poverty, gender, ethnicity, among others) represent major constraints that need to be addressed. Finally, institutional weaknesses and poor governance among public authorities and private institutions (e.g. professional associations) in some developing ACP countries limits their ability to support development of their agricultural sectors.

These constraints must be addressed by businesses, CSOs and donors in the context of poverty reduction and food security which, in turn, are dependent on the sustainability of production. Sustainable intensification forms the core of COLEACP's new intervention framework, to increase production while minimising negative impacts on climate, ecosystems, and the productive environment. It also addresses the social and economic dimensions of sustainability including livelihoods, economic viability (and access to finance), social justice and inclusiveness. There is particular emphasis on smallholder participation, young people, and women, who are frequently the most disadvantaged by the changes

taking place in local and global supply chains, and who often have most to gain from improved conditions of production, employment and trade.

It is more than ever vital to ensure that the transfer of the advances made in the export sector (e.g. in terms of production practices, food safety, plant health, sustainability) is facilitated in order to benefit local and regional markets and consumers. Appropriate and affordable technologies for market-orientated sustainable production (agronomic practices, IT, local processing to add value at source etc.) require resources and investments but also vehicles and mechanisms to link them with end-users to ensure innovation, adoption, and uptake. ■

Under PIP2 and EDES programmes (2010-2015), COLEACP managed 1,600 projects similar to the ones described in Madagascar and Senegal. 14,281 men and women were directly trained by COLEACP through 1068 training sessions across 50 countries. In total, the capacities of more than a million farmers, workers and civil servants were strengthened. More information is available at www.coleacp.org.

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Deconstructing partnerships

by Karim Karaki

While CSO-business partnerships are being promoted by the development community, understanding how they work in practice has never been more pressing if they are to succeed and contribute to achieving the Sustainable Development Goals (SDGs).



Collecting milk for transport in Ethiopia. Photo: USAID/flickr.com

The recently agreed 2030 Agenda for Sustainable Development highlights the need for the development community - including the private sector - to act collectively, and commit adequate resources and efforts to tackle the increasingly interrelated challenges of climate change, poverty, and gender inequalities among others. The rise of the private sector and partnerships and declining importance of aid is illustrated by the figure below, giving the word count of the different words across some of the key development documents since the Millennium Declaration.

The expectations placed on multi-stakeholder partnerships, including CSO-business partnerships, stand in contrast to the literature on CSO-business partnerships results. There is therefore something of a gap between the policy and the practice that needs to be addressed.

Multi-dimensional framework

Starting from the view that partnerships are often a challenge to form, initiate and implement in practice, ECDPM set out to analyse the process of establishing and operating CSO-business partnerships and the various actors and factors that impinge on this, based on the following question:

What are the main partnership characteristics and institutional factors that drive and constrain the process of establishing and maintaining effective CSO-business partnerships?

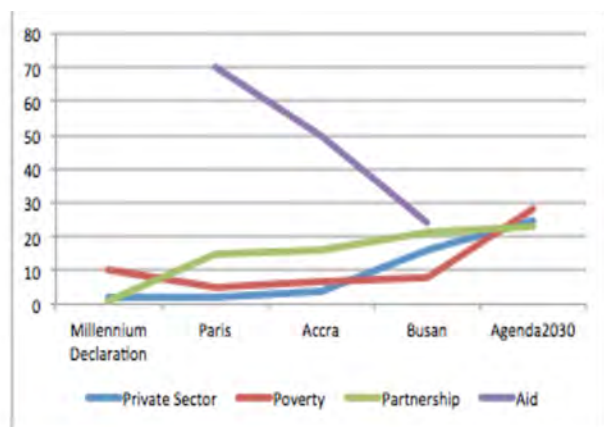
Building on an in-depth literature review on the topic (Byiers et al., 2015) we arrived at an analytical framework focusing on four key dimensions and dynamics:

1. Partnership type - or relation to core business;
2. Degree of partner's engagement;
3. Activities; and
4. Governance structures

Across the four dimensions presented in the table below, we also analyse how the history of the partnership plays a role, in terms of initial motivations and objectives, and the influence of external factors, i.e. location, market dynamics and institutions, play out to affect the partnership's dimensions.

The framework therefore combines the partnership literature with a political economy understanding of interests and external factors. This in turn allows us to capture the complexity of partnerships in terms of drivers and challenges, providing insights on moving from policy to practice - the common ECDPM underlying theme.

Figure: Word counts in key development documents



Source: Author's own analysis

Table: The four dimensions of partnership

Areas	What	Details
Type of partnerships	Whether a philanthropic or strategic partnership	Balance of development/ commercial goals, alignment with core business, CSR etc.
Activities	Nature of partnership activities	Advocacy, sponsoring, training, designing, buying, marketing etc.; together or apart; cooperation required or just desirable.
Degree of partner engagement	Frequency, type of interactions; resources brought	Arm's length or strategic joint decision-making and implementation; levels and types of resources brought by partners; power balance within the partnership.
Governance structures	Mechanisms to define and shape roles and responsibilities	Formal MoUs, contracts etc. on roles, objectives and governance of partnerships; and informal practices.

Source: Author's own elaboration

Processes in practice: Dairy in East Africa

We are now applying this framework to understand some specific case studies in the dairy sector in East Africa (as well as the mining sector in Madagascar and Ghana). Although the case studies are still on-going, the research already offers insights about how the original objective and the institutional and market dynamics shape the processes of partnerships, i.e. how they work on the ground in terms of the four dimensions presented above.

The Africa Milk Project (hereafter AMP) aimed to tackle poverty and malnutrition issues in the isolated, rural district of Njombe, Tanzania, by increasing smallholder farmers milk productivity and income. That said, the project faced its first limitations: even grouped into a cooperative and supported by the local authorities and diocese, smallholder farmers and cattle owners had limited access to a market, and were not able to reach either dairy processors, nor the dairy consumer main market located in Dar es Salaam - 12 hours ride away. CEFA, an Italian NGO supported by the Italian Development Cooperation, complemented the social focus of the project by setting-up a dairy processing plant in 2004 whose main role is to buy, process and sell the milk of the cooperative, guaranteeing the financial sustainability of the project.

Though CEFA succeeded in making dairy products available to Njombe communities, demand remained low - notably because of the lack of awareness of the nutritional importance of dairy products in the Tanzanian diet, threatening the financial sustainability of the AMP. So CEFA launched an additional programme, the Milk for School Programme supported by Italian dairy giant Granarolo, to educate about the benefits of dairy consumption and provide milk to over 25,000 pupils, thus changing their food consumption habits and influencing parents' dairy purchase. Besides fostering local dairy consumption, CEFA also developed new products - e.g. cheeses, so as to enable the milk factory to exploit further opportunities where there is in fact demand for dairy products, i.e. in Dar es Salaam. Granarolo's inputs of expertise, knowledge and financial resources played a key role in supporting both strategic choices and allowed CEFA to slightly shift the focus of its role towards what they do best: community relations, training activities etc.

So the AMP succeeded in creating a holistic, sustainable model addressing systemic issues in the dairy sector while tackling malnutrition. Though not part of the focus of the project, the AMP also influenced the authorities - e.g. the Milk for School Programme was promoted as best practice while the Southern Highlands (where Njombe is) has been chosen as the future milk hub of Tanzania.

Key lessons

Coming back to our four dimensions, we can draw links between the institutional and market dynamics of the dairy sector and the partnership's choices:

1. **Relation to core business:** in a remote area isolated from the main market such as Njombe, social projects take on an important role as private sectors cannot sustainably invest in such areas. Granarolo's motivation for the partnership was therefore not core business but philanthropy as (i) they are not interested in the limited Tanzanian market, and (ii) even if they were, they would not start in Njombe. While CEFA and Granarolo are currently withdrawing from the AMP to let the Tanzanians take over, the financial sustainability of the project is questioned as the local partners do not yet seem to have acquired the necessary set of skills and competences to further develop the AMP, even by their own assessment. This in turn questions whether core-business-related partnerships can sustainably address poverty when the poorest households are often the most isolated from markets.
2. **Nature of the activities:** Building a market-based project in an area where the market does not yet exist is challenging and shapes the activities carried out in partnership. CEFA had to address the market deficiencies to sustainably address poverty and malnutrition issues in Njombe, leading them to focus on the whole dairy value chain - combining dairy production, collection, processing and marketing activities. Beyond that, they also contributed to build the local demand for dairy products. These choices impact in turn on the role of CEFA, pushing the organisation to undertake activities they were not familiar with: managing a dairy processing plant, developing a dairy business rather than what they do best: community relations, farmers training etc. The partnership with Granarolo which came later in 2008 was crucial because of the complementarity of expertise and resources it could bring.
3. **Degree of engagement:** Conducting activities along whole value chains, building relations with communities and authorities and building capacities of local stakeholders (e.g. dairy cooperative) is demanding in terms of time and financial resources. Looking at how these were managed, we can draw some lessons: first, when partners have a role going beyond their field of expertise and core business, they spend additional time and resources to learn and thus less on doing what they are best at: e.g. CEFA dedicated time and resources building on dairy knowledge and expertise, which diverted them from building the capacities of the dairy cooperative to eventually take over even if Granarolo's engagement in the AMP allowed CEFA to use its resources more efficiently. Secondly, though including local stakeholders

allows pooling together such wide range of resources and providing local ownership, integrating them meaningfully in the partnership demands resources and time that may slow down the project implementation progress.

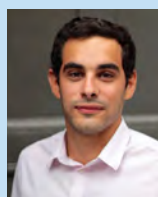
4. **Governance:** Designing a socially-oriented project can hardly be relevant if it is done without involving the project beneficiaries and other local stakeholders such as the local authorities. This way, the project captures the needs of the poor, but it also ensures the sustainability of the project by giving ownership to, and building capacities of, the local partner organisations. Their involvement facilitated the project implementation in an area where institutions and market are absent, but to make such participation effective, resources as shown above are required.

Given the wide literature on partnerships, the analytical framework therefore helps link the external context to the partnership's four modalities and understanding what, how and why partners do what they do, and consequently how this affects the effectiveness of the partnership. More insights on the process underlying partnerships and in-depth analysis about their drivers and challenges will hopefully come to nourish future recommendations for policy makers willing to better design and support CSO-business partnerships so as to link better policy to practice. ■

This article draws on insights from recent studies by ECDPM:

- Byiers, B., Guadagno, F., Karaki, K. 2015. *From looking good to doing good: Mapping CSO-business partnerships*. ECDPM Discussion Paper 182. Maastricht: ECDPM.
- Byiers, B., Guadagno, F., Karaki, K. 2016. *How to assess CSO-business partnerships for development*. ECDPM Briefing Note 86. Maastricht: ECDPM.
- as well as ongoing case studies on CSO-business partnerships, financed by DFID. For further references, see <http://ecdpm.org/topics/business-development/>

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Four tips for effective corporate-NGO partnerships

by Ben Packard and Catherine Gunsbury

Gleaned from a 40-year plus partnership, General Mills and the Nature Conservancy have put together their list of recommendations for successful and sustainable NGO-corporate collaborations.

Background on our partnership

The Nature Conservancy and General Mills have worked together to protect lands and waters in Minnesota since 1974. In recent years, we started working together to better understand and reduce General Mills' water footprint and develop a global water strategy for General Mills. Our aim is to reduce the water risk by improving the health of key watersheds in places that are important to the Conservancy and General Mills' business.

Where does one start when the task at hand is seemingly so large? Our first step was to understand where the company had the biggest challenges. To

do this, we assessed the risk of all the watersheds in General Mills' purview and prioritised eight of them. Conservation activities have already begun in five of the watersheds, including collaboration with local communities and other large water users.

For both The Nature Conservancy and General Mills, prioritisation means focus, leadership and engaged watershed stewardship with other vested stakeholders. Making things happen requires a strong partnership between our two organisations and – perhaps even more importantly – relationships between the individuals who drive the work forward. These factors combined

have been essential to the longevity of our relationship as well as to the positive impact of our work.

In our years of partnership, we've learned a few things that might be of interest to folks who are thinking about, embarking on or engaged in a like partnership.

1. Like dating, understand what you're looking for in a partner

Do opposites attract or are you looking for someone just like you? Companies and NGOs work with different kinds of organisations for different purposes. Be clear about the expertise you are seeking. Do you need science



Harvesting hay, Lee County, Illinois. Photo: EarlRShumaker, flickr.com

expertise? Are you seeking an organisation that can help you convene disparate stakeholders? Or, do you need a corporate partner that can help you develop the business case for integrating sustainability into operations?

The best collaborations bring complementary skillsets and experience to the table. In our work together, The Nature Conservancy is able to bring our scientific expertise and community relationships to the table, while General Mills brings financial resources and key relationships with suppliers and other companies operating in a prioritised watershed. For example, in California, this has resulted in the creation of a group of food and beverage companies and environmental non-profits sharing information and investing in projects that improve water security in California.

2. Organisational culture matters

Think about how your organisation's culture matches up with that of your proposed partner. The Nature Conservancy and General Mills work well together because we are purpose-driven organisations, operate in highly collaborative workplace cultures and value science-based, pragmatic approaches to problem-solving.

At the core, the mission and values for both our organisations are very complementary. The Nature Conservancy's mission is to conserve the lands and waters on which all life depends. Similarly, General Mills' company purpose is to serve the world by making food people love and a part of living this purpose is to treat the world with care. When you have similar values and cultures, it is easier to build trust and create shared goals for your partnership.

3. Consider those shared goals

While NGOs and businesses will always have individual self-interests, the success of your partnership will be a result of shared goals and clearly defined objectives.

Be intentional about your vision for the overall partnership and your end goals for individual programs and initiatives. Take the time up front to identify shared goals and those that are not shared. You do not have to have 100% overlap, but you need to have shared interests at the core of both organisations.

For General Mills and The Nature Conservancy, we've outlined long- and short-term goals to effectively address challenges and opportunities within General Mills' most material watersheds at the manufacturing plant and grower level. This exercise has allowed our teams to develop strategies for improvement in these areas.

4. Leverage each other's strengths

Finally, it is important to have a clear understanding of what each of you brings to the table in terms of strengths and opportunity areas.

General Mills is a 150-year-old global food company with some of the most iconic food brands in history and a presence in over 100 countries worldwide. Meanwhile, The Nature Conservancy brings a team of hundreds of scientists who have conserved over 120 million acres and pioneered countless conservation solutions around the world.

The combination of our organisations' breadth and depth in food and the environment is what will propel us to drive results within General Mills' supply chain and across the broader food industry.

Bear in mind that the power of corporate/NGO collaborations does not begin or end with these four tips. It is a commitment and a relationship that requires attention, communication and nurturing. And to this end, both parties must be willing and able to adapt, evolve, and scale – in short order – to make the fundamental and systemic change they collectively seek. ■

This article first appeared as a blog on Net Impact: <https://www.netimpact.org/blog/4-tips-for-effective-corporatengo-partnerships#sthash.z6oNDyHQ.dpuf>

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Debunking myths on due diligence in minerals trade

by Dirk-Jan Koch

A question often raised is about how to involve the private sector to contribute to the 2030 Agenda. The example of the due diligence for companies in the mineral sector shows that managing and dealing with risks can be a business opportunity. As part of it, collaborating with CSOs provides often necessary knowledge and networks.

In the last couple of weeks, many companies have approached me concerning the upcoming EU conflict minerals legislation. They want to know what it will look like, whether it will be voluntary or mandatory, whether it covers upstream, or downstream industries? I am always polite and try to answer in detail, but I should say: it doesn't matter that much for what you as a company need to do now.

In my view, companies need to start building their own system of managing due diligence. Many are already engaged, either because they are stocklisted in the US or because they think it is the right thing to do so as not to be involuntarily involved in dirty business. Or both. But there are still some misconceptions. So, let's debunk five common myths.

Myth 1: Companies better wait until the EU legislation is out to conduct due diligence

Whether or not there is an EU legislation, companies must conduct their due diligence checks anyway. In fact, all OECD governments have adopted the due diligence guidelines for multinational enterprises for mineral sourcing from high-risk and conflict-affected areas. Although considered as a 'soft law', the guidelines can nevertheless have tough consequences. The EU legislation will be based on the OECD guidelines. The first step is very clear: companies will have to develop their own due diligence policy. And I would suggest the following to companies.

1. Don't focus too much on how this regulation might look; instead, enhance your own due diligence. What matters is where your minerals come from, right?
2. If you happen not to be interested to know, the press and NGOs will be interested and attempt to find out. Even if the legislation is voluntary, be sure that reports will classify you based on your due diligence reports.
3. Governments see NGOs as their allies and are funding them to report. These NGOs can be your allies too: their knowledge and networks can help you to strengthen your due diligence.

Myth 2: Are tin, tantalum, tungsten and gold (3T+G) the only conflict minerals?

I would say: no! Labelling an entire group of minerals as conflict minerals is stigmatising and not correct! Often, these minerals have nothing to do with conflict. It all depends on where they come from in those high-risk countries. There are also a lot of other minerals that come from high-risk areas: think about the jade from Myanmar, or the diamonds from Zimbabwe. OECD made it very explicit: their due diligence guidance applies to ALL minerals. So, if a report is issued on, for instance, cobalt, companies can't decide not to comply just because it is not in 3T+G. Companies therefore have to THINK and not check boxes. This brings me to the third myth.

Myth 3: Due diligence is about compliance

The OECD guidelines do not allow companies to stick only to industry or government certification schemes. Take the



Gold from eastern Congo. Photo: ENOUGH Project/flickr

example of the Dutch bank, ABN AMRO, an important player in diamond trade. They had a due diligence framework for diamonds where all traders had to declare publicly that they only purchased and sold Kimberley diamonds. In the beginning, the Kimberley certification scheme ensured effectively that there were indeed no conflict diamonds entering the trading system. This worked well for a couple of years until the Kimberley certification system started to falter: diamonds from violent parts of Zimbabwe entered into the system. However, since ABN Amro was THINKING about their due diligence they said, ok: we will first aim to convince the Zimbabwean parties to improve their sourcing. However, as a last resort and if the violence continues, we will demand from our traders that they use the Kimberley certificate AND that they refrain from sourcing from Zimbabwe.

Of course adhering to an industry scheme is a good first step, but it doesn't absolve the responsibility to critically assess the scheme. Due diligence is about continuous improvement and not just about 100% compliance straightaway. If areas of noncompliance are found (excluding extreme violations, such as genocide) the OECD recommends measurable risk mitigation strategies. These strategies should aim to promote progressive performance improvement within reasonable timescales.

Myth 4: Due diligence is only about avoiding contributing to conflicts

The OECD due diligence guidance for responsible mineral sourcing from conflict affected and high risk areas explains in detail why one should do due diligence: first, to prevent a company from contributing to conflict and secondly, to prevent a company from contributing to human rights abuses, such as child labour or forced labour. So don't be surprised that NGOs will investigate companies if they can't exclude that they source from a region with a lot of child labour in the mining sector even if it doesn't contribute to conflict. If they wish to connect it to the abovementioned OECD guidance they can do so. But in addition, there are the OECD guidelines for multinational enterprises (which exist since 1976). These also forbid issues such as child labour. So, due diligence is about much more than just conflict.

Myth 5: Due diligence means avoiding sourcing from conflict regions

Due diligence doesn't mean avoiding tough areas. It means engaging with change makers at a local level. The Dutch government is focusing on trade in tin in the Eastern DR Congo. Multinationals like Tata and Philips developed, together with the Ministry of Foreign Affairs and local suppliers, a traceability system for tin, the Conflict Free Tin Initiative, to trade tin from the mines to the mobile phones. Philips, as a so-called 'launching customer', promised to buy the first 20 tonnes of tin that would leave the DRC based on this system. By now, hundreds of tonnes of tin have been sourced from

hundreds of conflict-free mines in the DRC. It is now more lucrative for traders to deal in conflict-free tin than in non-certified tin. This example shows that much can be done without legislation.

While regulation might be important and can be useful to raise the minimum bar, it doesn't help the frontrunners. Therefore the Netherlands will be launching, together with its partners, a public-private partnership to stimulate responsible mineral trade to accompany the EU legislation. Through this forum we will finance pilot projects, such as the Conflict Free Tin Initiative, and hold each other to account. We all have a role to play, including the government, to ensure that our own supply chain is also fully transparent. ■

About the author



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Community engagement in extractive industries

by Emma Wilson

Getting community engagement right – making sure it is ‘meaningful’ – is critical to the social license to operate for oil, gas and mining projects. Government and industry responsibilities in this respect are equally important.



Cairn Energy oil and gas exploration in Nuuk, Greenland. Photo: cairnenergy.com

The term ‘meaningful’ now appears in international standards including the UN Guiding Principles on Business and Human Rights and the World Bank Safeguard Policies. The OECD recently produced due diligence guidance on ‘meaningful stakeholder engagement in the extractive sector’.

In the light of all this global interest, a new study from the International Institute for Environment and Development (IIED) explores what ‘meaningful community engagement’

means to different people, the potential for improving current practice, and priorities for further research. The study - Meaningful community engagement in the extractive industries - is based on interviews with NGOs, researchers, government and industry, and a multi-stakeholder workshop. It is a scoping study and is aimed at all stakeholder groups – specifically those people trying to identify and address current gaps in the understanding and practice of meaningful community engagement.

What did we find out?

Our findings indicate that, despite advances in debate and practice, community engagement processes still frequently go wrong – and people perceiving processes as not being meaningful remains a key challenge.

We identified a wide range of perspectives on what makes community engagement meaningful. These frequently aligned with the emerging definitions of ‘meaningful’ in international guidelines (e.g.

representative, inclusive and fair processes). Respondents suggested that community engagement should incorporate discussion of project risks and impacts, as well as long-term partnerships and negotiation of benefits.

Standards and indicators typically focus on process and content, but there has been much less systematic thinking around what outcomes make community engagement meaningful and how to measure their value. Desired outcomes range from mutual trust, to community consent, to equitable benefit sharing, to ensuring competing rights and interests are incorporated into development planning. A key question is how can these diverse goals be achieved and evaluated?

Our respondents reinforced the importance of addressing several well-known challenges in making community engagement meaningful, including the need for senior level leadership; integrating consultation principles throughout the company and the value chain; and building capacities in government, companies and civil society to participate in or run engagement processes effectively.

Our research also raised some intriguing and less well-understood issues. For example, what is the role of emotion in stakeholder engagement? Some may argue that over-emotional debates, based on a poor grasp of the facts, or 'fired up' by the media, can undermine a more meaningful and constructive discussion. Yet companies and governments also need to accept that public engagement on extractive industry projects is often highly emotional, and they need to develop the social skills and emotional intelligence to engage effectively with the public.

The issue of payment to participate in a consultation poses another challenge. People need to have their costs covered for taking part, and may need an incentive to attend when they have so many other claims on their time. But payment can influence trust in the outcomes of the consultation, for example if some community members are receiving money to participate

while others refuse to be involved as a matter of principle. And what happens if payment for consultation starts to be perceived as a rightful benefit from a project?

Frequently, consultation processes are affected by complex politics and vested interests for and against a project at various levels. A key challenge is how to understand and manage these influences. Our respondents also emphasised the need for more understanding of the specifics of community engagement in conflict and post-conflict situations. In such contexts, levels of trust among different sectors of society may be very low, while community engagement opportunities may be extremely limited or might rely on military support or the involvement of UN agencies.

What did we conclude?

The IIED study identifies seven success factors for meaningful community engagement:

1. Clarify and align government and company roles
2. Understand the local context at all levels
3. Start early with a long-term perspective
4. Embed community engagement in the organisation and the value chain
5. Build capacities and prepare well
6. Build trust in the information-sharing processes
7. Assess the effectiveness of processes and the value of outcomes

Taken alone, these are quite broad lessons. However, the report goes deeper into each and offers detailed recommendations for practitioners as well as a set of research priorities. Our respondents observed the need for more (focused) guidance, particularly for governments and civil society. They noted that greater willingness on the part of all stakeholders to talk about and learn from failure as well as success will enhance understanding and capacities for problem solving. Multi-stakeholder spaces such as the IIED workshop can help to explore some of the identified

challenges. There is also a need for more solid evidence, including case studies of practical experience in particular contexts and comparative analysis across case studies, in order to justify additional investment in making community engagement meaningful. ■

This article, originally printed as a blog in GOXI, draws on the study: Wilson, E., Best, S., Blackmore, E. and Ospanova, S. 2016. *Meaningful community engagement in the extractive industries: Stakeholder perspectives and research priorities*. International Institute for Environment and Development, London. Download full study here: <http://pubs.iied.org/pdfs/16047IIED.pdf>

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Diamonds for development

by Rory More O’Ferrall

This year, the United Nations officially adopted the Sustainable Development Goals. This article describes how governments, civil society and industry are working together to address a complex social and development challenge.



Men and women working in a mining field in Sierra Leone's Kono District. Photo supplied by author.

The UN's **Sustainable Development Goals** are a set of goals that all member states will use to frame their political and economic policies over the next 15 years. Under each of the 17 SDGs there are dozens of 'targets', dealing with poverty eradication, education, health, child mortality and environmental sustainability. The last one, the seventeenth, is about strengthening and revitalising "the global partnership for sustainable development."

Of the 19 different targets under this goal, third from the end is this: "*Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.*" The wording is not unfamiliar, but practical, working examples that could have a direct impact on the higher level goals of ending poverty and hunger, promoting health, education and environmental sustainability, are thin on the ground in many of the poorest parts of the world.

Alluvial diamonds

The last place you might expect to find an example of this sort of partnership would be remote Kono District in Sierra Leone, or the desperately poor rural areas around Mubuji-Mayi, half way across Africa in the middle of the Democratic Republic of Congo (DRC). What these two areas have in common, in addition to a legacy of violent civil war and gruelling, deep-seated poverty, is diamonds. They also have new projects that are beginning to demonstrate that when civil society, governments and companies put their heads together, amazing things can happen.

Most of the world's diamonds are found in deep kimberlite 'pipes'. Establishing a kimberlite diamond open-pit or underground mine, as in Botswana or Russia or Canada, is a high-tech, capital-intensive business. But some diamonds – 16% of the annual total by value – are alluvial in nature, close to the earth's surface, and mined by 'artisans' or 'diggers'. These alluvial diamonds, scattered across hundreds of square miles, require little more investment than a shovel, a sieve, a strong back and time.

Artisanal alluvial diamond mining, which takes place in 18 countries of Africa and South America, is dirty, unsafe, unhealthy and environmentally destructive work. Most of

the 1.5 million diggers in Africa earn less than US\$2 a day, and many earn half that. Unregulated, often unnoticed and vulnerable to every imaginable kind of predator, the people who dig for alluvial diamonds and their operations in Angola, DRC, Sierra Leone and Liberia were the epicentre of the wars that wracked those countries during the 1990s and into the 2000s.

Diamond Development Initiative

The Kimberley Process (KP) Certification Scheme, which came on stream in 2003, regulates the international trade in rough diamonds, but the KP is about regulation and has nothing to say about how diamonds are mined. The Kimberley Process, however, provided a model. It is a tripartite arrangement that brings governments, industry and civil society together in its regulatory activity. Taking a leaf from that approach, the **Diamond Development Initiative (DDI)** was created in 2008 to tackle the development challenge. DDI's core thesis is that until something could be done about the chaos, the miserable working conditions, the child miners and the environmental damage that was rampant across the diamond fields, diamonds would continue to be a liability for these countries, rather than the asset they are for others.



Students participating in class at the DEF Mobile School in the Kankala mining community of the DRC. Photo: ddiglobal.org

Another of DDI's core tenets is replication and scale. There was no doubt that with enough money and talent, wonderful little 'pilots' and 'model projects' could be created. But if they were not economically and socially replicable, they would have little impact on the problem. DDI understood that to achieve scale and replication, its efforts would have to make sense not only for the diggers themselves, but for their communities and for their governments. And, for this to happen, local civil society organisations would be essential to the mix. Most importantly, where a product that ends up in jewellery is concerned, the diamond industry – from mining through cutting and polishing to retail – was also an essential ingredient.

Fair trade gems

In the Democratic Republic of Congo, DDI started by consulting miners and working with local governments with funding from the Canadian government, the World Bank and several prominent industry firms: De Beers, BHP Billiton, Tiffany & Co. and Cartier. The aim at first was to simply find and register miners, bringing them into the formal sector and ending the practice of treating them like criminals. The government discovered that lower registration fees and local administration produced more revenue and better information than high fees and a centralised system. A project to register 10,000 miners – to everyone's amazement – registered more than 100,000 in less than a year.

In Sierra Leone, DDI has a project to produce diamonds under safe, fair and environmentally sound conditions, and to create a closely regulated chain of custody for these diamonds through the normal diamond pipeline to retailers who are eager to offer this kind of ethical product. The project was interrupted by the Ebola crisis, when once again the diamond fields were ignored, as so often in the past. Support from the German government and De Beers enabled DDI to provide food, sanitation and clean water, essential to the confidence required for a re-launch of the main project in September 2015.

DDI has begun to work with artisanal miners in other fields: gold, tin, tungsten and tantalum, all fraught with similar problems and histories of violence and warlordism. At the request of the government of Tanzania it has begun to examine the problems of those who dig for Tanzanite, another valuable gemstone. DDI found that children were often taken to the mines by their parents because there was no school and no alternative. The solution? Instead of sending children to

school, DDI is sending schools to children: mobile schools with specially compressed courses aimed at getting kids from the primary to the secondary level in a short space of time. The first schools were sponsored by the Diamond Empowerment Fund and two retail firms, one large – Signet Jewellers – and one small, Brilliant Earth.

CSO-business success

DDI is a charitable organisation with an edge. Its international board of directors includes individuals from Africa, North America, Europe and Australia. Several have experience across the diamond industry, but DDI is not a creation of industry. Other board members have backgrounds in civil society, international development, human rights and academia. The board, like the organisation, its work and basic principles, brings together a range of talents and interests to deal with the fundamentals of a problem that, for a time, was central to the worst kind of tragedy ever seen.

DDI is an example of what can be done when governments, civil society and business work together to address complex and seemingly intractable issues. It puts meat on the bones of the last, but not least, of the Sustainable Development Goals: key partnerships to achieve the other essential goals dealing with health, education, environment and poverty. ■

This article first appeared as a blog on the RSA website: <https://www.thersa.org/discover/publications-and-articles/rsa-comment/2015/10/partnerships-for-21st-century-development-in-africa/>

About the author



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Talking Points

Our blogs aim to deepen the dialogue on policy issues, and get to the heart of the matter in an honest and concise way.



Using the right word: The case for positive wording in development

Talking Points, Danièle Kintz, 18 March 2016

A negative wording seems to be increasingly used in narratives on individuals and human societies as well as economic, social and cultural development.



A balancing act: EU's development and commercial goals in North Africa

Talking Points, Sebastian Große-Puppendahl, 11 March 2016

Everybody is talking about it, from the European Commission and its EU member states to the Agenda 2030 for Sustainable Development: business needs to be better engaged in development. At the same time, there are growing discussions around EU economic diplomacy and interest in using public support instruments to help EU businesses to internationalise. This raises a fundamental question: to what extent can commercial and development agendas be aligned?



Thinking beyond the resource boom: African countries must avoid procrastination

Talking Points, Isabelle Ramdoo, 12 February 2016

The resource sector has entered into a new phase. Prolonged downswings in commodity prices, fuelled by (i) the double effect of slower demand from emerging markets like China and excess supply resulting from massive investments during boom years; (ii) the difficulty of developed markets to regain momentum and (iii) the tightening of financial markets are all threatening to turn what was not so long ago seen as tailwinds into headwinds, with even stronger swirls for some.



Dealing with protracted crises: No time for short-term thinking

Talking Points, Matthias Deneckere, 5 February 2016

Conflict and security will continue to dominate the EU's foreign policy agenda in 2016. The continued flow of refugees seeking asylum in Europe is a sharp reminder of how the devastating impact of conflict and humanitarian crises in the European Neighbourhood and beyond can reach within the EU's own borders.

The Weekly Compass

Want to know the direction in which development cooperation is sailing? Stay informed of all the latest news on EU-Africa and EU-ACP development cooperation with the ECDPM Weekly Compass (WECO)



Event on regional integration, multi-stakeholder partnerships & more

Weekly Newsletter, 25 March 2016

Partnerships for institutional development - Think big, start small
Though the role of institutions in fostering development is widely acknowledged, an increasing focus has been on the politics behind an institutional change. Multi-stakeholder partnerships may offer an alternative in fostering development when there's a lack of interest from the institutions.

African Union Peace and Security Architecture: What's the Story?

Weekly Newsletter, 18 March 2016

ECDPM's visual story and background note on the African Union Peace and Security Architecture (APSA), highlights our work on peacebuilding, conflict prevention and conflict monitoring in relation to the APSA. You will find an overview of some of the main challenges and successes of the APSA and the interaction between the African Union and Regional Economic Communities, and its main international partners, on issues of conflict management, prevention, governance and peace on the continent.

EU's development and commercial goals in North Africa

Weekly Newsletter, 11 March 2016

To what extent can commercial and development agendas be aligned? The two policy areas – economic diplomacy and private sector engagement for development – seem to come together in North Africa, writes ECDPM's Sebastian Große-Puppendahl in his latest blog. An example is the EU's EuroMed Invest, where generally commercial and development objectives are becoming increasingly aligned. The reality suggest that while institutions give quite different mandates, there can be more cross-learning between instruments and policies. For regions with complex issues, such as North Africa, to benefit, this calls for interdisciplinary thinking and acting.

Beyond securitisation in the Sahel

Weekly Newsletter, 4 March 2016

Even communal peace accords in the Sahel remain fragile and deeply embedded within burgeoning trafficking economies. The European Council on Foreign Relations argues that smuggling remains too complex a phenomenon to be dealt with as just a security problem. Securitising migration will do nothing to stem the flow of economic migrants or political refugees, but instead push human smuggling further underground. Europe needs a more comprehensive approach to immigration that includes providing increased safe and legal channels for those who want to work in Europe while also helping create economic opportunities in North Africa, the Sahel, and West Africa, they say.

Latest ECDPM publications



Engel, P., Bizzotto Molina, P., Byiers, B. 2016. Corridors, clusters, and spatial development initiatives in African agriculture. (Workshop report). Maastricht: ECDPM.

SPC, NEPAD and ECDPM stimulated discussion between agricultural researchers and corridor stakeholders on their contributions to inclusive and sustainable development. Spatial development initiatives (SDI), including corridors, aim to coordinate and concentrate investment on transport infrastructure (typically building new roads or upgrading existing ones, often related to access for exploiting mineral resources – and accompanying logistic infrastructure (transport services, storage capacity, agricultural extension services – i.e. soft infrastructure). The cooperation among institutions required to coordinate such efforts involves the national governments of the countries concerned, the private sector, international donors, development institutions and researchers.



Tindemans, T., Brems, D. 2016. Post-Cotonou: Preliminary positions of EU Member States. (Briefing Note 87). Maastricht: ECDPM.

Negotiations about the Cotonou Partnership Agreement after 2020 started before the summer of 2015. This paper explores the preliminary positions of EU Member States at the very start of the negotiation process, which is now well on its way.



Byiers, B., Guadagno, F., Karaki, K. 2016. How to assess CSO-business partnerships for development. (Briefing Note 86). Maastricht: ECDPM.

The growing reference to CSO-business partnerships as a 'modality' for development raises the importance of understanding the processes underlying these and their policy implications. Stylised facts suggest 'philanthropic' partnerships are more frequent than 'strategic' partnerships but may be less sustainable; the private sector tends to dominate but partnerships with shared control may yield greater developmental benefits.



Byiers, B., Guadagno, F., Karaki, K. 2015. From looking good to doing good: Mapping CSO-business partnerships. (Discussion Paper 182). Maastricht: ECDPM.

2015 saw agreement within the development community on the prominent role that multi-stakeholder partnerships including CSO-business partnerships will play in achieving the Global Goals of the 2030 Agenda for Sustainable Development. While seen as a way to pool complementary resources, capabilities and knowledge, very little is known or discussed about how they work in practice.



Bossuyt, J., Keijzer, N., Medinilla, A., Tollenaere, M. De. 2016. The future of ACP-EU relations: A political economy analysis. (Policy Management Report 21). Maastricht: ECDPM.

Rethinking the ACP-EU partnership and going beyond 'business as usual'. The Cotonou Partnership Agreement (CPA) links the EU to 79 countries in Africa, the Caribbean and Pacific (ACP) and mobilises a large development budget of 30,5 billion euros for the period 2014-2020. It expires in 2020 and all parties are preparing their future positions.

Next issue of *GREAT Insights*:
Implementing COP21
May/June 2016, Volume 5, Issue 3

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