

MONDAY DEVELOPMENTS

The Latest Issues and Trends in International Development and Humanitarian Assistance

PARTNERSHIP

FINDING THE PERFECT FIT

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MONDAY DEVELOPMENTS

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Monday Developments is published 20 times a year by the Communications Office of InterAction, the largest alliance of U.S.-based international development and humanitarian nongovernmental organizations. With more than 160 members operating in every developing country, we work to overcome poverty, exclusion and suffering by advancing social justice and basic dignity for all.

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Monday Developments

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InterAction is the largest alliance of U.S.-based international development and humanitarian nongovernmental organizations. With more than 160 members operating in every developing country, we work to overcome poverty, exclusion and suffering by advancing social justice and basic dignity for all.

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Letter to the Editor: Too Big

Dear Editor:

We all do it. We cite statistics to demonstrate the scope of the problem. It is understandable: we use the magnitude of a problem to raise awareness and invite donors to act. We juxtapose problems against solutions intended to help those who are poor, distressed, affected by conflict, vulnerable, displaced and worried about their futures.

However, public messages touting massive, daunting statistics (such as the following) can reinforce the perception that the problems of poverty are so pervasive that donors' gifts cannot possibly make a difference:

- ☞ 27,000 children die each day of preventable diseases.
- ☞ 25.8 million people are living with HIV/AIDS in sub-Saharan Africa.
- ☞ More than two billion people in the world are chronically malnourished.
- ☞ Of the 600,000-800,000 people trafficked across international borders each year, 70 percent are female, 50 percent are children, and the majority of these are forced into the commercial sex trade.

People who might give \$50 or \$5,000 say to themselves, "How can my gift make a dent? The problem is too big."

Most agencies have begun avoiding "poverty pornography" -- fundraising images that portray people as helpless -- by avoiding overly negative images and messages, and replacing pictures of desperation with pictures of smiling women and children.

But have we really changed the message? Or do we now use statistics instead of images to address the grim effects of poverty -- statistics that reinforce a message of the need for endless and possibly fruitless giving?

What does poverty mean in human terms? Poverty is being sick and not being able to see a doctor. Poverty is not having an adequate job. Poverty is not having a place to safe place to sleep. Poverty is powerlessness.

Instead of focusing on overwhelming statistics in our messages to potential donors, we should focus on the human beings behind the numbers. The millions of suffering people are individuals with names -- mothers, fathers and children. They are real people. If we want to encourage potential donors, we must explain conditions on a smaller, more human scale, that make the problems more understandable and the solutions more manageable. The scale can be a village, a group of grandmothers, a classroom, a medical team or even a single agricultural specialist.

Our message should be that success is possible and ordinary people do have the power to make a difference. We must help small donors understand that their support is effective and explain that their gifts when combine with those of others have an even more significant impact. We must help them understand that help and hope are achievable for their fellow world-citizens.

Talk about people, not numbers.

Becky Graninger
World Relief
Vice President Marketing
bgraninger@wr.org

upcoming events

IFRC-IDRL Meeting

June 27, 2006 (2:00 - 4:00 pm)

InterAction

1717 Massachusetts Ave, NW, Suite 701

Washington, DC

lpoteat@interaction.org

State Department FY2007 Refugee Admissions Program

June 28, 2006 (2:00 pm)

Refugee Processing Center

1401 Wilson Blvd., Suite 700

Arlington, VA

Kelly Gauger, 202-663-1055

OFDA/PRM/InterAction Monthly Meeting

June 29, 2006 (2:30 pm)

1201 Pennsylvania Ave NW, Suite 200

Washington, DC

ebellardo@interaction.org

U.S. Foreign Assistance Reform Communications Training

June 29, 2006 (3:00 - 5:00 pm)

InterAction

1717 Massachusetts Ave, NW, Suite 701

Washington, DC

jkurz@interaction.org

Economic Effects of Significant U.S. Import Restraints

July 13, 2006 (9:30 am)

International Trade Commission

500 E St, SW

Washington, DC

alan.fox@usitc.gov

We encourage letters to the editor. Write to us: publications@interaction.org

THE PARTNERSHIP IMPERATIVE

S

everal years ago, out of frustration with the rhetoric of “partnership this” and “partnership that” seemingly unaccompanied by changes in organizational practices, I decided to investigate what partnership really means (or could mean) and how using the partnership rhetoric might contribute to improve actual practice.

Since my book was published in 2002, there has been no let-up in the attention to partnership and the use of the rhetoric. The good news is that we now have accumulated practice and related lessons - many acquired through trial and error - so in some pockets of international development practice, partnership has yielded significant improvements in efficiency, sustainability, and, most importantly, effectiveness that in turn have improved quality of life. The less good news is that many areas are still plodding forward through trial and error: the lessons of what makes for effective partnerships have not been systematized or mainstreamed.

So it was no great surprise that the recent InterAction Forum session on “Success Through Partnerships” was almost standing room only. I moderated that session and learned about three partnership experiences in which InterAction members are involved, representing three types of partnership: North-South partnerships, corporation-nongovernmental organization (NGO) partnerships, and North-North partnerships. These fascinating and thoughtful presentations are a small representation of the many stories that InterAction members could share.

In this note, I comment further on the partnership imperative. First, a couple of key questions: Why should we care? And what are we talking about anyway?

In general, individual actors choose to partner for one or more of the following four reasons:

1. To enhance efficiency and effectiveness through a reliance on comparative advantages and a rational division of labor. This entails incremental (though possibly dramatic) improvements in the delivery of development initiatives.
2. To provide the multi-actor, integrated solutions required by the scope and nature of the problems being addressed. Without this approach, the effort would be impossible.
3. To move from a no-win situation among multiple actors to a compromise and potential win-win situation (i.e., in response to collective action problems or the need for conflict resolution). It may be possible to continue without partnership

but stakeholders would remain dissatisfied and continue to incur losses.

4. To open decision-making processes to promote a broader operationalization of the public good. The normative dimension seeks to maximize representation and democratic processes; the pragmatic perspective views this as a means to ensure sustainability.

These are the somewhat academic descriptions of why we partner, but let’s be honest: a major reason why we partner is because we do not have a choice - resources are scarce, and our funders are demanding that we do so.

But what are we talking about here? Why do we call this “partnership” as opposed to contracting or cooperation? When I was working on my book back in 2002, I received criticism from some NGO advocates who feared that by discussing partnerships I was endorsing what they saw as an empty and potentially damaging concept. However, my approach is to try to promote a language and a shared understanding that helps us to cope with the rhetoric in ways that give it conceptual and operational content. If we can agree on some basic definitional dimensions, perhaps we can push hard for better practice. To keep things simple, yet still descriptive, I identified two:

Organization identity refers to those unique characteristics of an organization that are sought through partnership (e.g., the organization’s mission, stakeholders to whom it is accountable, and comparative advantages deriving from the sector from which it comes).

Mutuality, or the opportunity to participate and influence roughly equally, means that each actor can more easily protect its organization identity, and hence the efficiency, effectiveness, and synergistic rewards of the partnership.

Mutuality affords partner organizations the opportunity to consider and explain implications of proposed practice in the partnership for their organization identities and potentially to defend their distinctive advantages, skills, and legitimacy. It also provides opportunities for partner organizations to contribute their skills and other advantages as needed, and to more easily raise new ideas and propose more effective approaches. Mutuality enables partners to contribute to the partnership with fewer constraints (e.g., approvals, scrutiny, regulation and other forms of interference) and greater legitimacy. In addition, mutuality can help to ensure acceptance of the partnership’s policy and procedures, and ease their implementation, when each actor has agreed to them and feels a sense of ownership.

Is partnership universally good? The practical answer is a con-

ERSHIP

By Jennifer M. Brinkerhoff
 Associate Professor
 Public Administration and International Affairs
 The George Washington University



fidant no. Because partnerships are complex and sometimes subtle in their operationalization, they require substantial investments in effort, if not always in resources. It is essential to justify these investments based on a shared belief in partnership's value-added, which rests on its defining dimensions of mutuality and organization identity. Only with such justification and belief will actors be sufficiently willing to make the necessary adaptations, share power, and be proactive in maintaining mutuality and protecting respective organization identities.

Critics argue that we should stop calling everything partnership because it masks the power relationships that underlie so much of our work. There is truth to that. On the other hand, the partnership rhetoric is not going away, and it can be an important vehicle for potentially weaker players or "partners" to enter relationships and to promote improvement and accountability. Partnership's defining dimensions identify essential targets for accountability and analysis when evaluating the authenticity of partnership rhetoric. That is, partners can hold each other to account that mutuality is being maintained and organization identity is respected, valued, and protected.

I am an academic, but my research always has an applied agenda. Regarding partnership, my agenda is: (1) to encourage us all to take seriously the potential of partnerships and so to use partnerships only when they are appropriate for meeting shared objectives; and (2) to encourage practitioners to use the partnership rhetoric strategically to push for improved partnership practice that will lead to improved results related to all four of the reasons we partner.

USEFUL RESOURCES

Business Partners for Development (BPD) - Water and Sanitation
 Thoughtful research, including very practical options and advice for designing partnerships and structuring memoranda of understanding (see "The Partnership Paperchase"). BPD is also developing a practice-oriented guidance on partnership monitoring and evaluation.
www.bpd-waterandsanitation.org/web/w/www_31_en.aspx

Partnership for International Development: Rhetoric or Results?
 Jennifer M. Brinkerhoff. Boulder, CO: Lynne Rienner Publishers, Inc., 2002.

Assessing and Improving Partnership Relationships and Outcomes: A Proposed Framework
 Jennifer M. Brinkerhoff. Published in *Evaluation and Program Planning*, Vol. 25, No. 3 (August 2002): 215-231.

Top U.S. Companies Spending: More than \$35 million on sponsorship opportunities

| \$35 MILLION TO \$315 MILLION | | | |
|-------------------------------|---|----------------|----------------|
| AMOUNT | COMPANY | 2005 RANK | 2004 RANK |
| \$310M-\$315M | Anheuser-Busch Cos. | 1 | 2 |
| \$295M-\$300M | PepsiCo, Inc. | 2 | 1 |
| \$220M-\$225M | General Motors Corp. | 3 | 3 |
| \$215M-\$220M | The Coca-Cola Co. | 4 | 4 |
| \$205M-\$210M | Nike, Inc. | 5 | 5 |
| \$170M-\$175M | Miller Brewing Co. | 6 | 6 |
| \$145M-\$150M | DaimlerChrysler Corp. | 7 | 7 |
| \$135M-\$140M | Ford Motor Co. | 8 | 8 |
| \$130M-\$135M | Sprint Nextel Corp. | 9 | 16 |
| \$115M-\$120M | McDonald's Corp. | 10 | 9 |
| \$110M-\$115M | Visa Int'l | 11 | 10 |
| \$105M-\$110M | Eastman Kodak Co. The Procter & Gamble Co. MasterCard Int'l, Inc. | 12 13 14 | 11 19 12 |
| \$95M-\$100M | FedEx Corp. | 15 | 14 |
| \$90M-\$95M | IBM Corp. | 16 | 13 |
| \$80M-\$85M | Bank of America Corp. | 17 | 15 |
| \$75M-\$80M | AT&T, Inc. | 18 | 17 |
| \$55M-\$60M | Motorola, Inc. Molson Coors Brewing Co. | 19 20 | 18 20 |

Source: IEG Sponsorship Report's annual forecast and review of sponsorship spending;
www.sponsorship.com

THE FIVE R'S OF CORPORATE GRANTMAKING

Tips for Developing Successful Corporate Partnerships

By Tamara Backer

Tip One: Research

In order to stand out from the many proposals your corporate prospect receives, it is critical that you have done your homework and can prove that you are the best non-profit partner for their support.

Companies are increasingly focused on ensuring that their philanthropic support makes an impact and that their involvement is effectively communicated to the community. Thus, the trend in corporate philanthropy is towards more narrowly-focused, strategic grantmaking. The companies that top your list should be those with which your organization has multiple points of alignment.

Identify and craft a compelling message that possesses as many of the following characteristics as possible:

- ✎ a significant presence in the locations in which your organization operates;
- ✎ an inherent business interest in your programs and services;
- ✎ a stated grantmaking focus on the cause that your organization addresses; and
- ✎ a record of funding organizations similar to yours.

Tip Two: Responsiveness

If a potential funder calls you, call back as fast as you can. If she asks for additional information to help their decision, make the effort to provide exactly what they want. Make sure that contact information is easily found on your organization's website.

As in most other instances, first impressions count for a lot in fundraising, and many organizations have missed out on significant corporate funding opportunities because they did not respond quickly or professionally.

Tip Three: Resources

Determine the unique resources that your organization possesses that it can bring to the table. Your Board seats may be a coveted asset, offering leadership training opportunities for mid-level em-

ployees, or your organization may have the ability to facilitate valuable networking activities for senior level management.

In addition, non-profits often have the ability to provide recognition to their partners. Even companies with goodness at their core want to be recognized for their good deeds, and a third party endorsement achieves far more credibility than a corporate press release. Offer creative opportunities to recognize your partners via your website, newsletters, events, and annual report.

Tip Four: Results

Just as accountability and transparency have become requirements in the private sector, corporations are increasingly looking to fund organizations that can provide evidence of their impact. If you do not already have one, consider developing a fact sheet that offers data pertaining to important outcomes.

In addition, be proactive about offering to provide your potential partner with any evaluation results that you obtain throughout the year, as well as publicity alerts, newsletters, and other materials developed throughout the duration of the grant. Offer to provide the company with status reports and site-visit invitations to keep them apprised of your progress and demonstrate your commitment.

Tip Five: Relationships

Have a clear sense of what you are looking for in a funder, and seek only those that are likely looking for the same type of funding relationship.

The most successful grantmaking partnerships are those that are properly aligned from the start, and in which both fundee and funder are sincerely committed and capable of fulfilling each other's needs.

Tamara Backer is a Managing Director in the Philanthropy Division of Changing Our World, Inc., a national firm helping corporate philanthropists plan and implement their strategic giving. For a longer version of this article, visit: <http://www.onphilanthropy.com/bestpract/bp2005-01-29a.html> Send questions and comments to Robyn Shepherd at rshepherd@interaction.org.

During the launch of InterAction's Africa Liaison Program Initiative (ALPI) in Kenya in 2004, InterAction staff invited twelve U.S. non-governmental organizations (NGOs) and InterAction members operating in Kenya to share their perspectives on and expectations from an ideal partnership. Their experience-based responses reflected the partnership principles identified in ALPI's previous activities, namely:

1. Balanced power relationships.
2. Mutual accountability.
3. Shared ownership of programs.
4. Mutual respect and trust.
5. Shared values.
6. Balanced flow of information.

U.S. NGOs stressed the need for partners to have a shared vision and values. They agreed that for a partnership to have value, each partner should have a specific and unique set of skills. Furthermore, they cautioned against rushing into partnerships because relationship building takes time. Only a few NGOs thought that partnerships should be periodically assessed against their original rationale and expectations, and knew of a number of assessment tools and mechanisms now available. One NGO insisted that partnerships should take into account each partner's interests and that partnerships work better when the interests and focus of each participant organization are balanced. Another NGO argued that a partnership should be a sustained relationship that extends

beyond any specific program because strong partnerships can generate resources and new programs. All the NGOs agreed that partnership should be "win-win" experiences. Furthermore, they viewed partnerships not as optional, but as a way forward in today's development work. Several NGOs shared their experiences with the challenge of being viewed as donors in their relationships with local NGOs, which limited the opportunity for honest exchange.

For U.S. NGOs in Kenya, ALPI provides a venue to discuss and address the complexity and challenges they face in partnerships with local NGOs and the U.S. government agencies they work with in country. The 2004 meeting identified a number of ways to improve coordination and effectiveness

PARTNERING WITH FOUNDATIONS

By Robyn Shepherd

The traditional concept of a “partnership” between a foundation and the private or nonprofit sectors used to be that of the relationship between donor and grantee. However, foundations are increasingly seeking partnerships that go beyond grantmaking. Often, these foundations seek partnerships that help enhance their own effectiveness, and not just that of their beneficiaries.

“Public-private partnerships can play a huge role in the key challenges of our time - but like anything worthwhile, they don’t come easy,” said Kathy Bushkin, Chief Operating Officer, United Nations Foundation (UNF). “In one sense, they are about relationships: really taking the time to listen to and understand the abilities, interests, and needs of all of your partners. They are also about flexibility and trust: different organizations and sectors have their own cultures and processes, and part of partnerships is the willingness to adapt and grow in new circumstances.”

The UNF has engaged in a variety of partnerships with the private sector in support of recent humanitarian disasters and emergencies, such as the Indian Ocean tsunami and the South Asian earthquake. The UNF website says that they can provide potential partners with a platform for global action, matching or parallel funding, reporting and evaluation, cost efficiency through zero overhead and reduced administrative charges, and expert program capacity through the UNF and other U.N. counterparts.

Currently, the UNF and the U.N. Development Program (UNDP) are working with the Brunswick Corporation, the world’s leading small pleasure boat manufacturer, on the donation of five custom-built ambulance boats to the Ministry of Health in Maldives, increasing access to health services across the atolls. UNF and Coca-Cola are providing over \$2.4 million in support

of long-term, community-based water and sanitation reconstruction efforts in Indonesia, Maldives, Sri Lanka, and Thailand.

By partnering with nonprofits, foundations can also engage in information sharing with the nonprofit, government and corporate sectors. The philanthropic consulting firm Changing Our World, Inc. refers to the nexus of these four sectors as “The Public Intersection,” and believes that by sharing information, consolidating funding processes and coordinating the content of reporting forms, foundations can help the nonprofit sector by creating a more efficient funding mechanism. It is a development that has not escaped the notice of U.N. Secretary-General Kofi Annan: “The United Nations once dealt only with governments,” he said. “By now we know that peace and prosperity cannot be achieved without partnerships involving governments, international organizations, the business community and civil society. In today’s world, we depend on each other.”

Even if they do not engage in the partnership themselves, some foundations, including those affiliated with the banking sector, actively encourage partnerships between nonprofits to help maximize the effectiveness of their grants. The Key Foundation, affiliated with KeyCorp, is one such organization. The Wachovia Foundation makes collaborative partnerships among nonprofits part of the grantmaking criteria. Changing Our World reports that some banking foundations partner with nonprofits by providing them with free technical assistance.

Foundations are becoming much more than a funding mechanism to nonprofits. As global emergencies become more complex, the role of the foundation is seen more as a partner in achieving effective assistance.

Robyn Shepherd is Media Specialist at InterAction. Send questions and comments on this article to rshepherd@interaction.org.

FIELD PERSPECTIVES ON “IDEAL PARTNERSHIPS” FOR DEVELOPMENT WORK ((By Sylvain Browa))

for the U.S. NGO community in Kenya including:

- Using ALPI as a venue for more collaboration. As major implementers of U.S. assistance to Kenya, U.S. NGOs believe that stronger collaboration among them in country could help avoid duplication of effort and wasted resources, and provide an opportunity for stronger advocacy activities.
- Leveraging ALPI resources to facilitate information sharing and networking with a wider range of Kenyan NGOs than the limited number of existing U.S. NGO partners. Funding priorities have prevented U.S. NGOs from accessing a larger number of national Kenyan NGOs with whom to partner.

- Expanding relationships with donors beyond contractual interactions. For example, a tripartite forum with the U.S. Agency for International Development (USAID) in Kenya and Kenyan NGOs could be replicated with other donors. Similarly, USAID could carry the voice of both U.S. NGOs and their Kenyan partners when interacting with other donors.
- Using ALPI to help address issues related to the effectiveness and sustainability of U.S. assistance to Kenya.

The U.S. NGOs perspectives on partnerships have helped shape some of the current ALPI activities in Kenya including:

- Planning an advocacy campaign to secure tax exemption for all NGOs operating legally in Kenya.
- Implementing a mentoring program to address the organizational capacity needs of local NGOs as identified by them.
- Working collaboratively to strengthen ties between NGOs and the business sector in Kenya.
- Starting to monitor and report on NGOs’ contributions to the social and economic development of Kenya through key sectors such as health, education, and rural development.

STRAIGHT TALK: PRIVATE-NONPROFIT PARTNERSHIPS

Gregory Elphinston
Community Involvement
Nokia



Give us a brief overview of current Nokia partnerships with nonprofits.

Cooperation ranges from philanthropic initiatives such as our “life skills” work with the International Youth Foundation, to projects that align more with our core business. These include microfinancing initiatives in Africa, education via satellite in the Philippines, and broad cooperation with WWF (the World Wildlife Foundation) on the environmental front.

How would you define partnership?

I wouldn't. It shifts the focus from the cause to ourselves, and we are not the cause. It's more fruitful to identify the goal of the relationship and our roles in achieving it. One path leads to results, the other to labels.

What do you look for in a potential partner?

Subject-matter expertise, a strong sense of accountability, and an honest and enthusiastic approach. An international footprint is also desirable, because our activities are quite widespread.

How do you measure progress or monitor the effectiveness of your partnerships?

It varies by program, but I could refer to our initiative with the International Youth Foundation as a nice example. The local non-profits report formally every six months on finances, activities and the reach of the project, as well as youth development outcomes. We've come a long way in building a measurement framework for year-on-year improvement. IYF and our local Nokia offices also monitor activities on a more informal basis; while at global level, we meet at least twice per year to review progress and plan for the future.

Debbie Arnold
Vice President and Managing
Director, Emerging Markets
Visa International



How would you define partnership?

Visa is, by nature, the result of an extraordinary partnership. The 20,000 banks that own us agree on the rules and services to ensure a global seamless electronic payment system. Our role is to increase their efficiency and maximize their profitability. To do that, we have to strike a variety of partnerships on their behalf. Some are technical to build the infrastructure and others are more strategic to help our banks enter new markets and business opportunities. The latter range from global merchants to sports sponsorships to NGOs.

What do you look for in a potential partner?

We look for those who will bring insights or strengths that neither we nor our banks may have. Sometimes, it's a company with a promising new technology that could extend payments to new geographies or new channels like the internet or mobile commerce. In other cases it's a widely known brand that will build recognition and joint brand value, such as our recently announced partnership with FIFA. Partners who have expertise in new markets, such as microfinance institutions who know how to reach the unbanked, are of special interest.

How do you measure progress or monitor the effectiveness of your partnerships?

There have to be benefits to both parties in a partnership, but some of the most valuable ones are lessons learned, expertise gained, reputation increased. We try to set goals up front, along with specific action plans. Then we have regular status meetings where we assess progress against goals and modify plans accordingly. One of the most challenging aspects of a partnership is to have an exit strategy and to know when to declare success (or to shake hands and walk away).

“There have to be benefits to both parties in a partnership, but some of the most valuable ones are lessons learned, expertise gained, reputation increased ... One of the most challenging aspects of a partnership is to have an exit strategy and to know when to declare success or to shake hands and walk away.”

-Debbie Arnold, Visa International

“We are very hands-on, and invest a lot of time in measurement and evaluation ... Resource-wise, we try to think creatively, so there’s more to the relationship than check-writing.”

-Gregory Elphinston, Nokia

NOKIA CONTINUED

An increasing number of corporations are involved in partnerships with nonprofits. What makes Nokia partnerships unique? What sort of resources do you typically provide to your nonprofit partners?

We are very hands-on, and invest a lot of time in measurement and evaluation. We also publish the results externally, country-by-country, so our partners can see that we are also accountable. Resource-wise, we try to think creatively, so there’s more to the relationship than check-writing. A good example is “network sharing,” through which we connect partners from different disciplines to explore potential areas of cooperation.

What new projects or initiatives do you have in development?

We would like to connect poorer communities in remote areas. For example, late last year we kicked off cooperation with Grameen Foundation USA in Africa. Grameen is well known as a microfinancing pioneer. By combing their model and adding booster antennas to our phones, we were able to bring telecommunications to villages in Rwanda and Uganda for the first time. Without wanting to delve too deeply into technology, phones can also impact health and education. We created a first-aid application together with Red Cross Finland, and there is ample scope for software developers to explore this area.

How can NGOs be more successful in reaching out to potential partners like Nokia?

It depends what they want to achieve. If the goal is a long-lasting relationship, I’d see how the company’s core skills can be harnessed for the benefit of the cause. Otherwise, the relationship tends to exist on a personal rather than institutional level. I mentioned a couple of examples where we’ve tried to utilize the ubiquity of mobile phones to achieve other positive effects, and I’m sure that there are NGOs with excellent ideas. It probably goes without saying that reaching out is one thing, fulfilling expectations over the long-term is another, and that this is equally applicable to both parties.

About Nokia

Nokia is a world leader in mobile communications, driving the growth and sustainability of the broader mobility industry. Nokia connects people to each other and the information that matters to them with easy-to-use and innovative products such as mobile phones, devices and solutions for imaging, games, media and businesses. Nokia provides equipment, solutions and services for network operators and corporations

For additional information about public-nonprofit partnership, please contact Nasserie Carew, Communications Director, InterAction, at ncarew@interaction.org.

VISA INTERNATIONAL CONTINUED

An increasing number of corporations are involved in partnerships with nonprofits. What makes Visa International partnerships unique? What sort of resources do you typically provide to your nonprofit partners?

We started an alliance with the Foundation for International Community Assistance (FINCA) several years ago. We needed to understand how microfinance institutions (MFIs) worked, how they dealt with their clients, and how our banks could benefit by helping MFI’s scale up - a big issue in the movement. It seemed logical that bringing the strengths of the bank’s networks and infrastructure, our electronic payments products, and FINCA’s hands-on knowledge of working with the unbanked was a win-win-win model if we could figure it out. Using a grant from USAID, we are testing a variety of product solutions in Central America that are already showing promising results. Visa is supporting FINCA with training on banking products, providing financial literacy tools for their clients, and making suggestions on how to improve their operational efficiencies and reach more clients.

What new projects or initiatives do you have in development?

FINCA has agreed to share the results of these programs with the entire MFI community. Visa will be developing the business case for our banks to support microfinance projects. We are also working with our technology partners to see how new technologies can be used to bring electronic payments to extremely rural areas, and we are enhancing our financial literacy programs to reach the illiterate. For example, we are using a traveling theatre troupe in South Africa to present entertaining plays on how to manage your money.

How can NGOs be more successful in reaching out to potential partners like Visa International?

NGOs have to realize how much they have to offer and not approach corporations as a potential one-way handout. They need to assess their strengths and understand where corporations have holes they can fill. A successful partnership is one of two equals, no matter the size.

About Visa International

Visa connects cardholders, merchants and financial institutions through the world’s largest electronic payments network. Visa products allow buyers and sellers to conduct commerce with ease and confidence in both the physical and virtual worlds. As an association owned by more than 20,000 member financial institutions, Visa is committed to the sustained growth of electronic payment systems to support the needs of all stakeholders and to drive economic growth. For more information, visit www.corporate.visa.com.

Matchmaking in Asia: A Young Network Brings Together NGOs and Businesses in the World's Most Populous Region

By Bart W. Édes

It is now common practice for multinational firms to team up with nongovernmental organizations (NGOs) to address shared social or environmental concerns. High profile examples include the WWF partnerships with The Coca-Cola Company and HSBC on water-related issues, and Microsoft's collaboration with nonprofits such as Mercy Corps and CARE to support community-based programs that provide access to technology.

Encouraged by pressure from the media, increasingly active shareholders, and advocacy groups, Western firms have developed extensive corporate social responsibility (CSR) programs that commit them to actions that extend beyond the requirements of law. The vast majority of Fortune 500 Global firms publish some kind of sustainability or citizenship report that typically highlights, among other things, collaboration with NGOs to promote culture, assist disadvantaged and marginalized groups, create jobs, support conservation, etc.

Yet the CSR movement and the type of NGO-business collaboration that it supports have been slower to take root in developing regions of Asia. And where one finds prominent examples of such collaboration in Asia, they are often led by Western firms. Yet support for socially responsible business behavior is gaining adherents among locally based enterprises, particularly those with international ambitions.

Creating Partnerships to Meet Community Needs

Asia boasts some of the largest and some of the most dynamic economies in the world. At the same time, however, it is the region with by far the largest number of people living in poverty – 1.9 billion living on less than \$2 a day – and faces significant challenges, including rapid depletion of natural resources, fast growing energy needs, rapid urbanization, exclusion, gender inequality, corruption, and communicable diseases.

Building the social and physical infrastructure needed to address these and other challenges in a sustainable way demands more effort and improved performance by governments at all levels and by the international donor community. Further, a greater commitment from other actors is essential to provide hope and opportunity for the large number of Asians struggling in poverty, and to protect the region's environment.

This is where business-NGO partnerships are beginning to play an important role. With this in mind, the Asian Development Bank (ADB) teamed up with the Population and Community Development Association, a Thai NGO known for its work in HIV/AIDS prevention and rural development, and GlaxoSmithKline Biologicals (GSK Bio), the world's leading human vaccine manufacturer, to explore the evolution of such partnerships. Thirty representatives from ADB, NGOs, corporate foundations and businesses in 10 countries met in Pattaya, Thailand in March 2004 to exchange ideas and experience on NGO-business partnerships targeting poverty and other social ills in Asia.

Workshop participants recognized that NGO-business partnerships come in many different forms – including corporate donations, training, knowledge transfer, networking and advocacy.

They frankly discussed some of the common obstacles to establishing partnerships, including conflicting goals, different approaches and mindsets, unequal standing, stereotypes, and the difficulty of building long-term relationships.

Participants brought case studies of NGO-business collaboration to the workshop, and drew lessons from them. One case study highlighted the creation by Winrock International, a U.S.-based NGO, SELCO, an Indian company specializing in solar lighting systems, and the Bangalore Salesian Society, an Indian charity, of a revolving fund to provide rural electrification to 60 households. The project's beneficiaries included scheduled caste and tribal families living on the border of the states of Kerala and Karnataka in southern India. The families earn a meager living as farm laborers and by doing small labor jobs. They augment their income by weaving baskets with reeds that women collect from nearby forests while returning from farms.

With initial financing from Winrock, households were provided with a solar home system on the condition that the money they earned from every third basket would be used as payment, which was returned to the fund. After a few years, the collaborative venture doubled the number of beneficiary households.

Indonesia provided another case study for consideration by workshop participants. The Coalition for Healthy Indonesia, a national NGO, worked with Indonesia's largest flour mill, the Bogasari Company, to apply the "Healthy Family Program" to the company's 40,000 employees. Through the program, communities identified their health problems, prioritized them, and then developed concrete action plans to solve them. It was founded on the concept that households, not health providers or systems, are the main producers of good health.

Building Momentum for NGO-Business Collaboration in Asia

The Pattaya workshop revealed demand for an ongoing forum in which NGOs and businesses interested in sustainable development could share ideas, find partners, and identify ways of working together to benefit society and nature. The momentum generated at the workshop led to the formation of the Network for NGO-Business Partnerships in Asia and the Pacific. A nonprofit U.S.-Thai institute, KIAAsia, won a competitive bid to serve as the Network secretariat, which was formally launched in Bangkok with seed funding from GSK Bio on 16 February 2005.

Through its website (<http://www.ngobiz.org>), and meetings held in different Asian cities twice each year, the Network has brought together hundreds of interested organizations interested in learning more about NGO-business partnerships. The website features links to resources on NGO-business partnerships, including news articles, commentary, research and case studies. The Network is open to all of those interested in nurturing collaboration between the nonprofit and profit-making sectors. Its Advisory Committee includes Ms. Rory Tolentino, Executive Director, Asia Pacific Philanthropy Consortium, and Mr. Manoj Chakravarti, General Head, Titan Industries (India).

Dream Big. Do Good. Live Well.

By Raphael Bemporad, Principal, Bemporad Baranowski Marketing Group (BBMG)

At BBMG, we believe that when we align our values with our actions, great things can happen.

That is why we are joining forces with seven other communications organizations to launch the BBMG It's How We Live Grant, a \$100,000 package of in-kind marketing services to help a visionary nonprofit and its corporate partner create and implement a breakthrough cause marketing campaign.

Cause marketing brings for-profit companies and nonprofit organizations together to raise awareness of and inspire action around a cause, while promoting a product or service. Cause marketing presents an incredible opportunity for nonprofits and companies to live their values while raising money and awareness. According to the IEG Sponsorship Report (by Chicago-based IEG, Inc.), U.S. companies

will spend \$1.3 billion on cause marketing initiatives in 2006, up 20 percent from 2005.

To succeed in these partnerships, nonprofits and their corporate champions must see cause marketing as more than a one-time promotion. It is an opportunity to join forces based on shared values and a common purpose to improve a company's bottom line while inspiring people to do great things.

So share your dreams, goals and commitment, and we will craft the strategy, message and campaign to make it happen. After all, bold ideas need passionate champions.

To learn more about the BBMG It's How We Live Grant and to download an application, visit <http://www.itshowwewlive.com> or call 212.473.4902 x206. The deadline for submissions is July 31, 2006.

The latest Network meeting, held in Bangkok in May 2006, featured a presentation by Mr. Stuart Hawkins, who is on secondment from The Coca-Cola Company with the United Nations Development Programme (UNDP). He briefed the 50-plus participants on a partnership between UNDP, the U.N. Foundation and Coca Cola that is undertaking community-based post-tsunami water and sanitation reconstruction in countries affected by the tsunami of December 2004.

Also addressing the meeting was Ms. Kritaya Sreesunpagit, founder of Youth Innovation Venture (YIV), which supports young Thais in developing and carrying out ideas for social improvement. Each year, YIV organizes an innovation fair that features a competition to develop projects for social change. Winning projects receive a comprehensive support package including a full year of funding and professional consulting services. Projects are evaluated on their creativity, commitment, sustainability, applicability, social importance and impact. Her experiences in partnerships with Banpu, Thailand's largest coal producer, has equipped her with business skills and provided access to the media.

At the Network meeting, a delegate from Malaysia also volunteered to establish an e-forum for NGOs and businesses in that country to share experience and knowledge, and to link the discussion group to the Network. In the days following the meeting, Thai participants organized brownbag lunches to continue discussions they had begun on further collaboration. The outcomes of these initiatives will be shared with other Network members.

The next meeting will take place in late September in Manila, Philippines on the sidelines of the Asian Forum on Corporate Social Responsibility, one of the largest annual meetings on CSR issues in the region.

Nurturing Sustainability

With over a year of experience under its belt, Network members are deliberating over action priorities. Many would like to see the Network establish a presence in different geographic subregions of Asia, and focus on issue clusters where the prospects for collaboration are particularly bright, such as health promotion, emergency relief, the environment, and education.

While the Network has raised regional awareness of the contributions of NGO-business partnerships and highlighted areas for future work, it remains very much a work in progress. Its open door approach to anyone interested promotes sharing, brainstorming, and the generation of new ideas. On the other hand, the absence of formal membership obligations and dues creates the classic "free rider" problem while limiting the Network's services and sustainability.

The Secretariat is therefore seeking alliances with organizations whose mandates overlap with the Network's objectives and are interested in contributing resources to build up the initiative. Toward this end, the Network welcomes contact from interested organizations with a presence in Asia and the Pacific, including international nonprofit agencies and companies with their headquarters in the United States.

Mr. Bart W. Édes is Head, NGO and Civil Society Center, Asian Development Bank (ADB). The views expressed in this article are his own and may not be those of the ADB or its members. He can be reached at bedes@adb.org. For more information on the Network, visit the website (<http://www.ngobiz.org>) or contact the Secretariat Manager, Ms. Pareena Prayukvong at pareenap@kiasia.org.

The Goal of Sustainability

The power of partnership to bring about positive, systematic change has become part of the Academy of Educational Development's (AED) guiding philosophy. Through our work, we have learned some key lessons in forming successful partnerships. For example, when involving communities, it is vitally important to be inclusive of the range of stakeholders throughout the population being served. In public-private partnerships with corporations it is essential to be clear about each partner's commitments and expectations. The major benefit of any partnership is leveraging learning and resources to meet objectives as efficiently as possible.

One example of a successful AED partnership is our NetMark project, which involves ministries of health in eight African countries and 44 companies working toward the goal of reducing the burden of malaria in sub-Saharan Africa by increasing commercial supply of, and public demand for, insecticide-treated bed nets. As a result of this partnership, significantly more people have access to these nets. Our ultimate goal in every partnership is sustainability. The ability of our partners in the African private sector to continue distributing insecticide-treated bed nets after NetMark ends is the measure of the project's success.

Vivian Lowery Derryck
Senior Vice President & Director of Public-Private Partnerships
Academy for Educational Development
Washington, DC

Mutual Support, Learning, and Accountability

All partnerships start out with the greatest expectations, but after some time getting used to each other, partner

staff begin having a range of problems from reporting and funding to communications. Often those problems surface when funding declines. ... The best partnerships are built on friendship. The more freedom partners have to develop collaborative relationships with other national partners, the more mutual and loyal partners become. CRWRC's best partner in this regard is helping to grow a network of partners who want to learn from each other, evaluate each other's work and collaborate on work in their region. A great partnership provides mutual support, learning, and accountability.

Rudy Gonzalez
Church and Community Consultant
Christian Reformed World Relief Committee
Los Angeles, CA

A New Model

In its 45-year history, I.M.A. has processed in excess a half a billion dollars in medicines and medical supplies donated by corporate partners, primarily from surplus inventory, for delivery to health care facilities serving the poor in developing countries. But surplus drugs have dried up in the age of computerized inventory systems, and a new model of NGO/corporate partnership has emerged.

By strategically identifying products useful in disease intervention and treatment, I.M.A.'s corporate partners are supporting national programs that improve the health of whole populations. For example, Merck has committed to producing enough of its deworming drug Mectizan® for as long as needed to control River Blindness in Africa. But the road from manufacturing point to community distribution is frequently rough and potholed. I.M.A. assists in the road-paving process in collaboration with the ministries of health, other international NGOs and local

community-based organizations. The I.M.A./Merck partnership, now more than 10 years old, has provided enough doses of the deworming drug to treat over 1.5 million persons annually in Tanzania alone.

This new model of NGO/corporate partnership has proven highly effective and is quickly becoming a standard. Today I.M.A. works with Johnson & Johnson, GlaxoSmithKline, Pfizer and Bristol-Myers Squibb, among others, in implementing strategic programs for long-term national disease intervention and local treatment programs.

Paul Derstine
President
Interchurch Medical Assistance

Power of Partnerships

The power of partnerships is a mantra of sorts at ICRW. We have been able to touch so many lives in our 30 years of program work and research because of the many relationships we have with and through others. We are stronger because of their expertise and understanding of their country's complexities, and the reality of women's lives that our partners see and live every day. That is not to say partnerships are easy. Partnering with others has its many obstacles and challenges. ICRW takes great pride in the fact that through the years we have gained expertise in how to make partnerships work ... because the rewards are many and great.

Geeta Rao Gupta
President
International Research on Women
Washington, DC

Focus on Local Partners

We have all heard the adage about teaching a person to fish so they will eat for a lifetime. With our local partner organizations in the countries where we work, LWR sees partnership as "going

fishing together." Maybe we provide the boat and the fishing rod, but the partner provides the local knowledge of where the best fishing hole is, and which fish are good to eat. We know the local communities are in the best position to understand their problems and how best to solve them, and we both have things to learn from each other and to teach each other.

Lisa Negstad
Lutheran World Relief
Baltimore, MD

Communication is Key

Partnership is a very effective method of development. While it is very easy to say, "Let's have partnership," and we encourage partnerships in many of our programs (especially our large orphan and vulnerable children (OVC) programs). It is a difficult issue when a partner doesn't comply with what has been agreed on. Communication is the first component of partnership and the first that seems to be dropped by many partners. Cooperation, coordination and collaboration are the remaining stages of partnerships. I think these stages need to be known by all partners and there must be indicators to help each one understand how to pass through the stages that come before we start collaborating, which is the last stage of partnership. Partnerships require compliance, understanding each other, helping each other, tolerance, transparency and sharing of information.

Flora Kalinga
Program Officer, OVC
Pact Tanzania

Complexities of NGO-NGO Partnerships

Solar Cookers International is very interested in partnering with NGOs. Our challenge is initiating partnerships, particularly with medium to large NGOs and



partnership. what is it?

InterAction members share their views on partnership.

collaboration, alliance, coalition, sponsor, merger, coalition, alliance, coalition, sponsor, merger, coalition, alliance, coalition, sponsor, merger

bilateral/multilateral agencies that often have headquarters in Washington, DC or New York. Many of these NGOs have a large staff and many departments/programs. It is sometimes hard for an outsider to figure out which decision maker or department might be most receptive. Several NGO officers I have met intuitively recognize the value of solar cookers to improve health, provide micro-enterprise opportunities for women, and assist vulnerable groups such as refugees and those affected by the AIDS pandemic. Yet it takes considerable effort to sustain this initial interest in solar cookers

from a distance and to cultivate it into actual service delivery in the field. Indeed, our regional office in eastern Africa is usually better positioned to establish field-level partnerships.

Solar Cookers International's main concerns have been partners not honoring their side of agreements and personnel changes that require us to make new contacts and start the process of orientation to solar cookers anew. For now, we deal with partnerships on a case-by-case basis. Our priorities for partnerships are for initiatives that build local capacity to spread awareness and use of

solar cookers. We recognize that creating understanding of solar cookers, their benefits, and the opportunities for partnership takes time. Contact with potential partners and the process of negotiating partnership agreements keeps us sharp and growing as an organization.

Two California groups - one formal, one informal - recently partnered with us for creative fundraising to support a joint project between Solar Cookers International and KoZon Foundation, a Dutch NGO. This approach is a new development for us since in the past our

organization has coordinated group activities to raise funds. It is very exciting that these groups came to us without prompting from us.

Becoming a sub-recipient/sub-grantee is to me the most puzzling aspect of partnerships. Where does one start? What resources are there to explain how to become a sub-recipient/sub-grantee? Is it a case of being at the right place at the right time? I would certainly appreciate having a mentor.

Pascale Raphaëlle Demery
Technical Assistance Director
Solar Cookers International
Sacramento, CA

PARTNERSHIP

FINDING THE PERFECT FIT

Partnerships between corporations and nongovernmental organizations (NGOs) can take many forms. The following summaries review five, recent and successful partnerships.

Including Local NGOs

By Ramanathan Subramanian, Communications Intern, InterAction

Partners: Pact and Coca-Cola

Project: In March 2000, Coca-Cola approached Pact to help design a national library project. After working with Coca-Cola for several months to create a detailed program, Pact discovered that local legal and financial regulations prevented the two organizations from partnering to implement the project. With a recommendation from Pact, Yayasan Pakta, Pact's local sister nongovernmental organization (NGO), joined the project. The Coca-Cola Foundation Indonesia (CCFI) and Pakta have since worked throughout Java to transform four pilot libraries into

youth learning centers. Each library developed an individualized, multi-phase, three-year plan, including personnel development, community outreach, program development, and income-generating activities. The program has produced many successes - most notably the shift from a bureaucratic to an entrepreneurial and customer service-oriented mentality of the library staff.

Benefits

Achieving this success has involved overcoming impediments. Pakta's apprehension about the possibility of finding a common vision with a corporate partner was the first impediment and is a concern of many NGOs entering into partnerships with private sector organizations. Pakta's concerns began to fade after numerous meetings with representatives from Coke that reassured them that CCFI did not see the project as a public relations exercise. A partnership does not imply change in the "thought patterns" of the workforce. Rather, a successful alliance calls for recognition of the cognitive skills and working styles of the partner.

The partnership was a rewarding experience for Pakta, because of the atmosphere of equality between the partners at the meetings and because CCFI's commitment reflected their recognition of Pakta's skills.

The partnership successfully transformed the libraries into agents of educational change, because the close and respectful working relationship between Pakta and CCFI allowed for effective implementation, monitoring, and review of the project.

Electronic Learning and Health Care

By Ramanathan Subramanian, Communications Intern, InterAction

Partners: AMREF and Accenture

Project: In June 2005, Accenture announced a \$2.9 million donation to the African Medical and Research Foundation (AMREF) to implement an innovative electronic training program to increase the number of qualified nurses in Kenya. The donation included a cash gift of \$1.7 million by the Accenture Foundation and \$1.2 million of in-kind consulting and related services leveraging Accenture's unique electronic learning capabilities. The in-kind consulting services included program management expertise, as well as 14,500 hours of donated time from professionals in Accenture Learning.

The program will run for five years and has four distinct phases: three months of design and program planning, followed by a three-month pilot serving 300 nurses with five regional training centers, a six-month rollout of the full E-Learning program to all regional training centers, and four and a half years of ongoing program support. The program is a ray of hope for enrolled community nurses like Jenipher Kidaha. She had sought enrolment to the Kenya Medical Training College for a diploma course in nursing but was turned down consistently for a decade due to a lack of instructors.

The AMREF initiative will also equip Kenya's nurses with new skills to help them effectively support responses to several familiar problems in Kenya: disaster management and diseases such as malaria and HIV/AIDS.

Benefits

Dr. Peter Ngatia, PhD, AMREF's director of learning systems explained that by leveraging Accenture's innovative electronic learning solutions, the partnership plans to train 26,000 nurses in five years – a process that would take 100 years under the preexisting system. The partnership also includes training for AMREF representatives who will be responsible for training, support and proctoring exams.

Technology and Microfinance

By Ramanathan Subramanian, Communications Intern, InterAction

Partners: Hewlett Packard and Freedom from Hunger

Project: In 2003, a team of eight public and private sector organizations convened and led by Hewlett Packard (HP) and funded primarily by the U.S. Agency for International Development addressed the issues related to expanding microfinance

activities and the technology that can help achieve that expansion. The inquiry resulted in creation of the Remote Transaction System (RTS). RTS, combination of off-the-shelf hardware and a newly developed software application, was then tested and implemented in three microfinance institutions in Uganda. It provides individuals with improved access to financial services. It is also expected to lower transaction costs for microfinance institutions, widen their reach to cover rural clients, and improve data integrity and security.

The RTS was developed from the ground up using a combination of wireless technologies, smart cards, standards-based software, commodity PCs and client friendly procedures for individual and group lending. The change in procedures brought about by the RTS system ensures increased transparency, which facilitates enhanced portfolio management. The use of the system enables in building a database of client history, which fosters the creation of credit bureaus. It also enables microfinance clients to make loan payments, cash deposits and withdrawals through a network of agents who can either be microfinance staff or independent third parties. The RTS Uganda pilot tested three models of microfinance efficiency. The new program has been very useful for institutions using both traditional group lending and individual lending models. Financial analysis of two of the models showed positive gains for the microfinance institutions and their customers in Uganda.

Benefits

HP's e-inclusion initiatives in collaboration with NGOs and governments seek to realize the power of information and communications technology (ICT) to stimulate economic growth. The initiatives have shifted the focus from addressing the technological divide to larger goals of using ICT to accelerate enterprise and entrepreneurship. The success achieved by pilot projects will be replicated to create global programs to achieve wider socio-economic impacts. Thus, co-inventing solutions with organizations at the ground level infuses HP's partners with confidence. Such positive outcomes are the reason for HP's successful relationship with NGOs in the Uganda project.

Shoes that Breathe Life into Rural Farmers in China

By Ramanathan Subramanian, Communications Intern, InterAction

Partners: Nike and Mercy Corps

Project: In 2004, Nike committed to provide \$275,000 over three years to help fund a joint micro-enterprise program run by the China Foundation for Poverty Alleviation (CFPA) and Mercy Corps to serve rural communities in Fujian province. The objective was to support the rural poor in farming and fishing communities who had limited access to credit through formal financial institutions. Nike and its partners also decided to offer

vocational training and education to loan recipients, including purchasing and negotiation, project management and marketing classes. The program is on track to achieve its goal of serving a client base of over 8,000 beneficiaries and increase the average annual income of the target population of loan recipients by more than 85 percent by 2008.

Benefits

Mercy Corps co-founder Ells Culver says the partnership provides valuable support to Mercy Corps' ongoing efforts to help rural farmers gain access to financial resources. Support from corporate partners such as Nike also provides a wider range of benefits to a NGO. The NGO benefits from the corporate partner's involvement in setting standards for self-sufficiency and empowerment. In this context, the micro-enterprise initiative is apposite to the above standards because the recipients of micro-loans are self-employed and home-based entrepreneurs engaged in small income-generating activities. This serves the goal of creating self-sustaining institutions through permanent endowments.

Sharing Corporate Wealth

By Dean Owen, Director of Media Relations for Corporate Affairs, World Vision

Partners: World Vision and Civicom

Project: In 2000, World Vision launched a corporate partnership with Civicom, a conference calling and web conferencing firm formerly known as PlezeCall, to raise both awareness of and support for the plight of those affected by poverty and injustice.

Civicom's founders and seed investors all pledged 10 percent of their founding stock to World Vision, the international Christian NGO. "It's about a corporate tithe," says David West, Civicom's president and CEO. "The concept is rooted in the principle of tithing, but applied in an innovative way."

West believes that all entrepreneurs should follow the tithing model. "If people who share a cause support each other's undertakings, they will succeed beyond what would have happened without the support," he says.

Civicom's website (www.civi.com) encourages people to channel a portion of their revenue to World Vision, and notes that the firm supports a World Vision program in Rwanda caring for orphans and vulnerable children affected by AIDS.

Richard Stearns, the president and CEO of World Vision, U.S. believes Civicom's "corporate tithe" model is unique among its numerous partnerships with other organizations. "David West and Civicom are breaking new ground in the world of corporate philanthropy," Stearns says.

LEARN MORE

Useful Resources on Partnership



Ensuring Successful Partnerships: A Toolkit, InterAction's guide describes a fast and easy method for undertaking an assessment of your partnership using a three-step process and set of practical tools. www.interaction.org

The International Youth Foundation has published Alliances for Youth: What Works in CSR Partnerships, a unique look at the benefits, challenges, and learnings around cross sector collaborations. Seven "case studies" include candid interviews with corporate and non-profit executives. Learn about a partnership between Intel and the Museum of Science and IBM's work with school districts.

www.iyfnet.org



Corporate Tithing – A New Model for Corporate Philanthropy
growthdoesgood.org/corp_tithe.html

World Vision: Philanthropy Generates Lasting Rewards
Describes the benefits of corporate partnerships
www.worldvision.org/worldvision/wwusufo.nsf/stable/corp_phil

Pact's Engagement to Action process: Win-win solutions for communities and corporations
www.pactworld.org/initiatives/cce/e2a_methodology.htm

Business & NGO Partnerships: What's the Payback?
[/www.greenbiz.com/news/reviews_third.cfm?NewsID=26712&CFID=9729923&CFTOKEN=18516272](http://www.greenbiz.com/news/reviews_third.cfm?NewsID=26712&CFID=9729923&CFTOKEN=18516272)

Business Roundtable's Partnership for Disaster Relief
www.businessroundtable.com

Corporate Social Responsibility Newswire Service
www.csrwire.com/directory/

Google Grants
www.google.com/grants/information.html

Monitoring for Success: New Evaluation Tool to Help Ensure Successful Partnerships

By Robyn Shepherd

Partnerships between organizations are critical to successful humanitarian and long-term development initiatives. But it can be difficult to evaluate the effectiveness of these relations. In any collaborative work, partners should regularly monitor how their relationships are working.

InterAction's African Liaison Program Initiative (ALPI) has developed a tool to address this issue. ALPI embodies an effort to improve the effectiveness of U.S. assistance to Africa by providing a venue for African and U.S. nongovernmental organizations (NGOs) and the U.S. Agency for International Development (USAID) to collaboratively address common challenges at the policy, practice, and operational levels. Strong partnerships are critical to the impact of that work. Although ALPI's Partnership Assessment Tool (PAT) was designed to help improve bilateral NGO partnerships, it can be applied to any partnership, including those among networks of organizations. Local and U.S. NGOs in Africa are already using PAT to assess a number of partnerships, through 12 clearly defined principles, a detailed rating system and well-defined roles for each partner in the evaluation process.

Each organization appoints a minimum of three representatives familiar with the partnership and who represent different levels of management to conduct the evaluation. Each organization's team should review the principles and complete a pre-assessment quiz. The partners should then compare their responses to the quiz, discuss the partnership principles and individually score the indicators or statements based on their experience of the partnership, and develop an action plan to address issues identified.

The twelve principles in the toolkit are:

1. **UNDERSTANDING:** Both partners should demonstrate mutual understanding and a shared commitment. If they cannot achieve between themselves a balanced level of enthusiasm and dedication to the partnership, other partners should be sought.
2. **REPRESENTATION:** Each organization should carefully choose its representatives when forming the partnership. Even if both organizations are generally committed to the partnership, it could fail if the designated representatives are not adequately motivated.
3. **POWER:** Power in the partnership should be balanced. No one party should dominate discussions or decision-making. Dispute resolution procedures should be established early.
4. **OPENNESS:** Partners should hold open, candid discussions about power to further transparency and trust.
5. **LOYALTY:** Partnerships are based on a common purpose and shared responsibility toward the goal and toward each other. To achieve mutual accountability, each partner should demonstrate loyalty and consideration.
6. **JOINT ACTION:** Partners should work together harmoniously in the partnership, including when evaluating and reporting on partnership activities.
7. **OWNERSHIP:** The organizations should share ownership of the partnership. Any work done belongs to the collective partnership and not to any single party. Both partners should take credit for all outcomes – achievements and failures.

8. **INFORMATION:** There should be a balanced flow of information among partners. All reports and documents generated through collaborative work should be shared and open to all partners for review, comment, reference and use.
9. **COMMUNICATION:** Communications should be fair, open, effective, respectful, and candid.
10. **RESPECT:** Partners must demonstrate mutual respect and trust in negotiations and decision-making.
11. **VALUES:** Shared values on development and social action are crucial to the success of the partnership. In order to find common approaches, partners must understand each other's views of development and the particular work in which they are engaged.
12. **VISION:** Partners should conduct their partnership using shared priorities and organizational visions. They must agree on how to address not only complex issues such as finances, information sharing, program activities, but also basic issues such as meeting schedules and logistics.

Each of the twelve principles is measured using four indicators or statements. The assessment team members evaluate the performance of their partnership by assigning to each indicator a score from zero to four based on the evidence they can provide to support how well their partnership adheres to each indicator. The more evidence, the higher the score. A score of zero means no facts support the indicator, one to two means that there are up to two facts, and three to four means there are more than two facts supporting the indicator. The overall score for any given principle is the sum of the score of individual indicators under that principle.

In this partnership assessment methodology, an average performance score of three or more indicates a good performance for an individual indicator and a total score of twelve or more indicates a good performance for the overall principle assessed. A difference of 0.5 points at the individual indicator level or 1.0 point at the principle level between partners' scores should command attention from partnership managers during both discussions and action planning following the assessment.

In 2005, ALPI tested this tool with the Kenya Alliance Against Malaria (KeNAAM), a network of more than forty local and international NGOs. KeNAAM members and the KeNAAM secretariat participated in the PAT trial as the two entities assessing how well their alliance had adhered to the partnership principles.

A perfect score consisting of the highest possible mark for all indicators for all principles is 192. The KENAAM secretariat gave a score of 152.1 to the Alliance, while the membership gave a score of 153.2. While the assessment demonstrated that some areas needed improvement, there were many areas that both parties felt were strong, and the closeness of their two scores highlighted their shared view of how the partnership was progressing.

In evaluating PAT, most participants felt that the indicators were straightforward. They lauded the tool for its learning potential and the opportunity it gives partners to express and collectively address issues.

Robyn Shepherd is Media Specialist at InterAction.

Partnering With Local Organizations: Lessons Learned by CARE Gulf of Guinea

By Kojo Ansah

CARE Gulf of Guinea (GoG) has shifted from implementing civil society strengthening programs at the community level to facilitating implementation by local actors through partnerships with local nongovernmental and civil society organizations (NGOs/CSOs). CARE sees these partnerships as relationships based on adherence to principles that create mutual trust and accountability. Within that framework, each partnership has a unique relationship that depends on context, and evolves over time. The following principles guide CARE in developing partnerships:

- ☞ Find shared vision, goals, values and interests.
- ☞ Build trust.
- ☞ Acknowledge interdependence.
- ☞ Honor the range of resources each partner can contribute.
- ☞ Generate a culture of mutual support and respect for differences.
- ☞ Find opportunities for creative synergy.
- ☞ Commit to mutual accountability.
- ☞ Address relationship difficulties as they occur.
- ☞ Ensure sustainability.
- ☞ See partnering as continuous learning process.

These principles rely on transparency, shared governance, patience, commitment, and flexibility to adjust to the unique and ever-changing nature of each partnership. CARE GoG uses a range of collaborative arrangements including:

- ☞ Subcontracts and subgrants in which CARE's partners receive money to carry out specific tasks to fulfil CARE's objectives.
- ☞ Co- (joint) implementation of agreed activities.
- ☞ Joint ventures and core partnerships in which CARE and its partners jointly design and implement a project, exercising joint control and ownership of organisational and field activities.
- ☞ Consortia and alliances in which CARE works together with multiple organizations to complete a specific project with each participant executing a specified portion of the project.
- ☞ Networks in which CARE participates in a group of organizations with similar interests that share information - mainly through periodic meetings.

Some of these structures lend themselves more to CARE's partnership principles than others. However, it is the degree to which partnering principles are used, not the nature of the structure that determines whether the relationship constitutes a partnership. The type of structure depends entirely on context and the needs of the organizations involved. To be effective, the relationship must always be appropriate and mutually satisfying. The form may change over time. For example, a partnership may begin as a subcontract, but develop into a joint venture as the partners get to know each other better and build mutual trust and commitment.

In conducting partnerships CARE GoG has learned lessons that illuminate core issues between international NGOs (INGOs) and their local partners more generally:

- ☞ **Concept:** Partners must be clear about the concepts of partnership, capacity strengthening and organizational development.
- ☞ **Attitude:** Partners complain about CARE's tendency to impose its methods and procedures on local partners. If there is a one-way relationship between INGOs and their local partners, that must change. It is largely the INGOs that must work on themselves to make that change.
- ☞ **Skills:** For success in partnerships, CARE staff must become proficient at facilitating and supporting the implementation efforts of local partners.
- ☞ **Organizational Systems:** While implementing partners must work in ways that mesh with the way we would implement the program, we must maintain accountability and also reward flexibility, responsiveness and innovation.
- ☞ **Measuring Results:** A holistic approach to monitoring and evaluation processes must be designed to measure results in partnership work. This will take time and new thinking. We must think through the implications for the evaluation methods we currently use and probably adjust our reporting requirements.
- ☞ **Donors:** Where donors encourage partnerships, the focus should not be only on output or seeking greater service delivery numbers. We, as INGOs, have a role to play in promoting innovative approaches to service delivery, and documenting and sharing lessons learned.
- ☞ **Accountability:** Fear that we will be held accountable for the mistakes of others is one of the biggest obstacles to partnership work. If we accept that we cannot achieve CARE's mission by working alone, we must accept the challenge of working through others. We must develop new expertise as relationship builders, managers, and facilitators. INGOs must build more trusting relationships with local partners in order to ensure that accountability is obtained in mutually beneficial ways.
- ☞ **Length of Partnerships:** INGOs should establish longer-term partnerships.
- ☞ **Allocation of Funds:** INGOs should become more flexible in allocating funds and make funding decisions in collaboration with their partners.
- ☞ **Training:** More money should be made available for training in "associationism" and leadership, and institutional development for local NGOs.
- ☞ **Focus:** INGOs should not demand that a local NGO implement programs outside the focus of its work.
- ☞ **Local NGO Governance:** Local NGOs must enhance relationships between their governing boards and executive staff.

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