

Report from Learning visit to London 22-24 October 2017

Participants:

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From the secretariat: Jeef Bech Hansen og Maria Molde

1. Background

Changing political focus and the cuts in public funding, both in Denmark and in the world in general, are challenging the structures that Danish civil society organisations, focusing on development, are working under. Public donor funding is shifting its focus from rights and democracy towards economic growth and job creation, bringing with it a changed rhetoric and a new focus on partnerships between civil society and private business. What a partnership is and how it should be shaped seems currently unclear and undefined. At the same time we see a tendency towards the undermining of strategic long term planning in favor of short term political rhetoric, giving rise to political interference based not in planning or facts.

CISUs funds (app 18 million in 2018), which primarily derive from the Danish MFA, have seen a long period of steady increase paralleling the growth in size and capacity of CISUs member organizations. In 2016 CISU experienced a dramatic cut in funding, reducing the overall budget with 36 %, as development funds were channeled into handling the intake of refugees in Denmark. Though funds have risen some for 2018, the aftermath of the cuts have created a sense of the need for diversified funding among CISUs members. At the same time and as a result of the cuts CISU is now in a situation where we have to turn down otherwise funding-worthy projects due to lack of funds, a situation that was not present before the cuts.

As a result of this changing context CISUs board and its secretariat is looking for knowledge and tools that can help us meet and better understand the changing landscape of development. Among the topics we see in this landscape are:

- Migration and its overall influence on the political agenda
- The role of partnerships as laid out in the SDGs
- The need for a broader communication about the SDG´s
- The focus on economic growth and its effects on the equality agenda
- The politics of feelings and alternative facts
- The focus on short term political agendas and lack of long term strategic planning
- Uncertain future public funding.

2. Objective

The objective for CISUs board in undertaking a study trip to the UK is to gather knowledge that can assist in the strategic planning and development of CISUs work relating to partnerships, communication and trends that might come out of these changing times. As the UK context seems less centered around public funding, the focus of this learning visit is to exchange knowledge, learn and discuss how to react to the changes we face, both in relation to funding, political demands and a changing world order.

3. Thematic issues for the visit

The following section sums up the three thematic issues for the trip as well as the overall conclusions for each themes.

Communication in relation to the UN SDGs

- **How do we as CSO´s communicate the SDG´s to a broader audience? What kind of communication should we aim for? How do we relate the SDG´s to people´s everyday life?**

Overordnet var vi overraskede over, at verdensmålene ikke fylder så meget på den nationale dagsorden, og at selv BOND tilsyneladende ikke har lavet koblingen mellem det internationale og nationale arbejde.

Flere medlemmer af bestyrelsen var inspirerede af Health Poverty Action, der påpegede det problematiske i, at målene også indeholder målsætning om (bæredygtig) vækst. Andre påpegede, at det var en ringe funderet kritik, og at vi skal give målene lidt tid for at se, hvordan mål 8 udfoldes.

Derudover blev vi bekræftede i, at der (stadig!) er en stor rolle i at oplyse om målene, og at civilsamfunds organisationer spiller en vigtig rolle i dette.

The role of the private sector in development and partnerships

- **What is a partnership? What forms can it take and what are the past experiences? How do we work with the scepticism among CSO´s as well as the private sector, the lack of means and middlemen actors to nurture partnerships?**

Vi fik alle meget inspiration på dette punkt. Vi blev overbeviste om, at det er en nødvendighed at engagere sig i virksomhedssamarbejde, hvis vi vil rykke ved noget på lidt større skala (for dem, der kan. Det er IKKE et mål, at alle skal gøre det). Det, vi måske stadig mangler for at kunne gøre det, er et bedre fælles sprog. Verdensmålene kan hjælpe her.

Det virker som om, at virksomheder er længere fremme end regeringer i både DK og UK, når det gælder om at tage ejerskab over verdensmålene.

Vi skal tage processen i små skridt (genbesøg Manny slides om processen), noget med purpose.. og så,,, Og så kan man justere sine ambitioner undervejs i samarbejdet.

UK er på sin vis længere fremme end os med virksomhedssamarbejder - men måske kan vi nå længere hurtigere, fordi jorden er gødet med en forholdsvis høj bevidsthed om verdensmålene i såvel organisationer som virksomheder.

Vi har fået en del referencer på businessnetværk/ NGO netværk og andre ressourcer, der skal undersøges. Herunder:

- SALT netværk (Christian Aid), BEAM, Practioneers Hub, ANDE, ENDEVOR.

Potentialer: Der er både økonomiske potentialer, men også potentialer i at skubbe til virksomheders proces med at integrere sociale og bæredygtige værdier ind i kernen af deres

forretning samtidigt med, at CSOerne kommer tættere på at opnå deres mål.
Virksomheder og CSOer kan lobby sammen frem mod fælles værdier.

Udfordringer: Det er svært at være en kritisk ven overfor en virksomhed, man samarbejder med.

Spørgsmål: Kan CISUs medlemmer overhovedet matche virksomhederne og det, de har behov for (viden om områder og målgrupper, goodwill etc.)?

Ideer:

- Skulle vi lave en pilot, hvor vi sætter 1-2 partnerskaber i gang. Christoph har allerede udformet og præsenteret på forrige bestyrelsesmøde en pilot tilgang, hvor man med Ghana som case vil arbejde for dialog mellem CISU medlemmer, der arbejder med deres partnere i Ghana, danske firmaer der arbejder i Ghana og ghanesiske firmaer der arbejder med partnere til CISU medlemmer. Ambassaden er meget positivt indstillet, og der er planlagt møder før og efter rejsen, der grundet besøg af Dronning Margrethe og en dansk erhvervsdelegation er skubbet til februar på baggrund af ambassadens forespørgsel.
- Prøve noget af, a la Christian Aids netværk for ngo'er og virksomheder, eller for virksomheder, der er fælles om at ville være mere ansvarlige
- Vi skal udnytte vores magt til at convene på tværs af sektorer, eksempelvis ved at samle både virksomheder og organisationer omkring en konkret fælles udfordring eksempelvis et mål (sundhed, klima eller lignende), for at de sammen kan diskutere fælles løsninger på det? Herudaf kunne der måske vokse nogle partnerskaber.... Skulle gerne være en event genereret af både mening og lyst.
- Få medlemmernes erfaringer på banen, dele dem med hinanden. Også finde erfaringer fra organisationer udenfor CISU regi
- Skulle vi have et virksomheds advisory board til at guide os i processen?

Overall future trends in civil society

- **What is the future for civil society given the current political and economic context? Where do we see ourselves in 5, 10 or 20 years?**

Vi skal blive bedre til at oversætte for organisationerne, hvad det konkret betyder for dem, at konteksten ændrer sig. Vi kunne lade os inspirere af Bonds strategi på området: Illuminate, Influence, Incubate

Vi skal huske, at man ikke bliver innovativ af at tale med sig selv men kun ved at tale med andre aktører.

Vi skal arbejde for at være den kritiske ven over for virksomheder, så vi ikke forskubber advocacy til fordel for service alene, i det fremadrettede arbejde for at inkludere virksomheder i udviklingsarbejde.

Vi skal arbejde aktivt for at sikre, at de værdi bærende termer (purpose, value, progress, results, ect.) der dukker op i forbindelse med snak om partnerskaber med nye aktører (f.eks. virksomheder) forstås ens eller kontekstsættes ens i samarbejdet. Hvis begreberne ikke forstås ens ender vi med misforståelser eller konflikt.

Minutes from Meetings:

Christian Aid

Minutes (Jon) of meeting with Matti Kohonen, Principal Advisor on the private sector at Christian Aid

Christian Aid works in 40+ countries. The organization is founded by 41 protestant churches in the UK.

Like other organizations CA has experienced a decrease in funding. As one of their responses they have turned to the private sector.

CA has 3 focus areas in terms of their policy work:

Climate Justice with a poverty focus
Economic justice, including taxation
Refugees, a direct response to the refugee crisis

CA's DEAR call (Development Awareness Raising which CISU has also been granted), which they have with five organizations from Spain, France, Ireland, Germany and the Czech Republic will be based thematically within economic justice (with the option of extending the theme in case of lack of applications. It will focus on Eastern European applicants (consequence of Brexit?). A special focus will be on Finance for Development in terms of the SDG's and the estimated funding gap of 2,5 trillion pounds. Another focus will be on debt relief. As part of their DEAR call they will make toolkits and furthermore they will try to do advocacy in relation to the UN negotiations in April.

CA's collaboration with the private sector has moved from philanthropy towards integrated solutions aiming towards making the core business models more sustainable.

CA uses a due diligence model (an investigation of a business or person prior to signing a contract, or an act with a certain standard of care) including a policy as well as a reputation check.

According to Matti the private sector has two main interests in collaborating with civil society: 1) Can it give access to new markets?, 2) Does it develop the product?

CA is involved in a number of networks aiming to bring the private sector and CSOs together:

Business Fights Poverty

Mostly bigger businesses, and NGOs that are fairly large (but also smaller NGOs), here they have the 'challenges' framework, where companies sponsor an outcome focused objective, and <http://businessfightspoverty.org/>

CA is an NGO partner in this challenge, so they contributed a case-study to the report, will take part in discussions, and in that way help CDC, Shell, Standard Chartered to achieve an objective. It's not a partnership as such as they don't receive money (which they would not accept from Shell)

anyway).

<http://challenge145.pages.ontraport.net/>

The Beam Exchange

BEAM Exchange – this is for inclusive markets focused website for practitioners (NGO and companies), who mostly work on agricultural supply chains

<https://beamexchange.org/>

ANDE Network (US)

<https://www.aspeninstitute.org/programs/aspen-network-development-entrepreneurs/>

<http://www.andeglobal.org/>

ENDEVA (EU)

This is NGOs working in partnership to create inclusive businesses, CA hopes to work more with them in the programmatic as well as policy learning side

<http://www.endeva.org/>

SALT-network

Consists of a number of "friendly businesses" (Christian and/or responsible), who are willing to fundamentally change their core business model by restructuring it in alignment with their value statement.

The private sector gets involved in these networks through invitations, workshops and meetings.

Matti finds that the companies to a varying extent have adopted the SDG's. Many only use the SDG's as advertisement and branding. They see CSR as compliance (conforming to a rule, such as a specification, policy, standard or law), which according to Matti is ok in the cases where regulation is good and unambiguous (rarely the case though).

One shift CA sees is towards transparency. By encouraging the companies to greater transparency, for example in relation to taxation or pay inequality, the companies extend their number of stakeholders. This way it becomes easier for them to identify issues to work on.

Other resources:

There is the Ethical Trading Initiative which is a multi-stakeholder initiative on labour standards (peer review, peer learning), and CORE is an NGO coalitions on corporate responsibility, and the ecumenical council on corporate responsibility. All are involved in the implementation of the Modern Slavery Act 2015 as a priority at the moment, CORE and ECCR are involved in increasing corporate transparency more generally – as part of European networks on these issues.

<https://www.ethicaltrade.org/>

<http://corporate-responsibility.org/>

<http://www.eccr.org.uk/>

CA doesn't think that there currently is one single place for this type of information, the SDG Compass by UN GRI, or B and HR Benchmark above tried to be such places, but it's not easy unless you do a lot of company engagement (and are successful with it), to gain more insight what they do in practice beyond policies. Oxfam's "Behind the brands" does this type of work for the food industry.

<https://www.behindthebrands.org/>

Prior to the meeting Matti responded to two of our three thematic issues. These are included her:

1. How do we as CSO's communicate the SDG's to a broader audience? What kind of communication should we aim for? How do we relate the SDG's to people's everyday life?

- As Christian Aid, we have reports on SDGs to the wider policy makers such as 'Leave No One Behind: Global Equity and SDGs' for the High Level Forum in 2016 with our NY-based partner CESR, (<http://www.christianaid.org.uk/images/un-high-level-political-forum-july-2016.pdf>) and previously we did a number of shorter briefings (<http://www.christianaid.org.uk/resources/policy/poverty-over.aspx>), but we've not run a public campaign on SDGs. We were part of the "beyond 2015", but that was more an advocacy platform than a public awareness campaign to the wider public, now it's become the "together 2030" <http://www.together2030.org/about-us/>, but we're not active in that space. What we are planning to do in our current proposals on SDG follow-up is to do participatory monitoring of SDG achievement in selected developing countries (along the lines of our SABI programme in Sierra Leone), <http://www.christianaid.org.uk/programme-policy-practice/programmes/sabi-sierra-leone> and use the results of the participatory monitoring to highlight gaps in also global equity (so are there issues that are the responsibility of other countries in not creating an equitable environment for Sierra Leone to meet SDGs), that would then feed into our future advocacy briefs towards the HLPF, for instance in showing that many Sierra Leonians feel governance, access to health, etc. are still concerns but the national voluntary reports (NVR) may not address them adequately. Also there are initiatives like the 'Spotlight on SDGs' report <https://www.2030spotlight.org/en> that you could have a look at, as well as the My World Survey that we were inspired in terms of participatory monitoring – I hope such an exercise could be done again and mainstreamed (basically 10 million respondents prioritising SDG goals, and the resulting data gave a good monitor of where SDG implementation gaps are)

The role of the private sector in development and partnerships

- What is a partnership? What forms can it take and what are the past experiences? How do we work with the scepticism among CSO's as well as the private sector, the lack of means and middlemen actors to nurture partnerships?
 - Private Sector has broadly 2 roles in our view, 1) to become a partner in implementation where they can be part of creating inclusive business models and co-create jointly new ways of doing things (e.g. sustainable agriculture, technology enabling development, renewable energy, transition out of fossil fuels for financial institutions, organic agriculture, access to medicine) – so those and many more are explored by likes of IDS in this report https://opendocs.ids.ac.uk/opendocs/bitstream/handle/123456789/12729/A%20typology%20of%20market%20based%20approaches%2019_01.pdf?sequence=632, and 2) private sector needs to be aware of the risks that their activities create in terms of achieving SDGs, as they also contribute to CO2 emissions and have no transition plans for most part ready, they try to avoid / dodge taxes where they can without responsible tax policies and transparent country by country reporting in place, there are still poor labour practices, land grabbing and poor practices in the extractive industries that we feel put SDGs at risk – and we're writing this all up in a report to be published on the 16 October at the Christian Aid Salt Network launch <http://www.christianaid.org.uk/getinvolved/private-sector/salt-network.aspx>,

also reflected by our colleagues from Oxfam GB (Ruth Malanga) here <http://policy-practice.oxfam.org.uk/blog/2017/02/the-sdgs-an-opportunity-for-business-to-do-better> about how businesses need to stop just cherrypicking the SDG areas where they do well, but recognise that it's an opportunity to also become better at corporate responsibility and accountability, and ultimately support government regulation and action to create a level playing field in good practices (wages, taxes, land rights, health and safety of all populations)

BOND

Minutes (Katja) from meeting with BOND, October 23rd 2017

Name and title of BOND participants	Focus areas
Will Connolly Head of Business Development	working on a profile or strategy for BOND on private sector engagement looking at growth areas and how BOND can be a relevant partner
Mariana Rudge Policy Manager	<ul style="list-style-type: none"> - General support to development aid quality and quantity - Brexit consequences to the development aid sector - SDG's - G7/G20 – economic growth which is inclusive
Maryam Mohsin Media Manager	<ul style="list-style-type: none"> - Pushing the media agenda - Defending aid in the media - Mobilizing the member organizations to challenge right-wing media's negative stories and push positive narrative of UK aid - A lot of effort has been put in around a new law – the Lobby Act – which is largely restricting NGO's and their ability to speak our especially during election periods
Kathy Peach Head of Innovation and Foresight	

Challenges as a membership organization

- The core activity of BOND is capacity building of members. Furthermore they have departments focusing on monitoring, fundraising, policy and digital development.
- In terms of monitoring BOND offers a HEALTH check for NGO's to check how they are performing internally.
- A lot of advocacy has been done towards the government and DFID (the Department for International Development) before achieving the commitment by the UK to secure 7% of the GNP to development aid. Another focus is securing that other parts of government work for aid purposes as well

- Diversification of income for BOND itself is a focus area. Therefore, BOND is looking at new areas, such as selling products to businesses – could be introduction to development aid. Already some trainings are being sponsored or paid for by companies
- The work BOND does is often **under the radar** – internally in the development world BOND is a known name but outside it is not
- The role of BOND is often to **mediate internally within NGO** members and to **mobilize the sector**. When a quick response is necessary some statements/issues are handled with 60% of members signing on
- BOND only gets involved in issues that affect the entire sector such as BREXIT, general support to development aid and the SDG's.

SDG's

- In the creation phase a working group called “Beyond 2015” successfully influenced the UK government to commit to participate in the development of the SDG's. However, the change in government has meant no action, as the SDG's were a key issue for Cameron. The UK Stakeholders for Sustainable Development www.ukssd.co.uk is a multi-stakeholder platform committed to promoting the SDG's and the transformation of the UK into a sustainable society. The network collaborates with the national statistical institute and is the one that will hold the UK government accountable.
- There is a knowledge gap – domestic NGO's find the SDG's challenging. It has been proposed to create a “leaving no-one behind group”
- BOND members generally have challenges in connecting their work to the SDG's
- BOND is concerned about fuelling a negative agenda such as: why focus on the developing world when there are plenty of issues domestically?

Private sector collaboration

- BOND is currently working on a mapping on what ideal partners look like. A **business council** could be a model like for instance the US NGO network www.interaction.org has done. Such a council could consist of businesses that are already involved in the sector as well as businesses that wish to get closer involved in development aid. Different sectors of business could be involved in subgroups. New trends such as sharing economy and “gig-economy” with companies such as airbnb, über and deliveroo should be considered both in opportunities and challenges.
- The BOND member Oxfam UK is an example of an NGO that has massive investment in the area – 30 people are working solely with business engagement
- BOND is interested in how they can learn from the private sector and foster ideas upon which partnerships can be built. Subsequently funding might be possible as well. A working group on the private sector is created among BOND members.
- Conferences are held by BOND where government, businesses and NGO's meet. A program such as sustainable consumption and production.

Innovation

- In 2015 BOND realized that members needed to do more to keep up with the development of the sector. Therefore, the Development Futures Project was created and within this project a report called “Tomorrows World” citing 7 megatrends was published; climate change, resource scarcity, technology, conflict, urbanization, geopolitical shift and

demographic shift. BOND wishes to assist members in anticipating these issues through 3 strands;

1. Illuminate: The idea is to shift the culture of ideas and showcase new ideas. Create an innovation case study library. Annual BOND development predictions are published which try to help push members outside their comfort zone. The term innovation is defined together ensuring a shared vocabulary/typology. 9 types of innovation are defined. A call for examples was sent out resulting in 400 of which very few were actually useful.
2. Influence: The key is to target the executive management and through donors more power can be given to southern civil society. A Future Funding Forum was created as financial trends among members have changed towards contracting with government
3. Incubate: Provide space and expertise to allow members to create change. Workshop with Future for Development

Health Poverty Action

Referat (Claus) fra mødet med Natalie Sharples fra Health Poverty Action:

20 employees in the UK and 400 in the world.

Focus on health and social economic interaction, among those a war on drugs (illicit drug policies). Setup to work with progressive development form. Though still strong focus on service delivery.

Aid paradigm in the UK – low support in the public.

Try to connect aid to bigger social picture in both north and south. In connection to this they don't tell/talk about the positive results to gain support from public, instead the focus on the bigger social picture. They try in general not to talk about aid, instead they focus on beyond aid, and away from old north/south divide. Their approach is: why are people poor in Africa? Instead of just helping because they are poor.

They advocate in the UK.

They are sceptic of/about the SDGs (check - blog.therules.org (us-based) and specific Jason Hickel, for negative take on SDGs). SDGs are not accepted in the UK as being about the UK also.

Health Poverty Action has no SDG plan.

They haven't according to Natalie not found the right way, yet, to communicate their message.

Show/collect stories on alternative views, away from neo-liberal thoughts.

Approach communication depending on the subject.

Show positive examples of citizens challenging corporation.

They have given up on the present political setup in government. Outsider approach.

Campaign on access to medicine. Only small support from companies, because they (Health Poverty Action) are strong critics of big farma.

Their income base is 96% from DFID or other tied funding sources, only 4% free means.

Part of the Bond group on Advocacy (the Drug policy sub-group).

C&E Advisory

Referat (Vibeke) fra mødet med Manny Amadi from C&E Advisory

Director Manny Amadi

<http://www.candeadvisory.com/>

C&E Advisory is a business and society consultancy. They work with large and smaller corporations (eg. IKEA, Unilever, and BP) around purpose beyond finances, sustainability strategies, human trafficking, modern slavery agenda etc., with NGOs (large and small local eg. WWF, Oxfam and Greenpeace) to help them transform towards collaborations for a better future, and with ambitious philanthropies.

Barometer Report

Annual "Barometer Report":

http://www.candeadvisory.com/sites/default/files/headline_findings_2017_6.pdf

The C&E Corporate-NGO Partnerships Barometer 2017 assesses the motivations, drivers, barriers, enablers, role models, trends and forecasts for Corporate-NGO partnering. It is created with input from nearly 130 leading businesses and NGOs. Their focus topics for this 2017 edition are: **The likely impact of the UK's Brexit decision, and the influence of the UN's Sustainable Development Goals on Corporate-NGO partnering.**

- The report is relevant for CISU's member organisations to have a look at.
- Nominates the most admired corporate-NGO partnership (2017: Save the Children and GSK (medicinal) partnership, Save the Children is now in the development board of GSK. GSK gains market access, Save the Children saves lives).
- Partnerships
 - are often painful, so why engage? Both gain when it works. Partnerships that focus on purpose and mission rather than philanthropy are rising.
 - enhance corporate understanding of social and environmental issues.
 - Help companies change their practices for the better, eg. WWF and IDEA on forest products, and the Better Cotton Initiative, <http://bettercotton.org/> .
 - 91% of companies and NGOs say that partnerships become more important.
 - 57% of companies expect to increase investments in partnerships over the next 3 years. Even more NGOs expect to do that.
- SDGs

- UK based NGOs are less engaged with the SDGs than the international NGOs.
- The company side though, view the SDGs as a framework to work from.
- Business throughout all countries of Africa see the SDGs as an opportunity.
- More businesses set up their own foundations leaving the NGOs out.
- SDGs have given companies a mandate to engage.
- Risk: companies engaging without the knowledge of the NGOs = a threat.
- 69 of the top 100 world economies are corporations in 2016 (2013: 40/100).
- Governments are increasingly involving business in reaching environmental goals.
- Also see: Practitioner's Hub for Inclusive Business <https://iba.ventures/>

Implications of CSO – business partnerships

Year 2000: Almost everybody believed that the role of business is to create shareholder value. Now this is changing towards purpose led growth. Collaborations are changing from philanthropy -> shared value.

- Change takes time, we're in the first phase.
- NGOs tend to lack the enabling environment to capitalise on business purpose rather than just seeking funding = they need to redefine "value" in corporate partnerships.
- NGO challenge:
 - Redefine their purpose – why the collaboration
 - Focus on fewer, deeper partnerships
 - Integration
 - Enablers – clear systems, incentives etc.
 - Execution, execution, execution!

Discussion/Manny's recommendations

- It seems that small organisations on the ground have more appetite on partnerships than the large ones.
- NGOs ought to challenge our constituencies to engage. Small CSOs may know more because they have to do everything themselves.
- Be clear on expectations and risks of the partnership.
- CISU has an amazing convening power on private companies and CSOs to have discussions. Bring them together, discuss the role of each, showcase good practices.
- Greenpeace and MacDonald's managed to collaborate to put a moratorium to rainforest deforestation with 3 year goals, 5, 10 year goals and forever.
- When companies enter with cash apart from expertise, the cash tends to increase along the way.
- Don't under value your importance as CSOs to the company.
- Open your voice, stand up for yourselves!
- Risks and pitfalls:
 - Government regulations are important (eg. UK Modern Slavery Act, Human Rights and in Denmark: Årsregnskabslovens §99A)
 - CSO reputation
- Levers: companies and CSOs are now thinking more in opportunities and values rather than risks -> informed collaboration.

- Business growth is a democratic risk
 - CISU use your position to influence and shape.
- What are businesses looking for with NGOs?
 - Knowledge on topics, eg. Financial institutions looking for financial inclusion of the poor.
 - Credibility – companies lack trust, eg. Energy companies lobbying EU together with NGOs
 - Cross sector perspectives and insights, eg. On diversity and inclusion.
- Maintain the right to keep criticizing, being critical friends.

Forum for the Future

Referat (Runa) fra mødet med Corina Angheloui Forum for the Future.

Sustainability, Civil society and Corporate world: New trends and civil action.

Not for profit-konsultations netværk/virksomhed. Startet op i 1996: 83 ansatte i 2016, omsætning på ca. 45 mio.kr. Netværks baseret organisation med 130 medlemmer, en blanding af virksomheder, fonde og NGO'er. Har nu kontorer i Indien, USA, Singapore og UK. En virksomhed i vækst.

Benævner sig selv som en "charity" med det formål at skabe bæredygtige løsninger på tværs af sektorer. Ca. 80% af omsætningen kommer fra indtægter fra ydelser til Corporates, hvor også det meste af udgifterne ligger. Flere i topledelsen sidder også i bestyrelser i store virksomheder.

Deres arbejde foregår projektbaseret som indsatser indenfor et givent defineret tema. The Forum fungerer som en platform (både virtuel og face-to-face) og facilitator/konsulent, hvor virksomheder, offentlige myndigheder, academia og civilsamfundsorganisationer kan mødes og sammen skabe fælles løsninger og praktiske indsatser for et fælles mål. Eksempler på indsatsområder i 2016: Mad (protein nok til alle), te, bomuld, rent havvand (uden mikroplast), bæredygtige storbyer (energi og miljømæssigt). Derudover køre de Mastersprogram i bæredygtig forandringsledelse.

Observerede Trends i UK: Efter drastiske nedskæringer på offentlige ydelser er flere store virksomheder og tros baserede organisationer begyndt at engagere sig i "charity work". Samtidig er der kommet flere "Community Solutions", hvor lokalt forankrede frivillige aktører overtager bestyrelse af eksempelvis barer, fodboldklubber og posthuse, for at disse kan forblive åbne. Specielt i områder med en meget lav servicering ses dette fænomen.

Udfordringer: Stor splittelse i UK-befolkningen både geografisk og politisk. Dette er startet før Brexit, men er kommet endnu mere til udtryk efter. Dog kan det se ud som om ungdommen sammen med Brexit er kommet mere på banen i forhold til valgdeltagelse og muligvis også andet engagement.

Alt i alt, en interessant organisation med lang erfaring og resultater omkring samarbejde og servicering af virksomheder: Se evt. årsrapport her:

<https://www.forumforthefuture.org/sites/default/files/files/Signed%20Annual%20Report%202016.pdf>

4. Information about the organizations, links etc

<https://civilsocietyfutures.org/>

<https://www.forumforthefuture.org/>

<https://www.christianaid.org.uk/>

<http://www.candeadvisory.com/>

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