

Innovative Partnerships, Uganda

Thematic Visit, 29th November – 5th December 2014

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Background

For the terms of reference for this thematic visit please see annex 1. The visit was carried out by CISU's staff: Advisor Lotte Asp Mikkelsen and Management Consultant Iben Westergaard Rasmussen. The purpose of the visit was to:

- Understand the terminology which flexible, innovative partnerships spans across
- Understand some of the pros and cons of innovative partnerships
- Gain specific knowledge on examples on how to work in innovative partnerships which CISU's members may learn from.

Denmark will: Promote innovative models of partnerships and the inclusion of social movements, private sector, youth organisations, and traditional authorities as partners.
(Danida's Civil Society Policy 2014, p. 18)

Objectives

- Explore approaches to innovative partnerships between the private sector and NGOs/CSOs.
- Explore challenges and opportunities in the innovative partnerships, from the point of view of the involved partners (mostly looking at the NGOs' and target groups' perspectives – but also from the partners' perspectives as far as possible).

Method of visit

As the area of focus for the visit was very broad, we chose not to have a detailed, pre-planned programme with a fixed set of questions for each organisation and person visited. We had a number of parameters that we looked at in terms of the partnership between the NGO and the private sector partner, which could enable us to look into the different partnerships. On the basis of the parameters chosen, we formulated broad questions to guide our discussions with the people we met (see Annex 2). The approach, as defined in the terms of reference was:

- Visiting partners and target groups from a number of partnerships and exploring the value added, advantages and challenging aspects of these partnerships.
- When exploring the partnerships, areas of interest may include: financing, ownership, profit, organisation/structure, partner roles, and value added (in terms of economy and social value). For a more detailed list of parameters we looked at, please see annex 2, with parameters and guiding questions.

Partnerships visited

A. Seniors without Borders – Elgonia Industries (coffee production) – Coffee Associations (Mt. Elgon area: Sipi, Bufumbo)

Other partners related to coffee farmers: Farm Mountain Coffee, Randers – Access2Innovation – Henrik Anker Ladefoged – Frellsen Kaffe

The partners are working on developing the Mt. Elgon region through holistic approach on community development. The area is characterized by having many coffee farmers. SwB supports the community by supporting local community groups such as the coffee associations and women's sewing groups as well as VSLA groups. Elgonia Industries is a local coffee buyer and producer. They work closely with the coffee farmers/associations: they want to assist the farmers to produce high quality coffee, which they buy and sell. Farm Mountain Coffee is a Danish coffee company, who buys the high quality coffee from Elgoina. They have assisted in training coffee farmers on how to ensure high quality production. They have also provided some funding through SwB for SwB's development work. Frellsen coffee has supported SwB with some CSR funds for SwB work – e.g. providing solar lamps for farmers, sewing groups and the local school.

SwB: makes many contacts to Danish companies seeking support – either technical support (training for framers), funding to support their community development initiatives; they have in Jan 2015 reached an agreement with Grundfos to support improved water supply in the area. They assist in coordinating many of the initiatives. They do this with the assistance of a local coordinator. This person is employed at Elgonia Industries.

Four coffee associations would now like to buy a mobile coffee mill. This will enable them to mill the brown coffee beans, removing the husks which can be used either for compost or for biofuel in the farms. It will reduce some transport costs as the beans will weigh less. It will also give the farmers a higher price for the beans, as the coffee buyers will not need to do the milling of the beans. Thus, giving the farmers access to this part of the value chain of coffee production.

B. Seniors Without Borders – Safe Neighbourhood Foundation – Elgonia Industries – Henrik Anker Ladefoged

The collaboration we looked at was an initiative to set up a solar powered chicken hatchery. The funding for the machine and solar system was provided as a loan by two SwB members (in fact from two private individuals who are members of SwB, it is not from SwB funds) to SNF. SNF bought the machine from Henrik Anker. Henrik Anker set up the machine and can monitor from a distance (digital/GPS technology). SNF charges community people to have their eggs hatched in the hatchery. The community people can earn more from the hatchery chickens than if they hatch eggs naturally at their homesteads (the survival rate is much higher in the hatchery and the chicks are of a higher

quality/size which brings a higher price when selling the chicks at the market). The hatchery is thus providing an income for SNF and for the community people. SNF will repay the loan over a number of years.

Another partnership has arisen from the contact between SwB and SNF with Elgonia (SwB has a local contact person/coordinator assisting in their work who is also employed at Elgonia): Elgonia Industries is now working with SNF to find farmers in the Budaka area who could start producing coffee. Elgonia will provide training for the new farmers on how to grow coffee. SNF will assist in organizing the farmers into groups/associations. This partnership is inspired from the work that SwB has been doing together with the various partners in the Mt. Elgon region.

C. Danish Red Cross – Uganda Red Cross – Access2Innovation – EnviClean, Denmark and a local Uganda company

This partnership has developed a One-Stop-Shop in Kasese, Uganda. The shop is a public toilet and wash house based in the central part of Kasese. The partnership is an attempt to provide safe and sustainable sanitary solutions for the local community, as waste is a great problem – which in turn gives health problems such as diarrhoea and other diseases. The Red Cross works in the area – they have the role of informing people of the importance of good hygiene and sanitation and informing them about the advantages of using the One Stop Shop and providing basic health and hygiene training. EnviClean has provided the technical set up and funding to assist with building the shop and making the waste system. They are experts in waste management and have set up a system which in time can be used for producing biogas, once the scale is large enough to do so. A few people are locally employed to run the Shop. The public pay a small fee to use the facilities. (See more on the one stop shop here: http://www.access2innovation.com/en/cases/one_stop_shops/). Access2innovation has assisted the partners in working together and gaining access to Danida Business Partnership funds.

D. JEEP – Seniors without Borders – Nordisk Folkecenter for Sustainable Energy –Energi Nord, Denmark - Small Solutions, Uganda

The partnership we looked at involves the supply of “green energy solutions” for local communities, for example, solar lamps and energy saving stoves. JEEP is a Ugandan NGO providing training and awareness on environmental issues. They work with a number of partners – amongst others two Danish NGOs, SwB and NFSE. NFSE cooperates with Energi Nord Denmark on a CSR project, where Energi Nord provides funding for NFSE to assist JEEP in providing solar energy lamps for local communities. These lamps are bought through a local company in Uganda, Small Solutions. JEEP also has a number of other suppliers they work with, providing them various energy saving products.

The role of the Danish partners is a broad development partner, working with JEEP on projects funded amongst others, through the CISU Civil Society Fund. The two Danish NGOs also seek other Danish partners – such as the case of Energi Nord – though a CSR funding initiative, or other means of support from private companies in Denmark.

JEEP work with local companies who provide them with low energy solutions, such as solar lamps. The companies basically provide a product to JEEP, which JEEP buys at market price. Small Solutions sees their role as ensuring the best price for JEEP – buying good quality, at the lowest price – and doing all the import business and warehousing. JEEP in turn provides information to many rural areas, where Small Solutions does not have the resources to reach out to. So, JEEP in effect, provides customers/market potential and marketing for Small Solutions as well as a distribution network – as JEEP takes the products to the rural areas, where it sells the products to the local communities. JEEP also provides training and information on energy saving solutions and how to use the products. The companies do not provide any support for covering transport costs, nor do they provide samples of their products.

E. ActionAid Uganda (AAU) – Uganda Manufacturer’s Association and the Uganda Chamber of Commerce – and the Private Sector Foundation Uganda

AAU have recently started a collaboration Uganda Manufacturer's Association and the Uganda Chamber of Commerce on work around manufacturing within the context of the National Development Plan (NDP). AAU is looking at the NDP's policy space: focussing on which policies are going to help Uganda to industrialise in the future. The thinking is that through industrialisation, Uganda will be able to create higher paying jobs for citizens and then raise the domestic base – to enable government funds for public investments in areas such as health, education and agriculture. They are starting by looking at policy around investment and industrialisation and trade. Presently, there are no policies to protect traditional investment priorities and there is no protection of small scale manufacturers.

In terms of the partnerships with the Private Sector Foundation, they are looking at economic empowerment events in northern Uganda. The Private Sector Foundation Uganda has organised a fair in northern Uganda. AAU is looking at how they might develop a relationship with them, which may feed into the policy work. They are trying to see where they can collaborate on the small and medium sized farmers – so that it is not just the large scale commercial farmers.

Observations on Thematic Issues

Partnerships between NGO/CSOs and the private sector can vary greatly. There is not one fixed way to set up a good partnership. The partnerships we looked at have changed over time and have started in various ways. Some have started by the private partner taking contact to the CSO and others have started by the CSO taking contact to the private partner. The reason/objective behind the partnership also varies. And this in turn determines the role of the partners: whether they deliver a service/product, provide training or buy a product or assist farmers/producers/communities in gaining access to the value chain. Many of the cases we looked at involved a number of partners - it was not a simple partnership between one CSO and one company: there was often a web of contacts and relationships underlying each of the partnerships.

The examples we looked at all have a positive view on the partnership – with some form of positive value addition to their work being highlighted: both from the CSO's point of view and by the private company involved.

At times, partnerships are focused on how to assist communities/people to gain access to the value chain. This is not necessarily an innovative partnership – but nonetheless an area which was repeated by CSOs as an important area and area of interest for them to work on.

Advantages and Value-added

The cases we looked at highlighted that CSOs can provide access to areas which private companies do not have immediate access to and may find difficult to enter into – they may be remote and thus require resources to reach out to. CSOs also have a relationship with the communities they work with – providing a legitimate entry point for private companies. Communities trust the CSOs – so if CSOs promote products, services or a collaboration with a company, the community may feel comfortable when it is promoted by the CSO, as they trust in them. The company thus gains access in a positive light, without having to do all the initial footwork of gaining the trust of the community. They can thus also potentially gain access to a market segment, which require large resources to move into otherwise (taking the case of the solar lamps from Small Solutions, which are sold through JEEP as part of a development project).

Another advantage of the partnerships is that the close cooperation with the local communities and the CSOs provides private companies with valuable information on product design. When JEEP is in the community promoting solar lamps, the users of the lamps provide them with feedback on whether they have technical issues with the lamps or provide feedback on how the product may be adapted to fit better with the local context, this is valuable product design information which can be used by the companies in developing their products. Similarly, when the

coffee company works with local coffee farmers to improve the quality of the coffee they produce, the company itself will ultimately get a better product, which it in turn will be able to sell at a higher price. By supporting the community in development at large, the farmers will have a better way of life, being able to support their families, providing lighting for evening work, which they can do in their homes, rather than spending daylight hours on household chores – thus having more time for their coffee farming. Or it could be for providing an opportunity for their children to have light for doing school work. So, the coffee company is interested in ensuring that coffee farmers are doing well at home – because they know that this ensures that they also spend time and are conscious on producing the highest quality of coffee (which they in turn also gain from as they feel more certain of getting a good price for their production). Having a good cooperation with a coffee buyer is also positive for the farmers, as they feel confident that Elgonia will pay a reasonable price and they will buy all of their coffee (so they do not have to go and find other buyers). The farmers also appreciate buyers who also try to assist in community development/social issues (Elgonia has made good contacts with Danish coffee companies, who not only buy their products at a reasonable price, but also provide other things such as training in production and provide solar lamps; but also link up with Danish NGOs who in turn engage in social development projects). Additionally, the relationship between and Elgonia and coffee associations has an added advantage of reducing one layer of coffee agents, as Elgoina themselves go and buy the beans from farmers and they insist on a quality control representative from the coffee association to be present when the coffee grading and quality control is carried out. This is important for the coffee producers as they are part of the grading process, they can get feedback on the quality of beans (which can be taken back to the community and adjustments made to improve quality) and they are assured that their high quality beans are not mixed with other beans of a lower grade (which some agents and coffee companies sometimes use as a way of keeping their costs lower). In this way the producers are kept close to the final stage of package and sale. This was highlighted as a great advantage for the farmers, giving them an opportunity to learn, take responsibility and be part of the quality assurance process, as well as giving them insight into grading – which can be valuable when dealing with other buyers.

Access to value chain: Some of the partnerships we looked at are related to producers gaining increased access to the value chain, with improved products: coffee farmers buy a mobile mill, in order to do some processing of the coffee beans themselves, reducing transport costs, and increasing the coffee bean price (as it is sold at a later stage in the processing); solar power chicken hatchery: gives improved/increased amount of live chickens hatched than having them hatched at the homestead – which in turn means more chickens produced at a higher quality, ensuring more income. It also gives the NGO an income, which they can use to continue their social development initiatives (as they rent ‘egg-space’ in the hatchery). The private company provides the improved technology (solar powered hatchery), designed for the context. As the hatchery becomes a known product, the company selling this machine should be able to increase sales.

Access to markets: NGOs have good access to areas which private companies often do not have. They also often have legitimacy in an area in which they operate. This gives them an opportunity in terms of direct contact with people. This opportunity is really a case of gaining access to the “base of the pyramid” segment of a market for a company, as we saw in the case of the collaboration between JEEP (the local NGO) and the local private companies supplying simple solutions for rural areas.

JEEP does a lot of good awareness raising on their type of products – basically doing the marketing for SS. JEEP often operates in the poorest areas – areas which are difficult for private sectors to work in as the risk of not getting money for products is high. The private sector can only operate in these areas on cash up front – otherwise they run a high risk of not getting paid back. Also they would need to set up a credit facility for these people – which is a large resource need to set up such a system in poor, rural areas.

JEEP creates a market for the products through the awareness raising and training provided in local communities. They reach areas which SS would not otherwise be able to reach with few resources. It is not really clear for any partners whether the issue of JEEP selling lamps at a subsidized price is skewing the market more than the value of the market that they are creating by promoting these products. One may also consider whether the partnerships between the Red Cross and Envi Clean (sanitary solution) and between Safe Neighbourhood Foundation and Henrik Anker Ladefoged (solar chicken hatchery) is providing access to markets which the private companies would not otherwise have launched into of their own accord.

Challenges and Considerations

Initial start-up investment financing may be a challenge to source. However, communities and CSOs should not be restricted by thinking solely in donation possibilities; there needs to be openness to various loan types as well. Some partners may have possible contacts and ideas for who could be approached for this. This may often come from the northern NGO partner. However, it may also come from south based private sector actors (e.g. Elgonia may consider providing capital for mobile mill. They could provide own capital and/or they could be applicants for a loan from other sources, such as Bestseller Fund/other.)

Ownership of investments: need to be clearly agreed on from the onset of a partnership. Ownership of inventory will also need to specify ownership of production and how the inventory can be used (if rented, who earns the rent).

Roles of people may become unclear when partnerships are close and relationships are good. This may have an unwanted effect of some people having power over others, even though this power is not directly used. One needs to consider the effect of possible power relations on the partnership and on the people involved (e.g. buyers of produce have an interest in obtaining the best (lowest) price from producers; if the buyers at the same time deliver some social service/community development service, the relationships may become biased or skewed. Additionally, there may be an issue related to dependency of partners, where one partner may be more dependent on the other partner(s) in the relationship, which may skew relations, interests and motivations.

The above may be considered addressed in a contractual agreement, which would need to be reviewed at regular intervals. Often it seems that partnerships develop in unforeseen ways, which may require a review of the contractual agreements between the partners, to ensure that partners are still “on the same page” in terms of their interest and motivation in the partnership. A lack of agreement may create a feeling of uncertainty and make long term planning challenging.

From a private company point of view, it may be difficult to see the advantage of others gaining access to the value chain, as it reduces the profits for one’s own company. However, if this is minimal compared to the added value, e.g. of securing access to a market segment which is otherwise resource heavy to access; or securing a steady supply of high quality produce., then this added value may override the cost of giving up a part of the value chain.

Some other challenges highlighted were: private companies do not have resources to carry out the social part of working with communities; private companies do not provide any resources in the partnership (such as inputs, transport support, samples of products for use in training, or other).

Perceptions and common understanding need to be clear from the start. How do private companies understand what CSOs do? It is sometimes difficult for them to understand – e.g. the human rights based approach. Training on HRBA and CSR might be an issue for the future. Some expect tangible issues to come out of the project – rather than policy changes. So they are reluctant to join in the campaigns if they cannot see the immediate advantages.

Transparency & accountability: it is a challenge to see how private sectors will take on board the values of T&A – it may not come as easy as for CSOs. Also in terms of information sharing, CSOs may need to challenge private sector partners to be more transparent and work with them on this as well as accountability.

Legitimacy: partners might consider how their legitimacy may be affected by a partnership. This may be positive or negative effects on an organisation's legitimacy. For example, if a private company produces poor quality products or has low labour standards, this may affect how people view the CSO that is engaging with the company (and vice versa, of course). It may require many resources to reacquire the confidence and trust of a constituency if this confidence is somehow breached.

Long term relationships: it is important to remember that once you start a collaboration or partnership, it is potentially is for a long time. It is therefore important to consider whether you know enough about each other before starting. Consider whether your organisation/company is completely sure that it wants to be associated with the potential partner. Consider ways of how you can end a partnership if you decide to do so. Consider what options you have if the partner does not live up to the partnership agreements you have made. A partnership is only likely to exist as long as there is a value added perceived by both/all partners.

Opportunities

Some NGOs may learn from a more market-oriented/business approach. They may have a form of mentor from a business partner (example of this seen in Safe Neighbourhood Foundation with Elgonia Industries, where the Director of Elgonia is willing to share ideas and be a sparring partner/advisor for Director of SNF). The Red Cross also mentioned this as a possible opportunity: that private companies may be able to provide some mentorship on the boards of CSO's - providing more of a business approach to running the financial and organisational part of an organization – including the governance of an organization.

CSOs may take on a role of advocating for policy change, which may benefit the poor – but which might also benefit local private sector actors. The policy changes could focus on transparency in the relevant industry, in the tax authority, on investment environment and conditions, and also on advocating for social aspects of production in local communities and ensuring that labour laws are enforced.

“Coffee authorities should be doing more to ensure that social aspects are included in the production process and ensure fair processes and prices for farmers. The government coffee authority is also not so transparent – so any promises of social aspects being undertaken and promised by companies are not being monitored. And also the people in the authority are corrupt and can easily be bought out for getting better tax conditions.” (Elgonia Industries)

The policy/laws around coffee have not been updated in a very long time. They need to be revised to reflect the present day situation. However, no one is interested in doing this – some companies are making the most of any holes in the policy, which they can benefit from in terms of higher profits.

In other words – the business enabling environment could be area to look at for NGOs and also for responsible companies.

Outputs and Dissemination

This thematic visit has primarily been undertaken to generate information to be used by CISU and its members. It provides some cases of how CSOs and private sector actors are partnering with each other, but it does not provide any conclusive facts on how this should be done. It should be seen as information for learning and inspiration. The

visit was carried out in Uganda – and the learning may need to be adapted to other contexts when considering partnerships in other countries.

We have learnt that “Innovation” in terms of innovative partnerships can encompass a number of issues. **Innovation can be seen in terms of:**

- **products/services,**
- **technical development,**
- **processes,**
- **partners,** and
- **ways of partnering/working together.**

Thus, there is not one golden method for working in innovative partnerships. So, innovation is also a subjective and relative matter: it lies more in the ‘eye of the beholder’/the partners and people involved to determine whether it is an innovative partnership.

Recommendations for CISU

As the thematic visit primarily has been undertaken to generate information to be used by CISU and its members the recommendations are targeting what CISU in light of the analysis and findings might consider to do:

- Promote the guide on “Engaging Markets as part of development strategies”, by Danish Forum for Mikrofinance: This guide could also focus on training on value chain analysis. <http://www.mikrofinans.dk/>
- Promote the guide on partnerships between NGOs and private companies: “Partnerskaber mellem organisationer og virksomheder” developed by Uddannelsesnetværket (only available in Danish): <http://www.cisu.dk/Default.aspx?ID=19191>
- CISU may consider how it may play a role in brokering of partner matching through the Access2Innovation network: discuss possibility of opportunities with A2I. Consider hosting a joint event with Access2Innovation to attract CISU members to partner up with some private sector companies from Denmark (A2I to provide the private sector partners).
- CISU may consider whether there might be a possibility of including partnerships with private sector actors within the context of the pool funds administered by CISU. However, the focus of interventions must remain as is, within the framework of the Danish civil society policy, with poverty reduction as its main objective. CISU may consider to what extent private sector actors can be part of projects supported by the pooled funds that CISU administrates, and consider whether this needs to be incorporated in the next revision of the guidelines of the fund.

Recommendations for CISU members/civil society organisations

- When looking for possible private sector partners, be open and use your network as far as possible. Partnerships may start by word of mouth or sudden interests being sparked – they are not necessarily logical, clear-cut, from the start.
- Consider whether your areas of work lie within a value-chain, market-oriented approach – and if so, consider conducting analysis with local partners on the value chain involved. With this knowledge, you will be more knowledgeable and able to discuss with private sector partners. Possible private sector partners may emerge from this analysis.
- Consider whether there could be a CSR-interest for private sector partners in your work. When entering into CSR relationships, be clear and critical on what your organisation(s) expect from the partnership. As a start, you may seek inspiration from the guide: “Partnerskaber mellem organisationer og virksomheder” developed by Uddannelsesnetværket (only available in Danish): <http://www.cisu.dk/Default.aspx?ID=19191>

- When entering into partnerships with the private sector, ensure that you have thorough discussions on your objectives and which results each partner expects – as well as a clear analysis of realistic time frames. Be clear on what the criteria for success are for each of the partners. These success factors are likely to be areas that the partner wants to be monitored and to be reported/documented. Consider whether a contractual or written agreement could be useful.
- Keep in mind that innovation can mean many things – keep your mind open for new possibilities which may arise and use and nurse your networks.
- Consider whether your value addition could lie in other areas, such as creating an enabling environment for engaging in markets or playing a watch-dog or advocating role within the business and labour environment.

Organisations and people met

We would like to extend our thanks and appreciation to all the people involved in making our thematic visit possible and providing information, experience sharing and their valuable time. If you find factual mistakes in the report, please contact Lotte Asp Mikkelsen (LM@cisu.dk).

Prior to travel:

- Seniors without Borders: Poul Krojjer, Lone Jacobsen
- Nordisk Folkecenter for Vedvarende Energi: Lene Høegh
- Lars Bendix: Farm Mountain Coffee Randers (brief introduction) – to be followed up upon return to DK.
- Viktoria Kanto and Christina Jensen: students at Copenhagen Business School doing a thesis on the One-Stop Shops in Kasese District, Uganda.
- Jacob Ravn: Access2Innovation, Aalborg.

In Uganda:

- Majbrit Holm Sørensen, Counsellor, Royal Embassy of Denmark, Uganda
- Pamela Kabuchu, Senior Programme Advisor, Danida Business Partnerships, Royal Embassy of Denmark, Uganda
- Richard Kirya, Executive Director, Safe Neighbourhood Foundation
- Junior Bukawa and Mr. Bukawa, Elgonia Industries
- JEEP: Ruth, Director. And all JEEP staff and interns.
- Annamaj Mathiesen, intern at JEEP (from Aalborg University, studying innovation and Entrepreneurship)
- Farm Mountain Coffee Association in Sipi
- Bufumbo Organic Coffee Association
- VSLA groups in Budaka area
- Sewing groups (SuG supported groups) in Sipi and Budaka
- Ronald Bukenya, Accountant/acting Director, Small Solutions, Kampala
- John Entwistle, Country Representative, Danish Red Cross, Uganda
- Peter Kalule, National Programme Coordinator, Livelihoods, Action Aid Uganda
- Mary Achom, National Development Strategies, Project Officer, Action Aid Uganda
- Yuda Rwakogo, Grants Coordinator, Action Aid Uganda

ANNEX 1: Terms of Reference

Terms of Reference for Thematic Visit “Exploring Innovative Partnerships” Uganda, 23.11.14 – 05.12.14

1. Background CISU

CISU – Civil Society in Development is a Danish umbrella organisation with more than 280 members among Danish civil society organisations. All members work with development through partnerships with civil society organisations in poor countries.

Denmark will: Promote innovative models of partnerships and the inclusion of social movements, private sector, youth organisations, and traditional authorities as partners. (Danida’s Civil Society Policy 2014, p. 18)

The focus area of CISU is twofold:

- Administering the Civil Society Fund financed by DANIDA (the Danish Ministry of Foreign Affairs)
- Capacity building of member organisations through training, advisory services and debates.

Additionally, CISU advocates on behalf of the member base regarding the general framework for Danish civil society organisations and attempts to stage relevant debates and discussions among the members and Danish civil society in general.

In order to understand the context that CISU members are working in, CISU attempts to build up context specific knowledge, relating this to an area of interest for members in Denmark, their partners and CISU.

To qualify this work CISU Advisors conduct several thematic visits every year. The visits feed into the ongoing adjustment and development of trainings and counselling services.

A thematic visit is different from a monitoring visit, because it focuses on a specific thematic subject instead of on a specific project or partner.

2. Thematic background for this visit

The new Civil Society Policy of Danida states that a need to focus on new collaborative and innovative partnerships. CISU’s members are also increasingly asking for new ways of working, new partners, partnering with private sector, or working with fundraising from private donors with a Corporate Social Responsibility angle. CISU needs to be more informed and knowledgeable on possible ways of working in new innovative partnerships. This includes, but may not be limited to:

The trends (...) call for new collaborative partnerships among governments, businesses, social partners and civil society in which ODA can catalyse new solutions and the scaling up of funds. (Danida’s Civil Society Policy 2014, p. 12)

- Understanding the terminology which flexible, innovative partnerships spans across

- Understanding some of the pros and cons of innovative partnerships

- Having specific knowledge on examples on how to work in innovative partnerships which CISU's members may learn from.

This visit focuses on:

Gaining background and general understanding of how NGOs are working in innovative partnerships (partnerships other than with other NGOs, or in social, informal networks). CISU's focus in 2014 will be on innovative partnerships between the private sector and NGOs. (In 2015 the focus will broaden to include other types of innovative partnerships with others partners than solely the private sector).

Gaining specific insight on partnerships between NGOs/CSOs and the private sector, private-public-NGO collaboration, which are being tried in Uganda. We will look at what it takes for a good partnership and what the difficulties and challenges may be, from an NGO perspective (and to a limited extent from the private/other partner's perspective – this will need to be looked further into as a follow-up.)

This thematic visit is not part of CISU monitoring or evaluation of individual projects or partners. However, it takes place at the same time as a monitoring visit on the Climate & Environment Fund, with the Management Consultant from this Fund. Thus some time and some visits may overlap. A separate Terms of Reference is available for the monitoring visit.

3. Objective

Summing up, the objective of the thematic visit is to:

- 1) Explore approaches to innovative partnerships between the private sector and NGOs/CSOs.
- 2) Explore challenges and opportunities in the innovative partnerships, from the point of view of the involved partners (mostly looking at the NGOs' and target groups' perspectives – but also from the partners' perspectives as far as possible).

4. Thematic issues for the visit

More specifically the objectives for the trip will be approached through:

- Looking at the term "innovative partnerships" between the private sector and CSOs/NGOs.
- Visiting partners and target groups from a number of partnerships and exploring the value added, advantages and challenging aspects of these partnerships.
- When exploring the partnerships, areas of interest may include: financing, ownership, profit, organisation/structure, partner roles, and value added (in terms of economy and social value).
- Visiting other donor-supported partnerships than Danida/Danish supported partnerships to learn how they are supporting such partnerships (e.g. DfID and/or the Netherlands).

5. Project visit portfolio (preliminary)

The following organisations/partnerships/networks will be visited

- Seniors without borders partnership with Farm Mountain Coffee on coffee producers and income generation; chicken farms
- Cooperatives, Safe Neighbourhood Foundation and chicken farms (Henrik Anker Ladefoged) and SNV and sewing clubs
- JEEP and Little Sun/Small Solutions
- Action Aid and cooperation Uganda Manufacturer's Association and the Uganda Chamber of Commerce on work around manufacturing within the context of the NDP and secondly, partnering with Private sector Foundation on economic empowerment. (TBC)

6. Plan of work

The visit will be based on the following main activities:

Prior to departure:

- Desk study of some project partnerships and selected literature on public private partnerships and CSR partnerships.
- Interview with Danish partners (NGOs and private companies where relevant) to the Ugandan organisations to be visited.
- Interview with selected relevant actors in Denmark (e.g. Ministry of Foreign Affairs; two private sector partners (e.g. Grundfos and System Teknik; Access2Innovation; other relevant contacts).

In Uganda:

- Visits to partner organisations and projects
- Field visits in order to experience some of the methods applied and talk directly to relevant beneficiaries and partners involved.

Upon return:

- Finalisation of report
- Follow up in form of CISU member network on Innovative Partnerships

7. Preliminary travel schedule

Date	Organisation/contact	Accommodation
23-nov	Depart DK	
24-nov	Tanzania (TaTedo)	Dar es salaam
25-nov	Tanzania (TaTedo)	Dar es salaam
26-nov	travel to Kampala;	Hotel Bougainvillier, Kampala
27-nov	Climate Fund visit: CAN Uganda; Afternoon: Embassy meeting (climate & innovative partnerships)	Hotel Bougainvillier, Kampala
28-nov	Climate Fund visit: CAN Uganda;	Hotel Bougainvillier, Kampala
29-nov	travel to Sipi	Sipi, Sipi Lodge
30-nov	Sipi - (tentative) first meeting with coffee cooperatives/report writing.	Sipi, Sipi Lodge
01-dec	Coffee /chicken production. SuG partners.	Mbale, Sunrise Inn
02-dec	Coffee /chicken production. SuG partners.	Mbale, Sunrise Inn

03-dec	travel to Kampala.	Hotel Bougainvillier, Kampala
04-dec	JEEP & Small Energy Solutions	Hotel Bougainvillier, Kampala
05-dec	Lotte: ActionAid Uganda and Danish Red Cross meetings. Iben: UFFCA. Depart Uganda (evening, 23:30)	

9. Outputs and Dissemination

- The output will be:
- Blog posts to be written during the visit and posted immediately on the CISU website.
- Travel report, focusing on overall observations, lessons learned and potential recommendations for practice of CISU and CISU members.

The findings will be disseminated:

- Internally in CISU through a presentation to colleagues.
- Externally to CISU members by posting the report on the CISU website as well as including general lessons learned in future courses and advisory sessions.
- Possibly through support to CISU member network on Innovative Partnerships (if this network is established on a demand-driven basis).

10. Contact details During the visit the consultant can be contacted on these details:

In Uganda:

Hotel Le Bougainvillier; Plot 1-7, Karazamiti Road, Bugolobi, Kampala.

Tel. +256 (0) 414 22 09 66/ +256 (0) 312 22 09 66

Sipi Lodge: Sipi, Kapachorwa, Uganda. Tel: +256 751 796 109

info@sipiriverlodge.com

Mbale:	Sunrise	Inn:	Sunrise	Inn	(Mbale)
Plot	M45,		Nakhupa		Rd
Tel	+256 (0)4544	33090,	+256	(0)352	276063
Email:	snrsinn@yahoo.com				
Internet:	www.traveluganda.co.ug/sunrise-inn-mbale				

Danish Embassy: PLOT 3, LUMUMBA AVENUE, P.O. BOX 11243, KAMPALA, PHONE: +256 (0) 31 2 263 211

E-MAIL: KMTAMB@UM.DK, WWW.AMBKAMPALA.UM.DK

ANNEX 2. Parameters for looking at NGO-Private Sector partnerships

- Reason/purpose of partnership
- Ownership
- Organisation/structure
- Partnership relations; formalized agreements/contracts. Partner roles and responsibility
- Involvement of target groups
- Investments; financing
- CSR interests
- Technical knowledge exchange/transfer
- Synergy effects and value added on both sides (financial and social value)
- Replicability
- Profitability (and who does it go to)
- Value added (in terms of economy and social value; potential for job creation (for who?)).

Our main objectives are to look at the following, but not limited to:

- What experiences do you all have of partnerships between private sector and NGOs? (whether it is Danish or Ugandan private sector partnering with Danish and/or Ugandan NGOs).
- How do civil society organizations/NGOs work together with the private sector (e.g. Farm Mountain Coffee working with coffee farmers and with Elgonia Industries): what are the advantages and challenges of such partnerships?
- What can other NGOs and private sector partners learn from your partnerships?
- What potential is there for NGOs and private sector to work together?
- How can NGOs play a role in gaining more/better access to the value chain – and should they be playing this role?
- Are you familiar with the Danish network organization Access2Innovation? If yes, we would like to hear your experience. We will also be interested to hear of your experience with the Danida Business Partnership programme.

Question guide for visits:

Coffee and chickens in Mt. Elgon region (Sipi, Mbale, Budaka)

- Explain the coffee bean production process. (ownership of land, plantation, harvest, selling beans, processing of beans, price setting).
- How are you organized as coffee farmers? (work together or separately?)
- Who do you work with (as partners)? (companies, NGOs, individuals, local municipality/ministry of agriculture?)
- Are these partners different (how, why, what are they providing in your partnership? Why do you partner with them?)
- Why do you work with different types of partners?
- What do you do together in your partnership? What advantages/do you gain from this partnership?
- Are there any challenges in working with the partners?
- How did you “find” each other/become partners? (do you have a formalised agreement/contract with partners?)
- Could you think of another way of working with this or other partners?
- Do you have other plans or ideas for future for new partnerships?

- Do you have any things which you would like our partner to engage with you in (you may have asked and they are not interested; or you would like to ask) – e.g. investment, technical know-how; technology; access to finance; other..)
- Is this partnership replicable – can it be copied in other areas or in other issues in your community?
 - Do see any synergy effects and value added on both sides (financial and social value)
 - Replicability
 - Profitability (and who does it go to)
 - Value added (in terms of economy and social value; potential for job creation (for who?)).