

Report on thematic visit to *Ghana* on Private Sector Collaboration

(4.4. to 14.4.2018)

1. Background

The development sector is changing these days towards more collaboration between different actors in order to lift the development agenda together and benefit from leverage effects of partnerships across the sectors. This shift in paradigm for the development context is described in the SDGs as well as in Denmark's strategy for development and humanitarian aid.

The role of civil society is in this context changing and looking for new modalities of how to strengthen their impact through different types of collaborations, such as partnerships with the private sector, or development interventions with a strong focus on decent work or economic growth. CISU wishes to support those of its member organisations who wish to engage in such collaboration. CISU's working group on collaboration with other actors (including private sector actors and social enterprises) has therefore formulated a short Concept Note to learn from country specific experience in Ghana and map approaches that can bring civil society and private sector together in the work for decent work and economic growth. This thematic visit to Ghana is part of the described pilot approach.

2. Objective

The objectives for this thematic visit were originally (in the ToR) formulated in the Terms of Reference as:

- To complete the country specific mapping of CSOs and private sector companies with potential and interest in collaborating with each other.
- To meet with and discuss potentials for partnerships with:
 - Local partners of Danish CSOs (mainly with support from CISU)
 - Local partners or branches of Danish companies
 - Other stakeholders, relevant for collaboration between CSOs and PS (Danish Embassy, Danish company branches, I-hubs, Examples of partnerships)
- To start the relation building and networking process needed for the activities that are planned to follow.

During the preparation of the thematic visit it became clear that the planned objectives of the visit are too ambitious and there is a need to go several steps backwards for a start. This means that it at this stage is possible to make a mapping of Danish CSOs engaged in Ghana and Danish Companies involved in Ghana, but not a mapping of potential and interest in collaboration. With this in mind, the objectives of relation building and networking have only been on a very initial stage.

The results (outputs) have therefore been adjusted from the original formulation in the ToR to be:

- a. A mission report with learning points and recommendations given by the CSOs, PS actors and other stakeholders.
- b. A list of Danish CSOs and Companies engaged in Ghana.
- c. A proposed approach for the way forward to promote collaboration between CSOs and companies in Ghana, building on the existing concept note on this.

3. Observations on thematic issues

Overall learning points:

- In Ghana the difference between Civil Society and Private Sector is not as big and formalized as in Denmark. For instance does the large informal sector not necessarily understand themselves as private sector, and CSOCOSOs engage in income generating activities themselves and work with saving and investments groups on private sector terms, while being part of civil society. Many CSOCOSOs do work with SDG 8 related activities without entering into formalized partnership. However, they very often do relate to it in a less formal way.
- CISUs ideas about collaboration between civil society and private sector is very much in line with the ideas the embassy is developing as part of their approach to move from aid to trade. Also the moving from philanthropic partnerships to collaborations with joint value creation is highlighted by the embassy as an important move.
- The “hype” about partnerships between civil society and private sector may be a bit exaggerated. There have always been partnerships, and different projects / initiatives ask for different types of partnership. Sometimes the need for partnership or the resistance against it takes the attention from, what is important about it: the collaboration, the joining hands of achieving something. It therefore may be better for CISU to change its phrasing accordingly, focusing on collaboration rather than partnerships.

Observations made on the side of the CSOCOSOs:

- The interest from CSOs to work more with companies is there. However, many Ghanaian CSOCOSOs still understand companies as a source of funding, with only few examples where the private sector is a solution to a need, such as technical knowhow, skill development.
- The agenda of job creation / decent work / quality jobs / inclusive workplaces is a concern of many CSOCOSOs. Examples found focus on job creation for youth, employability through skill development, organizing communities (vulnerable groups) for income generation, as well as advocacy for inclusion of people with disabilities in the workplace. These work areas have potential for much more collaboration with private sector companies (formal as well as informal).
- The workshop with Ghanaian CSOs confirmed the need to help CSOs to understand business language, be it in the area of market analysis, development of business cases, product development, marketing, or value chain thinking.

Outcome from the group work at the workshop with Ghanaian CSOs:

Strengths of CSOs working with PS approaches	Weaknesses of CSOs working with PS approaches
<ul style="list-style-type: none"> • Our local knowledge • Our skills in awareness creation • Our mobilizing skills to create an amplified voice to push for an agenda and to reach / mobilize the target group. • We serve as a bridge between government, grassroots, and private sector. • CSOs have tools and experience in identifying economic challenges, which the PS could need. 	<ul style="list-style-type: none"> • Lack of some required skills / capacity to move further (CSOs are not business minded) • Inability to be financial independent and lack of sustainable funding • Perception of mistrust, leading to supplication of efforts. • CSOs tendency to change goals depending on funding opportunities (many small experiences with no focused competencies).

<ul style="list-style-type: none"> • Our understanding of development challenges (CSRs, target groups). • Our ability to raise companies corporate image. • Stakeholder mobilization (experiences with stakeholder involvement) is a strength. • CSOs have access to knowledgeable human resource (specific capacities). • Our networking capacities and ability to advocacy and lobby. 	<ul style="list-style-type: none"> • Low capacity of strategic thinking.
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Opportunities of working in partnerships with PS	Challenges in partnerships with PS
<ul style="list-style-type: none"> • The partnership can sustain funding for the CSO (improve access to funding) • Allows you to achieve dreams / the CSOs vision • The CSO gain trust through the partners • The partnership can transfer skills between the sectors (community involvement skills, branding skills, financial management, etc) • A partnership can assist the CSO with product development. 	<ul style="list-style-type: none"> • Conflict of interest (decent work vs exploitation) can put you in a position where you partnership makes that you are unable to advocate for certain rights issues. • Conflicting goals between CSO and PS might challenge a partnership. Deviation from core mandate. • Challenges of different cultures and work ethics in the partnership. • Donors telling CSOs what to do vs mutual partnerships. • Partnerships are sometimes not practically oriented.

- There are good examples where CSOs work aligned with private sector approaches of economic growth (SDG 8). One of the example seen is the Krobodan / Fair4Life collaboration. Some points taken from this collaboration are:
 - The CSO feels a need to separate business part from non-profit (CSO) part in order to cope with demands from back-donors like CISU. In the case of Krobodan, there is one annual meeting which elects the board for the association and appoints a separate board of directors for Krobodan Beads Ltd. The organisational charts are only linked through the AGM.
 - This model works for Krobodan, and CISU can support the development of a sustainable set-ups, where the CSO does not depend on development aid for running the organisation. Some generic learning might be found here, but other set-ups (e.g. cooperatives) might work as well for others.
- Civil Society organisations have difficulties in getting through to companies, which partly may be caused by CSOs not understanding the way companies think. It also seems to be caused by the fact that companies hold back when contacted by an CSO. This is a fact locally in Ghana, but also back in Denmark, when Danish CSOs wish to get in contact with companies. CISU (as part of civil society) felt this also, when trying to get in contact with Danish companies in Ghana. It was quite difficult to get the companies engaged.

Observations made on the side of the private sector:

- When asked about their experience with collaboration (at the Business get together at the Ambassador’s Residence), they explained how they have been engaged and are engaged with civil society through typical CSR projects / donation. None responded to the ideas of more strategic partnership with CSOs.

- Some companies say they are contacted by many CSOs (Danish as well as Ghanaian), randomly and often without proper preparation. There is therefore a risk of fatigue among the companies before even getting started with discussing possible collaborations. CISU also need to take this into account for its future approach of strengthening collaboration.
- It seems that the agenda of thinking collaboration as an integrated part is new to the Danish business community in Accra. Strategic collaboration in order to increase productivity, market access or sustainability does not seem to be high on the top of the agenda at the companies, or they do not wish to share their ideas and plans with others.
- During networking it stood out clearly that some of the PS participants of the Business get together at the Ambassador's Residence in Accra do not have the mandate to think about partnership on behalf of their organization, as they are here to do a specific job for a certain amount of time. Decisions about partnerships or how to reach out to collaborate with civil society are made further up in the system. It is therefore a good idea to ensure that the dialogue about partnership is carried out with the relevant person in the company.
- When thinking triple bottom lines and coherency between profit and social responsibilities, the younger generation of business people seems to think differently than the "old school" managers. CISU can try to use this opportunity by specifically reaching out to young entrepreneurs .

Other observations:

- While the Danish Ministry of Foreign Affairs with the DMDP and P4G try to reach a certain scale and leverage and added value from private sector funding to the development agenda, these programs do not focus on the "bottom of the pyramid", where traditional sector programmes (e.g. agricultural value chain projects) engage in business development. This point was made at the business get together at the Danish Embassy and seems to be a hurdle for small and medium sized businesses / CSOs to becoming part of the DMDP and the P4G. However, this leaves a large group of small and medium sized enterprises with potential for growing through collaboration. Concerning the latter, CISUs member organisations could be a good match for collaboration.
- The Danish Representation in Ghana is engaged in supporting the establishment of a platform / network on anti-corruption in Ghana and wishes that CSOs and private sector companies together shape the platform. This can be an opportunity of a specific topic where civil society and companies have a common goal to collaborate about. The platform can be a good way of relation building that may lead to specific partnerships between some of the actors.
- While CISU has its focus on the Danish CSOs, and the Danish Embassy on the Danish Companies in Ghana, the links to Ghanaian CSOs and companies are mainly channelled through Danish CSOs or companies. This gives the impression of a north led agenda. A stronger focus on the south would imply a stronger local ownership and maybe a focus on capacity development in Ghana.
- The role of Danish CSOs and companies in a collaboration with Ghanaian CSOs and companies besides providence of resources also about knowhow and skills, technology, and access to the Danish market (trade). Besides that intercultural exchange has in the CSO sector a value in itself.

4. Outputs and Dissemination

Outputs as Recommendations:

It seems not to be the right approach for CISU to facilitate events where groups of companies meet groups of CSOs. This was the original idea as part of the Ghana pilot to support collaboration between CSOs and private sector. As this approach might be attractive for the CSOs, it may be understood as a waste of time for most of the companies. For a company with interest in collaboration it would be more relevant to approach a single CSO directly and in a space of mutual trust. It is not clear if CISU should be part of this as part of its private sector focus.

The way forward after the learning mission should take the following recommendations into consideration:

- The obvious role of CISU in promoting collaboration is the one of **capacity building of CSOs**. CISU could for instance support the Danish CSOs with development of the capacities in how to understand “business language”, how to develop business cases, how to brand itself and become visible for companies as an eligible partner, in how to identify and establish partnerships, and how to formulate partnership projects.
- CISU's PS-group (internal working group on collaboration with the private sector) is already planning some of the above mentioned capacity building initiatives as part of its service for its members. These should be understood as a **sequence of trainings, or building blocks that together lead can increase the readiness or ability of the CSO to initiate collaborations with private sector entities**.
- The Danish Representation in Accra is planning to continue with **meetings between CSOs and Danish Companies** in Accra. This might improve the perception the involved companies have about partnerships and collaborations. CISU and the Embassy could support each other by sharing **experiences and keeping each other informed**.
- Also concerning the **network on anticorruption** to be established in Ghana is an interesting initiative and it should be discussed how CISU can support this network. One way could be by linking to it on CISU's website for more CSOs to be aware of the network.
- The Civil Society Fund of CISU promotes sustainable development and allows capacity building for **income generation**, both as a method for economic growth of the target group (e.g. VSLGs) and as a sustainable way of strengthening the CSO through own income generating activities. The thematic mission to Ghana confirms that this is a relevant and valuable approach to build capacities to operate business minded and on private sector terms. This approach should be continued and a focus on it may even be increased. More CSOs might be interested in developing skills of income generation.
- Still under the structure of the Civil Society Fund, CISU is open for those types of projects which focus on **entrepreneurship**, business **skill** development, or support-structures such as **hubs and incubators** for start-ups. The link to SDG 8 would here be the entry point for a civil society focus.

With these recommendations in mind, the **next steps** for the Ghana pilot approach could be:

- A follow up meeting for interested organisations should be held to disseminate the learning points and a way forward for CISU to take on this. To increase the content of such event, it could include an external facilitator to talk about a market related topic on Ghana. The event can be understood as a network meeting among CSOs engaged in Ghana and with a private sector focus.
- CISU's internal working group on collaboration with private sector is already planning some events and trainings that, if understood as a sequence, can contribute to enable the CSO to engage in collaboration with companies. Findings from this learning mission will be integrated in the events to come.

Dissemination of experiences from visit

- Internally at CISU: Meeting with PS group to discuss findings and decide on way forward. Sharing of learning at CISU secretariat through lunch meeting for interested colleagues.
- To people involved during the visit: This learning report will be shared with all people involved during the visit. Further communication with interested CSOs, companies and Danish Representation in Accra through email and follow up meetings, if needed.
- To CISU member organisations: This learning report will be available for download on CISUs website. A follow up event (fyraftensmøde) will be held as described above. Furthermore, the findings of the learning mission are planned to find its way into related trainings to come.

Annexes:

1. ToR for the field visit
2. People met and visit schedule
3. PowerPoint presentations from CSO workshop on 10-4-2018
4. PowerPoint presentations from Business Get Together at the Ambassador’s Residence, 11-4-2018
5. List of Danish CSOs and Companies engaged in Ghana
6. Notes and Minutes from Meetings and Workshops

Visit to Krobodan Farmers Association



CSO Workshop



Annex 1

ToR for thematic visit to Ghana, under the headline of "Collaboration between CSOs and private sector"

04.04.-13.04.2018

1. Background

Rationale and justification for the visit is:

The development sector is changing these towards more collaboration between different actors in order to lift the development agenda together and benefit from leverage effects of partnerships across the sectors. This shift in paradigm for the development context is described in the SDGs as well as in Denmark's new strategy for development and humanitarian aid.

The role of civil society is in this context changing and looking for new modalities of how to strengthen their impact through different types of collaborations, such as partnerships with the private sector. CISU wishes to support those of its member organisations who wish to engage in such partnerships. The CISU Task Force on collaboration with private sector and social enterprises has therefore formulates a short [Concept Note](#) that describes how to pilot an approach of bringing CSOs and private sector companies and entrepreneurs together. This pilot shall start with looking at Ghana and map all the potential actors for collaboration and partnerships about interventions in that country. A visit to Ghana is part of the described pilot approach in order to prepare

2. Objective

The objectives for this thematic visit are:

- To complete the country specific mapping of CSOs and private sector companies with potential and interest in collaborating with each other.
- To meet with and discuss potentials for partnerships with:
 - Local partners of Danish CSOs (mainly with support from CISU)
 - Local partners or branches of Danish companies
 - Other stakeholders, relevant for collaboration between CSOs and PS (Danish Embassy, Danish company branches, I-hubs, Examples of partnerships)
- To start the relation building and networking process needed for the activities that are planned to follow.

3. Outputs

The thematic visit will lead to the following outputs:

- d. A mission report with learning points and recommendations given by the CSOs, PS actors and other stakeholders.
- e. An updated mapping tool (Excel), which includes contact details and resource persons for each organisation / company / stakeholder
- f. A ToR for the pilot approach, building on the existing concept note and with a detailed description of the way forward for bringing together CSOs and private sector actors.

4. Thematic issues for the visit

More specifically the visit will focus on compilation and analysis of experience of defining an approach for CISU to support its member in the process of relation building with private sector entities. This is a forward looking approach and shall assist the PS/SØV task-force to establish the network among both private sector and NGOs in Ghana to facilitate the future process of meetings between the parts.

5. Stakeholders to be involved in the visit

The journey will include contact and dialogue with a large number of stakeholders.

Local partners of Danish CSOs: Prior to the trip, contacts will be made with CISU member organisations about projects / interventions with potential for collaboration with private sector.

Local partners or branches of Danish companies: Prior to the trip, the Danish Representation in Accra will be contacted to provide a list of Danish companies operating in Ghana. These will be contacted prior to the mission to Ghana in order to organise a meeting.

Other stakeholders, relevant for collaboration between CSOs and PS *may* include I-hubs, incubators, network organisations such as WASCI and STAR Ghana, and other stakeholders.

The embassy itself is a stakeholder to be visited. They house incubator facilities for Danish companies looking to enter the Ghanaian market and serves as a platform for the Danish Business Community.

6. Plan of work

The visit will be based on the following main methods and activities:

- Visit from April 4 to 13, 2018
- Meetings with CSOs and PS companies, partially in Accra and with field trips around and outside Accra (daytrips). Most private sector companies are having their activities in and around Accra.
- Visiting ongoing relevant initiatives (in and around Accra)

7. Travel schedule

Date / time	What	Who	Where
Wednesday 4/4	9:50 Departure Copenhagen, via Paris CdG 21:55 Arrival Accra, Pick-up by Midindi Hotel	Christoph	Midindi Hotel 15 First Circular Road, East Cantonments +233 (0)302 770007
Thursday 5/4	Setting the stage, preparations, reading CISU project documents to be visited. Making arrangement for further meetings.	Stakeholders Business	
Friday 6/4	Meetings <ul style="list-style-type: none"> • 10:00 Albert (YDFA) and Alfred Tsiboe-Darko (0243723820), (Keba Africa) • Afternoon (Cancelled): Nicolas Gebara, BUSAC fund (Business Sector Advocacy Challenge) Prepare presentations for workshop and BG2G	NGO COWI / Business	Keba Office Leave hotel at 9 AM UBER driver - Isaac +233 (0)266802009
Saturday 7/4	10:00 Visit to Impact Hub, Accra (Start-up support)	-	

	Preparations: <ul style="list-style-type: none"> • Prepare presentations for workshop and BG2G • Read background docs for Monday field trip 		Midindi Hotel 15 First Circular Road, East Cantonments
Sunday 8/4	Day for reflection and follow up + Meeting: <ul style="list-style-type: none"> • 16:00 Lasse Dalén Andersen Mim Technical Academy – MCAPL 	Christoph	Midindi Hotel
Monday 9/4	Field visit to <i>Njurakan</i> (pick-up at 7 AM at hotel) <ul style="list-style-type: none"> • Krobodan Farmers Association (CISU project with 4FairLife and DHF) • Krobodan Bead Ltd (Glass Beads for Pernille Bülow and Hammershus Fairtrade) 	NGO and Business Stakeholders Driver James Teye +233 (0)546477599/ +233 (0)206553413	Nkurakan Joshua +233 (0)242369563
Tuesday 10/4	9:30 to 13:00 + Lunch: Workshop with local NGOs (partners to Danish NGOs) 14:00: meeting with MacCarthy Mac-Gbathly from HopIn Academy Tamale Reflection: Analysing findings from workshop	NGO stakeholders	Midindi Hotel Midindi Hotel
Wednesday 11/4	Writing minutes and learning points from the different meetings. Prepare 15 min presentation for BG2G <ul style="list-style-type: none"> • 17:30-20: Participating in Business Get-together at Danish Embassy 	Stakeholders Business	<i>Embassy: 67, Dr. Isert Road, North Ridge, 8th Avenue Extension</i>
Thursday 12/4	Time for further meetings: <ul style="list-style-type: none"> • Ghana Federation of Disability organisations. Meeting with Rita (CEO), Doris, and Ina Lykke Jensen (DH) • DK-Embassy Debriefing (Embassy did not respond to my request) Writing minutes and learning points from the different meetings.	Christoph	Barnes Road, Opp Nat. Museum
Friday 13/4	Winding-up, report writing, 22:00 Departure Accra via Amsterdam	Christoph	
Saturday 14/4	11:05 Arrival Copenhagen	Christoph	

8. Dissemination

Could possibly include recommendations to CISU for internal use in relation to courses, advisory services and PP or how experience from the visit will lead to the following follow-up activities for our members.