

Annual Report 2011

The Partnerships Resources Centre

Erasmus School of Management

Erasmus University of Rotterdam

Burg. Oudlaan 50

Rotterdam

The Netherlands

www.partnershipsresourcecentre.org

Contents

1. Preface.....	4
2. Highlights of 2011	5
3. Research projects	6
Track 1: Open Resource Centre	7
Track 2.1: Value Chain Development	10
Track 2.2: Partnerships Public Goods	12
Track 2.3: Issues.....	15
4. Learning activities and events	18
Track 1: Open Resource Centre	18
Track 2.1: Value Chain Development	23
Track 2.2: Partnerships Public Goods	24
Track 2.3: Issues.....	25
5. Communication and internal organization.....	26
6. Plans for 2012	27
Annex 1: Outputs related to the Colombia Project 2011	28
Annex 2: Overview of External Publications of PrC Affiliates in 2011	30
Annex 3: Occasional Papers Series 2010 - 2011	31
Annex 4: Overview of PrC events 2011	33

1. Preface

This is the first yearly report of the Partnerships Resource Centre (PrC). The Partnerships Resource Centre (PrC) is built up as a flexible learning network around partnerships for sustainable development. This implies that it is at the centre of a (virtual) network of professionals, academics and practitioners around the world that share and collect information on selecting appropriate partnerships and increasing their efficiency, impact and effectiveness. The lead partners of the Resource Centre are directly involved in its strategy formulation and implementation. They also function as most immediate beneficiaries and users of the centre's knowledge, while at the same time they act as breeding and experimentation ground for new insights.

2011 has been a busy and productive partnering year. The topic of partnerships gained in importance as a strategic challenge for firms, governments and NGOs to enhance the effectiveness of their individual strategies. 'Multi-stakeholder engagement' has become an obvious manner of approaching a variety of complex societal issues. The Dutch government started to develop PPP (Public Private Partnership) facilities in such topical areas as food security and water provision. In the international donor community – together in Busan (South Korea) by the end of 2011 – the involvement of the private sector in the development effort has gained increased legitimacy. In order to really become 'inclusive', however, cross sector partnerships have to be developed at a sufficiently high level of sophistication. These initiatives are supported by a growing group of business associations (like the World Business Council on Sustainable Development) as well as a growing group of NGOs. At the same time it is also increasingly recognized that the effectiveness and impact of partnerships are difficult to assess, whereas it often remains difficult to manage them and design appropriate partnerships for relevant problems.

Where are we now? Not yet everything we planned to do in 2011 has been finalized. This is partly due to unexpected staff changes, partly due to a high demand for ad hoc contributions (workshops, Busan) and partly due to new interesting research projects we started (for example on partnerships in food security), but which were not planned for in last year. The organization of the PrC provides the flexibility that should help us in developing reflexive, timely and relevant inputs to society. This implies that some of the projects that were planned for 2011 have been abandoned in favor of more immediate needs. Others will take more time and will be finished in 2012. In this document we will explain per project the type of progress made.

Our website www.partnershipsresourcecentre.org provides actual information on our activities.

You are gladly invited to join our partnering initiatives!

Rob van Tulder

Academic Director of the Partnerships Resource Centre
Professor at RSM Erasmus University Rotterdam

2. Highlights of 2011

The Partnerships Resource Centre (PrC) is providing support to some relevant developments both international and in the Netherlands. Slowly the PrC is gaining legitimacy through a variety of means like basic reports, action research, executive training, concept development, stakeholder dialogues and the like. This is achieved with a 'lean' team of dedicated and enthusiastic scholars that in 2011 have produced a substantial output which has been used by an increasing number of organizations.

The highlights of 2011 include:

- A major research project in Colombia was executed in which stakeholder meetings were organized and final synthesis report was published on the 'partnership portfolio' of the Dutch embassy
- Two 'state-of-the-partnership' reports were published: one on the largest firms in the world, another on the biggest development NGOs from the Netherlands; both reports were accompanied by successful presentations to interested audiences in Rotterdam and Amsterdam
- The PrC issued an advice for IDH in integrating foresight into their monitoring and evaluation method;
- A number of other specialized reports were issued (e.g. on energy, poverty and partnerships, but also on partnerships in some commodities) which were used for inclusion in stakeholder dialogues at the national (e.g. the 2011 Max Havelaar lecture), but also local level in a number of developing countries (such as Ethiopia, Colombia)
- A practical briefing on 'upscaling' of partnerships was produced in support of partners of the ministry;
- The PrC delivered input for the set-up of PPP facilities of the ministry
- The first specialized training modules for NGOs on partnerships (with business) were developed and presented
- The second year of the international Executive Training programme (in collaboration with MSM) included 22 participants from around the world (in particular Middle-East)
- Workshops on partnerships, impact and evaluation were organized at a variety of organizations;
- In coproduction with PSO, ICCO and CDI, a major two-day seminar was organized CSO-BIZ in which Northern and Southern CSOs were brought together
- The PrC provided a contribution to the High-level meeting Busan (South Korea), for instance through a specialized booklet entitled 'Inclusive Business through Partnerships'
- Together with a number of Young Professionals organizations, and the Dutch Ministry of Foreign Affairs the PrC helped organize the election of the best partnership of 2011: '11Partners2011'
- An ever widening number of occasional papers was produced by associated members of the PrC networks and by doctoral students covering diverse dimensions of partnering
- Increased recognition by actors of the usefulness of the PrC approach was communicated in a large number of events the PrC either organized or actively participated in (through specialized workshops and other contributions); in 2011 the PrC directly reached around 1.250 interested people in particular in the Netherlands
- The PrC helped organize the first popular magazine publication on partnerships: the special Vice Versa Learning series, was distributed amongst ca. 30.000 people in the Netherlands, including the subscribers to Forum, the membership magazine of the Dutch employers' organization VNO-NCW
- Finally, the PrC is collaborating with an increasing number of organizations around the world that focus on developing and exchanging knowledge on partnerships. For example a Memorandum of Understanding was signed with The Partnering Initiative (TPI) to collaborate in a number of areas such as the set-up of a certification programme.

This annual report provides more detailed information on the status of these projects.

Guide for reading

This yearly report started with an introduction by the academic director Rob van Tulder, followed by some highlights. This report is divided in four parts. The first and main part described all our research activities of the last year categorized by research tracks: Open Resource Centre, Value chain development, Partnerships for public goods and Issues. The next chapter deals with learning activities and events; training, workshops, meetings, dialogues etc. The Chapter on Communication and Internal organisation concerns our website development and secretariat. In the last Chapter we will touch on some of our plans for 2012.

3. Research projects

Track 1: Open Resource Centre

Firm scan

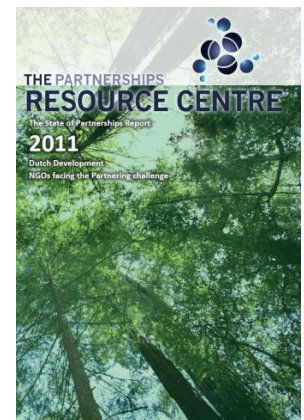
We finalized 'The State of Partnerships Report 2010'. This project was based on firm and partnership level data from the 100 largest firms in the world. In April 2011 the launch of the report was organized at RSM, with the presence of government, NGO, and firm partners. The report is available in digital and in hardcopy version.



Furthermore, we created a database and collection of the data for Dutch firms. The focus of this project was the applicability of the methodology developed in 2010 to a sample of leading Dutch firms. Data was collected both at firm and partnership level and include variables such as the number of partnerships the firm is involved in, name and type of partners, levels of engagement, issues addressed, and regions where the partnerships are implemented. In total 44 firms were analyzed and 609 partnerships from these firms were identified and analyzed. The data will be used as input for 'The State of Partnerships Report 2011'. The final version and launch of the report are planned to be presented on May 24th, 2012, during the Symposium. In addition to publicly available information, which forms the basis of the report, this study will also contain illustrative examples of a few cases, based on more in-depth analysis and results of surveys and interviews conducted in 2011.

NGO Scan

In September 2011 we launched 'The State of Partnerships Report 2011 – Dutch Development NGOs facing the Partnering Challenge'. This study covers all development non-governmental organizations (NGOs) active from the Netherlands with a revenue of € 1.5 million or more in 2008. This amounts to ninety NGOs, reporting in 317 individual partnerships with firms and/or government. The project was based on a systematic text analysis of the annual reports of these NGOs. The basic data for the study were collected for the year 2008, serves as a benchmark year. The study presents a first effort to define the state-of-the-art in the inter-organizational partnership portfolio of major Dutch NGOs. The study is aimed at providing a general benchmark for other studies, in particular in the area of cross-sector partnerships.



Overview

This project was an extension of the 'overview' project conducted in 2010. The list of universities, research, and consulting organizations that conduct research, analyze, and/or provide training on partnerships was updated from 40 to 90 organizations. This working document provides a thorough overview of the main universities, research and consulting organizations on partnerships and the information they provide on this subject. Their definitions of partnerships are described, as well as the type of research they conduct on the topic and the type of data they release. Moreover, an overview of the organizations' (executive) courses on partnerships is provided. The objective for 2012 is to make this list interactively available on the website so that organizations can update their information and add themselves to the list.

Evaluation Framework Development / Evaluation Framework

The Monitoring and Evaluation framework that was developed by the PrC to evaluate partnerships projects around the world was further validated in the field research in Colombia. Four occasional papers were written to elaborate specific dimensions of the evaluation framework:

1. On foresight in partnerships (in collaboration with IDH)
2. On transparency in partnerships (on the basis of Colombia project)
3. On the link between issues, responsibilities and the design of partnerships (in preparation for Colombia project, which also serves as input for the issues track, 2.3)
4. On upscaling: a practical briefing for partners of the ministry

The M&E model was further fine-tuned in collaboration with Karen Maas – expert on impact measurement at the Economic Department of the EUR and affiliate of the Erasmus Centre for Strategic Philanthropy (ECSP) – to include more clear ‘impact’ dimensions. A workshop was organized to discuss the sophistication of the model with some specialists. This led to a number of alterations in the model, which requires further elaboration in 2012. Contact has been established with IOB (professor Ruerd Rueben) and with DCED (Jim Tanburn) to further validate and check the chosen formula. This project will continue in 2012 and will be publicly debated at the May 2012 International Symposium on Cross Sector Interaction, where a number of evaluators will further discuss the framework and the accompanying protocols.

The work on the M&E framework has also been used as input for a number of advisory activities. For instance, the Access to Medicine Index group was helped by an exemplary Terms of Reference written by the staff of the PrC to organize an effective tender for evaluating and upgrading the impact of their partnership (following up on this the AtM index approach is likely to be applied also to other issues, such as nutrition).

Partnership Portfolio Management

For the firms track, three sub-projects were conducted with the objective of developing a systematic partnership model for firms. Based on data from the annual scan 2011, the partnership portfolio of each of the Dutch researched organizations (N=44) was mapped (drawn). This generated a set of slides in which the partnership portfolio can easily be visualized, including the number of partnerships, the name and type of partners involved, the strength of the relationships, the issues addressed by the partnerships, and the region of implementation. So far, 19 firms have already given feedback on the findings. The objective for 2012 is to have the entire sample of firms validate the results so that further analysis can be conducted.

A paper entitled “The role of cross-sectors partnership portfolios in the inclusive business strategies of multinationals” was written and presented at the European International Business Academy Conference, in Bucharest, in December 2011. For the empirical part of this paper, data from the annual scan 2010 (100

A research report on partnership portfolio configuration and corporate social responsibility transitions. This project consisted of a systematic literature review on partnership portfolio configuration and corporate social responsibility models and transitions, as well as an empirical part in which the partnership portfolios of 13 Dutch companies and their transition towards different CSR models over the years was analyzed. Data used for this project was based on the annual scan 2011 and the Transparency Index (2004-2010).partnership portfolio model for firms, and the linkages between the theoretical models and the empirical findings generated in 2010-2011 will be explored.

For the NGO track one of the projects that has been executed in 2011 but that was not planned for this year has been an empirical project with one of the centre's lead partners: ICCO. A survey was developed as a joint effort between the PrC and ICCO to map their partnerships and gain insight in the type and number of partnerships they are engaged in. Furthermore, characteristics like the region in which the partnership takes place, the role of the private sector, the financial structure of the partnerships and the issue the partnership addresses were analyzed. This resulted in a report on ICCO's partnerships. In this report, not all ICCO's partnerships are represented because not all project managers were able to fill out the questionnaire. Nevertheless it provides a good overview of the general characteristics of ICCO's partnerships and it gave the organization good insight in their partnership portfolio. Due to the confidential nature of the document, this will not be available on the PrC website.

For the government track we planned a feasibility study for developing and pretesting a sound method and strategy for conducting government portfolio analysis and to roll out the government partnership portfolio analysis. Note that this project aims to explore partnership portfolio development of governments. When we speak about 'governments' in the development context we distinguish between country governments, bilateral donor organizations and multilateral donor organizations.

We progressed with the envisaged literature reviews. In order to make the feasibility study workable, we limited the literature search on to how governments partner with the private sector (businesses). For the country governments, we performed both a scan of existing non-scientific studies and a first rough analysis of 25 scientific publications. For the bilateral donor agencies we performed a scan of existing non-scientific studies, and for the multilateral donor agencies, we extended the scientific literature review as started in 2010. In 2012, we have to complete the missing elements (non-scientific studies related to multilateral organizations and academic literature study for the bilateral donor agencies) and upgrade the existing working documents into academic papers. The main preliminary findings are summarized in a research brief. In addition, we developed a draft questionnaire (for semi-structured interviews) for partnership portfolios of bilateral donor agencies in Colombia. Empirically, we pre-tested the questionnaire for a comparative study of donor partnership portfolio approaches in Colombia. In addition, we did an initial desk-study on the partnership strategy of the Philippines' government. More time as anticipated was required for the feasibility study. Therefore, we have not yet rolled-out the research.

We developed a working paper where we compared lessons learned of Dutch PPP programmes and selection criteria and processes of bilateral donor agencies in order to come towards engagement criteria of bilateral donor agencies in PPP programmes.

Next to this, we have been involved in the organization of the Busan side event titled 'Partnerships for Inclusive Business' organized by the German Federal Ministry for Economic Cooperation and Development, the Netherlands Ministry of Foreign Affairs, Global Compact, International Business Leaders Forum, Bertelsmann Stiftung, UNDP and the Partnerships Resource Centre. The side event focused on the question how to reach a far more ambitious scale of inclusive business partnerships. A distinguished panel of representatives from private sector, donor agencies and research institutions discussed together with 60 participants of the side event how governments, multilateral and bilateral donors most effectively inspire, promote and support inclusive business partnerships in order to have genuine, systemic impact on poverty reduction. A summary of the side event is available.

We also supported research on NGO's and their partnership approach with the private sector conducted by Anke van der Heul (MinBuZa, DSO/MO).

Value Chain Development – Development Impacts of Value Chain Partnerships: a Case- based Evaluation Approach of Intervention Strategies

This project can be labeled as embedded research. In close collaboration with ICCO and Oxfam Novib and their Southern partners research was designed, conducted and insights were validated. This has been an enriching endeavor for all involved and required careful fine-tuning of contents and planning of activities, which caused some delay in the implementation. In consultation, three case of value chain-based partnerships were selected:

1. Burkina Faso - collaboration around quality incentives and equitable trade between a company sourcing from associated farmer suppliers and processing shea nut for a cosmetics company with a non-governmental service provider NGO, enabled by ICCO;
2. Rwanda - collaboration around a warehouse receipt system managing finances and financial risks implemented by an NGO, a cooperative and financial institutes, and embedded in a supporting network wherein IFDC, Research Into Use (RIU), and Terrefina (a collaboration between Oikos Credit, ICCO, and Rabobank) operate;
3. Indonesia – a multi-actor collaboration around the formulation and possible implementation of the new Aquaculture Stewardship Council (ASC) standard in the global value chain of shrimp, wherein Oxfam Novib support local partners in anticipating changes and pressures in a strategizing process linked to the value of global voluntary standards within specific local conditions.

Further reflection in an academic paper, to be presented at the 3rd International Symposium on Cross Sector Social Interactions (CSSI) organized by PrC in 2012, captures lessons in the setup and operations of value chain partnerships on the basis of analysis across the three cases.

The research and methodology development in this project already feed into parallel processes in the Netherlands. In particular the case-based analysis with SNV and BoP Inc. conducted in the context of the WUR-coordinated Seas of Change process, amongst other supported by DGIS, IFAD and IDH (see www.seasofchangeinitiative.net). Also the learning process with African partners engaged in a variety of platforms and partnerships, which was facilitated by the Royal Tropical Institute (KIT), provided an opportunity for relating PrC research and methodology to the knowledge and expertise of other. Within PrC, the discussion in the research team on impact evaluation and on institutional and systemic change has been useful in the PrC project focusing on partnerships in the domain of food security, which was supported by Unilever and Oxfam Novib (see below).

Value Chain Development – Partnership Overview

Whereas most attention in the value chain track is on NGO-private sector partnerships, this project reviews the functionality of a value chain partnership type that is common in East Africa: between business and communities. Since little or no studies are available on this partnership type, an earlier PRC project (1021e2) was used to develop a conceptual model, which was subsequently tested in the tourism sector. The current project tests the revised model in three other sectors in Tanzania: Mining, Flowers, and Vegetables. The project contributes to the further development of a typology of partnerships by documenting (a) ground rules for partnerships and (b) differences in upgrading (commercial development human development, or none). Case study reports have been prepared that will be used as input for a final report. The final deliverable is a discussion paper for a professional audience. The paper will be restructured and submitted to an academic journal later in 2012. The preparation of this final paper is in progress and will be submitted as draft to the PrC Director in February 2012.

Value Chain Development – Best / Worst Cases

Cluster and value chain approaches are promoted as two relatively separate local economic development strategies. This project explores how value chain partnerships relate to industry clusters by a case study of the value chain of tourism in Northern Tanzania. The research focuses on tour-operators being the lead firms, supplier industries and five different enablers: research, policy, training, infrastructure and financing. The analysis concerns the role of the cluster and identifies the gaps and opportunities in the clusters and will finally assess to what extent the value chain analysis and the cluster analysis can be integrated. A cluster analysis report of 47 pages has been submitted. Feedback from PrC is expected in February 2012, after which a 15-page discussion paper for a professional audience can be finalized. Optionally, this paper can be turned into a publishable paper for a relevant professional journal. The project is co-financed by The Nature Conservancy.

Literature Study

A number of papers were written to explore the topic of public goods in more detail. One executed by a Master student in preparation of a larger study covering the public-private partnerships in infrastructure organized by UNDP (Vanessa Menzel). In the PhD thesis project of Maria Pascual (see also resident scholar: 1.[h]) a more fundamental discussion was elaborated in which the discussion was covered what type of good water infrastructure represents: 'public, private' or 'merit and political' good. This distinction will serve as basis for further research into the use of Water Operator Partnerships in the provision of Water Utilities.

Monitoring

In 2011, this project aimed to develop a monitoring protocol for partnerships and analyse a number of exemplary PPPs (in the areas of public good provision). Four subprojects have been planned.

Academic literature review: We further reviewed the existing literature on partnership frameworks in order to get an impression on the state of monitoring and evaluation of cross-sector partnerships in academic literature. We have started a structured analysis of 43 articles, where 21 relevant articles have been identified. This will provide input for the final paper on monitoring and evaluation frameworks which will be delivered in the first half of 2012. We finalized a research brief on partnership monitoring and evaluation frameworks. In addition, we started looking into the methods of measuring outcomes and social impacts of partnerships. A quick scan of available methods was performed and summarized in a working paper, titled: 'Social impact methods and tool catalogue'.

Final pre-testing: In 2011, we have been busy with an intensive testing exercise in Colombia, where we compared the lessons learned of 7 partnerships of the Dutch Embassy in Bogota. The lessons learned of these partnerships have been compared with partnering lessons from other organizations (such as donor agencies) in Colombia.

Monitoring framework: Based on the impressions of the literature, the M&E framework and the interview protocol have been fine-tuned and draft versions for the pre-testing in Colombia have been prepared. In addition, an analysis protocol for the pre-testing has been developed. These instruments are work in progress and need to be upgraded in 2012.

Empirical testing: The monitoring framework and framework has been applied to analyse the Supplier Development Programme of UNDP El Salvador in a report called 'Partnership analysis report of Supplier Development Programme of UNDP El Salvador'.

Macro-level Empirical Study

Three preparatory studies have been conducted, for the Colombia research project, the Philippines research project and in support of the Executive Programme. In preparation of the Colombia research project a general 'issue' analysis was made for the country; this covers the topic 'fragile states' and its impact on partnerships. In preparation of the Philippines research project (stakeholder meetings) an overview of the factors contributing to the 'middle income trap' was made, which will feed into the wider project; partnerships are supposed to contribute to institutional solutions of this middle income trap. For the Executive Programme, a 'context' paper was prepared to instruct participants (and future collaborators) how to write a report on the collaborative context of the country (see also 2.2e); an earlier participant from the Philippines – having written this in 2010 – has been preparing a comparable report which served as input the above stakeholder meeting. It is planned to prepare these report for inclusion on the website (see also 2.3.d)

Partnership Governance

In 2011, this project on partnership governance aimed to focus on the theoretical background of partnership governance and effectiveness and empirically exploring the link between contingency and partnership governance.

Theoretical background of partnership governance and effectiveness: the in-depth literature study has been postponed to 2012. In 2012, this literature study will explore the effectiveness of the 'governance mechanism' partnership in development cooperation (see project proposal 2012: 2.2 Partnerships with the private sector and development effectiveness). In 2011, we however further/started theoretically elaborating two concepts closely linked with governance: ownership (presentation on MOPAN, see also 1k+1j) and transparency in cross-sector partnerships. Both theoretically elaborations will be continued and finalized in 2012.

Empirical exploration of partnership governance: the empirical exploration of governance and partnerships has progressed in 2011. We further worked on exploring 'collaborative governance' and its implications for management, the governance context where partnerships emerge and operate and its implications on the partnering culture and developed a benchmark of critical success factors for partnerships.

'Collaborative governance' and its implications for management: a paper titled 'Publiek-private Partnerschappen voor Duurzame Ontwikkeling – Lessen uit de Oost-Afrikaanse Tuinbouwsector van een Vernieuwde Nederlandse Aanpak' has been published in the journal *Kwartaalschrift Economie*. This article mainly analysed the capacity of PPPs to address problems related to the competitiveness of the horticulture sector in East Africa and provides an overview of (preliminary) lessons learned for the management of PPPs in the development context.

The governance context where partnerships emerge and operate and its implications on the partnering culture. In order to understand partnership functioning and effectiveness in a specific context, it is necessary to understand the institutional environment where partnerships are operating. As a first attempt to identify whether and how cross-sector partnerships express features of the respective institutional models of the context where they are operational, it is relevant to reflect on 'partnership models' in specific countries. By taking into consideration factors such as collaborative culture, governance issues and legal frameworks, institutional dynamics and general environmental characteristics, 22 country factsheets on partnership models have been prepared by participants of the Executive Training 2010 and 2011 or by researchers associated with the PrC. These country factsheets provide a personal perspective of the authors on the practice of cross-sector partnerships in his/her country.

Benchmark of critical success factors for partnerships: numerous prior findings have indicated that the successful engagement in cross-sector partnerships is challenging. In order to overcome possible challenges and to increase the effectiveness of partnerships, further knowledge of the Critical Success Factors (CSF) of partnerships is required. Consequently, this research aimed at determining the most essential CSP for effective engagement in cross-sector partnerships. We analysed questionnaires filled in by 222 respondents from distinct sectors and countries, who are all involved in cross-sector partnerships. Next to developing a benchmark, we are able to make distinctions in Critical Success Factors in our findings among civil society, public sector and private sector as well as between countries and regions. The detailed analysis of the findings will be done in 2012.

Overview/Monitoring – Tool/Screen and Web Portal Partnerships Overview

International Organizations

Two surveys and several interviews were conducted under this project in 2011. Firstly, on the state of sustainability in Dutch firms. This sub-project consisted of a survey and interviews among key Dutch firms on the implementation of sustainability to identify key interventions, barriers and tipping points, with a focus on the role of external stakeholders and partnership portfolios. In total 2,629 employees of 19 Dutch firms answered the online questionnaire. Interviews were conducted with the CEOs and/or CSR managers of each firm. The sample consisted of the following firms: Albron, BAM, Bavaria, Desso, Eneco, FrieslandCampina, Havenbedrijf Rotterdam, HEMA, KLM, KPN, NS, PGGM, Philips, Rabobank, Siemens, TataSteel, Unica, Unilever, VanGansewinkel. A report was prepared with the results of each of the participating firms. Due to confidentiality agreements, the individual reports will not be publicly available. The aggregated results of this survey and interviews will be used as input for a book in 2012 in collaboration with external researchers from consultancy firm DHV B.V. Also, a feedback session with the involved firms is already planned for 2012 (22 February) with the objective of providing the firms a space for sharing dilemmas and learning on sustainability and partnership issues.

Secondly, a survey among Dutch large and medium sized firms was conducted to understand, from a foreign investment perspective, the investments of Dutch firms in a BOP market (Sub-Saharan Africa). In total 97 firms, from which 15 AEX/AMX index firms, answered the questionnaire. In addition to this large firm survey, a shorter survey was conducted among 19 embassies of Netherlands in SSA. These surveys were conducted in order to investigate the positioning of Dutch companies in this emerging continent and to develop management advices and business models which will contribute to the success of entrepreneurs in Africa. The results of this survey combined with results of project 2.3(a-c) [media and distance analyses] will be used as input for a book in 2012 in collaboration with the Netherlands-African Business Council and consultancy firm Berenschot.

Guidebook

A number of shorter papers was written to delineate public from private goods (see also 2.2.[a]). These smaller products will be used as input for the larger project on a guide book on public goods which is planned for 2012. This project will be further elaborated together with manuals in support of ‘capacity building’ and the development of expert centers in a number of transition countries, for which in 2011 the first preparatory (feasibility) research has been undertaken.

Framework / Position Paper

Building on the existing knowledge already developed under this project during the previous years, the sub-projects conducted in 2011 were aimed at both improving the existing protocols and applying those to specific countries/issues.

A book manuscript was almost finished to support the further development of concepts and practices in this track. The leading theme of this book has been 'Issues and Trade-offs: Exercises in Critical Thinking, Leadership and Decision-Making in a Bargaining Society'. The various chapters of this book will be first included as occasional papers on the website, and later on in 2012 published as an integrated book. The table of contents contains nine chapters; this manuscript also contains exercises that will be further prepared for inclusion on the knowledge platform:

1. Decision-making under uncertainty
2. The mechanics of the Issue Life-cycle
3. Issue Prioritization
4. Sustainable Growth: trading off equity and efficiency
5. Demographics: blowing away the barriers of economic growth?
6. Ecology: the geography of trade-offs and externalities
7. Health: trading-off prevention and treatment
8. Exercises in out-of-the-box thinking
9. Media analysis of issue life cycles

Max Havelaar lecture

For the Max Havelaar lecture a position paper was written to elaborate the link between partnerships, climate change and sustainable development. The framework adopted for this study will be used in follow-up studies in which more than one issue is tackled.

Media analysis

The existing protocol (developed in 2010) was improved to include the use of 'word clouds' in support of media analysis findings. In addition, the methodology of the new media analysis protocol was applied for both Sub-Saharan Africa (SSA) and for Colombia, as preparation of the field study. For SSA an extensive media analysis was conducted on how SSA is portrayed by International and Dutch newspapers. In total more than 20 relevant (business) newspapers were analyzed in a time-frame ranging from 2005 to 2011. The results identified several categories of words and topics that are frequently mentioned in newspapers in relation to SSA and therefore portray SSA either positively or negatively for (Dutch) investors.

Distance analysis

The existing distance analysis methodology was improved and applied to all countries in Sub-Saharan Africa to measure their distance from the Netherlands. The different distances measured include: geographical, cultural, administrative/governance, economic, political instability, colonial, and CSR distance. This analysis helps identify risks and responsibilities in the country portfolio of Dutch firms when investing in SSA.

In 2012, the results of both the media and the distance analysis will be used as input for a book, with the objective of answering questions such as: Which issues form barriers for Dutch firms to operate in SSA? How do Dutch firms operate in Africa? What type of business models? Do they do it alone, or in collaboration with local NGOs, government? The book will be written in collaboration with the Netherlands-African Business Council and consultancy firm Berenschot.

Position Paper on Sustainable Energy and Partnerships

The project has proceeded as scheduled, with a field trip to Asia with interviews in April and May and a final version (107 pages) of a paper entitled 'Access to Sustainable Energy in Emerging and Developing Countries'. The paper explores multi stakeholder partnerships and emerging business models on an international-local scale. In view of the importance of private sector involvement in establishing sustainable solutions to access to energy in developing countries, the report also analyses a few private sector-based business models that have emerged. For the regional and local initiatives, the study concentrated on South- East Asia.

Noteworthy is that the 2010 position paper (on partnerships for climate change, authored by Ans Kolk & Jonatan Pinkse) has been reworked into a much more extensive article that has been accepted by a reputable international academic journal in the meantime (see also Annex 3).

Position Paper on CSR Business Models

Within this project, several sub-projects were conducted with the objective of further developing our concepts of CSR and Inclusive business models and their applicability to sustainability in general, and to poverty in specific, with special emphasis to the role of partnerships.

An extensive literature review was conducted in search of the different business cases and tipping points for sustainability available for different functional areas in the business literature. The state of the art in the academic literature was described for the disciplines finance and accounting, marketing, human resources management, purchasing, operations management, logistics, public affairs and corporate communication, leadership, and strategy. The literature review identified several business cases and tipping points to implement sustainability and corporate social responsibility that go further than financial performance. The literature review will be published in a book in 2012, in Dutch.

A compendium of systematic literature reviews on Business and Poverty was prepared, including systematic reviews on the state of the art in the academic literature from four different perspectives: (a) the state of poverty research in the management and business literature, (b) business models and poverty alleviation, (c) innovation and the bottom of the pyramid, and (d) urban poverty. All the four perspectives also take the role of cross-sector partnerships into account. In addition to these literature reviews, an analysis of the top 100 firms worldwide was conducted on their approaches to poverty alleviation and the role of partnerships based on websites and CSR Reports from 2010.

In 2012, these sub-projects will serve as input for the further development of the business model approach and the role of partnerships. Linkages between the theoretical models and the empirical findings generated in 2010-2011 from different projects will be explored.

As special contribution to the fourth high level forum on aid effectiveness, from 29 Nov-1 Dec, in Busan, Korea, a paper and presentation were prepared entitled 'Inclusive Business through Partnerships'. This contribution combined the existing knowledge in academic literature, with several practical examples and quotes from firm reports and data from our annual scan project.



Position Paper on Comparison of Partnerships in the Palm Oil Value Chain

This project has been slightly changed compared to the initial submitted proposal for 2011. Instead of a comparison of partnerships in the palm oil value chain (WSSD partnership and RSPO), the project researchers (Prof. Meine Pieter van Dijk, Stella Pfisterer and Prof. Rob van Tulder) decided to focus on the question whether the trilateral partnership on palm oil between Indonesia, Malaysia and the Netherlands can be considered as a new form of economic diplomacy. The research focus has been changed due to the political discussion around public-private partnerships. Currently we prepare a paper to be submitted to the journal *Economisch Statistische Berichten* (ESB). It is aimed to stimulate the discussion between scientist and policy-makers on how PPPs can support economic diplomacy. We plan to have the paper finalized in March 2012.

Discussion Paper on Partnerships in Food Security

Commissioned by Unilever and Oxfam Novib, both partners of the PrC, together with the WUR and associate Thom Sprenger, we worked on a Discussion Paper on Dutch Partnerships in Food Security. The paper will be published in the first quarter of 2012. For this paper several Dutch multinationals (Heineken, Unilever, Rabobank, Friesland Campina) and NGOs were interviewed. In the paper we distinguish four dimensions on food security. These are linked to four types of partnerships and the four pillars of the Dutch policy in food security. Finally the challenges faced by Dutch business and NGOs are described. The paper is intended for discussion at a stakeholder meeting that will be organized in 2012.

4. Learning activities and events

Track 1: Open Resource Centre

Executive Training on 'Effective Partnership Management' (EPM)

In 2011, the Executive Training on 'Effective Partnership Management' (EPM) was executed with 22 participants from 11 different countries. Training and skills on partnering gain increasingly of importance and therefore we experienced a huge interest in this Executive Training programme. The high number of received scholarships from NUFFIC for the EPM 2011 evidenced that MSM has developed a successful marketing strategy for the EPM 2011. The PrC offered tuition waiver to its NGO partners, however, only Oxfam-Novib made use of this offer and co-financed one participant from Indonesia. The three modules of the training have been upgraded and enriched with new cases: cross-sector partnerships: concepts, modules and effectiveness, partnership management and partnering skills and experiences.



The compendium of essays, presentations, and thoughts developed for and during the first Executive Training on Effective Partnership Management (2010)¹ has been edited and used as basic background reading by the participants. The EPM 2011 curriculum had a stronger emphasis on 'partnership strategy'. For this purpose, a teaching case was designed, where the EPM participants had to develop a partnership strategy for addressing a selected issue in the palm oil value chain. The participants had to present their partnership strategies in groups to an expert team consisting out of representatives from Oxfam-Novib, Cargill and the Dutch Ministry of Foreign Affairs (Department of Economic Development).

In addition, a simulation game has been developed and tested in the training. The participants have been offered the possibility to further exchange their partnership experiences with each other and with EPM participants from 2010 through an online-group on Linked-In. Teaching material and presentations are available upon request

¹ Pfisterer, S(ed). Reflections on the practice and theory of effective partnership management for sustainable development. PrC; Rotterdam

Workshop Public Private Partnerships for Dutch Policy Officers

The PrC supported a one-day partnership training for about 40 policy-officers from the Dutch Ministry of Foreign Affairs, the Dutch Ministry of Economic Affairs and Innovation and Agentschap NL. The training included a theoretical session facilitated by the PrC and a practical session where practitioners presented their PPP experiences from business and NGO-perspective. The workshop participants highlighted that the main challenge in their work is managing the *complementarities of roles*: the focus on achieving mutual benefit in a way that enables the partners to meet their own objectives as well as common goals. In this context, important partnering issues related to the management of partnerships were emphasized: relationship management (such as trust, long-term commitment, finding common ground and synergy) and process management (coordination; financial and legal models).

This first pilot training showed that even when slightly different working definitions of PPPs have been adopted by the Ministries and the Agentschap NL, often the challenges and partnering issues remain largely similar. Only marginal differences in the perception on success factors could be identified. This emphasizes the added value of knowledge exchange and sharing lessons learned on PPPs between the Ministries and Agentschap NL. Not only the training participants benefited of the knowledge exchange; the training provided the researchers of the PrC with feedback and insights on research themes and skill development for effective partnership management with the Dutch governments. The participants provided suggestions towards improving the set-up of the training; suggestions on topics to be covered in follow-up sessions; and the wish to continue knowledge exchange between ministries.

Workshop Partnering with Business for Partos members

The PrC has contributed to the workshop for members of Partos, the national platform for Dutch civil society organisations in the international development cooperation sector. There were 15 participants (directors and managers of Dutch NGOs) at this workshop that was facilitated at the Erasmus University. The workshop consisted of a theoretical part which was based on the academic research of the PrC (forms of cooperation, characteristics of partnerships, reasons for partnering from business and NGO perspective, different roles of involved parties, dynamics of partnerships, risks and success factors). There was also a more practical part which consisted of tools (based on the work of TPI: the partnership cycle) and two cases: the Access to Medicine Index and the partnership between ING and UNICEF.

After the workshop participants indicated that there is a great need for a mutual exchange of practical experiences on partnerships. Preferably together with representatives of businesses who are willing to open up and to share dilemmas and exchange tips on how to partner successfully. Simultaneously, participants also said that such an exchange is only possible in a 'safe' environment. In 2012, the PrC will facilitate and moderate several meetings in which NGOs and companies can learn from each other.

Tools and Skills / Web Portal

This project has partly proceeded as planned and partly been adjusted to match the circumstances during the year, resulting in a number of deliverables that do not directly represent those that were in planning but are considered valuable alternatives. Two of the deliverables that were originally planned could not be completed due to the projects failing to start. The first example is the research project on mindsets with Food Policy, where the PrC had a supporting role in their research effort. They did not find enough support to go through with the research, therefore we were unable to continue our research as planned. The second project that did not complete was the project on mindsets with the Rijksalliantie. Unfortunately too many parties were involved in this project and therefore we felt it was better for us to take a step back. These two projects, however, have been replaced by other projects that are considered excellent replacements and a good further build-up of our knowledge and understanding of mindsets.

The first deliverable is an overview of the business literature on mindsets as was originally planned. It is an 18 page annotated table of content where a complete overview is provided of the mindset concept as it is used in the business literature. This project is an ongoing project and for 2012 a continuation of this paper is planned to further improve our scientific basis of the mindset concept. The 2011 project, however, helped us to further develop the concept and start working on a survey (or tool) to map the mindset of a person towards collaboration. Based on the first deliverable, a factsheet on the concept of mindset was prepared, as well as a draft questionnaire. An adapted online version of the questionnaire (not exactly the mindset questionnaire mentioned here but a very similar one) has been used in another research project in cooperation with DHV.

The second deliverable is a draft methodology paper that is written as a substitute for the Food Policy project. In this paper the challenges faced in congruence methods, which is the method used in the mindset survey that has been developed, are discussed and the scientific base of our method is further substantiated. By writing this paper we are further acquainted with the correct and scientific ways of analyzing the mindset data from the survey, resulting in more reliable and robust results in our future empirical research projects on mindsets. It is an 8 page paper, of which a simplified abstract of 2 pages is also available.

The third deliverable is a booklet mainly aimed at practitioners on the factors influencing the partnership formation process. This project replaces the project with the Rijksalliantie, where the formation of a partnership or collaboration between the Rijksalliantie and Programma Duurzame Bedrijfsvoering would have been the object of our study. The booklet provides a clear overview of the different factors that are important, as well as how they influence the process. The booklet has many illustrations from cases and it ends with tips and tricks to make the formation phase of cross-sector partnerships successful. The booklet counts 25 pages and a factsheet of 2 pages is also available. Both of them will be available on the PrC website before March 2012.

Dialogues

A strategic stakeholder dialogue – under Chatham House Rules – was successfully held on the topic of Human Rights Impact Assessments (following the publication of the Ruggie Principles). Participants came from all the large firms in the Netherlands. The dialogue was hosted by Amnesty and chaired by the academic director of the PrC. Participants shared dilemmas and agreed to come back on this topic in the future.

For the topic of animal welfare (a spin-off of the PrC activities in the area of sustainable development which is intellectually related to the project and therefore can be considered input for further dialogue and issues development) a successful stakeholder dialogue was held at Wageningen University where by participants from Dutch NGOs, food processing companies and branch organizations participated.

A comparable stakeholder dialogue as in Amsterdam, was held in Manila, organized together with the University of Manila – to look into partnering possibilities in the Philippines.

Resident Scholar and Networking

Four Resident scholars have participated in the programme:

1. Peter Konijn: former vice-director of Cordaid has started a research project on 'Emerging Powers in Africa' which takes the angle of looking at investments by BRIC multinationals and the question whether this leads to development or not (amongst others via partnerships)
2. Maria Pascual of Vitens Evides International became full time engage in the PrC in order to speed-up here PhD project on capacity building in Water Operator Partnerships
3. Anne van Lakerveld of Schuttelaar en Partners (communication consultancy) started a part-time PhD project (partly financed by WOTRO) in which she studies the sustainable supply chain management strategies of companies in combination with their partnership strategies both in the developed and developing countries (in this case Philippines and Thailand)
4. Gerbert Hengelaar of TNT-Express (now Boer and Croon) continued his research project combining innovative change trajectories at TNT in partnerships with NGOs and governments.

Each of these resident scholars made extensive use of the facilities of the PrC and profited from student assistants and guidance by the PrC staff.

Meetings (Researchers Inc.)

Every two weeks a research seminar was organized hosting PhD students and practitioners. Group researchers and associate researchers gave presentations on their ongoing research. Sarah Drost from MSM talked about her research on multi stakeholder platforms for value chain development of the oil seeds, honey, dairy and pineapple value chains in Ethiopia, Da Wang presented finding on her research on partnerships in microfinance: games and gains. Matthias Olthaar gave a presentation on public-private partnerships to support primary producers in global value chain, Peter Konijn presented his research on emerging powers in Africa and Han van den Berg talked about Developing Prosperous Business in the food chain and the usage and power of Twitter.

We also received international guests specialized in the areas of cross-sector partnerships and sustainability. May Seitanidi from Hull University gave a lecture on adaptive responsibilities: non-linear interactions in cross sector partnerships, Rajneesh Narual of Henley Business School of the University of Reading talked about multinational enterprises, development and globalization, and Wim Leereveld, chair and founder of The Access to Medicine Index explained the research method behind this index.

These meetings enabled the share of knowledge on the topic and gave opportunity for researchers to discuss research results and difficulties aimed at improvement of partnership theory and practice.

Knowledge Sharing and Capacity Building

In April 2011, PrC was involved in organizing a two day learning seminar on civil society–business cooperation in the South. The topic of this event was exploring why, when and how to partner from a southern perspective. The seminar was held at the Erasmus University and organized in close collaboration with PSO, ICCO and CDI (WUR) and civil society organizations from India, South Africa, Peru and Kenya. During this event, some seventy participants discussed the challenges and opportunities that arise when the two different societal sectors enter into a cooperative relationship. It turns out that knowing who you are, being explicit about the joint objective of your collaboration, and understanding each other's role are core conditions for success. The PrC wrote the background paper the seminar, entitled 'Civil Society Partnering with Business: On shifting Identities, New Opportunities and Complex Challenges'.

During 2011 the academic director and research associates of PrC attended several academic conferences and seminars on partnerships. The table below summarizes these meetings.

Conference / seminar	Organization	Date	Paper / Presentation
3 rd Golden for Sustainability Workshop	Global Organizational Learning and Development Network, Vienna	19 th – 21 st June	Participation in the workshop and network building
18 th Annual Conference on Multi Organizational Partnerships, Alliances and Networks (MOPAN)	University of Strathclyde, Business School, Glasgow	July 4 th – 6 th	Presentation: ' Who owns a partnership? Exploring the logic of ownership in development partnerships'

Conference / seminar	Organization	Date	Paper / Presentation
International Business and Cross-sector Partnerships	Universidad EAFIT, Bogota, Colombia	July 13 th	Presentation on research findings
International Policy Forum 'Inclusive Business and Effective Partnerships for Development'	Federal Ministry for Economic Cooperation and Development (BMZ) and GIZ, Berlin, Germany	September 15 th – 16 th	Participation in workshops and network building
37 th AIBA Annual Conference, 'Taking International Business to the Next Level – Emerging Issues, Strategies and Economies'	European International Business Academy (EIBA), Bucharest, Rumania	December 8 th – 10 th	Presentation of a paper entitled 'The role of cross-sector partnership portfolio in the inclusive business strategies of multinationals'

At the end of 2011, the PrC established a Memorandum of Understanding (MoU) with the Partnering Initiative (TPI), a global programme of the International Business Leaders Forum (IBLF). TPI is the global hub for learning about partnerships. Based in Cambridge, UK, they are active around the world with a network of associated trainers on partnership practice. TPI and the PrC intend to work together on various fields of training and research. The MoU sets out an intent to work together towards the joint mission of supporting cross-sector partnerships for sustainable development. The MoU consist of organizing a three day course in partnering skills (September), TPI will participate in the Symposium (May) and organize a session on partnering skills and the PrC will start validating tools of TPI, starting with their TPI scorecard for partnerships agreements.

Rather than designing specific projects aiming at learning or dissemination of information, the PrC value chain track intentionally organized its 2011 projects in a way that learning and dissemination was an integral part of the projects itself. Two activities are highlighted in this context.

Immediate learning and dissemination was especially relevant in the case of the integrated Value Chain project in 2011, which was designed as an Action Research project. Both the conceptual approach and the multiple case study were developed in close collaboration with two partner NGOs of the PrC: ICCO and Oxfam Novib. Next to a number of bilateral meetings, PrC organized two plenary meetings with both NGOs to discuss suitable value chain partnership cases, the Theories of Change of the NGOs in their partnership interventions, and the Research Protocol. The objective of the study is not just generating knowledge about which partnership configuration initiates what value chain-related social mechanisms favorable to inclusive value chains, but is also serving as interim feedback mechanism for both NGOs during their partnership interventions in the respective value chain cases. The local NGOs in Burkina Faso and Rwanda have already pro-actively read and responded to the respective case study reports, while summaries are being translated in French to enable further dissemination, discussion, and learning among non-English speaking stakeholders.

In 2011, the value chain track was involved in three events that aimed at dissemination and learning and that were related to an earlier multiple cases study project on value chain development multi-stakeholder partnerships in Ethiopia. The events included:

- A validation workshop, 13 May 2011, Addis Ababa. During this half day workshop the case study results were discussed and validated with 24 key stakeholders of four value chains. This event was organized by the PrC in collaboration with SNV Ethiopia and PrC local partner from the University of Addis Ababa.
- SNV BOAM conference, 8-9 June 2011, Addis Ababa. PrC presented the findings of the multiple case study of four value chain multi stakeholder platforms that are part of SNV's BOAM programme.
- The synthesis paper of the multiple case study was presented at the 10th Annual Colloquium of the Academy of Business in Society (EABIS), 'A New Era of Development: The Changing Role & Responsibilities of Business in Developing Countries', Fontainebleau, France, October 26-28, 2011.

Dissemination Workshops

This project aimed to develop a workshop method on how to create feedback loops from research into practice and vice versa. The ambition was to provide several dissemination workshops which follow a similar logic and method. The workshops have the function to disseminate knowledge on partnerships; to share knowledge of partnership practitioners; to further develop skills of partnership practitioners and provide feedback on research needs to the researchers. In addition, they function as a network and exchange platform for the participants. In the following, we highlight two cases where the workshop method was applied.

The research project in Colombia, for instance, included workshops as a method for participative research- set up at the begin of the research project and validation of the research findings. The participative workshop at the begin of the project invited the main partnership project managers, the donor agency (EKN Bogota) and the researchers to jointly discuss the research objectives and to exchange information and experiences. After the first rough analysis of the data several validation and dissemination workshops have been organized with project partners (internal validation); non- project partners and academics (external validation).

Within the collaborative research project ‘Escaping the Middle-Income Country Trap’, the PrC supports action research for identifying key-research needs to stimulate novel approaches in forging dynamic and innovative cross-sector partnerships in the Philippines. On 02 Dec 2011, the PrC and the University of Philippines facilitated a stakeholder-workshop in Manila, where key-stakeholders from public and private sector as well as civil society from the Calabarzon region came together with researchers to discuss their main partnering challenges which should be addressed by the research project. Since the ultimate goal of the programme is to stimulate private-public partnerships in identifying and implementing pragmatic strategies to escape from the middle-income country trap, it is essential that stakeholders, with the aid of scientific research, first arrive at a common understanding of the challenges at hand. This first stakeholder workshop was the start of considerable efforts to draw stakeholder engagement in the early phase of the project. Towards the end of the project, it is hoped that the stakeholders together with the researchers will be able to communicate a unified and coherent set of solutions to key private and public policymakers in the Philippines.



Issue Meeting on Ecology, Poverty and Partnerships

The largest part of this project was included in the very successful Max Havelaar lecture on the same topic. The issue paper written by Kolk and others from the UvA was also intended to lead to an issue meeting, but because this paper was somewhat delayed (although within the year), the issue meeting was postponed to the spring of 2012. In the Max Havelaar lecture, around 300 people participated from all societal organizations. The lecture from this year was for the first time also marked the beginning of the 2011 Fair Trade week, which triggered additional public attention (for instance in *Trouw*, a Dutch newspaper).

5. Communication and internal organization

Issue Web Portal

The issue web portal that was already filled in 2009 with a number of student papers, now has become filled with more substantial scientific papers from the staff of the PrC. The web portal was by the end of 2011 still in construction, but part of the content has already been prepared. Two techniques will be used to facilitate the search for relevant issues.

The issue life-cycle

Taken from chapter 2 of the more elaborate book manuscript on issues and trade-offs (see above) will be used for actors to identify where in the issue life cycle (aided by media analysis) an issue is and what the most obvious positions of actors is at this stage. Based on this analysis, actors can then check what the barriers and triggers are to further an issue through partnerships

The issue-responsibility fit

This paper makes it possible to understand where in the societal triangle an issue can be position, what this implies for attributing primary responsibilities to societal actors and what type of partnership will be most appropriate for this type of issue. This approach has been relatively successfully pioneered in Colombia (see that report) and in the executive training courses (both for NGOs and the EPM).

Secretariat

In 2011 there have again been a number of substantial shifts in the workforce of the centre. Anke Hoekstra and Frea Haandrikman have left and Marieke de Wal and Anita van Velzen were added to the team. These changes were operationally and administratively supported by the secretariat. Ismaela Stöteler has transitioned into a new position with the centre as of January 1st 2012, therefore a new coordinator (Anita van Velzen) was recruited in the fall period 2011.

Overall, 2011 has been a very busy year for the centre's secretariat. A number of publications based on research during the 2009-2010 period were presented and the secretariat was responsible for coordinating editing, layout and printing of these publications. Furthermore, in 2011 many events were organized or supported by the Partnerships Resource Centre. An overview of publications and a overview of the 2011 events can be found in appendices.

In 2011, many travel expenses were made for moderating events or giving workshops at different organizations, attending academic conferences and seminars (see also 1k+1j), and researcher meetings between PrC researchers from the four different university partners.

Furthermore, in preparing for the symposium of May 24-25, 2012 a number of travel expenses were made. For example: travel and accommodation costs for Mrs. Seitanidi from the UK who has initiated the symposium in previous years. We also had a meeting with Elena Korf and Stuart Reid of The Partnering Initiative (TPI), to discuss collaboration, resulted in a MoU for 2012.

In 2011 the secretariat functioned well as a hub between the different researchers working with the PrC and many requests for information or cooperation came in through the secretariat. These requests came through the website – which is increasingly visited by non-associated persons to the centre – or through the centre's existing network and were consequently discussed and proposed to the appropriate researcher.

6. Plans for 2012

For 2012 we plan to focus more on publications and more intense links with practice, further develop executive training sessions, expand our internet platform and learning modules, and organize strategic and interactive management sessions with organizations willing to improve their partnering (portfolio) strategies. A major event will doubtlessly become the International Symposium on Cross Sector Social Interaction that will be organized on May 24th and 25th 2012. The international state-of-the-art in both scholarly and practical knowledge on cross sector partnerships will come together in Rotterdam.



Annex 1: Outputs related to the Colombia Project 2011

FINAL REPORT		
Report	Researcher(s)	Additional information
Understanding the drivers of success of PPPs in a conflict- ridden environment – The case of Dutch PPPs in Colombia	Pfisterer, S., Van Tulder, R., Fraats, J.	Synthesis report with Annexes
ANNEXES AND BRIEFING PAPERS		
Report	Researcher(s)	Additional information
Annex 1: Background information: ‘Evaluation project Dutch-Colombian PPPs’	Pfisterer, S.	Available in Spanish
Annex 2: Workshop Report ‘Dutch public-private partnerships in Colombia’	Stoteler, I., Pfisterer, S., Fraats, J.	Available in Spanish
Annex 3: Conflict and peace building in Colombia	Samper, J.	
Annex 4: and Briefing Paper: Country factsheet Colombia–collaborative context	Samper, J., Fraats, J., Pfisterer, S.	
Annex 5: Issues in Colombia	Haandrikman, F., Van Tulder, R.	
Annex 6: PPP strategies of selected organizations in Colombia	Fraats, J., Samper, J., S. Pfisterer	Summary Report and Organizational Factsheet
Annex 7 and Research Brief: Development donor agencies and their partnership strategies with the private sector	Pfisterer, S., Fraats, J., Bischoff, K.	Summary Report and Organizational Factsheet
Annex 8 and Research Brief: Transparency and PPPs in Colombia	Stella Pfisterer, Fraats, J., Van Tulder, R.	Available in Spanish
Annex 9 and Briefing Paper: The evaluation of PPPs – Lessons from Colombia	Pfisterer, S., Van Tulder, R.	

PROJECT REPORTS		
Report	Researcher(s)	Additional information
Establishing a fund for connecting rural people to a natural gas distribution network	Fraats, J., Pfisterer, S., Samper, J.	Partnership Report Summary Factsheet Case Description in Word and PPT
Sustainable development program for Nariño's coffee growing families	Samper, J. Fraats, J., Pfisterer, S.	Partnership Report Summary Factsheet Case Description in Word and PPT
Pre-paid electrification project in Colombia	Stoteler, I., Haandrikman, F., Pfisterer, S.	Partnership Report Summary Factsheet Case Description in Word and PPT
Alliance program for the socio-economic development of the banana community of Magdalena and Urabá	Pfisterer S., Fraats, J., Samper, J.	Partnership Report Summary Factsheet Case Description in Word and PPT
Integral sustainable development small coffee planters in the department of Huila	Haandrikman, F., Pfisterer, S., Stoteler, I.	Partnership Report Summary Factsheet (available in Spanish)
Sustainable coffee-growing in Colombia	Bischoff, K., Fraats, J., Pfisterer, S.	Partnership Report Summary Factsheet
Sustainable palm oil production for smallholders	Bischoff, K., Fraats, J., Pfisterer, S.	Partnership Report Summary Factsheet
ADDITIONAL OUTPUTS		
Report	Researcher(s)	Additional information
Workshop presentation held in Bogota in March 2011	Pfisterer, S., Stoteler, I.	
Dissemination presentation held in The Hague, June 2011	Pfisterer, S., Van Tulder., R.	
Seminar with Academics in Bogota: "International Business and Cross-sector Partnerships in Colombia"	Van Tulder, R., Pfisterer, S.	
Dissemination presentation held in Bogota July 2011	Pfisterer, S., Van Tulder., R	Available in Spanish
MSc Thesis on Transparency of PPPs in Colombia	Fraats, J.	
NEWS ARTICLES		
Report		
Article in Dinero (July 2011)		
Article on Huila visit (March 2011)		
Article on Santa Marta visit (March 2011)		

Annex 2:

Overview of External Publications of PrC Affiliates in 2011

Jansen, A. Rutger Schilpzand, Hylke Brunt, Rob van Tulder (2011) Multi-stakeholder Platforms: Een analyse van werkwijze en effectiviteit, Commissie Genetische Modificatie (COGEM).

Kolk, A., and Pinkse, J. (2011). Addressing the climate change - sustainable development nexus: The role of multi-stakeholder partnerships, *Business & Society*, available at <http://bas.sagepub.com/content/early/2011/11/22/0007650311427426.abstract>).

Van Dijk, M.P., Pfisterer, S., and Van Tulder, R. (2010). 'Publiek-private partnerschappen voor duurzame ontwikkeling – lessen uit de Oost Afrikaanse tuinbouwsector van een vernieuwde Nederlandse aanpak', *Kwartaalschrift Economie*, Jaargang 7, september 2010, 381-393.

Van Tulder, R., and Da Rosa, A. (2011). The State of Partnerships Report – 2010. How the world's leading corporations are building up a portfolio of partnerships , Rotterdam: The Partnerships Resource Centre.

Van Tulder, R., Hoekstra, A., and De Wal, M.I. (2011). The State of Partnerships Report 2011: Dutch development NGOs facing the partnering challenge, Rotterdam: The Partnerships Resource Centre.

Van Tulder, R., and De Wal, M.I. (2011). De Hype voorbij, in: *Vice Versa*, jaargang 45, oktober 2011, 32-35.

Van Tulder, R. and Da Rosa, A. (2011) Inclusive business through partnerships, Special Contribution to Fourth High Level Forum on Aid Effectiveness, Busan: South Korea.

Annex 3: Occasional Papers Series 2010 - 2011

No.	Title	Author(s)	Status
1.	The Collaborative Paradigm. Dealing with the Increasing Role of Partnerships in Sustainable	Rob van Tulder	Finished
2.	The Partnership Evaluation Model	Rob van Tulder, Esther Kostwinder, Stella Pfisterer, Karen Maas, Sietze Vellema, Giel Ton	4 th version, continuously under revision
3.	Development Value Chains meet Business Supply Chains: Challenges in the Concept of Global Value Chains Unraveled	Sarah Drost, Jeroen van Wijk, Sietze Vellema	Finished
4.	Policy Models for Climate Change: the Role of Tripartite Partnerships	Ans Kolk, Jonathan Pinkse	Finished
5.	Partnership Tools: Screening Popular Tool Kits	Cintia Carneiro, Rob van Tulder	Finished
6.	Co-ownership through Partnering: A Quick Scan of Ownership related characteristics of Public-Private Partnerships initiated by the Netherlands	Stella Pfisterer, Onno Heitling, Rob van Tulder	1 st draft
7.	Linking Inclusive Business Models and Inclusive Growth: Cross Sector Partnerships in Poverty Alleviation strategies of Multinational Enterprises	Rob van Tulder, Fabienne Fortanier, Andrea da Rosa	Finished
8.	Beer Multinationals supporting Africa's development? How partnerships include smallholders into sorghum-beer supply chains	Jeroen van Wijk, Herma Kwakkenbos	Finished
9.	Partnering Skills – Philosophy	Rob van Tulder	Finished
10.	Chinese Partnerships in Africa	Meine Pieter van Dijk	Second draft
11.	The Climate Change-Development Nexus and Tripartite Partnerships	Ans Kolk, Jonathan Pinkse	Finished
12.	Using Foresight with Partnerships	Kim Rijken, Rob van Tulder	Finished
13.	Enhancing the Dynamics of IDH	Kim Rijken, Rob van Tulder	Finished
14.	From Platform to Partnership: when and how to use dialogues for effective multi-stakeholder engagement	Rob van Tulder	Finished
15.	Partnering Space – a dependency perspective	Rob van Tulder, Stella Pfisterer, Anke Hoekstra, Andrea da Rosa	First draft
16.	Access to Sustainable Energy in Emerging and Development Countries Exploring Multi-stakeholder Partnerships and Emerging Business Models in an International-Local Scale	Daniel van den Buuse, Ans Kolk, Jonathan Pinkse	Finished
17.	Partnership Formation. What to consider before you start?	Ismaela Stoteler	1 st draft

No.	Title	Author(s)	Status
18.	Partnering for Development Cooperation: Dutch NGO and Private Partnerships	Anke van der Heul	1 st draft
19.	Business-Community Partnerships, the link for sustainable development?	Diederik de Boer and Laura Tarimo	2nd draft
20.	Partnering for Transparency	Judith Fraats	2nd draft
21.	Cross sector Environmental Partnerships	Garnik Kazarjan	2nd draft
22.	Public Goods provision and Public-Private Partnerships: A review of the literature	Anke Hoekstra	1 st draft
23.	When multinationals innovate new markets for the poor	Pablo Mandelz	1 st draft
24.	Creating a Public-private partnership to achieve sustainable development in the palm-oil sector in Malaysia	Meine Pieter van Dijk	2 nd draft
25.	Towards criteria for successful partnerships-	Stella Pfisterer, with support of Frans Deelen, Kathrin Bischoff	1 st draft
26.	A Quick Scan for Upscaling Possibilities Systematic assessment for Public-Private-Partnerships	Stella Pfisterer, Rob van Tulder	Finished
27.	From violent confrontation to productive collaboration: the experience of Dutch PPPs in Colombia	Stella Pfisterer, Rob van Tulder, Judith Fraats	2nd draft
28.	The Emergence and Configuration of Partnership Portfolios of Dutch Nongovernmental Organizations	Ward Ripmeester	2 nd draft
29.	Cross-sector alliance portfolios The influence of the internationalization strategy on portfolio structure	Bianca Huizer	2 nd draft
30.	Military Interested NGOs (MINGOs): joint effort in Civil Military Space	Waldo Dirks	2 nd draft
31.	What's in a definition? Comparing definitions of partnerships	Andrea da Rosa	1 st draft
32.	The role of cross-sectors partnership portfolios in the inclusive business strategies of multinationals	Andrea da Rosa	1 st draft
33.	Partnership analysis report of Supplier Development Programme of UNDP El Salvador	Nasim Payandeh	1 st draft

Annex 4: Overview of PrC events 2011

Organisation	Activity (approximate participants)	When
ECSP, ISS and PrC	Workshop on studying civic driven change (12)	January 27
Emerging Powers, PrC	Workshop with stakeholders (10)	March 1
Ministry of Foreign Affairs	Meeting on 'measuring impact'; presentation (35)	March 24
PSO, ICCO, CDI	Partnerships between civil society organisations and business from a southern perspective (70)	April 5+6
SER	Input for SER advice on civil society organisations, business and development cooperation (30)	April 6
Employers organisation Thailand	Stakeholder meeting on developing partnerships for Thailand to 'escaping the middle income trap' (25)	April 22
Ministry of Foreign Affairs	Lunch lecture 'The power of partnerships' (20)	April 28
Ministry of Foreign Affairs	Workshop/Learning event Public-Private Partnerships (40)	May 12
Partos	Workshop Partnerships (15)	May 18
PrC, Erasmus University	Firms Scan presentation (45)	May 26
Amnesty International	Expert stakeholder meeting with 12 Dutch multinationals on the Ruggie Report and Human Rights Impact Assessments (25)	June 20
Ministry of Foreign Affairs	Presentation PrC on DDE/DME Congress (10)	June 21
Embassy of the Netherlands	Stakeholder meeting and validation with local partners on 7 partnerships projects and prospective collaboration with universities (40-60)	July 14-15
Academy of Management, Pace University, New York, USA	Workshop 'Cross-Sector Partnerships for Social Innovation: Processes, Perspectives and Positioning' Workshop 'Where West Meets East and South: Environmental and Social Issues in Africa' (35)	August 12+13
Vrije Universiteit Brussel	Conference Corporate Social Responsibility - Government – Programme (20)	September 3
OECD, GIZ, Berlin	Conference on inclusive business and partnerships (100)	September 15-16
PrC, UvA	Presentation of NGO scan (60)	September 29
Toekomstdag IS Duurzaam	Contribution to Round Table on Development Cooperation (15) and to Round Table on Partnerships (30)	October 7
Partos Plaza	Workshop on partnerships for local economy (25)	October 13
PrC, MSM (Maastricht, Rotterdam)	Executive training: Effective Partnership Management (22)	October 14 – November 6
Max Havelaar	Max Havelaar Lecture on the nexus between development and climate (under the influence of partnerships) (350)	October 27
Erasmus Centre for Strategic Philanthropy	NGO Partnering Executive Training (18)	November 2
OECD-DAC, Busan	Collaborative side-event on inclusive business and partnerships, with IBLF, Bertelsmann Stiftung, UNDP and Global Compact (60)	November 30
National Economic Development Agency, Manila (Philippines)	Stakeholder meeting on public private partnerships for 'escaping the middle income trap' (30)	December 4
Behold	Election Best Dutch Partnership of 2011 (100)	December 10

Website: www.partnershipsresourcecentre.org

Contact: Dr. A. van Velzen

Mail: avelzen@rsm.nl

Tel: +31-104082976

