



Global implementation partnerships & effective factors

**The GPHI2**

**The ICCO Cooperation**

**The United Nations Global Compact**

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## Executive summary

This research is aimed at providing an answer to the following question, ‘Which factors can be identified as effective for the three global implementation partnerships – the ICRC programme GPHI2, ICCO and the UN Global Compact – to organise the collaboration between the private sector and the humanitarian aid organisations?’ In order to answer this research question, several sub questions have been formed. Firstly, it is explained how the role of the private sector in humanitarian aid emerged. Especially, after the Indian Ocean tsunami in 2004 the collaboration between the sectors increased and evolved from providing philanthropy into forming more meaningful partnerships. Then, the three chosen programmes to examine on effective factors are described in detail. The *Global Partnerships for Humanitarian Impact and Innovation*, referred to as GPHI2, is a programme of the ICRC. Through collaborations with the private sector, it is intended to innovate the ICRC internally. The ICCO Cooperation is an organisation focused on linking local actors with global businesses to provide help where needed. The United Nations Global Compact is an initiative with over 8,000 partners worldwide and its objective is to guide companies to adopt more sustainable strategies. Also, the specific kind of partnership model, as which the GPHI2, ICCO and the UN Global Compact can be categorised, is discussed. A global implementation partnership is a platform comprising many participants from all kinds of sectors to take action on global challenges and implement solutions locally. The value of such a partnership is that it functions as a connecting element between multiple sectors so complex humanitarian aid problems can be addressed, which would be hard to overcome as a single operating organisation. An example can be the collaboration of ICCO with Albert Heijn and other supermarkets to strengthen value chains of coffee; so local farmers and retailers finally receive a fair price for the products delivered. Furthermore, both the partnering companies and the humanitarian aid organisations can benefit from partnerships, mainly from the exchange of knowledge and expertise. Lastly, a rather essential part of this research is the term ‘effective factor’, which can be anything that improves invested resources, time and skills. More specifically, effective factors can range from clear membership criteria to an on-going time plan for the programme.

In conclusion, at least 20 out of the 22 effective factors have proven to be valuable, either in the literature, in the programmes or in both. Furthermore, a new effective factor was identified, which did not emerge in the reviewed literature; ‘having a facilitating role’ in linking partners of the platforms into projects and dialogues can have a positive impact on the programme’s effectiveness. Besides, the other factors considered the most effective were, 1 ‘clear membership criteria’, 7 ‘clarity of purpose/vision/objectives’, 10 ‘on-going timeframe’ and 11 ‘local implementation’. However, it is noted that a balance needs to be found in implementing the effective factors from the literature in the programme and finding own ways of increasing effectiveness, since the literature on effective global implementation partnerships does not yet provide a complete overview.

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## 1. Introduction

According to the data of Global Humanitarian Assistance, the total amount of international humanitarian assistance in 2013 represented 20.5 billion US Dollars (Global Humanitarian Assistance, 2015). With so much money being spend in this sector, it is important to realise that effectiveness should be one of the main objectives to strive for. Humanitarian aid can be defined on the basis of four guiding principles namely, “humanity, impartiality, neutrality and independence” (Global Humanitarian Assistance, n.d.; Tielens, 2015, p.7). These can be explained as coordinating and offering relief in case of emergencies without any discrimination. Humanitarian emergencies can either be man-made, such as wars or armed conflicts, or natural disasters, for example earthquakes or tsunamis, for which immediate action is needed from humanitarian aid organisations to save lives. Furthermore, the need for humanitarian aid becomes clear, when it is realised that most people in this world live in regions, which can easily be affected by natural disasters and at least 1.5 billion people live in insecure and violent areas (Humanitarian Coalition, n.d.). The need for effective humanitarian aid becomes clear, when looking at the figure about the financing of humanitarian aid of the Global Humanitarian Assistance Report 2015, which shows the billions US Dollars the UN needed for the biggest collective assistance calls and the billions of US Dollars that actually were received. The gap that remains can be called the unmet needs, which consisted of 7.5 billion US Dollars in 2014 (Tielens, 2015, p.87). This gap clearly indicates that effective use of the available resources is very needed in the humanitarian aid sector.

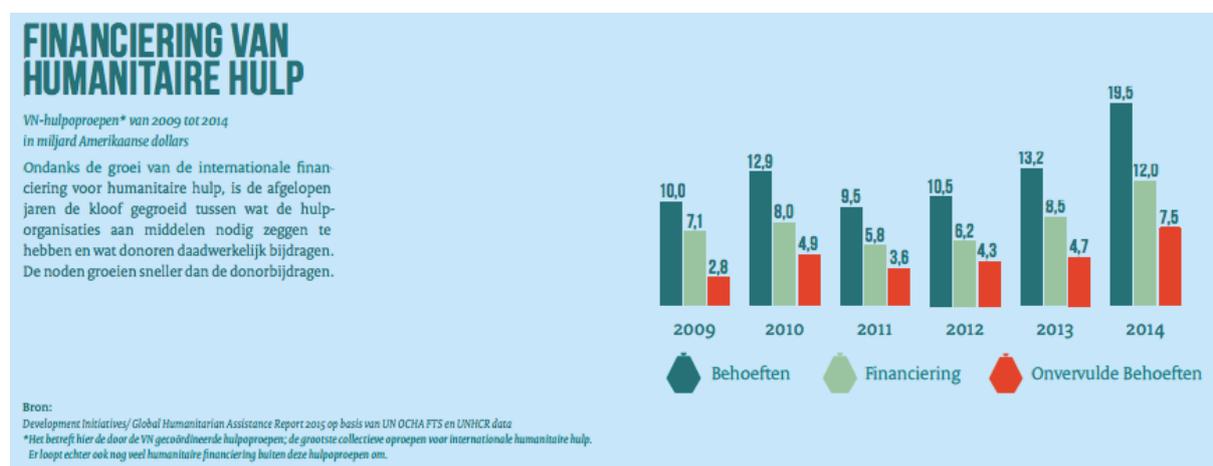


Figure 1, Tielens J. (2015, December).

The organisations operating in these kinds of emergencies are often called IOs, which is short for International Organisations and those can either be governmental, IGOs, or non-governmental, NGOs. An example of an IGO is the United Nations and an example of a NGO is the International Committee of the Red Cross.

These IOs are often operating by themselves; however since the Indian Ocean tsunami in 2004 collaboration with the private sector is gaining importance (Oglesby, 2012, p.10). Not merely through funding and financing, but more in terms of providing the needs humanitarian aid organisations have by engaging in partnerships. According to Zyck, at that time, “more than 30 new partnerships were established between international NGOs and private firms; in the preceding decade only eight such partnerships had been agreed” (Zyck, 2014, p.5). The United Nations Global Compact has developed a six partnerships model to describe these kind of partnerships and one of the most all encompassing partnerships in terms of collaboration between different sectors is the ‘global implementation partnership (2013, p.5). In practice the global implementation partnership is, “an established platform comprising numerous representatives from all relevant sectors to create frameworks for action that address global challenges and allow for local implementation” (UN Global Compact, 2013, p.5). However, there does not exist one commonly term for platform partnerships, which is used by all sectors similarly. This absence is partly overcome by Oglesby’s report, which provides the following definition; “platforms refer to any type of mechanism that aims to facilitate the engagement of the private sector in humanitarian action” (2012, p.8).

An important reason for the setup of global implementation partnerships is the overall ambition of every humanitarian aid organisation to maximise effectiveness to reach its objectives. One of the ways effectiveness can be defined as is, “to ensure that all investments of resources, time and skills are targeted and used in the best possible way for those in need” (Scott, 2014, p.2). However, not one common definition of effectiveness is used collectively throughout the humanitarian aid sector. In order to overcome the differences in specifying humanitarian effectiveness, a common framework will be set up by the World Humanitarian Summit event in 2016. However, since this day is yet to come, this research is aimed at mapping effectiveness of the humanitarian aid sector and programmes, by examining three programmes, which all can be called global implementation partnership model, but do have distinctive characteristics.

Before being able to conduct the research, it first has to be examined how the programmes fit the global implementation partnership model through a set of criteria. Therefore, the following criteria are set and later it will be explained as to how the chosen programmes are matching these criteria:

1. The programme must have the features of a global implementation partnership, by at least functioning as a platform for collaboration between sectors and actors.
2. The programme is an initiative of a humanitarian aid organisation.
3. The means of the programme must be collaboration between multinational companies and humanitarian aid organisations, in order to achieve the defined goals. Hereby, it is important to be focused on long-term commitment and on mutual gain.
4. The role of the multinational companies must include more than financing the project.

5. The objective of the programme must be clear and measurable or there have to exist evaluations or literature on the either successful or failed outcomes of the programme.

In order to clarify, the programmes all need to have some characteristics of a global implementation partnership, but do not have to be completely similar. For this research, it is beneficial to examine platforms with distinctive features, because a global implementation partnership can be constructed in many different ways and it is interesting to analyse if these differences have any effect on the effectiveness of the programmes. Therefore, the three distinguishing programmes GPHI2, ICCO and the UN Global Compact have been chosen as the starting point of this research. The biggest contrast of each programmes lies in the following characteristics; the programme of the International Committee of the Red Cross has very much the internally focused function to improve the workings of the Red Cross, whereas the ICCO Cooperation is the organisation which has had the most experience with collaborating with companies, since it is the longest in the run of the three programmes. On the other hand, the United Nations Global Compact definitely is the largest initiative, because more than 8,000 companies are involved (UN Global Compact, n.d.). Furthermore, for this research it is not important that the programme is proven to be effective yet, since lessons can also be learned from contra-effective programmes and factors. Besides, objectives of the programmes also do not have to be matching, as long as the means are similar. As an illustration, the goal of the programmes can either be humanitarian relief, innovation or development cooperation, provided that the means are collaboration between the private sector and the humanitarian aid organisations.

To clarify, a fitting comparison with a global implementation partnership model is a new programme of the International Committee of the Red Cross, hereafter named the ICRC. This programme is called *Global Partnerships for Humanitarian Impact and Innovation*, in other words the GPHI2 consists of a platform for collaboration between the ICRC and multinational companies. As mentioned before, the GPHI2 is a relatively new programme, as its launch took place only on 16 October 2014. For this reason, the GPHI2 is interesting to research, since results from the examination of this programme could change the ways in which the ICRC is operating to reach its objectives more effectively. The intention of the GPHI2 is to, “promote the development of innovative solutions to humanitarian challenges by harnessing the creative capacity of ICRC partners to respond to the needs of conflict victims” (ICRC, n.d.). This is executed through partnerships with corporations, which are part of ICRC’s Corporate Support Group, such as Philips Foundation, Lombard Odier, ABB Bank, Avina Stiftung, Credit Suisse, Norvartis, Fondation Hans Wilsdorf, LafargeHolcim, Roche, Swiss Re Foundation, Vontobel, Zurich Insurance. However, other companies also can engage in the GPHI2 on a more voluntary basis. Besides, the objective of the GPHI2 is in correspondence with the mission of the ICRC, which is to, “prevent and alleviate human suffering in warfare and in emergencies such as epidemics, floods and earthquakes” (ICRC, 2013). With all this in mind, the GPHI2 programme of the ICRC has been chosen as one of the programmes to do research on.

The second programme is the ICCO Cooperation, of which the entire organisation focuses on development cooperation by working together with local civil society organisations, educational institutions and business (ICCO, n.d.). The organisation in itself functions as a platform for multiple sectors to work on projects and initiatives together with local NGOs, businesses and institutions. Therefore, ICCO's role can be seen as that of facilitator for such collaborations. Originally, ICCO stands for *Interchurch Organisation for Development Cooperation*, but mainly the name ICCO is used. ICCO was founded in 1965 and contacts with the private sector stem from the mid-1990s (Van den Brink, 2015, p.83). This is a big difference with GPHI2, which only started recently, but that makes it interesting to include ICCO. Another reason for researching ICCO is that the organisation is concerned with connecting global businesses with local organisations and businesses, which is a specific way of working. The ambition of ICCO is to, "work with partners towards a world in which people can live in dignity and well-being, a world without poverty and injustice" (ICCO, n.d.). As for the partners stated in that goal, ICCO has partnerships with more than sixty companies from which a quarter are multinationals, such as Albert Heijn, Akvo & Flow and Rabobank (ICCO, n.d.). Therefore, ICCO has been included as one of the programmes to examine.

Another global implementation partnership, also the third programme, is the UN Global Compact. This programme, initiated by the United Nations, has a slightly different function opposed to the other two, since it focuses more on improving the business of companies worldwide. The Global Compact is seen as the world's largest corporate sustainability initiative, with over 8,000 companies and 4,000 non-businesses as participants (UN Global Compact, n.d.). Besides, the Global Compact was founded on 26 July 2000 and the participants are coming from all kinds of sectors and many are originating from developing countries. The Global Compact very much tries to boost humanitarian collaboration by forcing and assisting with the improvement from within businesses. For these reasons, the Global Compact is one of the three chosen programmes.

The aim of this research is to initiate an examination of the GPHI2, ICCO and the UN Global Compact in order to see how is scored on effective factors determined from reports and other literature resources. Therefore, the following research question has been set up: 'Which factors can be identified as effective for the three global implementation partnerships – the ICRC programme GPHI2, ICCO and the UN Global Compact – to organise the collaboration between the private sector and the humanitarian aid organisations?' It is important to analyse the effectiveness of distinguishing global implementation partnerships, to prevent reinventing the wheel every time a new project is started. Lessons can be learned from these programmes and the effective factors found can be implemented in even newer programmes if that increases the effectiveness.

In order to answer the research question, the research has been divided into several sub categories. Firstly, the emerging role of the private sector in humanitarian aid will be looked into to give a background to multi-sector platforms. Secondly, the GPHI2, ICCO and the UN Global Compact will be introduced in more detail, since it is necessary to look into the motives, objectives and organisation of this programmes and humanitarian aid organisations to fully understand the basic set up of this research. Also, partnership models will be explained in order to provide more insight in how the GPHI2, ICCO and the UN Global Compact are set up. Thirdly, an examination of the added value of global implementation partnerships for the participating multinational companies and the humanitarian aid organisations is made. Fourthly, the examination of the three programmes is conducted to illustrate the factors, which make the programmes effective. Besides desk research, also interviews have been carried out to obtain primary data. Therefore, interviews have been conducted with Yannick Heiniger from the ICRC and with Jeroen Jurriens from ICCO.

## 2. Methodology

In this chapter the research methods used in this research are outlined. This research is explanatory in nature, because the aim is to initiate an examination of three global implementation partnerships – the GPHI2, ICCO and the UN Global Compact – to research if the effective factors determined from the reviewed literature are implemented in the programmes. In order to establish this examination, desk research and field research have been conducted. Therefrom, a connection is made with the three programmes, which is then composed into a chart displaying the score of the platforms on these factors. Even the considered programmes can possibly gain new insights from this research, since it becomes clear how is scored on the effective factors and show where improvement is needed. This research is carried out in a qualitative method, which allowed gaining an in-depth perspective in the workings of multi-sector platforms focused on collaboration between the humanitarian aid organisations and the private sector.

Since, this research heavily depended upon six reports, which provided the evidence for the effective factors, a short review and justification will now be given to explain why these reports proved to be useful. The common aspects of these reports were building blocks, components or views, which could be translated into effective factors for global implementation partnerships.

- Oglesby R., Burke J. (2012). Platforms for private sector – humanitarian collaboration.  
This report certainly proved to be relevant for this research, since it explores how platforms contribute to the private sector’s alliances in humanitarian aid. Added values of platforms are identified and success factors are determined through many interviews with at least three actors from fifteen platforms.
- Scott R. (2014). Imagining more effective humanitarian aid: a donor perspective.  
Scott’s report is more focused on provoking debate about humanitarian effectiveness and in order to keep the debate open, does not propose a common framework for humanitarian effectiveness. However, the report appeared to be valuable for this research, since it gives a broader perspective on humanitarian effectiveness than the reports focused on multi-sector platforms.
- United Nations Global Compact (2013). UN-Business partnerships: a handbook.  
Besides appearing in this research as one of the example programmes, a handbook has been written by the United Nations to discuss questions rising from the increased collaboration with the private sector. Such as ‘which partnership model is best suited in case of a particular

project? And what are the risks and benefits of such partnerships?' The significance of this report for the research is considerable, since it even provided the partnerships model in which the programmes all fitted.

- Tennyson R. (2011). *The partnering toolbox, an essential guide to cross-sector partnering*. The partnering toolbox is produced to give cross-sector collaboration partnerships a guide on how to function and what pitfalls to be aware of. It builds on previously gained experience and knowledge to identify what works and what not in a partnership. Therefore, it is an interesting report to consider in this research.
- Janz M. R., Soi N., Russell R. (2009). *Collaboration and partnership in humanitarian action*. In this article it is outlined how effective collaboration can enhance humanitarian aid. It might be a less relevant resource than others, since it is older and not so specifically focused on global implementation partnerships, but possible effective factors are very clearly defined.
- Stibbe D., Reid S., Hayes J. P. (2014). *Platforms for partnership: emerging good practice to systematically engage business as a partner in development*. Also, effective factors for building platforms are clearly stated in a chart, which facilitated the search for such factors. Multi-stakeholder platforms are recognised as an essential solution to effective humanitarian aid and it tries to support the creation of more of such collaborations.

Other desk research mostly contained the search for information about the GPHI2, ICCO and the UN Global Compact. The websites of these three programmes were examined thoroughly and looked into frequently. Therefore, a complete image was obtained about these programmes.

Besides the use of secondary data in the form of desk research, primary data has been gained through the conduction of semi-structured interviews. This kind of interview only needs an interview topic list, which serves as a manual for the conversation, so there is room for the input of the interviewee. In such a manner, an interview has been carried out with Yannick Heiniger from the ICRC, who is part of the Corporate Partnerships Unit team and in charge of the logistics and coordination for the GPHI2 programme. Another interview has been conducted with Jeroen Jurriens from ICCO, whose function is Program Officer Disaster Management Unit ICCO Cooperation. Besides, a small structured interview took place with Lars Staring from the ICRC as an introductory conversation. Both former interviews contained similar questions to acquire information on how the organisations brought the effective factors into practice or if they neglected to do that. These questions were drawn from the theory and mainly encompassed the topics on the background and the workings of the programmes, how the interviewee felt about the effective factors and how those were implemented in the programmes. The

interview questions can be found in the appendix 9.1. After the interviews had been conducted, the recordings have been made into a transcript and then the findings were analysed.

It is beyond the scope of this research to fully determine exactly how and if the three programmes are indeed effective in their work. This is particularly impossible for the GPHI2, since this programme was launched only recently, so no results can yet be measured and analysed. Furthermore, in the reviewed literature, it is a common view that ways of demonstrating the effectiveness in multi-sector platforms have yet to be discovered (Oglesby, 2012, p.10, p.4; Zyck, 2014, p.5). This does not affect the added value of this research, since the intention was to provide a link between three specific global implementation partnerships and effective factors from reviewed literature. With this link, it will become evident as to how the three programmes differ in their ways of trying to reach effectiveness.

### 3. Theoretical framework

#### 3.1 Emerging private engagement in the humanitarian aid

It has only been recently, since the role of the private sector in humanitarian aid has developed into more than that of financier and philanthropic participant. More specifically, it was after the Indian Ocean tsunami in 2004 when the private sector and humanitarian aid sector started to collaborate and recognise that long-term strategy and consistent learning were needed. Then, more than 30 new partnerships were established, whereas in the years before only eight such partnerships had been settled (Oglesby, 2012, p.10; Zyck, 2014, p.5). In ICCO's booklet *Journey for justice*, the emerging private engagement is said to be gradual, by a change of how the private sector was viewed by the humanitarian aid sector, namely at first as "part of the problem of unequal power relations worldwide and certainly not as part of the solution" (Van den Brink, 2015, p.83). However, it then became a common understanding that all actors in society play different roles and that the humanitarian aid sector and the private sector were not so far apart after all. Even though, this trend of increased collaboration has thrived ever since, still more research needs to be conducted on this matter. For example, research on best practices of private sector engagement or evaluation and impact assessment (Oglesby, 2012, p.10). Furthermore, it has appeared difficult to determine the exact value of the private sector engagement on humanitarian outcomes, because reviewing only the financial contributions leads to underestimating the non-financial contributions that businesses make in terms of research, effort of the employees and other services (Zyck, 2014, p.5).

It should also be noted that companies tend to get involved more in natural disaster relief than in the other form of humanitarian aid, namely conflict disasters (Binder, 2007, p.11; Zyck, 2014, p.13). Reasons for this is conflict humanitarian crisis pose a reputational risk on the company, since the company could be blamed of 'choosing sides' and possibly loses customers (Zyck, 2014, p.13). Moreover, humanitarian aid organisations are not really comfortable with private sector engagement in conflict disasters as well, since it could imperil the humanitarian principles of 'humanity, neutrality, impartiality and independence'. However, in the future, Zyck notices a possible increase in collaboration in a wider variety of crisis, despite the present focus on natural disasters (2014, p.14).

In the report of The Partnering Initiative, the emerging role of private engagement is not examined as an occurrence that happened in the past, but as something that still is in the early stages of development (Stibbe, 2014, p.4). It is recognised that, multi-stakeholder platforms, with actors such as businesses, international organisations, governments, academia and communities, are essential for scaling up the collaboration in order to achieve goals that are set in the humanitarian aid sector. Even in politics, the call for greater collaboration of the private sector and the humanitarian aid sector is expressed more often (Het Parool, 2016). In the words of Zyck, "many within the aid community hope

that businesses can do for humanitarian aid what Amazon did for the world of retail or what Microsoft and Apple did for personal computing” (Zyck, 2014, p.5).

### 3.2 Partnership models

#### 3.2.1 United Nations’ six partnership models

Different kinds of collaboration exist between humanitarian aid organisations and multinational companies; a summary of the most common have been given by the United Nations Global Compact in form of six partnership models (2013, p.5):

1. Global implementation partnerships are established platforms comprising numerous representatives from all relevant sectors to create frameworks for action that address global challenges and allow for local implementation.
2. Local implementation partnerships are executing humanitarian or development projects in particular areas or regions.
3. Corporate responsibility initiatives are concentrating on changing business behaviour.
4. Advocacy campaigns are encouraging behavioural changes of target groups to alleviate development problems.
5. Resource mobilization partnerships are focusing exclusively on engaging companies to provide resources or to mobilise external resources.
6. Innovation partnerships are utilising the expertise of business partners to develop and implement innovative products and services.

These seem like very defined partnerships, each containing distinctive parts, however, a partnership often contains features from other models as well (UN Global Compact, 2013, p.35). So, a global implementation platform can have features of a local implementation initiative, when a project is designed specifically for a particular area in a developing country or of an innovation partnership, when through a global implementation partnership it is tried to develop new products and services for the humanitarian aid sector. This is an example of how partnerships can have aspects of multiple models, which is mostly the case for GPHI2 and ICCO. For the former the ICRC tries to innovate its ways of working and achieved results through the GPHI2 and for the latter ICCO is really focused on implementing its global initiated projects through local NGOs and businesses.

#### 3.2.2 Binder’s three categories of partnerships

In the report of Binder, ‘Business engagement in humanitarian relief: key trends and policy implications’, another distinction between the existing different kind of partnerships is made, this time through the categorisation of the initiatives into three groups based on industry sector, firm size, firm location, leadership commitment and several other elements (Binder, 2007, p.9). These three groups then contain the following (Binder, 2007, p.9):

1. Single company engagement can be explained as initiatives implemented by a single corporation, which can range from traditional philanthropy, to fully-fledged, company-run relief operations in disaster regions.
2. Partnerships refer to multi-stakeholder initiatives that bring together corporations and traditional humanitarian actors. The number of organisations involved varies greatly: most only consist of two partners, while others have developed into broad-based initiatives with many collaborating organisations.
3. Meta-initiatives involve companies and other actors joining forces to enhance coordination in humanitarian relief work and to share lessons learned. These initiatives are designed to facilitate more effective industry-wide action in humanitarian relief, to avoid duplication of effort and to take advantage of economies of scale.

In this case, the programmes that will be examined, GPHI2, ICCO and the UN Global Compact, both have features of a partnership and a meta-initiative. Even though other terms are used, the explanation of Binder is similar to the definition given by the UN of a global implementation partnership. However, the UN provides a more complete description, which reflects the reality of the programmes more fully. For instance, most importantly, in the UN's description, the term 'platform' is used, which is the most fitting term to portray the three programmes. Furthermore, all programmes can be identified solely as a global implementation partnership, but it is difficult to set only one definition for the programmes while using the report of Binder as both 'partnerships' and 'meta-initiatives' apply.

### *3.2.3 Global implementation partnership*

So far, the term 'global implementation partnership' has been used to describe the programmes. However, many other terms and designations exist for the global implementation partnership model, such as multi-stakeholder platforms, a set of principles, a strategic alliance, platforms for humanitarian collaboration, series of events, an organisation or cross-sector partnering (Oglesby, 2012, p.8; Stibbe, 2014, p.4; Tennyson, 2011, p.5). Most of the above named terms are mentioned in the reports used and it is mainly about which one has the preference as to which one is used throughout those reports. Also the differences in the chosen programmes become visible while screening which term applies best for which programme, besides the overall used term 'global implementation partnership', of course. Whereas 'a series of events' fits the GPHI2 best, ICCO is more profoundly described by the term 'an organisation' and 'a strategic alliance' and the UN Global Compact with 'a set of principles and guidelines' and 'a network'. As for this research, the term 'global implementation partnership model' will be the norm, but other phrases such as multi-stakeholder platforms will inevitably be used as well to pay attention to the interviewees' preferences and to make the description of the programmes more profound and complete.

The global implementation partnership model has certain recognisable characteristics. Firstly, this kind of partnership is built as a platform in which multiple actors, such as humanitarian organisations, private sector, government, academia or civil society, are represented (UN Global Compact, 2013, p.5). Secondly, the main problems addressed by the global implementation partnership are on the global level and in need of multilevel approaches, such as innovation in the humanitarian aid sector and sustainability (UN Global Compact, 2013, p.36). In contrast to the other models concerns, which are more narrowly defined by being locally oriented or by being focused on a very specific problem. Another characteristic is the indication that the global implementation partnerships model has the highest potential to reach transformational change. Since, this model includes all kinds of stakeholders and its global scale allows for a lasting impact. In the booklet of ICCO, transformational change is explained as the last step ICCO is pursuing in the partnerships (Van den Brink, 2015, p.85). For example, human rights or environmentally approaches become so much integrated that it turns into the new standard in the private sector. Lastly, it must be realised that partnerships can have characteristics from more than one model. In case of the global implementation partnership model it is important that the global platform adapts into local programmes to create impact. This can be confused with a local implementation partnership, but that is not applicable here.

Previously, the partnership models have been discussed, but it has yet to be determined what exactly the added value of these multi-stakeholder platforms is. In general, the platforms provide a channel for the private sector to get involved in the humanitarian aid field (Oglesby, 2012, p.4). To illustrate, Oglesby names a whole range of reasons, namely, “building relationships and trust, developing and enhancing partnering capacity, reducing competition, conducting advocacy and allowing members to present a united voice” (2012, p.4). Since, so many actors are connected via a platform, it becomes easier to communicate between sectors, because there is agreed upon pursuing the same way of working and achieving the set goals together. This also reduces competition, which otherwise might occur when projects are running parallel of each other. In the words of Oglesby, “platforms provide a neutral space that facilitates the coming together of competitors who may not normally cohere within or across industries and sectors” (2012, p.24). Furthermore, through collaborations, humanitarian aid organisations can influence the private sector to change their strategies into more humanitarian and sustainable ones. Besides, projects become more intertwined through platforms, which then might overcome the problems of duplicating the effort and ‘reinventing the wheel’ (Scott, 2014, p.19). All in all, the use of platforms can be summed up as being a connecting element between multiple sectors to address complex development and humanitarian challenges, which individual organisations would not be able to conquer alone.

### 3.3 The added value of partnerships for companies and humanitarian aid organisations

The reason as to why the humanitarian aid sector and even the private sector are willing to participate in partnerships, such as the global implementation partnership, is that it can create a positive impact and an exchange of knowledge and expertise. As a side note, the focus in this research is placed on multinationals rather than on small and medium enterprises. Since, as written in Binder's report, even though the involvement of small businesses plays a significant role in the local operations it is not achievable for them to have the overarching programmes of the multinationals and participation beyond the local level is unlikely as well (2007, p.3). In other words, for MNCs it is far easier to reach the transformational change and the impact needed to succeed on the global level, which the programmes aim for. Firstly, there will be looked upon the motives of the MNCs to engage in partnerships with the humanitarian aid sector. Secondly, the benefits and risks of partnerships with the private sector will be outlined and analysed for humanitarian aid organisations.

#### 3.3.1 *Four drivers for private sector engagement*

On all three websites of the concerning humanitarian aid organisations a section is reserved for reasons as to why companies could definitely benefit from participation in the humanitarian programmes. However, a more theoretical approach to the motivations behind private sector involvement is given in Binder's report in the form of "four drivers", namely corporate image and identity, staff motivation, knowledge transfer and learning and 'doing good' (2007, p.13). Firstly, corporate image and identity can be a motive for MNCs to engage in humanitarian aid, since it is seen as an investment in brand- and reputation building (Binder, 2007, p.13). A partnership with a humanitarian aid organisation can help the company to show their goodwill to consumers, potential employees and relations. Therefore, it provides the company with a competitive advantage over other companies. The second driver for the private sector engagement is about enhancing staff morale and staff identification with the company (Binder, 2007, p.14). Thirdly, knowledge transfer is an important asset of platform programmes, since it functions for companies as a network for dialogues with otherwise inaccessible actors. Examples of knowledge transfer can include; learning how to operate in difficult social and political conditions or gaining knowledge on how to safeguard companies against disasters and conflicts (Binder, 2007, p.14). Lastly, the fourth driver, 'doing good', is more connected to the traditional philanthropically centred motives and the personal commitment of corporate executives to humanitarian aid.

In accordance to the above named 'four drivers' for private engagement, did Darko in the report 'Private sector and NGO engagement' give similar reasons for the private sector involvement in the humanitarian aid (2014, p.3). The first three drivers are confirmed by this report, since the reputational benefit for companies, reciprocal knowledge contribution and smoother staff recruitment are all named. However, Darko does not identify Binder's last driver 'doing good', but that does not mean it is not of any importance, since according to Binder, "our interviews suggest that in many cases the philanthropic motives of individual corporate leaders play a central role" (2007, p.15). Despite that, Darko does pinpoint another motive for companies to participate in projects of international humanitarian aid organisations. This motive can be linked to knowledge transfer, but instead of providing expertise, it is knowledge used to conduct business. It concerns the local knowledge and the knowledge of policy environments humanitarian aid organisations have in developing countries, in which the private sector is particularly interested (Darko, 2007, p.2).

Although the 'four drivers' might be true, Binder also states not to overestimate the likely benefits of such partnerships, since fundamental differences are more often than not withholding the private sector to really learn from humanitarian aid organisations (Binder, 2007, p.14). In addition, Zyck also points out that private sector engagement in the humanitarian aid has remained relatively limited and that the full potential of these collaborations is not yet discovered (Zyck, 2014, p.6, p.18). These critical notes were important to keep in mind, whilst examining the programmes and the effectiveness of these programmes.

### *3.3.2 Benefits and risks for humanitarian aid organisations*

As for humanitarian aid organisations benefits and risks of engaging in a global implementation partnership with MNCs can likewise be identified. The UN Global Compact describes several benefits for humanitarian aid organisations, including "the private sector can provide resources including funds, expertise in their field of activity, management approaches and access to networks of clients and suppliers; MNCs can attract media attention; conduct due diligence on MNCs is easier than on small businesses" (2013, p.15). To clarify, the last mentioned benefit; with due diligence is meant the requirements set for the private companies in order to be allowed to engage with the concerning organisation (Zyck, 2014, p.18). Moreover, Binder recognises that partnerships can bring added capacity to programmes and projects of humanitarian organisations (2007, p.1).

While, these benefits are definitely serving the humanitarian aid, it is even more interesting to analyse what are seen as the hazards of private engagement in humanitarian aid by the theories. To illustrate, in Tennyson's report three main "partnering challenges" are singled out (2011, p.8). Firstly, the power balance between the partners can easily be distorted, as is indicated by Darko and the UN Global

Compact as well. In these reports is stated that humanitarian aid organisations often envision a threat to their autonomy and the possibility that business interest is being enforced on the partnership (Darko, 2014, p.2; UN Global Compact, 2013, p.15). Especially the threat to autonomy can be intimidating for humanitarian aid organisations, since it jeopardises the at least one of the core principles of humanitarian aid, namely ‘independence’. Secondly, there exists the chance that one of the partners follows its own hidden agenda, containing for example a motive such as “utilizing the partnership to blue wash the companies reputation” (Tennyson, 2011, p.8; UN Global Compact, 2013, p.15). Thirdly, a will to win at any cost can endanger the partnership (Tennyson, 2011, p.9). On the whole, humanitarian aid organisations take a risk by partnering with the private sector, however the benefits can still outweigh these risks.

### 3.4 Effective factors

#### 3.4.1 Effectiveness in global implementation partnerships

The most compelling question in order to fulfil the examination of the GPHI2, ICCO and the UN Global Compact, is which factors, according to theories, would make or are making global implementation partnerships effective? Therefore, an attempt to define effectiveness will now be outlined. Throughout the humanitarian sector it is recognised that no single definition of effectiveness is yet collectively shared (Scott, 2014, p.1). For instance, in the report of the OECD, about effective humanitarian aid, this term is explained as a shared responsibility, about which the following is stated; “humanitarian effectiveness should ensure that humanitarian investments – resources, time and skills – are targeted and used in the best possible way, to address the needs of those affected by crises” (Scott, 2014, p.2). At the World Humanitarian Summit website, effectiveness is put differently, namely by the question of “how to meet the humanitarian needs of all people with timely and appropriate aid that is delivered in a sustainable manner, by those best placed to meet those needs” (World Humanitarian Summit, 2014). In short, effectiveness means that investments made, for those in need and by those who can fulfil those needs the best, are used in a sustainable way. In case of a global implementation partnership, this signifies the importance of smooth and meaningful collaboration. Inasmuch as, investments – resources, time and skills – are made on the humanitarians’ side, as well as on the businesses side.

On the basis of this, an effective factor can be anything that improves the invested resources, time and skills by an organisation or another partner. More specifically, practical effective factors can range from clear membership criteria to a long-term timeframe planning for the programme. The most important factors have been found in all or almost all reports and literature read, such as the report of the OECD, the UN Global Compact report or the Humanitarian Futures Programme report. The very practical and specific factors found in other reports, such as the UN Global Compact report, allow for

a quick evaluation if the researched programmes indeed are trying to maximise effectiveness. It is easier to examine the programmes by these practical factors, than by the in-depth and controversial factors discussed elsewhere. Besides, the factors taken from the UN Global Compact report are specifically aimed at global implementation partnerships, as which the GPHI2, ICCO and the UN Global Compact can be labelled. Some of these factors will be explained and discussed further on, but first an illustrative chart will be provided.

### *3.4.2 Illustrative chart combining effective factors and theory*

As can be seen from this chart, six resources have been taken as the basis and as the representation of available theories on effectiveness in global implementation partnerships. Therefrom, 22 effective factors have been identified and in this chart it will become evident which report values which effective factor. In order to improve the chart, five sub-categories are made to give clarification on which effective factor is important in which phase and in which part of the programmes. Later, the GPHI2, ICCO and the UN Global Compact will be examined on the basis of these effective factors.

The most important effective factors, according to the reviewed literature, can be identified in this chart. Three factors are mentioned in all reports, namely effective factors 7, 8 and 10. Also, three factors are mentioned by five of the six reports, namely effective factors 1, 9 and 20. Overall, importance is placed upon a clear programme as can be seen in the sub-category ‘clarity about the programme’.

<b>Effective factors chart</b>	<b>Oglesby</b>	<b>Scott</b>	<b>UN</b>	<b>Tennyson</b>	<b>Janz</b>	<b>Stibbe</b>
<b>Start of the partnership:</b>						
<b>1</b> Clear membership criteria	X	X	X	X	-	X
<b>2</b> Trust must be established	X	X	-	-	X	X
<b>3</b> Wide range of actors, MNC, HAO, government, civil society, academia	-	-	X	-	-	X
<b>4</b> Secure partners commitment	-	-	X	X	-	X
<b>5</b> Geographically balanced distribution of actors (developing countries)	-	-	X	-	-	-
<b>6</b> Stay open for new partners	-	-	X	-	-	-
<b>Clarity about the programme:</b>						
<b>7</b> Clarity of purpose/vision/objectives	X	X	X	X	X	X
<b>8</b> Clear description of tasks and responsibilities	X	X	X	X	X	X
<b>9</b> Neutrality, transparency and equity	X	-	X	X	X	X
<b>Features of the programme:</b>						
<b>10</b> On-going timeframe	X	X	X	X	X	X
<b>11</b> Local implementation	X	X	X	-	-	X
<b>12</b> Funding and financial save	X	-	X	-	X	X
<b>13</b> Highly task-focused programme	-	-	-	X	X	-
<b>14</b> Professionalism, 'going the extra mile' culture	X	-	-	-	-	-
<b>Features of the partnership:</b>						
<b>15</b> Mutual benefit	-	-	X	X	X	-
<b>16</b> Dialogue among partners	-	-	-	X	-	X
<b>17</b> Ability to engage at senior leadership level (high engagement)	X	-	X	-	-	X
<b>18</b> Ability to navigate in different cultures (HAO & MNCs)	X	-	X	X	-	X
<b>19</b> Strong leadership in the secretariat	X	-	X	-	X	X
<b>Towards the end:</b>						
<b>20</b> Learning culture	X	X	-	X	X	X
<b>21</b> Conduct evaluations	-	-	X	-	-	X
<b>22</b> Integrate exit-clauses	-	-	X	-	-	-
<b>Legend:</b>	X = This factor is recognised as important by this report - = This factor is not mentioned in this report					

**Start of the partnership**

## Effective factor 1: Clear membership criteria

Clarity about membership criteria is repeatedly identified as an effective factor (Oglesby, 2012, p.26). These criteria can either have an exclusive character or an inclusive character. The former restricts access to the platform through tight criteria, whereas the latter is open to participation from a very diverse range of organisations. In addition, Tennyson also recognises the importance of any form of partner assessment, such as code of conducts (2011, p.11).

## Effective factor 2: Trust must be established

Stressed by Oglesby is the importance of building trust between actors and providing regular opportunities for partners to interact (2012, p.24). Furthermore, “partners need time to overcome prejudices, misconceptions or bad experiences, before being able to collaborate freely” (Stibbe, 2014, p.9).

## Effective factor 3: Wide range of actors must be included

It is recommended by the UN Global Compact to involve a wide range of actors, ranging from businesses and governments to academia and development banks, “in order to prevent multiple approaches to one problem” (2013, p.38). This is supported by Stibbe, but a critic to this recommendation is also added; a wide range of actors can increase the diversity of competing perspectives and it becomes harder to reach a consensus (2014, p.7).

## Effective factor 4: Secure partners commitment

Particularly, Tennyson pays attention to this effective factor for it is stated that partnerships are only dialogues without a tangible commitment to collaboration (2011, p.15). This does not necessarily have to be a legally binding contract, since some informal form of a partnering agreement is considered sufficient as well.

## Effective factor 5 &amp; 6: Geographically balanced distribution of actors; Stay open for new partners

These two effective factors are only recognised in the UN Global Compact report and besides naming them, not much more is mentioned (2013, p.38). However, the value of these factors can easily be determined. Since, a geographically balanced distribution of actors can lead to better local implementation, because the actors in developing countries are familiar with the local course of events and a willingness to accept new partners can lead to renewed ideas and projects, which might increase the effectiveness of the programme.

### **Clarity about the programme**

Effective factor 7: Clarity of purpose/vision/objectives

‘Clarity of purpose, vision and objectives’ is one of the three factors designated as very essential and recognised by all reviewed theories. Oglesby provided four reasons explaining why effective factor 7 is so crucial (2012, p.25). Firstly, a clear purpose gives partners a direction on how to be engaged in the platform. Secondly, it can attract new members. Thirdly, it prevents dependency on one individual organisation. Fourthly, it gives the platform a sense of professionalism. The third reason means that if only one of the partners is informed about what needs to be done, all others have to rely on that one, giving it a huge responsibility. As a consequence, a treat can be placed on the autonomy of an organisation or a partner, which is identified as one of the ‘partnering challenges’ of Tennyson.

Effective factor 8: Clear description of tasks and responsibilities

This factor is another one, which is ratified as important by all reviewed theories. The UN Global Compact emphasises that especially a global implementation partnership can be so complex that responsibilities become concealed or are shifted among partners (2013, p.39). Therefore, a clear description of tasks and responsibilities will overcome this problem and possibly increase the performance of the partnership.

Effective factor 9: Neutrality, transparency and equity

These three possible characteristics of a platform partnership are particularly valued in the report of Oglesby. In the case of neutrality, the platform must operate independently of any partners’ otherwise overpowering agenda (Oglesby, 2012, p.27). While, transparency in a platform can be the way to overcome Tennyson’s partnering challenge of the hidden agendas (Oglesby, 2012, p.27). Furthermore, equity was noted as a key to effectiveness and successfulness, it can be put in practice by sharing decision-making power and an overall balance of power (Oglesby, 2012, p.27; Janz, 2009, p.6).

### **Features of the programme**

Effective factor 10: On-going timeframe

A platform functions best by having an on-going timeframe, is what all theories expressed. Stibbe calls it “critical to the success of any platform” and “the ability of its members to move from initial goodwill to long-term collaboration” (2014, p.31). In contrast, according to Tennyson, a ‘moving-on’ strategy should be put in place already in the initial stage of a platform (2011, p.29). As for the benefits of an on-going timeframe, in the UN Global Compact it is suggested that by long-term commitment the projects can be scaled up and expanded, in case of success (2013, p.39).

#### Effective factor 11: Local implementation

Not only global implementation partnerships should be locally implemented, according to Scott, all humanitarian aid should break with responding to many crises in the same way, despite the existence of very distinctive local systems (2014, p.16). In accordance to this, even though many platforms are active on a global level, a transition of responsibility to local actors should be part of the plan is underlined in Stibbe's report (2014, p.7).

#### Effective factor 12: Funding and financial save

The meaning behind this effective factor is twofold; firstly, it is important that a secure funding base and a healthy financial plan is provided, secondly, the finances should come from a range of actors, so the costs of projects are shared throughout the programme (Janz, 2009, p.4; UN Global Compact, 2013, p.39).

#### Effective factor 13: Highly task-focused programme

Especially by Tennyson is a highly task-focused programme seen as an effective factor, because it helps partners "to become engaged in delivering tangible and practical results" (2011, p.27). It even goes so far as to state that a project manager must be appointed to assure all tasks are carried out as should.

#### Effective factor 14: Professionalism, 'going the extra mile' culture

This effective factor is only mentioned in the report of Oglesby, but it reflects the way partners perceive platform partnerships. This is mostly that of a professional environment in which partners investigate a lot of time, resources and effort to make the programme become effective (Oglesby, 2012, p.27).

### **Features of the partnership**

#### Effective factor 15: Mutual benefit

A partnership will not come about when there is nothing in it for either one of the partners, therefore reasons for collaboration for either the humanitarian aid sector or the private sector have been discussed before. Providing gains for all actors will not only secure partnering commitment, but also increase investments for the programme made by those actors (Janz, 2009, p.6).

#### Effective factor 16: Dialogue among partners

There must not solely be ensured that dialogue takes place, it should also remain relevant for all concerning partners to maintain the effectiveness of the programme (Tennyson, 2011, p.24). This remark is backed up by Zyck, which states that "in-person meetings will be crucial in building relations between key humanitarian, business and, perhaps, government figures" (2014, p.2).

**Effective factor 17: Ability to engage at senior leadership level**

Similar thoughts on ‘ability to engage at senior leadership level in the involved organisations’ occur in Stibbe’s and Oglesby’s reports. Both define this ability as needed for new platforms, so that leaders endorse and support the project, which has the potential of increasing the involvement under the employees and relations (Oglesby, 2012, p.25; Stibbe, 2014, p.31).

**Effective factor 18: Ability to navigate in different cultures**

Differences between the humanitarian aid sectors and private sectors culture is often identified as a barrier to effective partnership (Oglesby, 2012, p.27). Each sector is known for pursuing quite different values and goals, whereas the humanitarian aid is concentrated on providing relief and helping people in need, the private sector is more concerned with making profit. Since, this is such a wide gap, attention should be paid by the programmes to how these differences can be overcome to reach optimal effectiveness. Therefore, Tennyson put forward the idea of setting up ‘base-line’ rules in the beginning phase of a programme as behavioural standards (2011, p. 25).

**Effective factor 19: Strong leadership in the secretariat**

Strong leadership is seen as a requirement for the effectiveness of the partnership (Oglesby, 2012, p.27; UN Global Compact, 2013, p.39). However, a critical argument on this is also included in the UN Global Compact report, seeing that all partners, even the local ones, must be granted the possibility to question the secretariat’s decisions (2013, p.39).

**Towards the end****Effective factor 20: Learning culture**

A learning culture can take place internally or externally, so between the partners of the platform or multiple platform-wide. As for the former, Tennyson explains that in partnerships “partners help each other grow personally and professionally while accomplishing the set objectives” (2011, p.25). The latter is more of a ‘learning-network’, where experiences of partnerships are shared (Tennyson, 2011, p.25). This fondness of a learning culture can also be found in Scott’s report, in which learning is said to replicate successes and increase the programme quality (2014, p.19).

**Effective factor 21: Conduct evaluations**

According to Green from Disasterready.org, one has a choice between internal or external evaluations, since both can have certain benefits (Green, 2015). For example, internal assessments are more easily executed, because the employees are already familiar with the programme and organisation. However, in the report of the UN Global Compact it is recommended to carry out evaluations externally, particularly in the case of global implementation partnerships. Considering, the tension of this kind of

partnerships to be more politicised than other partnerships and the large number of partners, contrary interests are prone to arise (UN Global Compact, 2013, p.40).

#### Effective factor 22: Integrate exit-clauses

This is an effective factor only recognised by the UN Global Compact. Nevertheless, for the prestigious global implementation partnerships it can difficult to dissolve a project when it does not fulfil its function anymore, since so many actors, media and reputational factors are involved (UN Global Compact, 2013, p.39). Therefore, an exit-clause can be the answer in case of failure of a programme or project.

## 4. Results

In this chapter the desk research from the theoretical framework has been correlated with results from conducted field research. It will be outlined as follows, firstly, the emerged private sector engagement will be analysed through the views of the humanitarian aid organisations, since these views sometimes correspond and sometimes conflict with the reviewed literature's statements on the trend of closer collaboration between the private sector and the humanitarian aid organisations. Secondly, a detailed overview of the programmes will be given to provide more background information of the workings of the programmes. Moreover, similarities between the GPHI2, ICCO and the UN Global Compact on the basis of the set criteria will be examined, as well as, the differences between the platforms. Thirdly, the benefits for engaging in partnerships for companies according to the platforms will be compared to Binder's Four Drivers and the benefits for the humanitarian aid organisations will be described. Lastly, the examination of the three programmes on the basis of the effective factors from the reviewed literature will be carried out.

### 4.1 Emerged private engagement in the views of the ICRC, ICCO and the UN

The Indian Ocean tsunami in 2004 has been indicated as the starting point for collaborations between the private sector and humanitarian aid organisations. However, the ICRC, ICCO and the UN already had a large history with private sector engagement. For example, ICCO has been building on relations with the private sector since the mid-1990s and the UN Global Compact was already launched in the year 2000. ICRC's *Global Partnerships for Humanitarian Impact and Innovation* programme has been active only since 2014, but before this the Corporate Support Group and Corporate Partnerships Unit before the GPHI2 have been set up. So, these three organisations were already involved in what since 2004 became the trend in the humanitarian aid sector.

Both ICCO and the ICRC are recognising that the role of the private sector is still growing and changing today. Jeroen Jurriens from ICCO said about this more rapprochement and recognition are occurring among the private sector and the humanitarian aid sector, because it finally becomes accepted that both sectors have a common goal, which is to help people further (J. Jurriens, personal interview, January, 29, 2016). It also helps that internationally this recognition is increasing within organisations as the World Economic Forum, so world leaders and multinational company executive boards are starting to feel more responsible towards disasters and the impact of those on the population. Yannick Heiniger from the ICRC mentioned that the humanitarian aid sector as well as the private sector has to adapt to a rapidly changing environment (Y. Heiniger, personal interview, December, 14, 2015). Suddenly, knowledge becomes valuable for the sectors, which before would only be considered relevant within the sector itself.

Before, it has been mentioned that companies prefer to cooperate in natural disasters rather than in conflict crisis, but Mr Heiniger noticed a change in this. Nowadays, it has become evident how quickly stable countries, such as Syria and Ukraine, can collapse and that fragility is everywhere. So, because the ICRC has a reputation of handling instability and insecurity, suddenly the organisation has turned into an increasingly valuable collaboration partner for companies. For example, the ICRC can provide expertise on risk analysis to companies.

## 4.2 The programmes GPHI2, ICCO and the UN Global Compact in detail

### 4.2.1 Detailed overview of GPHI2, ICCO and the UN Global Compact

All three programmes have been introduced before, but some more details, obtained from the interviews and desk research, are needed to be able to examine which effective factors are considered important, which are not and which are not even named.

Figure 2, ICRC (n.d.).



The GPHI2 of the ICRC is a programme launched to serve three main objectives, namely to innovate internally, to identify possible partnerships and let the private sector define this and to shape a common vision for multi-sector partnerships. Within the ICRC, three employees are working on GPHI2 to facilitate all that is needed; these employees came from the Corporate Partnerships Unit. Besides three objectives, also three challenges were mentioned, namely ‘how to remain effective with restricted access by conflict?’, ‘how to remain relevant for the people in need?’ and ‘how to produce sustainable innovations?’ (Y. Heiniger, personal interview, December, 14, 2015). So far, the GPHI2 has had its first event, in which 100 people participated, ranging from the ICRC colleagues to private sector attendees. Eight initiatives resulted from this GPHI2 event. For example, Makeathons were organised in India, in which private sector participants and other investors met in order to make innovative products for disabled people in India (ICRC Makeathon, n.d.). Other examples are the creation of IPFL Humanitarian Lab, to develop new technologies and the joining of Philips in the Corporate Support Group. Also, the World Innovation Initiative is an interesting example of how the GPHI2 is put into practice. This is an ideation process in which a challenge is identified internally every four months by the ICRC staff in the field and at the offices. This challenge is then put on a platform for external audiences, so a solution can be brought up from a whole different perspective than usual. Besides this, it is difficult to determine which initiatives can be linked to the GPHI2, since the programme structure is very much equal, meaning it is actually not much structured and mostly uncoordinated and mixed. Moreover, the ICRC does not strongly commit the partners to the GPHI2; on the contrary, participation depends on the goodwill of people. However, much of the newly innovation and collaboration processes do have

the GPHI2 as a starting point. To summarise, “the GPHI2 in one sentence is, a matchmaking initiative that will be the answer to key challenges” (Y. Heiniger, personal interview, December, 14, 2015).

Figure 3, ICCO (n.d.).

 ICCO is the organisation, which really has its focus on the last part of the definition of a global implementation partnership, namely “global implementation partnerships allow for local implementation” (UN Global Compact, 2013, p.5). Until now, ICCO has managed many projects throughout the world with partnerships and collaborations with multiple sectors and the organisation is best explained in detail by examining multiple project examples, which have been established through partnerships with the private sector. One project example is the Business Booster project, consisting of a recent setup course to support southern companies to scale up the business efforts and performance. The collaboration will last for two years and the local companies would be linked to a northern company, to be able to learn from one another. Another manner in which ICCO collaborates, is by strengthening the value chains by setting price arrangements of products, such as coffee, tropical fruit or shea nuts in request of and in co-operation with Albert Heijn or other companies. This gives the small retailers and local farmers a chance of finally getting a fixed price for products and are able to invest more into the businesses.

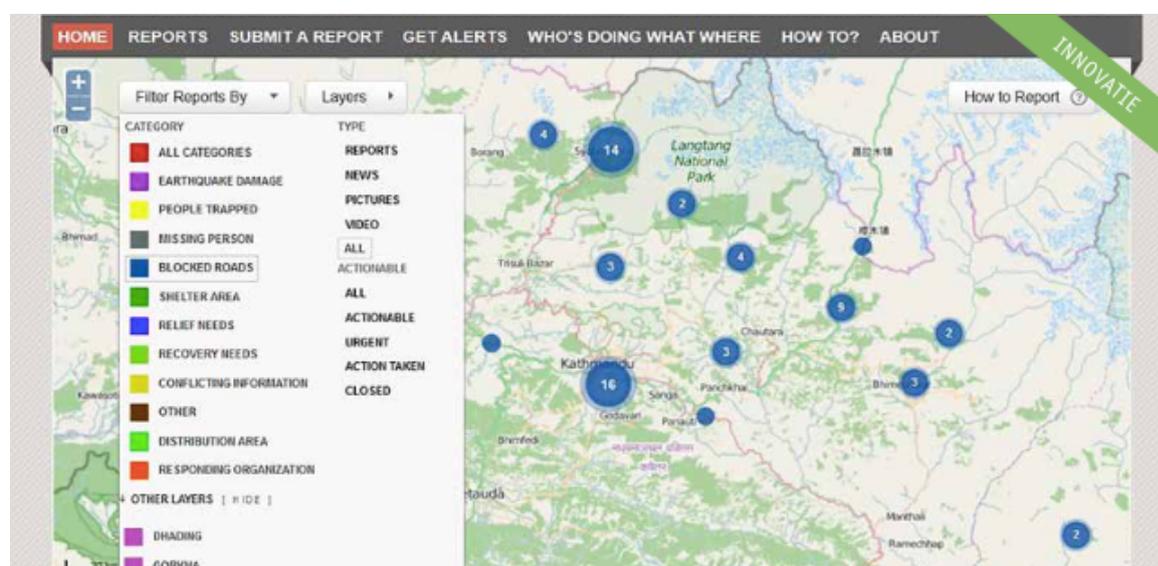


Figure 4, Tielens J. (2015, December).

The last project example is about the collaboration with Akvo & Flow, a consultancy office specialised in data collection. That company designed an app for, among others ICCO, which can be used for data collection on food security in rural areas in Uganda or to get an overview on the consequences of the earthquake in Nepal. All the information, such as how many times did this family

eat last week or how damaged are the houses, will then be maintained by local NGOs, which have been trained by ICCO and uploaded on the internet. Besides, ICCO is connected to the Act Alliance, which is a worldwide network active in 137 countries of which two out of three participants come from the Southern countries (J. Jurriens, personal interview, January, 29, 2016). The Act Alliance is targeted on humanitarian aid, development, lobbying and advocacy. The last important aspect of ICCO is about the set criteria before entering into collaboration with companies, in the form of the Ruggie Framework (Business & Human Rights resource centre, n.d.). This framework contains principles for collaboration and can be explained as an agreement about human rights, humanitarian aid and the environment (J. Jurriens, personal interview, January, 29, 2016).

Figure 5, UN Global Compact (n.d.).



Interestingly, the UN Global Compact has features of both a global implementation partnership and a corporate responsibility initiative. Since, the main objective of the UN

Global Compact is to, “align strategies and operations with universal principles on human rights, labour, environment and anti-corruption and take actions that advance societal goals” (UN Global Compact, n.d.). It is recognised that this goal on the global level needs collective effort to succeed. The UN Global Compact very much tries to guide companies to more sustainable strategies and business performances on the basis of its Ten Principles, consisting of rules about human rights, labour rights, the environment and anti-corruption (UN Global Compact, n.d.). The strategy of the programme lies within five elements, which partnering companies should take into practice; partners should align with the principles, take action to support society, commit at leadership level, report efforts annually and engage locally wherever possible. This commitment at leadership level is recognised, as the beginning of bringing change into effect and therefore it is required to have support of the companies’ executive board. Furthermore, a Communication on Progress report needs to be made public every year and also annually a financial contribution must be made. Lastly, it is encouraged to integrate the Ten Principles in the day-to-day working style of partners. When not meeting these commitments as a partner, the status is being downgraded and after two years the partnership is disconnected. An example of how the UN Global Compact works can be seen in the Global Compact Local Networks. These groups have an independent status from the Global Compact and are self-governed, but are collaborating closely with the main programme in order to help partners with different national, cultural and language contexts. In short, the UN Global Compact “is active in 162 countries, with 8,000 company partners, 4,000 non-business partners and representing 58 million employees” (UN Global Compact, n.d.).

#### *4.2.2 Similarities in the programmes*

Even though, the three programmes are sharing some characteristics and all can be categorised under the UN's partnership model of a global implementation partnership, a lot of differences appear as well. Firstly, proof of the former statement will be provided through the criteria, which have been mentioned in the introduction. Secondly, some contrasting features of these three platforms will be laid out and an explanation will be given of the different terms ascribed to the GPHI2, ICCO and the UN Global Compact in the theoretical framework paragraph: 2.3 Global Implementation Partnership.

All programmes apply for the criteria, since, at some point, all three have said to be functioning as a platform and to collaborate with the private sector. Furthermore, all are set up globally, but focused on local implementation as can be seen from the following quotes; “the GPHI2 is a platform for collaboration and innovation to solve challenges we face in the field”, “ICCO acts as a facilitator by linking the local with the multinational” and “the UN Global Compact stands for acting globally and engaging locally” (Y. Heiniger, personal interview, December, 14, 2015; J. Jurriens, personal interview, January, 29, 2016; UN Global Compact, n.d.). As for the other criteria, the private partners are very much involved in the programmes. In the GPHI2, companies are involved through the responsibility to take on initiatives and projects on a voluntary basis, be involved in evaluation processes. As for ICCO, it is the intention that ICCO not always have to be involved, but can hand over the responsibility to partnering companies. Different from others is the UN Global Compact, which objective is to create a sustainable economy through good business practices and that way the companies are part of the subject themselves. All programmes have stated to be in some way or another occupied with conducting evaluations and impact measurements, however it does appear to be difficult to determine exact outcomes and results of the programmes as was noticed before in the theoretical framework. Besides, in case of the GPHI2 it is yet too early to see if the programme is reaching its objectives and presumed effectiveness (Y. Heiniger, personal interview, December, 14, 2015).

Additionally, another striking feature of a global implementation partnership can perhaps be found in the fact that the programmes all stated to have a facilitating role in managing the private partners contribution to humanitarian aid. This is not part of the definition of a global implementation partnership, nevertheless it is an aspect that returned continually in the field research and is therefore interesting. In case of the GPHI2 this facilitating role can be explained as follows, a challenge in the physical rehabilitation has been defined. Then, the physical mobility unit of the ICRC takes on the leadership in engaging with the private sector, while the Corporate Partnerships Unit of the GPHI2 serves as facilitators by bringing actors together and being there if needed. So, every unit and every business can decide from themselves what is needed and what is wanted when it comes to collaboration. Likewise, ICCO acts as a facilitator in setting up projects for local businesses and get

global businesses involved, such as helping Albert Heijn to treat its retailer chains with social responsibility. As for the UN Global Compact, it facilitates in providing support for partnering companies to improve the strategies into more sustainable and more humanitarian and also describes itself as a matchmaker (UN, n.d.).

#### *4.2.3 Differences in the programmes*

Global implementation partnerships can have distinctive formats and a wide range of central issues. For example, whereas the GPHI2 focuses on innovation, ICCO has as central issue ‘development cooperation’ and the UN Global Compact is mostly concerned with sustainability. Furthermore, the GPHI2 programme is largely internally focused, since one set of objectives is to internally increase awareness of the benefits of partnerships and to create interest on innovation within the institution. The ICCO Cooperation is rather externally focused, because of the focus on local implementation in the field. However, the UN Global Compact has as goal to improve the workings of the private sector and is in preference of concentrating on broadening its impact on the business world by attracting more partners.

Other distinctive characteristics of the GPHI2, ICCO and the UN Global Compact lie within the size of the initiative and how long the programmes are in the run. Noticed is that the GPHI2 is by far the smallest programme, collaborating with only seventeen companies. The first reason as to why the GPHI2 purposefully only has a limited number of corporate participants, is other humanitarian aid organisations can provide their logo to companies for marketing purposes and the ICRC can not do that because of the protective use of the ICRC logo. The second reason is the ICRC upholds a very specific mandate on which companies are allowed as partners. Then, ICCO already has a broader pallet of private sector partners and the largest one is the UN Global Compact, with partners coming from all kinds of sectors, backgrounds and countries. Moreover, GPHI2 is basically just starting up and exploring all the possibilities that can be reached with it. On the contrary, ICCO already has more than 20 years of experience with private sector engagement. Lastly, with its launch in 2000, the UN Global Compact is the medium-term running programme of the three.

The last distinctive feature of the programmes has been discovered during the interviews, in which it became clear that the GPHI2 is a programme with a loosely based structure in which all kinds of projects, partners, internal teams and employees are linked with one another and are collaborating on a daily basis. In contrast, ICCO has its structure set up in more separate components, with humanitarian aid being one and cooperation with the private sector as another.

In the report of Oglesby, following terms are named as different forms a platform programme can take on; it is interesting to see how the programmes all match with another term (2012, p.8). The term ‘a series of events’ fits the GPHI2 best, since that is exactly what the programme is designed as. Last year, in October 2015, the first event took place with over 100 participants from the private sector, as well as ICRC employees. A second event will happen in March 2016, with a doubling of participants. On the other hand, ICCO matches the terms ‘an organisation’ and ‘a strategic alliance’ perfectly. ICCO as an organisation is acting as a platform for collaboration with private companies and allowing for local implementation through several projects. The UN Global Compact can be described as ‘a set of principles and guidelines’, because the Ten Principles of the UN Global Compact are the backbone of the platform that is provided for the business partners of the programme. Besides that, the UN Global Compact is ‘a network’ that has over 8,000 companies as partners and more than 4,000 non-business participants.

### 4.3 Added value

#### 4.3.1 *Benefits for and motives of partnering companies*

The websites of the GPHI2, ICCO and the UN Global Compact all have a page about ‘why companies should participate in the humanitarian aid programmes? What is in it for the partners?’ These pages will be explored and more results obtained from the interviews will also be outlined. In the chart below, all benefits for the partnering companies named in the website pages have been laid out next to Binder’s four drivers and Darko’s extra motive (Binder, 2007; Darko, 2014; ICCO, n.d.; ICRC, n.d. ; UN Global Compact, n.d.).

From this chart, the usefulness of Binder’s Four Drivers has been proven, since it becomes easily visible which programme offers what gain to businesses and how the profit of partnering can be categorised. So can be noticed the ICRC offers a diverse packet of benefits to businesses, ranging from the first driver to the third, by arguing that a partnership with the GPHI2 will enhance reputation, increase staff motivation and drive expertise exchange. In opposition to this ICCO mainly focuses on the third driver, through indicating much can be gained from sharing contacts, knowledge, networks and giving advice. In addition, ICCO also motivates companies to engage by paying attention to the possible ‘fifth driver’ from Darko, thus bringing the knowledge about and contacts with local businesses to the table as a valuable asset. A similar focus is seen in the benefits the UN Global Compact offers to companies, although increased brand trust is also recognised. Besides, it is not so unexpected that the fourth driver is not named, because that one is linked to the intrinsic motives of corporate executives and therefore it is impossible for organisations use that as an argument for collaboration.

<b>Four drivers &amp; Darko's motive</b>	<b>GPHI2</b>	<b>ICCO</b>	<b>UN Global Compact</b>
<b>1. Corporate image &amp; identity</b>	Visible demonstration of CSR – positive media coverage and publicity.	-	Sustainable companies experience increased brand trust and investor support.
	Enhanced reputation with customers.	-	-
<b>2. Staff motivation</b>	Increased staff motivation – how you can use your employees' activities to benefit business objectives.	-	-
<b>3. Knowledge transfer &amp; learning</b>	Collaboration based on joint needs.	Information on CSR networks in developing countries.	Tools, resources and trainings.
	Knowledge and expertise exchange – partners are encouraged to learn from and share successes in order to innovate together.	Contacts with Dutch import companies, fair trade organisations, labour-organisations and knowledge institutions.	Unprecedented networking access with UN Global Compact participants.
	-	Specific knowledge on sustainable value chains like, forest products, fruits & vegetables.	The moral authority, knowledge and experience of the UN.
	-	Advice on strategies for CSR in relation to poverty reduction.	Best practice guidance – built on 15 years of successes.
<b>4. 'Doing good'</b>	-	-	-
<b>Darko's motive: gaining local knowledge</b>	-	Knowledge of the complex local contexts and local producer organisations.	Local network support in 85 countries.
	-	Contacts with local parties.	-

As a result from the interviews, some more interesting views on collaboration with the private sector were given by the humanitarian aid organisations. Mr Heiniger explained that companies are becoming more interested in engaging in humanitarian aid, because the world is rapidly changing and companies acknowledge now that humanitarian aid organisations do have valuable expertise in the house (Y. Heiniger, personal interview, December, 14, 2015). The ICRC is expert in dealing with instable and complex matters and can advice companies about risk analysis or on complex markets. The UN Global Compact builds further on this view, by classifying another reason why companies should consider participating in the humanitarian aid sector, namely “corporate success requires stable economies and healthy, skilled and educated workers. Thus, working on sustainability leads to a better market for companies” (UN Global Compact, n.d.).



Figure 6, United Nations Global Compact (n.d).

ICCO’s preference of knowledge transfer is also extended to the description of another motive for companies, which can be linked to Darko’s ‘gaining local knowledge’. Mr Jurriens answers to the question on why companies would enter into a partnership, that through partnerships with the humanitarian aid sector, businesses gain access to unexplored markets (J. Jurriens, personal interview, January, 29, 2016). This coheres with the term ‘bottom-of-the-pyramid’, meaning that 20% of the world population is not reached, because they do not have the money to own and buy products. However, it is a market with many possibilities and especially with a huge amount of potential consumers. In order to make investments in this market lucrative, ICCO provides support and concepts must be developed attractive for these consumers, such as cheap prototypes of water or sanitary facilities. Besides all these positive views on private sector engagement, Mr Jurriens noticed, in coherence with Zyck’s critical note on benefits for companies, that in practice collaborations do not yet adopt so all-encompassing forms. Often, collaborations remains limited to setting up a foundation outside the core business of a corporation.

#### *4.3.2 Humanitarian aid organisations views on private sector engagement*

The reason why the ICRC launched the GPHI2 and becomes more involved in partnering with the private sector is reflected in the three main objectives for this programme. The first set of objectives were internal ones, so for the ICRC employees, to increase awareness of possible partnerships with other actors, such as the private sector or academia and to create a community of interest on innovation and public-private partnerships within the ICRC. The second group of objectives were made for non-participants and included bringing an understanding of the Red Cross Movement mandate, identifying how their organisations, products, resources or expertise can be used to meet the needs of people in conflict areas and coming up with a commitment to work on these identified participation possibilities. The last objective mainly revolves around the question of ‘how can innovative ways of overcoming the challenges together be established?’ This should shape a common vision for multi-sector partnerships. It is clear that these objectives and benefits for the ICRC fit with some of the earlier named benefits for humanitarian aid, namely provided resources, expertise, access to networks and added capacity. However, media attention seems to be a less important benefit for the GPHI2, since the event is more internally focused.

Beyond the scale of the GPHI2, the ICRC started to get interested in the private sector for the benefit of financing and funds about ten years ago, so purely on a philanthropically basis with mainly Swiss companies. Lars Staring of the ICRC put it this way, “the Corporate Support Group first consisted of companies donating 5000 Franc each year and then received a thanking letter from the ICRC” (Lars Staring, introductory interview, December, 4, 2015). Later, this interest grew into a more in-depth relationship and were the Corporate Support Group companies also conducted when challenges needed to be tackled.

Mr Jurriens struggled a bit more to define how ICCO itself exactly benefits from collaboration with the private sector. The reason for this can be that ICCO stands for being partner for enterprising people and therefore is more focused on the benefits of the collaboration for the local farmers and companies, which are supported by ICCO. Hence, the first benefit Mr Jurriens identified is, the businesses are an important player in the world, as well as fulfilling a task. Businesses can bring forward sustainable economic growth, which helps people very much. Then, it is the philosophy that through collaboration it becomes easier to influence businesses into committing to more sustainable and durable strategies. After these benefits, actually for partners of ICCO, two more were named that had a setup, which did correspond to really being beneficial for ICCO. Firstly, the already partnering companies can provide feedback on how ICCO should display its expertise to attract more possible business partners. Secondly, expanding ICCO’s network of contacts is seen as an extra advantage, since with such a big network ICCO gets a stronger position in the business world on several lobby issues, for example the Ruggie Framework. ICCO named almost all benefits mentioned before in the

theoretical framework. Only media attention and management approaches seem of minor importance. Furthermore, a stronger lobbying position can be seen as a new benefit.

For the UN Global Compact it is nearly impossible to find out how this organisation benefits from private sector engagement. Only, logical and obvious benefits in the form of a growing network and added capacity can be indicated. As well as, a stronger lobbying position for the UN Global Compact. Besides, it is hard to decipher from which benefits the UN Global Compact profits, since the programme is very much focused on the businesses, instead of profiting from the partnership.

#### **4.4 Examination of three programmes on the basis of the effective factors**

The following chart has been set up to be able to identify which effective factors are occurring in which programmes. As a side note, during the interviews it was not directly asked if a certain effective factor was valued as important by the interviewee in the concerning programme, rather the interviewee talked and explained about how the programme worked in his/her view. Therefore, this chart does not represent the importance the employees of the GPHI2, ICCO or the UN Global Compact placed upon an effective factor, but if the factor did or did not occur in the programme, based upon the interview and the desk research conducted. In the end, it can be the case that a topic, such as exit-clauses, was not covered in the interview, but that in some way or another it has been taken care of in a programme, or that it recently has been implemented after in the interview. Therefore, drawing conclusions has been done carefully, so a programme does not get undervalued and whenever it was not possible to draw definite conclusions, the effective factor got a ‘?’ in the chart below.

The most outstanding results from this chart are that effective factors 1, 3, 6, 7, 10, 11, 12, 15 and 16 have been found to appear in all three programmes. In order to give more meaning to these outcomes, a brief recap; in the literature, the factors 1, 7, 8, 9, 10 and 20 were considered as the ones being the most important to keep in mind while examining a programme on effectiveness. So, these are matching on some points, but definitely not on others.

<b>Effective factors versus programmes chart</b>	<b>GPHI2</b>	<b>ICCO</b>	<b>UN Global Compact</b>
<b>Start of the partnership:</b>			
<b>1</b> Clear membership criteria	X	X	X
<b>2</b> Trust must be established	-	-	-
<b>3</b> Wide range of actors, MNC, HAO, government, civil society, academia	X	X	X
<b>4</b> Secure partners commitment	-	X	X
<b>5</b> Geographically balanced distribution of actors (developing countries)	-	X	X
<b>6</b> Stay open for new partners	X	X	X
<b>Clarity about the programme:</b>			
<b>7</b> Clarity of purpose/vision/objectives	X	X	X
<b>8</b> Clear description of tasks and responsibilities	-	X	X
<b>9</b> Neutrality, transparency and equity	X	X	?
<b>Features of the programme:</b>			
<b>10</b> On-going timeframe	X	X	X
<b>11</b> Local implementation	X	X	X
<b>12</b> Funding and financial save	X	X	X
<b>13</b> Highly task-focused programme	X	X	-
<b>14</b> Professionalism, 'going the extra mile' culture	?	?	?
<b>Features of the partnership:</b>			
<b>15</b> Mutual benefit	X	X	X
<b>16</b> Dialogue among partners	X	X	X
<b>17</b> Ability to engage at senior leadership level (high engagement)	-	-	X
<b>18</b> Ability to navigate in different cultures (HAO & MNCs)	X	X	-
<b>19</b> Strong leadership in the secretariat	?	?	?
<b>Towards the end:</b>			
<b>20</b> Learning culture	-	-	-
<b>21</b> Conduct evaluations	X	X	?
<b>22</b> Integrate exit-clauses	?	?	X
<b>Legend:</b>	X = This factor has been identified in this programme		
	- = This factor has not been identified in this programme		
	? = This factor is unidentifiable / unknown in this programme		

**Start of the partnership**

## Effective factor 1: Clear membership criteria

The ICRC upholds a mandate for collaboration with the private sector. This mandate is very specific and does not permit any partnership with weapon production companies or the tobacco industry. Furthermore, the ICRC is careful in screening companies in order to maintain the independent and clean reputation of the ICRC. At the same time, ICCO is open for a wider selection of companies, however the organisation does have a clear mandate too and the company should commit to the Ruggie Framework. On the contrary, even though the UN Global Compact has stated some restrictions to collaboration, such as micro-enterprises, subsidiaries and the tobacco industry as well, the programme is open for almost every kind of industry, company size and any other actor possible. This implies an inclusive character of membership criteria, as has been defined in the theoretical framework.

## Effective factor 2: Trust must be established

Interestingly, this was the one of the few effective factors that could not be identified in any of the three programmes. Of course, it is not the case that the organisations just rush into partnerships, obviously such steps are taken consciously and carefully, however the concept of first building trust, was not mentioned in the interviews, nor to be found anywhere on the websites and other resources on the three platforms.

## Effective factor 3: Wide range of actors must be included

Foundations, academia, non-governmental organisations, local farmer corporations, MNCs, small/medium enterprises are all examples of actors included in the programmes of the GPHI2, ICCO and the UN Global Compact.

## Effective factor 4: Secure partners commitment

As for this effective factor, the GPHI2 is the odd programme, since the partners collaborate on a voluntary basis and the platform relies on the goodwill of the partnering companies. Some partners are funders of projects, others are only attending the GPHI2 events to provide solutions and others are Corporate Support Group members, which engage in other forms of collaboration. This is in contrast with Tennyson, who stated, “partnerships are only dialogues without a tangible commitment to collaboration” (2011, p.15). It has to be mentioned, the Corporate Support Group does have a six-year agreement on an informal legal basis. On the other hand, ICCO has a two-year contract with its partners and partnering companies of the UN Global Compact are obliged to hand in a yearly report on the progresses on sustainability in the company.

Effective factor 5: Geographically balanced distribution of actors

Especially, ICCO and the UN Global Compact pay attention to having partners from developing countries, or southern countries, as is the term used by ICCO. The GPHI2 platform does have partners from other parts of the world, but it is not something balanced out.

Effective factor 6: Stay open for new partners

All three global implementation partnerships have expressed to still be open for new private sector partners and even for new ways of collaboration with this sector to reach the set objectives.

### **Clarity about the programme**

Effective factor 7: Clarity of purpose/vision/objectives

In short, the purpose of the GPHI2 is to create innovative solutions to challenges through partnerships. Whereas, the objective of ICCO by partnering with the private sector is to help enterprising people and the UN Global Compact's vision is to create a sustainable global economy. All these visions and objectives are clearly communicated in order to attract new partners and to have a basis to work on.

Effective factor 8: Clear description of tasks and responsibilities

The GPHI2 is based on an equal system and therefore quite uncoordinated and unstructured. Even Mr Heiniger, the coordination manager of the GPHI2, could not determine exactly which projects, initiatives and ideas fall under the GPHI2 programme and which did not. However, this structure has been adapted on purpose and apparently is this loosely based way of working successful for the ICRC and its partners.

Effective factor 9: Neutrality, transparency and equity

For the GPHI2, particularly equity between partners has been mentioned in the interview. All partners are able to decide on what initiative to work or even what they want to set up. In one particular project, the partner Philips even takes the lead, since the subject is the field of expertise of that company and then the ICRC takes a step back. For ICCO, equality and neutrality are visible in the partnerships with local farmers and global businesses trying to create sustainable value chains.

### **Features of the programme**

Effective factor 10: On-going timeframe

The GPHI2's future will be more events and more initiatives resulting from those events and collaborations. Identically, ICCO and the UN Global Compact will remain active as well. However, it is unclear as to what the 'moving-on strategy' is to go beyond initial goodwill. Especially, for the GPHI2 this is exactly the phase the programme is in right now.

#### Effective factor 11: Local implementation

Mr Heiniger said the following about local implementation of the GPHI2, “it is a platform for collaboration and innovation to solve challenges we face in the field” (Y. Heiniger, personal interview, December, 14, 2015). On the other hand, ICCO links global businesses with local partners and is therefore focused on local implementation. Similarly, the UN Global Compact has launched Local Networks to facilitate the need for local implementation.

#### Effective factor 12: Funding and financial save

The GPHI2, ICCO and the UN Global Compact all have ways to stay financially healthy. Most of the partners of GPHI2 and ICCO contribute financially and the UN Global Compact even stated as a commitment that a financial donation should be made to the programme every year.

#### Effective factor 13: Highly task-focused programme

It was difficult to determine if the global implementation partnerships were indeed highly task-focused. The choice for the GPHI2 and ICCO, as highly task-focused programmes, was made because the partnering companies can engage in specific projects and then have clear tasks and responsibilities to be carried out. Examples can be the Business Booster project of ICCO and the Makeathon event of the GPHI2.

#### Effective factor 14: Professionalism, ‘going the extra mile’ culture

This effective factor was not possible to examine thoroughly, therefore only one interview with the programmes has turned out to be insufficient. Besides, it would be recommendable to also conduct an interview with a corporate partner, to fully gain insight in how the platform partnership is perceived.

### **Features of the partnership**

#### Effective factor 15: Mutual benefit

Even though, all programmes expressed at least a few mutual benefits, all three also have one core idea on who in the end has the advantage of the partnership. The GPHI2 has a focus on internal gain, since the objective is to improve and innovate the ICRC. Whereas ICCO is externally focused, committed to transferring the benefit of partnerships to local NGO and business partners. The UN Global Compact is less focused on mutual benefit than the other programmes, since the focus there is mostly on improving the sustainability of companies and markets and less on gaining anything from the private sector engagement.

**Effective factor 16: Dialogue among partners**

The GPHI2 organises events to which more than 200 participants are invited and meet face-to-face, which increases the stability of the partnership and leads to more created initiatives. Similarly, ICCO meets on a regular basis with its partners and engages often in the field and in developing countries. The UN Global Compact also encourages dialogue, through matching partners to collaborate together.

**Effective factor 17: Ability to engage at senior leadership level**

The UN Global Compact is the only programme in which the importance of engagement at senior leadership level is recognised and this effective factor is even one of the elements expressed as the strategy. Meaning, “to push sustainability deep into the corporate identity, companies must commit at the highest level” (UN Global Compact, n.d.). So, support of the executive board is a required, before entering into a partnership with the UN Global Compact is possible.

**Effective factor 18: Ability to navigate in different cultures**

Attention is paid to the differences in culture of the humanitarian aid sector and the private sector by all three programmes. The GPHI2 underlined the difference in language, meaning that definitions on concepts such as ‘innovation’ were found to differ among the sectors. Through strong engagement and dialogue, it is tried to overcome these language barriers. Also, ICCO recognised the differences and especially recognised that humanitarian aid organisations can still be quite suspicious of companies, since both are pursuing so different goals. However, ICCO views partnership building as a process, which takes time and effort. Furthermore, ICCO remains critical of its partners and Mr Jurriens said the following about that, “we stand for the Ruggie Framework and human rights, we pronounce that to the companies and collaborate with companies open for discussion whenever ICCO sees something in the companies inconsistent with the Framework” (J. Jurriens, personal interview, January, 29, 2016).

**Effective factor 19: Strong leadership in the secretariat**

Even though, the interview of the GPHI2 and ICCO were conducted with an employee of the programme, it was not possible to determine in how strong the leadership in the secretariat ought to be and if local partners were also granted a voice in the decision-making process.

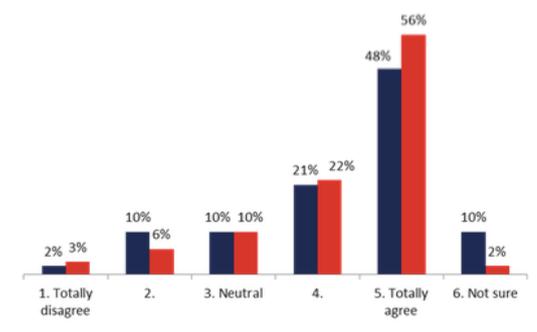
**Towards the end****Effective factor 20: Learning culture**

With ‘a learning culture’ was meant multiple platform-wide learning, so not only between members within one platform, but from one platform to another. This was found not to be the case with these three global implementation partnerships.

## Effective factor 21: Conduct evaluations

In case of evaluations, the GPHI2 has handed out surveys to the participants not only after the event took place, but also before. This resulted in a very detailed data collection and the possibility to implement any newly found results in the following event. An example of this is the figure 7 (IMD, 2014). On the other hand, ICCO has put in place a PME-system, which stands for Planning, Monitoring and Evaluation. Therefrom, first goals and tasks are set for a project, then reports are made to monitor the progress and lastly, ICCO evaluates the results obtained. However, this method does not involve partnering companies as much as is the case with the GPHI2. The UN Global Compact, do have a substantial database, nevertheless, it seems that companies are rather monitored than involved in evaluations.

Figure 7, IMD (2014).



Q5. Partnerships with the private sector are essential for the ICRC to fulfill its humanitarian goals in the 21st century.

## Effective factor 22: Integrate exit-clauses

Only of the UN Global Compact, it is certain some kind of exit-clause exists in case a partner does not cooperate the way agreed upon. When, a partner fails to meet the commitments, a partner gets downgraded to non-communicating and when this status lasts for two years, the partner becomes non-active and leaves the UN Global Compact.

## 5. Analysis and discussion

### 5.1 Emerged private sector engagement

In this section, the most important point under discussion is whether the Indian Ocean tsunami actually can be notified as the starting point of increased collaboration between the private sector and humanitarian aid organisations or if this trend already occurred way before the tsunami, just as two of examined programmes did. From figure 8 below, it can be seen that indeed the Indian Ocean tsunami in 2004 has been a major beginning of private sector engagement (Binder, 2007).

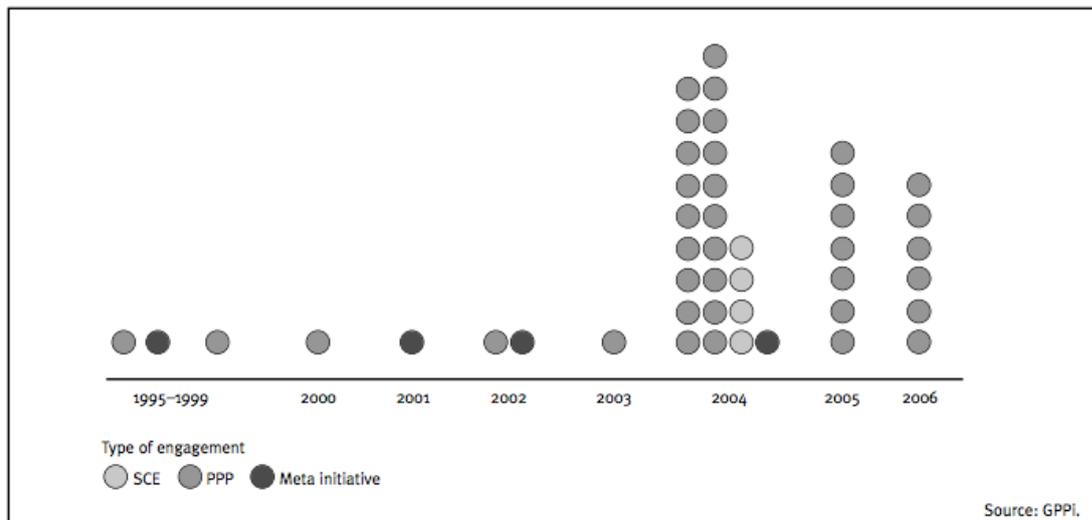


Figure 8, Binder A., Witte J. M. (2007, June).

### 5.2 Partnership models

The United Nations' six partnership models have been used in this research to identify what kind of collaboration between the private sector and humanitarian aid organisations were researched. It had already been mentioned in the UN Global Compact report that partnerships could contain features from more than one model (UN Global Compact, 2013, p.35). This also appeared to be the case for all three programmes, since the GPHI2 had features of both the global implementation partnership and an innovation partnership, ICCO matched both the global and the local implementation partnership, whereas the UN Global Compact could either be a global implementation partnership or a corporate responsibility initiative. Besides, even though the programmes all apply for a global implementation partnership, four distinctive characteristics were found, regarding the central issues, the size of the programme, the duration and the structure of the platform. Furthermore, Mr Heiniger from the ICRC even recommended not to compare the GPHI2, ICCO and the UN Global Compact, since it would be like "comparing apples with bananas" (Y. Heiniger, personal interview, December, 14, 2015). Therefore, it has been chosen not to make a comparison between the programmes on effectiveness, but rather to examine which effective factors are named in the theories and which actually appear in practice. In conclusion, it can be argued that with so many distinctions the UN partnership model

might not be as complete as assumed. A possible addition, in order to specify partnerships further by the partnership model, is to include sub-categories. Along the lines of adding a section in which it becomes clear whether a programme has an internal or external focus or the distinction of a small global implementation partnership and a big global implementation partnership.

### 5.3 Added value

In order to identify what the motives of the private sector are to engage in the humanitarian aid sector, Binder's 'four drivers' have been used. However, also this model proved to be insufficient in regard to the GPHI2, ICCO and the UN Global Compact. Therefore, in the report of Darko an extra motive was mentioned, which then provided a more complete overview of the added value of collaborations with the humanitarian aid organisations for companies. So, instead of only using Binder's 'four drivers', Darko's motive about the provision of local knowledge about the course of events, policy environments and other locally different ways of working was added to the chart (Darko, 2007, p.2). Even so, during the interviews it became clear that the humanitarian aid organisations could still add more value to the partnerships, by identifying two more reasons for companies to start collaborating with humanitarian aid organisations. Firstly, the UN Global Compact stated the benefit of having stable economies and educated workers that leads to better markets and thus more profit to be gained. Secondly, ICCO added the benefit for partnering companies of gaining access to unexplored markets, the so-called 'bottom-of-the-pyramid' markets.

In the interviews there were no questions asked directly about any risks for humanitarian aid organisations when engaging with the private sector. Even though, the humanitarian aid organisations are said to be quite suspicious of the private sector, the interviewees mostly emphasised on the benefits of engagement in humanitarian aid by companies. Only Mr Jurriens once perceived a potential risk, which had not been pointed out in the theories. A risk can be that companies come in a position in which profits can be made from humanitarian aid. On the one hand, humanitarian aid organisations agree that creating business value is part of the deal to make collaboration work; on the other hand, this is definitely not the intention of humanitarian aid. This can be an example of a collision between the private sector and the humanitarian aid sector and a possible treat of effective factor 9, concerning 'neutrality, transparency and equity' in the partnerships.

### 5.4 Effective factors

So far, this effective factors section has been build upon two charts. The first chart in the theoretical framework showed all the 22 effective factors determined from the literature review and more specifically, also which effective factors were named in which report. The second chart, placed in the results chapter, consisted of which effective factors were implemented in which programme. In both

cases, a detailed explanation of all effective factors was given to justify the outcomes showed in the charts. So, the results can be categorised in the following groups; effective factors that appeared both in the literature and in the global implementation partnerships, effective factors only valued in the literature and effective factors only implemented in the platforms.

#### *5.4.1 Effective factors valued in literature as well as implemented in the programmes*

**Effective factor 1:** Clear membership criteria appear in both the literature and in the programmes as an important factor to consider. It gives the humanitarian aid organisations the option to choose what kinds of companies are wanted for collaboration. Membership criteria can be maintained through mandates and this is done by the GPHI2 and ICCO. Even the UN Global Compact did define some membership criteria, although not very strict, but that is because this programme has a more inclusive character of criteria and is open to participation from many organisations and companies.

**Effective factor 7:** Clarity about the purpose, vision and objectives of the platforms is also identified as very important by both researched resources. This gives the partnering companies a direction in what engagement is looked for and gives the humanitarian aid organisations the chance of communicating what they stand for and what goals should be reached. For partnering companies, the step to collaboration becomes easier, since it can be investigated for themselves if they have what it takes to reach those objectives instead of having to blindly jump into a partnership without understanding the exact value they can deliver. The GPHI2, ICCO and the UN Global Compact all provide enough clarity in their programmes.

**Effective factor 10:** For effective factor 10, all three programmes have an on-going time planning for the specific projects and specific time periods in which some commitment is secured, however attention should also be paid in making a ‘moving-on’ strategy to be able to scale up the projects and swift from goodwill to long-term collaboration. This is specifically important for the GPHI2, since this programme is not long in the run and only has had two events. What is the plan of the GPHI2 thereafter and how will the initial goodwill of the partners be transformed into the long-term commitment needed to remain effective? When the interview was conducted with Mr Heiniger, it might have been too soon for such a detailed on-going timeframe, but it is an important factor to build a strategy on and to keep in mind.

**Effective factor 11:** Local implementation partnership has been considered an effective factor by four out of the six reports and by all three the programmes. This is such a crucial factor, since it is also part of the definition of a global implementation partnership and thus really something the platforms should be dedicated to. Of the three programmes, ICCO is the one focused to most on local

implementation and is even willing to transfer responsibility to local actors to make them part of the plan, as is valued in Stibbe's report (2014, p.7). For example, during the disaster in Haiti, ICCO had a facilitating role in acting as the link between many local humanitarian aid organisations and the United Nations. Both kind of organisations were providing humanitarian aid, but had difficulty communicating, which ICCO then facilitated, instead of also providing humanitarian aid and not trusting the local organisations capable of doing so.

#### *5.4.2 Effective factors only valued in the literature*

**Effective factor 2:** This effective factor about 'establishing trust' before and during the partnership, was valued by four out of six reports, but not one of the humanitarian organisations have said to be paying attention to this specific aspect of the partnership. However, when time is taken to build trust consciously, it becomes easier to collaborate on a neutral, transparent and equal basis, since then any problems or even just ideas can be discussed more freely among partners. It might even overcome the difficulty in navigating in the different sector culture. For instance, first establishing trust can help to reduce the suspicious humanitarian aid organisation, which is not sure if the partnering company has a hidden agenda or not. Therefore, all three programmes should recognise the importance of trust building with corporate partners and take time to do so.

**Effective factor 8:** A clear description of tasks and responsibilities is said to be very critical for all six considered reports, however, only two out of the three programmes were dedicated to this effective factor. It brings more clarity in the programmes and that is what the literature has identified as one of the most important aspects in maintaining effective multi-sector platforms. Even though, the GPHI2 does not has a specific structure and more of an uncoordinated equal system, this does not necessarily has to change, since it is the way of working effectively for the ICRC and its partners. This loosely based structure might even have the advantage of more interested partners, because they do not have so much obligations and are free to choose when to engage and in which initiative to participate.

**Effective factor 20:** Creating a multi-platform wide learning culture was considered important for five out of the six reviewed resources. However, none of the three programmes have said to be carrying this out in practice. Mr Heiniger did voice that the GPHI2 is sometimes attending events of the UN Global Compact, but that this mostly was beyond the scope of the GPHI2 (Y. Heiniger, personal interview, December, 14, 2015). Despite, the indeed very distinctive features of the GPHI2 and the UN Global Compact, and ICCO as well, it can be very informative to not only learn from the partnering companies, but from other platform initiatives as well.

### 5.4.3 *Effective factors only implemented in the programmes*

**Effective factor 6:** The GPHI2, ICCO and the UN Global Compact are all open for new partners. New partners are opportunities for new ways of collaboration and new ways of being able to reach the objectives of each organisation. Only one out of the six reports recognised this factors as effective. Hereby, the literature definitely falls short, because even in that report, being the UN Global Compact, this effective factor was only briefly mentioned instead of fully explained.

**Effective factor 16:** Dialogue among partners was only named as an effective factor by two out of the six conducted literature reports, whereas all three programmes have been working on this factor. Meeting face-to-face with the partners is important in order to build sustainable relationships and stay committed to the projects and initiatives carried out.

**Effective factor 23:** ‘Have a facilitating role as a humanitarian aid organisation’ can be identified as a new, or perhaps completely missed, effective factor for global implementation partnerships. This effective factor is not mentioned in the literature at all, however this aspect repeatedly returned during the field research and is therefore now been identified as the 23<sup>rd</sup> effective factor. Before, this facilitating role has been discussed in the section about ‘similarities of the programmes’ in the results chapter. The GPHI2 facilitates by linking ICRC units with corporate partners and letting them work on projects together. ICCO acts as a facilitator by setting up projects with local businesses and making global companies involved as well. The UN Global Compact facilitates in providing support and guidance for its partners in making a sustainable economy and business strategy. This facilitating role increases the effectiveness of global implementation partnerships, because it provides the link that is needed to have all connected actors work together or to have them all work towards the same objective.

The last category is named, because these effective factors are apparently necessary in order to establish a successful and effective platform, even though these factors are not named explicitly or in the majority of the literature. Since, even without justification from the literature, if the effective factors seem to work in practice it can be of value for newly launched programmes as well. Noteworthy is that it was not expected to find that not only the global implementation platforms missed, to the literature, essential elements in the programmes, but that in the literature factors were named but not deemed as important for the effectiveness as the programmes valued them. On the other hand, it has previously been specified that the literature on private sector engagement in humanitarian aid is not yet complete and that it has not yet determined a way of measuring effectiveness in such platforms. Either way, two effective factors were implemented in all three programmes, but not valued as high in the literature. Equally important, is the new factor ‘have a facilitating role’, which could be identified in the programmes and has not be named in the literature at all.

Another interesting outcome is that certainly 20 out of the 22 effective factors are valued either by the programmes GPHI2, ICCO or the UN Global Compact or by the reviewed literature or by both. If a factor was valued only by one out of the six reports, often it then was found to apply in at least two out of the three programmes and this was also the case the other way around. Only two questionable effective factors occurred, which are effective factor 14 ‘professionalism, going the extra mile culture’ and effective factor 22 ‘integrate exit-clauses’. It found impossible to draw any conclusions on these factors based on one interview with the programme’s employees. Therefore, it remains unclear whether these factors can have an effective impact on the multi-sector platforms and further research should be conducted before the effectiveness of these factors can be determined. As a matter of fact, effective factor 19 ‘strong leadership in the secretariat’ was also unidentifiable for all three programmes, but this factor was justified by four out of the six reports and therefore not considered as undetermined as the other two factors.

#### *5.4.4 Effectiveness and the 23 effective factors*

With all this said, the question arises whether programmes, completely new programmes or the GPHI2, ICCO and the UN Global Compact, should work on meeting all the 23 effective factors in order to be effective? Even though, it is recommendable for global implementation partnerships to keep these effective factors in mind, a distinction should be made to which effective factors are valuable for which particular programme, since the differences between the programmes are significant. For example, the GPHI2 works best by having no fixed and clear description of tasks and responsibilities. Even though for the other programmes this effective factor 8 is of importance to increase the effectiveness of the programmes.

## 6. Conclusion

This research started with the discovery of the recently launched programme of the ICRC, namely the Global Partnerships for Humanitarian Innovation and Impact and that two very distinctive sectors, namely the private sector and the humanitarian aid sector, are increasingly collaborating to contribute to set goals in the humanitarian aid. Therefore, it was decided to conduct research on private sector engagement in global implementation partnerships, which consist of platforms with many participants coming from many different kinds of sectors and backgrounds. These collaboration platforms are relatively new in the humanitarian aid sector and thus an interest in how these programmes should become effective was sparked. The intention of the research was to examine the programmes GPHI2, ICCO and the UN Global Compact on the basis of possible effective factors. With this research, a link between the three programmes and the effective factors from the literature has been established. It became evident as to how the three global implementation partnerships differ in providing effectiveness and what should be kept in mind in the future regarding effectiveness in global implementation partnerships. The following research question was formed: ‘Which factors can be identified as effective for the three global implementation partnerships – the ICRC programme GPHI2, ICCO and the UN Global Compact – to organise the collaboration between the private sector and humanitarian aid organisations?’

In order to, get an answer to this research question the following steps were taken. Firstly, it was investigated how the role of the private sector engagement evolved and what could be indicated as the starting point of this collaboration trend. Secondly, the GPHI2, ICCO and the UN Global Compact were explained on the basis of partnership models, from the UN Global Compact report. Furthermore, a detailed description of the programmes was given, containing information about goals, visions and way of working of these three platforms. Also, similarities and differences were collected and discussed. Thirdly, the added value of these programmes for participating companies and for the humanitarian aid organisations was reviewed on the basis of Binder’s ‘four drivers’ and the field research. Fourthly, effective factors needed in order to become an effective programme were identified from the literature and examined with the global implementation partnerships.

In conclusion, the most remarkable outcomes on effective factors for the three programmes to organise the collaboration between the private sector and humanitarian aid organisations will now be outlined. At least 20 out of the 22 effective factors have proven to be valuable, either in the literature or in the programmes or in both. The two remaining effective factors, 14 ‘professionalism’ and 22 ‘integrate exit-clauses’ appeared to be questionable, since only one interview was not enough to provide justification from the field research. Moreover, only one resource from the literature valued these

factors as important enough to implement in the programmes. So, more research needs to be conducted in order to fill in the question marks, which were unresolved.

Furthermore, it has been found that, the effective factors 1 ‘clear membership criteria’, 7 ‘clarity of purpose/vision/objectives’, 10 ‘on-going timeframe’ and 11 ‘local implementation’ were both valued in the literature as well as considered important in the programmes. Other effective factors have only been found in the literature, which were effective factor 2 ‘trust must be established’, 8 ‘clear description of tasks and responsibilities’ and 20 ‘learning culture’. Another group of valued effective factors were encountered only in the global implementation partnerships themselves. These factors consisted of, effective factor 6 ‘stay open for new partners’, 16 ‘dialogue among partners’ and even a new effective factor has been identified, which is number 23 ‘have a facilitating role in the platform’. This last category is interesting conclusion, since the first two were named in the literature but were not identified as important as the programmes valued them. This was quite unexpected, although it has been said that the literature on private sector engagement in humanitarian aid is not yet complete. The other unique outcome was the new effective factor, number 23 ‘have a facilitating role’ that repeatedly appeared in programmes during the interviews and desk research, but was nowhere to be found in the literature. However, it can count as a feature of a global implementation partnership and it has the possibility of increasing effectiveness, by connecting the right actors of the platform together and facilitating the gatherings, meetings and projects needed to acquire the objectives set.

All in all, for the programmes, it can be recommended to consider working on some of these effective factors, since it has been found that these did not, yet, play a part in the platforms. For the GPHI2, this means paying attention to effective factor 2, 10 and 20. So, it would be advisable to consciously take time to secure trust in between partners, to define a ‘moving-on strategy’ to establish long-term commitment of its partners and to engage more with other platforms to really increase impact across platform programmes. ICCO and the UN Global Compact can be advised the same, but than only on effective factor 2 and 20. Altogether, a multi-sector platform has to find the balance between implementing the effective factors identified in the literature and to finding its own way of increasing the effectiveness of the projects and the programmes as a whole. Since, the literature does give a good notion of what needs to be done in order to become effective, but it is missing some essential parts.

## 7. Recommendations

The research on effectiveness of global implementation partnerships, also known as partnership platforms for collaboration of the private sector and the humanitarian aid organisations, is far from being complete, as has been noticed before. Critical reviews of these partnerships and a method of really measuring the impact and effectiveness of these programmes are missing in the literature. Therefore, for further research on this matter, it is recommended to either conduct an interview with more employees of a programme and someone from a partnering company as well or to hand out anonymous surveys to partnering businesses, in order to gain a more complete view on the global implementation platforms. Furthermore, it would be meaningful to also conduct research on measurable objectives and outcomes of the programmes, when a project of the programme enters the concluding phase. Then, it can be determined whether or not the desired objectives have been reached and thus if the programme is indeed producing effective projects. Lastly, it would be interesting to be able to fill in and determine the effectiveness of the questionable effective factors 14 and 22. This is believed to be possible after conducting more interviews with actors concerning the programme platforms, as has been recommended before.

Lastly, it is important to keep in mind that in the literature on this subject the focus is on positive factors and a positive approach to private sector engagement in humanitarian aid, since this trend is very much encouraged to further develop by all engaged partners and actors. Instead of identifying possible insurmountable hurdles, the focus laid on brining the collaborations to the next level. Consequently, this research automatically had a tendency towards this positive approach as well and this can be a danger for future research.

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## 9. Appendices

### 9.1 Personal interview transcript Yannick Heiniger

Interview – ICRC – Yannick Heiniger  
Phone call interview

14-12-2015

< Elise Vis

> Yannick Heiniger

< **Hello, Elise Vis speaking.**

> Hello.

< **So, the aim of my research is to put up a comparison between the GPHI2 and two other programmes. So I can determine a little bit what will make such a programme effective and since the GPHI2 is quite young, it might be helpful, since the other programmes are longer in the run and will know what will work and what not.**

> Okay, great. And the two other programmes are also humanitarian organisations?

< **Yeah, one is the UN Global Compact and the other is a bit more Dutch and is called ICCO.**

> Great, I will first tell a bit about myself. I am Yannick, I am part of the corporate partnerships unit, which is one of the units that stands at the core of the GPHI2 initiative. The GPHI2 initiative is not necessarily, or I mean, does not have a team in itself. It is more like a bunch of ICRC people, working in different units and teams across the house that are joining forces for this event. It is not necessarily an initiative.. It has a very specific status within the house, to the extent that it very much serves as a platform. To target and overcome the challenges we face. And as soon as the event is over, the idea is very much to leave the actors that have agreed to work on specific issues to do so, but without calling it GPHI2 necessarily. So, GPHI2 can be identified across many places in the house, but it is mainly an event, a happening every once in a while. We only had one in October 2015 in the past and one in March next year. But it is not necessarily an initiative with a structure, processes or more. So, it quite an informal role of who is in the house. Nevertheless, the outcomes of the first event were very impressive for us as institution.

< **Okay.**

> The GPHI2 now is basically a team of three people. You have the head of the corporate partnerships unit, his name is Juan Coderque, who is basically the leader of the event and has responsibility. Then you have the thematic lead, or the brain behind the GPHI2. And then you have myself, I am charge of all the logistics and coordination across the house, when it comes to GPHI2. And that is it.

< **Well, before we go any further, is it okay if this research is being recorded?**

> Yeah, sure.

< **And is it also fine if your name is being used in my research?**

> That is also okay. And if you want to make sure that the quotes are right, just contact me.

< **Yeah, okay, thank you! First, I would like to know who is exactly involved in the platform, for example, which multinational corporations?**

> There are three audiences when it comes to GPHI2. You have internal organises in the ICRC. The GPHI2 has three main objectives and one of them is very much linked, enhancing a culture of collaboration within the ICRC. So, if you look at the people who came to the first event, about 1/3 of the people coming were ICRC people. We have done that on purpose, because at the end of the day, they are in charge of making the project work. And the idea is not to come up with solutions with the private sector and then coming back to the ICRC and asking for our colleagues to deal with it. So, the idea was to have ICRC people involved from the very beginning. And, that is maybe one of the most

important things to know, the GPHI2 really has an internal purpose first. And then, we invited people from the private sector, maybe 25/30% of the people that came to the last event. It is going to be the same proportion for the next event, even though we are trying to increase the numbers. But to give you a context on that one as well, GPHI2 is the result of the Corporate Partnerships unit. Which belongs to the private fund raising division and not in operational terms, but more in historical terms, because the mission of the corporate partnerships unit is not fundamentally fundraising. Ten years ago, the interest in engaging with the private sector for the ICRC came to fundraising, because we realized that the private sector could contribute to the ICRC's mission. And we created a corporate support group, which consists of twelve companies at the moment. So, whenever we decided to engage the private sector on innovation and to join forces with the private sector, to tackle some of the key challenges we face, the first ones we turned to were from the corporate support group. So, in the corporate support group, all the information is available online, but you have Credit Suisse, Lombard Odier, ABB, Zurich Insurance, Swiss Re, Novartis, Roche. And last but not least, you have Philips, which is a Dutch company, and that is coming from partnerships we have with the Dutch Red Cross. So, when it comes to engaging with them, we started to corporate support group, which played a big role in, not just developing the concept of the event, but also financing it. And most of the event was sponsored by one of our members. Who was not only involved in the event itself, but provided some good ideas on how to enhance a culture of innovation. The engagement with that corporate member is that their interest is to engage with the ICRC to help become more creative, innovative and to better cope with the changing international environment. The GPHI2 came as a result of that shared concert we have with them. So, it is not that they thought 'let's do GPHI2', it is more 'let's give the ICRC the tools to change and to embrace the complexity of the world in which we live'. Is that clear?

**< Yeah, but is that, like, you said there were three objectives of the GPHI2? Of which one was enhancing innovation?**

> Well, no. It is more like objectives for specific audiences. One of them, I mean, the first one was about ICRC objectives, internal objectives, to increase awareness of the range of the possible partnerships with the private sector, academia and other stakeholders. Because, you had people from the university coming to the event, other humanitarian organisations and MSF, the federation and some national societies as well, who all came to the event. Another ICRC objective was to very much create a community of interest on innovation and public-private partnerships (PPP's) within the institution. That was one set of objectives. Then there were also objectives for non-ICRC participants. Which is linked to bring them to understand the mandate we have within the Red Cross Movement and also to understand the accomplishments we have with other humanitarian organisations. Which is different, but also to bring them to identify how their organisations, products, resources or expertise can be used to meet the needs of the people that we serve in the conflict zones. And then to come up with a timeline or commitment to work on these challenges. And then, the third type of objectives, were very much about shared objectives. Like, how can we develop together innovative ways of overcoming the challenges that we have identified for the first event? And then, beyond the key challenges that we have, to shape a common vision for multi-sector partnerships in support of humanitarian action and innovation.

**< Okay.**

> And, maybe just to talk about the challenges that we face, if that is something of interest to you?

**< Yes, sure.**

> The logic behind GPHI2 and beyond GPHI2 and the existence of my unit (corporate partnerships unit), but also the other unit that played an important role within GPHI2 is called innovation initiative. And this innovation initiative which was created two years ago, within the operational division, as said in French, 'division des opération'. So, our two units have been acquitted two years ago to give resources within the house to cope with increasing challenges that we can not solve on our own. We

need other actors to solve them and to try to come up with innovative solutions that will serve the end users of beneficiaries. And we had a competition with the high-level leadership of the ICRC before GPHI2 and we decided to focus on two challenges. The first one was about proximity. So, it is basically everything that is linked to ‘how can we remain close to be effective by conflict, when access is restricted or not possible at all’. So, it is about ‘how you can use new technologies, big data or mechanisms like social media, to establish proximity and maintaining it’. So that is the first set of challenges. And the second set, that is about beneficiary engagement in a hyper connected world. So that is very much about ‘how can you deal with beneficiaries that give more and more as consumerism, because they have the option to do so through internet and the hyper connectivity. And what does that imply for the answers as to remain relevant and give our relevant assistance to the people that are in need. The last set of challenges was about ‘how can we come up with sustainable innovations’. And one of the sub-categories of this third challenge was about physical rehabilitation. The answer here is being one of the leading actors in many emerging economies or emerging countries in physical rehabilitations. So, the idea was to develop new sets of partnerships when it comes to developing innovation solutions for physical rehabilitation. That’s it, yeah.

**< When would the GPHI2 be considered a success, according to you?**

> Well, that is a question that we asked the participants. We have a few ways to measure results. The first one was before the beginning of the day of the first session of the event. We gave a survey to the participants, asking them about the way they perceive the collaboration as necessary across different sectors. It was a very interesting question to ask to humanitarians, because humanitarians are known to have a specific mandate to not necessarily as where look for inspiration. And if you look at it, the number of people that said ‘yes’ to private sector playing a role in humanitarian aid increased throughout the event. Which is a good thing, of course. But more specifically on the question about the role of the network and social media in helping the humanitarian sector to overcome key challenges, the ratio of response almost doubled throughout the event as well. So that is just about, a quantitative results that we have. But then, more concretely, I think when it comes to the three objectives, that I mentioned before, when it comes to the ICRC, yes the event has been very successful. I love to say that.

**< Haha, yeah, I understand that.**

> This event had two things in particular, that I don’t find that often in other initiatives. The first one is the internal focus of this initiative, the fact that we emphasised much more internally than many other organisations, when it comes to this PPP-type of event. The fact that many of my colleagues came to me after the event saying, “oh, wow, that event was a milestone in understanding the potential of collaboration and innovation”. That is one sign of success. Something clicked and you are like “wow, that is it!”. Well, it happened to a few of our colleagues and especially to those that have the capacity to influence the course of the thing. So, that is one indicator of success. Last but not least, and officially this was the thing we were the most interested in, are the initiatives that as a result of this event. We have about, from the three challenges we identified, we have about eight initiatives that have emerged from GPHI2. These are not GPHI2 at the moment, they are owned by the relevant people within the ICRC and these people often collaborate across sectors to bring this project to life. One example, it is not official yet, but we have information available on the Blog, so you can find sources on it. We have decided to create an ICRC/IPFL humanitarian lab, which focuses on the development of new technologies interesting for the ICRC, but it is from the IPFL. I don’t know if you are familiar with IPFL, IPFL is the equivalent of MIT in Europe. This is quite an achievement in itself. Then, as a result of the event, we have signed, I mean, not only did Philips join the corporate support group, but we are developing increasingly relationships with Philips Engineers or Philips Designers. To unite their brains, ideas and networks as well, to develop key solutions for some of the health care issues we face as an institution. One of them, being in pre-mental care, so how do you come up with

services and products to decrease child mortality in certain contexts in which we operate. So, that is another example. Then from the event itself, we decided to come up with an event called a Makeathon in India. And that one is happening at the moment. So, it is like a six week Makeathon project, where we call upon the private sector and call upon investors to come up with innovative products for people living with disabilities in India. That is a good example as well of stuff that is going on at the moment. And we have also signed an agreement with the United Nations agency, basically to use their data to analyse and to provide trainings for some of our staff. And maybe, last but not least, the World Innovation Initiative, I don't know if you saw the website on World Innovation.org, we came up with a ideation process, which takes form on our website where every four or five months we are launching a challenge internally. So, asking for ICRC staff in the field and here at the office, to come up with some of the challenges that they face in some categories that we have defined. And then we opened the platform to external audiences that actually can come up with solutions for the key challenges that we have identified internally.

**< And you mentioned something about measuring results, evaluations and stuff like that, how is that being conducted?**

> Simply, because GPHI2 is not something that came out of the blue, we have an innovation initiative within the house and they are developing pilots in the field when it comes to innovation. But again, the GPHI2 was just a way for them as innovation initiative to meet people. So, the innovation pilots that they are developing in the field are not directly under the GPHI2 process. They have their own websites and everything. But, at the moment there are about seven or eight pilots that are implemented in the field, ranging from the use of video-based material like virtual reality tools from International Humanitarian Law. They use mobile technologies to register beneficiaries, to identify beneficiaries and to provide economic security or to organise micro-financing type of loans. Again, these are pilots and it is too early at the moment to say if these pilots are successful or not. That will be visible when we scale them up.

**< Yeah, indeed. But at least there is some way to evaluate.**

> Yeah.

**< Okay, and you mentioned the corporate support group. So, the people of the companies and organisations involved in that group are also involved with the GPHI2? Are those two connected?**

> Only some of them, not all of them. Some of them are simply, I mean, we are not available to all. We are developing a lot of things on collaboration and innovation; a lot of what is going on today can indirectly be linked to GPHI2, but not directly. And again innovation and collaboration within the ICRC is very much as an equal system with many things going on at the same time. And at the end of the day, it is hard to say if that initiative is linked to GPHI2 or not, simply because innovation and collaboration are a mind-set, that goes beyond GPHI2 itself. GPHI2 is serving our efforts to make impact. But it is not necessarily the end that we are pursuing. You know what I mean?

**< I think so.**

> So, for instance, the foundation Lombard Odier is playing an important role in helping us to finance innovation and to finance the pilots. Some of the funding is also used to support the GPHI2 process. Some other CSG members are only attending the event, providing solutions, providing ideas and they will then connect the ICRC or some of my colleagues or some units with their relevant colleagues working on similar issues. But at the end of the day some other members will not show up to GPHI2, but engage in other forms of collaboration and innovations. So, everything is mixed. But the importance is that we come up with both internal processes that are enhancing collaboration, and that collaboration turn to concrete and tangible outcomes.

**< And is there some form of formal agreement for partners or is it more informal?**

> Well, if you ask about GPHI2, yes, it is informal. It depends on the goodwill of the people to engage. Many of the corporations that are coming to the GPHI2, are not donors of the ICRC, they are not part of the corporate support group, but they are willing to help us with some of the challenges that we face. GPHI2 is not at all a fundraising initiative, but we have agreements.. I mean, corporate support membership is a six-year agreement, which has a contract on an informal legal basis.

**< But then, also other companies, who are not part of the corporate support group, can also engage in the GPHI2, but then not via a contract?**

> Yeah, indeed. But GPHI2 is not in itself an attempt to make the corporations donors of the ICRC.

**< No, indeed.**

> The idea is to develop projects and then if a corporation wants to invest in a project, because it has some business value in it that is good. And maybe I can give just one word about the DNA of our unit. Our unit are the corporate partnerships group, it is very much about going beyond CSR and beyond philanthropy in itself. We function as matchmakers between needs of the units at the ICRC and the private sector. So, we are not after the money, we are after the needs and the capacity of the partners to solve these needs and then eventually in some cases that will be in the form of income.

**< Okay, and for how long is the intention of the GPHI2 to be in action? Is there a plan for further years or events?**

> The first one happened in October 2015, further in 2015 nothing much happened. But next year, during March the next event of GPHI2 will take place. At the third and the fourth of March and it is going to be happening at the IMD business court again. Yeah, but we will probably double the participation, from a hundred people who came to the first event, to two hundred people this time.

**< Wow, that is a lot. And the GPHI2 is a globally affective programme/event, is it any important to you to have the results locally implemented?**

> The GPHI2 again is not about innovation in itself, it is not collaboration in itself, it is more about a changing context, it is about the challenges that we face in the field. And we give a platform for collaboration and innovation to solve these challenges. And as a humanitarian organisation, working in the field, the idea is to tackle these issues where they are at. Which is in the field and we will have corporations coming from certain regions, not from Europe attending to help us solve these problems. But at the end of the day, our desire is not to do innovation simple because it is a nice thing to do it is very much because we need to be attacking the challenges that we face in order to be relevant and to bring assistance to the people in need. And the upcoming event is focused on health and environment.

**< And is there any, like there are many other platforms functioning for innovation, is there any interaction between the ICRC, the GPHI2 and other platforms?**

> What do you mean by other platforms?

**< Like the UN Global Compact or ICCO or ..?**

> The innovation initiative is the unit leading on innovation. GPHI2 is very much of a minor initiative that has a major impact. It is very much of a spark that we are trying to give to what is on-going at the ICRC. So, many units of the ICRC dealing with innovation and dealing with collaboration are very much talking to most of the relevant actors in innovation. UNHCR, MSF, UN and many others. When it comes to health, obviously there are commissions, universities, hospitals and others. When it comes to innovation and policy there is some collaboration on-going with many academics and specialists. So, it is very much of an equal system. The definition of an equal system is that it is a bit messy or that it is uncoordinated and at the moment we are doing this a bit on purpose, because we feel that.. Like, we did a mapping of everyone working on innovation and collaboration across the ICRC and we had about 75 names. So it is a lot. There are about nine hundred people working at the ICRC here, in Geneva. So, you can do the math. Then again, with the UN Global Compact, we are not a member, however we are attending some of their events. But because the ICRC has a specific mandate that goes beyond what the UN is doing or that is different from the UN's, we do not necessarily engage a lot.

But we will talk a lot on the technical files, with people from UNHCR, MSF and we are currently trying to develop, for instance, humanitarian labs in a common or humanitarian processes. As a way to have stronger impact and to be able to scale up some of the innovation pilots that we have.

**< And there is now a lot of engagement with the private sector. Are there any cultural differences between the private sector and the humanitarian sector that gives trouble/problems?**

> It is a subject of a thesis in itself, the differences between these two fields will be the language difference. Whenever we talk about innovation, maybe they hear something else. So, it takes a lot of time to understand each other. One thing about the ICRC is that we are a very pragmatic organisation, because we have a very specific mandate. And within that specific mandate we do a lot things. So, for one, we can not engage with whoever, we very much engage with corporations that understand our specifics, that understand the specific mandate that we have, which then gives a lot of values to the relationship. That is something that is very different, I guess, with ICCO and the UN Global Compact. Because they are basically so wide initiatives sometimes that you can have a lot of people engaging with them. And if we just summarise the number of corporations that we are engaging with at the moment, it is less than 17 corporations. So, about 12 members that are part of the corporate support group and then four, five others. So, it is very much of a small, very targeted initiative.

**< Okay. You said, because of the specific mandate, not any company can engage with the ICRC?**

> Well, many corporations will like to work with humanitarians when it comes to natural disasters. Just to give you an example, to engage with humanitarian actors that can provide their logo for marketing initiatives. The ICRC is not able to share the logo to anyone, because our logo has protective use, because of the Geneva Conventions. Our logo is not a logo, it is an emblem that protects the people affected by conflict. So, it is limiting the scope we have. When it comes to natural disasters within the Red Cross Movement, it is the federation of the Red Cross that has the mandate to bring assistance and to response to natural disasters. We will do something linked to natural disasters only if they happen in the conflict areas. So, in that context it is very much giving a specific direction to the scope of the collaboration that we can offer.

**< So, companies find it less interesting to engage with conflict issues instead of natural disasters?**

> That is what we used to think. But a few weeks ago things started to change. Simply, because in our days fragility is everywhere. And there are two things that are forming the debate in a new way. The first one is, to look at what happened in France two weeks ago or what is going on in the Ukraine or in Syria. I mean, five years ago, no one would have thought that such a conflict would occur in Syria, we tended to see Syria as a quite stable country in the region. And the same thing with the Ukraine. So, people now see that states can collapse very quickly and that fragility is everywhere. And because the ICRC has such a good reputation with dealing with the instability in dealing with complexity, it is giving us an added value as well, to bring something to the conversations to provide value to the private sector and to engage with them on a concrete conversation. For instance, on risk analysis and many others. So, that is one element that is also helping us to well with partnerships. The second one is that the world is changing and everyone has to cope with this changing environment. So, you can cope with companies that have nothing to do with the humanitarian world and the strategies they put in place to remain relevant can be of use to us as humanitarian and vice versa. So, it is very much about saying, okay everyone needs to adapt and change, how can we collaborate and learn from one another.

**< Are there very specific membership criteria for companies to engage with the ICRC?**

> Obviously, we have a framework of engagement of private companies. We will not talk to companies involved directly in the production of weapons or in the tobacco industry or corporations that are not following the ILO deadlines. So, there are processes of screening the corporations that we engage with and it is true that we are really careful when it comes to managing the reputation of the ICRC.

**< The following question is, what importance is placed on equity? So, is the ICRC really taking the lead, or is it more that every company or engaged partner can have some input?**

> It all starts with having the bind from ICRC units. For instance, if we look at the challenges that we had about physical rehabilitation. Obviously, the physical mobility unit within the ICRC division played an important role in taking leadership, they are in charge of engaging with the private sector on these conversations. So, they are talking to corporations and we as corporate partnerships unit really serve as facilitators, so, if they need us they call upon us. But if they do not need us involved, then we are not doing anything. You know what I mean? So, every unit decides what they want, when it comes to collaboration and engaging with the private sector. In the case of Philips, one specific project they are actually taking the lead, but it is more like because they have the expertise. But at the end of the day, it all falls upon the units if they want to go ahead or not and on which conditions they want to do so. Is that clear?

**< Yeah, so it is more like...**

> We are matchmakers, nothing else. And that if you want to define GPHI2 in one sentence, you will get, "a matchmaking initiative that will be the answer to key challenges".

**< Ah, okay. The GPHI2 is quite young, like it has not been in the run for a long time, so how would you define the stage of development the event is in? Like, is it just starting?**

> You mean the next round, the one in 2016?

**< Yes.**

> Well, if we look at it, it is very hard again to say what is GPHI2 and what is not, because the focus is so much on the internal innovation and collaboration equal system. So, GPHI2 has been on for two years non-stop, when it comes to the mind-set of GPHI2. When it comes to the event itself, we are currently setting up the website and trying to enhance participation. We already know that two hundred seats are going to be taken and we already know who is coming basically. These are not public events, we know exactly who we will invite and again the one deciding are obviously the corporate partnerships unit and the innovation initiative, but we ask the units of the ICRC to provide feedback on who they would like to see coming to the event as well.

**< Okay.**

> For instance, and that is maybe going to be nothing new, but you have three people working, not full-time, but a big amount of the time, on GPHI2, but then we have internally a core group which meets every two weeks with responsibilities, as a way to create the momentum towards the event. So, you will have the people from communication in that group, people from movement collaboration, people from the initiative that is called 'Healthcare in Danger', someone from the health unit, etcetera, etcetera. So, it is about eight or nine people that are part of the core group of GPHI2. Some people will call it a steering committee, but they are basically the people that are the backbone of the event.

**< Okay, let's see what more I got.**

> Sorry, I have to leave in five minutes for another meeting.

**< Oh, okay. I understand. If I have anything else, is it okay to contact you?**

> Yeah, sure! For one thing, that I will recommend, if I may...

**< Yeah, sure.**

> The UN Global Compact and ICCO and GPHI2 are very different and the danger would be to compare apples and bananas. So, GPHI2 is very, very specific. Many people are contacting us, simply because whenever they want to know what the ICRC does in innovation, they just google 'ICRC innovation' and obviously end up on the GPHI2-blog. But GPHI2 is not innovation at the ICRC, it is very much of a small initiative that looks at sparking key conversations with key players.

**< Yeah, I thought there would be more similarities between the GPHI2 and the other two. But now I found out that it is indeed quite different.**

> Yeah, and if you need anything let me know.

## 9.2 Personal interview transcript Jeroen Jurriens

Interview – ICCO – Jeroen Jurriens  
Interview headquarters ICCO, Utrecht

29-01-2016

< Elise Vis

> Jeroen Jurriens

**< Ten eerste, hartelijk bedankt dat u de tijd wilde maken om met mij dit interview te doen. Ten tweede, is het goed als ik dit interview opneem, zodat ik er later een transcript van kan maken?**

> Natuurlijk, dat is geen probleem.

**< Het doel van mijn scriptie is om drie verschillende multi-sector platform initiatieven in kaart te brengen en die een soort van te vergelijken en beoordelen op effectiviteit. Het gaat onder andere om ICCO dus en daarnaast het ICRC's nieuwe GPHI2 programma en the UN Global Compact. Die multi-sector platformen gaan voornamelijk over de relatief nieuwe samenwerkingsverbanden tussen de private sector en de humanitaire hulp sector.**

> Oké, bij ICCO is het eerder zo dat de noodhulp en de samenwerking met het bedrijfsleven aparte onderdelen van ICCO zijn.

**< Oh, dat is grappig, want bij het interview met het ICRC kwam er juist uit dat al die verschillende teams en onderdelen erg met elkaar verbonden waren en met elkaar te maken hadden. Dat is dan denk ik wel een groot verschil.**

> Op zich heeft het bij ons wel allemaal met elkaar te maken, maar dat programma van samenwerken met het bedrijfsleven richt zich ook heel erg in om bijvoorbeeld fair trade te promoten. Dus om lokale boeren een eerlijke prijs voor hun producten te laten krijgen en goed gelinkt te worden aan internationale handelsketens. En noodhulp is natuurlijk van, er gebeurt ergens een ramp en je gaat dan proberen daar de mensen te helpen en ondersteuning te geven om hun bestaan weer op te bouwen. En op een bepaald moment matched dat soms wel.

**< Op wat voor manier helpen bedrijven mee met de noodhulp? Ik bedoel, doen ze dat überhaupt?**

> Ja, deels wel. Daarvan kan ik wel wat voorbeelden geven. Maar wat bijvoorbeeld binnen dat programma 'samenwerking met bedrijfsleven' werken wij ook met supermarktketens, met Albert Heijn bijvoorbeeld.

**< Echt waar? Met Albert Heijn?**

> Ja, met Ahold, zoiets. Die dan met ons in gesprek gaan en een partnerschap opbouwen en waarmee we de dialoog aangaan. Eigenlijk komen zij ook met de vraag van, "goh, hoe kun je nu de ketens van de retailers, dus de boeren en de mensen producten aan hen aanleveren, hoe kunnen we die op een zo goed mogelijke manier, met dat maatschappelijke verantwoord ondernemen, doen, zodat het de mensen daar ten goede komt? En tegelijkertijd het winst oogmerk dat we voor ogen hebben in stand te houden." Dat zijn vaak trajecten die dan vanuit het samenwerken met bedrijfsleven gebeuren. En in de noodhulp is het goed om te weten dat wij als ICCO zijnde... Wij zijn mede opgericht door de Protestantse Kerk in Nederland en ICCO is eigenlijk een samenwerkingsverband tussen de ICCO organisatie, Kerk in Actie en Edukans en Prisma en daaraan zie je dus ook dat onze noodhulp... Kerk in Actie en ICCO zijn ook lid van het wereldwijde netwerk van de Act Alliance.

**< Ja, inderdaad.**

> Ja. En dat is dus een netwerk wat in 137 landen actief is en ook met leden vanuit de hele wereld. 2/3 van de leden komt echt uit de zuidelijke landen, zeg maar. Uit Afrikaanse en Zuid-Amerikaanse en Aziatische landen. En gezamenlijk is er dan een structuur en bepalen ze het beleid, ook in een jaarvergadering, waarin al die leden samenzitten en prioriteiten voor het komende jaar bespreken. Als

Act Alliance richten wij ons op noodhulp, ontwikkeling en lobby & advocacy. Een voorbeeld van dat laatste is de Klimaatop die is geweest in Parijs. Daarom was het klimaat een van de voornaamste lobby-thema's, waarop het afgelopen jaar heel veel dingen op zijn gebeurd. En dan heb je natuurlijk ook een flinke link met noodhulp. Vandaar dat ik daar ook bij betrokken was. Noodhulp doen we als Act Alliance eigenlijk al jaren samen en met ontwikkeling wordt ook steeds meer geprobeerd om dat samen te trekken. Maar goed, voor noodhulp zijn wij dus het Nederlandse lid van de Act Alliance en doen wij enerzijds een stukje fondsenwerving en financieren van projecten in het buitenland van lokale partners, en dat zijn vaak de lokale Act leden. Om twee voorbeelden te noemen, bijvoorbeeld de Raad van Kerken van Oeganda, die heeft ook een ontwikkelings- en noodhulporganisatie onder zich, waarmee zij noodhulp verlenen en waarmee ze dus lid zijn van de Act Alliance. Dus als wij hier fondsen krijgen, financieren wij hen met projecten om noodhulp te verlenen. Dus in die zin zijn wij heel anders dan het ICRC, die vaak echt zelf alles uitvoeren. ICCO werkt echt met lokale partners en zijn maar beperkt zelf implementerend. En wat wij dan doen is het fondsen geven, maar ook een stukje training en capaciteitsopbouw, monitoren uiteraard en proberen hen technische expertise en ondersteuning te geven. Daarnaast nog het linken van lokale clubs aan de VN systematiek. Binnen noodhulp heb je vanuit de VN allerlei clusters die opgezet worden, op water, op gezondheidszorg, maar waar dan gecommuniceerd wordt van waar de noden zijn, wie waar moet gaan helpen en hoe gaan we dat op een goede manier doen, wat zijn de standaarden die we moeten naleven? Naja, dat zijn dingen waar wij als ICCO gewoon veel ervaring mee hebben vanuit verschillende landen, maar ook juist ervaring van lokale actoren, lokale partners, welke moeite hebben om met die hectiek en bureaucratie mee te lopen dan vervullen wij ook een coaching rol, door met ze mee te gaan naar VN vergaderingen. Of in sommige gevallen, waarin lokale partners nog vrij zwak zijn of nog weinig ervaring met noodhulp hebben en de urgentie van de nood zo groot is, dat ze zich beter kunnen focussen op de hulp, dan vervullen wij die rol voor hen. Een voorbeeld daarvan is Haïti geweest. Daar hadden wij een kantoor en werkten samen met allerlei lokale partners en met al die partners maakten wij een planning en zij gingen toen de projecten uitvoeren en wij hebben elke keer gevraagd hoe het ermee ging en die informatie weer ingebracht op de VN cluster meetings. Zodat je niet met 20 partners naar al die meetings toe hoeft, maar dat wij de faciliterende rol vervulde. Dat is misschien beetje veel achtergrond van hoe wij als noodhulp werken, maar dacht dat het misschien wel goed is te weten wat wij anders doen.

**< Ja, het is goed om te weten hoe het in elkaar steekt.**

> Binnen de Act Alliance zijn er wel ook een aantal grote spelers, die wel zelf implementeren. Waar wij ook weleens mee samen werken, is de Lutherse Wereldfederatie. Welke een grote wereldwijde noodhulp club is, die ook allerlei samenwerkingsovereenkomsten met VN vluchtelingenorganisatie heeft en veel op kampmanagementgebied doet. Bijvoorbeeld in de kampen in Kenia doen. Dat is allicht een grote speler. En dan komen wij denk ook op jou vragen?

**< Jazeker, ik ben bijvoorbeeld wel benieuwd, waarom en sinds wanneer is er begonnen met partnerschappen tussen bedrijven en ICCO?**

> Ja, sinds wanneer.. Dat is een hele goede vraag. Dat speelt al best wel lang.

**< Het maakt niet uit als je het niet precies weet. Maar gewoon of dit soort partnerschappen al langer spelen, of dat er pas sinds recent aandacht aan wordt besteed?**

> Partnerschappen met het bedrijfsleven is al voor 2007 begonnen en het wordt een steeds groter onderdeel van het werk van ICCO. We gaan ons er steeds meer op focussen en dan is het vooral op midden en klein bedrijven ook wel en dan in de landen waar wij werken. En zo zijn er nieuwe programma's ook in deze beleidsperiode gestart. Vorig jaar is het programma 'Business Booster' gestart.

**< Ja, daar heb ik ook wat over gezien. Wat hield dat ook al weer precies in?**

> Wat ik ervan weet, in het kort is dat we een traject van ondersteuning en capaciteitsopbouw aangeboden wordt aan middelgrote bedrijven, of ja.. Dat weet ik niet precies. Maar het wordt aangeboden in de zuidelijke landen en daarop konden de bedrijven een voorstel op indienen/application voor indienen oftewel zich voor aanmelden. En dan vond er een screening plaats met de vraag of deze organisaties al ver genoeg zijn om hieraan mee te doen en zit er genoeg potentie in hun bedrijfsvoering om het verder op te schalen? En er zijn, volgens mij is dat begin deze maand geweest, zijn er uiteindelijk een aantal organisaties geselecteerd en daarmee gaan wij de komende tijd mee samen werken. Volgens mij gaat het over een periode van 2 jaar. Waarin met hen een heel intensief traject wordt opgezet, waarbij ze een keertje hier gaan samen komen om uit te vinden waar hun sterke en zwakke punten liggen en waarop gaan wij ons richten voor de project periode van, ik dacht 2 jaar. Al is het niet op de website te achterhalen, leg ik wel contact met andere collega's.

**< Want 'Business Booster' is echt om bedrijven die daar zitten te helpen en te ondersteunen?**

> Ja, het is echt bedoeld om juist de lokale bedrijven daar op een hoger plan te trekken. Volgens mij is er wel een koppeling met allerlei bedrijven hier.

**< Ja, dat wilde ik zeggen, dat jullie fungeren als een koppelingsrol tussen bedrijven hier en bedrijven daar.**

> Ja, ja, juist.

**< Want bedrijven zelf doen dat niet zomaar, dus daarvoor is wel een organisatie als ICCO dan voor nodig, denk ik zo.**

> Ja, ja. Er wordt dan dus echt geprobeerd om op allerlei aspecten stukken capaciteit op te bouwen of te versterken binnen die bedrijven. Vaak is er al capaciteit, maar wil je dat extra naar voren brengen. Dus dat is op zich een heel interessant traject.

**< En dit is pas opgezet?**

> Ja, dit is vorig jaar gestart. Maar goed, dat is wel een heel specifiek programma. Wat ik daarnet vertelde over het versterken van die waardeketen, lokale boeren koppelen aan corporaties in die landen zelf. Zodat ze meer samenwerken, de boeren onderling, zodat gezamenlijk een betere prijs kunnen afspreken met de mensen aan wie ze leveren. En in dat hele traject proberen we inderdaad in die waardeketen actief te zijn. Dus we hebben een traject op koffie gehad, maar ook op tropisch fruit. En de shea nuts, dat zijn noten die je kunt uitpersen en daaruit komt dan pulp wat olieachtig materiaal is, waarvan allerlei schoonmaak- en opmaakspullen van gemaakt kunnen worden. Daar zijn in West-Afrika een aantal programma's over geweest.

**< Dat zijn van die typische producten, waarvan de ketens een soort van uitgebuit zijn, waar misbruik van is gemaakt. En dan willen de bedrijven die dit soort producten nodig hebben, het toch wel weer rechtzetten. Met behulp dan van organisaties zoals ICCO.**

> Ja, en ook gewoon om dan de lokale boeren een sterkere plek te laten krijgen. Want zo'n groot bedrijf koopt het ook vaak op van retailers en soms zien we in het veld dat al die boeren dan individueel benaderd worden en vaak ook nog op zo'n moment dat ze toch al omhoog zitten met hun familie en dat er minder te eten is. Nou, dan wordt er een goedkope prijs aangeboden voor hun producten en dan verkopen ze het maar. Terwijl, als je dat binnen zo'n corporatie zou doen, dan maak je afspraken over op welk moment er ingekocht wordt en worden er vaste prijsafspraken gemaakt, van dit is in ieder geval de minimale prijs voor deze producten. En dat werkt best wel goed, voor die boeren. Dus zo werken we vanuit de onderkant, maar ook vanaf de bovenkant, om juist met die grote bedrijven het gesprek aan te gaan. En zij zoeken ons dus ook op, omdat zij zien dat wij die netwerken hebben in die landen en dat we veel contacten hebben met community-based organisaties, organisaties die in de dorpen zitten, hebben en dat hebben zij als groot bedrijf vaak niet. En dan zijn ze best geïnteresseerd in hoe we samen die keten kunnen verbeteren. En als laatste nog, op dat centrale niveau is de insteek die we hebben juist van 'ja, we willen samenwerken met het bedrijfsleven, we

hebben daar dit programma voor en dit zijn onze principes.’ Die principes komen voort uit het “Ruggie Framework”, weet niet of je daar al eens van gehoord hebt?

**< Niet dat ik mij kan herinneren..**

> En dat is eigenlijk een internationaal convenant of akkoord of principeafspraken, waar een hoop bedrijven en organisaties zich achter geschaard hebben. En daar zitten dus afspraken in op het gebied van mensenrechten, personeel, hoe ga je om met milieu. En daar zitten afspraken in waar bedrijven zich eigenlijk gewoon aan moeten houden en helemaal als ze het Ruggie Framework ondertekenen. En wij gebruiken dat framework. Dus dat kun je gewoon googlen en kijken wat erin staat.

**< Maar als bedrijven met ICCO willen samenwerken, dan moeten ze zich daaraan houden? Dus dat is dan een voorwaarde een beetje?**

> Het wordt gebruikt in de dialoog, ja. Inderdaad. Dus wij zeggen van, ‘he, het Ruggie Framework vinden wij heel belangrijk en daar zitten echt goede elementen in en die gebruiken wij gezamenlijk met jullie verder te komen en te voldoen aan die principes uit het Ruggie Framework.’

**< Oké, dus dat is een soort van jullie criteria voor bedrijven?**

> Ja, wij lobbyen op internationaal niveau dat het Ruggie Framework steeds meer aandacht krijgt. En dat doen we onder de noemer, het programma, “Businesses and Human Rights’. Dus daaruit blijkt al wel dat mensenrechten binnen dat bedrijfsleven vooral de focus is. Recht op zorg, recht op noodhulp, recht op assistentie bij nood.

**< Wat is het voordeel van ICCO om partnerschappen aan te gaan met bedrijven? Is er een soort wederkerigheid, zodat jullie ook iets hebben aan die partnerschappen met die grote bedrijven?**

> Ja, als er geen winstpunten in zaten zouden we het niet doen natuurlijk. Het eerste winstpunt is voor die lokale boeren. Dat staat voorop, in onze missie staat ook dat wij partner zijn van ondernemende mensen. Dus dat linkt sowieso aan kleine lokale boeren, want die zijn ook ondernemers, die willen wij verder brengen. Dus dat ten eerste. Ten tweede, zit erachter ook een filosofie, het beïnvloeden van het hele manier van bedrijfsvoering wereldwijd, om dat op deze manier wat bij te sturen om het duurzamer en toekomstbestendiger te maken. Wat wij er zelf als ICCO aan hebben.. Ik wilde zeggen, je hebt met die bedrijven ook wel het gesprek van hoe je elkaar kunt vinden. En er wordt ook wel over nagedacht, over hoe je onze kennis en expertise zo etaleren, dat bedrijven denken van ‘ICCO is een interessante samenwerkingspartner, kunnen we hier een traject van een jaar opzetten?’ Zodat je wat meer in die rol komt te zitten ook.

**< Ja, want de ICRC heeft bijvoorbeeld met hun programma waarin de expertise die de bedrijven hebben, ze leren aan de ICRC om zo de diensten van de ICRC te verbeteren. En hier lijkt het juist weer andersom te zijn, dat ICCO de helpende hand biedt aan bedrijven?**

> Ja, dat is hoe ik het verwoord. Want ik heb het idee dat bijvoorbeeld met die Business Booster ook een aantal samenwerkingspartners zijn, waarbij dus ICCO heel erg gebruikt wordt. Wij zijn de programmamanager, dus wij hebben het bedacht, maar wij hebben het netwerk in die landen om de vraag van welke bedrijven of lokale ondernemers zijn geïnteresseerd, die vraag wordt uitgezet en daar komen dan reacties op en uiteindelijk in het capaciteitsopbouw traject is een deel wat ICCO doet. Maar volgens mij zijn er ook bedrijven, waaronder grote accountancybedrijven die dan op het stukje “hoe doe je financieel management” ondernemers gaan trainen. Ik weet even niet precies welke bedrijven dat zijn, maar dit gebeurt wel. Jou vraag was, ‘wat halen wij er zelf als ICCO uit, zeg maar.’ Ook gewoon het contact met die grote bedrijven en het uitbreiden van ons netwerk is heel sterk. Het helpt ook wel zo’n Act Alliance en zo’n wereldraad van kerken, dat je op bepaalde lobbypunten, zoals het Ruggie Framework en ook concrete casussen en voorbeelden in kan brengen. Die contacten zijn dus ook zeker belangrijk. En dan het linken van die contacten, want ik wil zeggen in die zin ben je ook heel erg een facilitator van processen.. De wereld verbeteren zeg maar. Maar wij hoeven niet bij elk stapje van de wereld verbeteren betrokken te zijn. Dus het is ook echt de bedoeling om lokale actoren met lokale bedrijven te linken en ze dan een tijdje te ondersteunen en daarna gaan ze zelf verder.

**< Dus niet dat ICCO er altijd bij moet blijven?**

> Nee, dat is inderdaad niet nodig. Het traject waar ik wel wat meer vanaf weet.. We hebben bijvoorbeeld samen, naja, is dat nou echt bedrijfsleven? Wij zijn met Max Havelaar, het keurmerk voor koffie, bezig geweest om klimaat neutrale koffie te maken. Daar is nu een keurmerk voor en dat is ook gelanceerd in Parijs, op die klimaattop. En het idee daarachter is van, nou krijgen boeren een eerlijke prijs voor hun koffie en er wordt ook geïnvesteerd in het terugdringen van het kappen van bossen, want dat heeft allemaal effecten op het groeien van de koffie.

**< Dus eigenlijk heeft dit keurmerk dubbele voordelen?**

> Ja, inderdaad. In die zin werken wij met boerengroepen, die bijvoorbeeld zuinige kookoventjes hebben, zodat ze minder bos hoeven te kappen en daarmee winnen ze dan weer carbon credit. Van die CO2-emissie rechten. En die worden dan door het Fair Climate Fund, wat ook onder ICCO valt, worden die op de wereldmarkt verkocht. Dus die boeren besparen houtkap en krijgen daar dus credit voor en die worden verkocht en daarmee wordt dus geld verdient. Wat daarna wordt ingezet om die projecten mee te financieren. En zo zit achter dat Fair Trade of Climate Friendly Coffee keurmerk van Max Havelaar dit concept. Want door die eerlijke prijs compenseer je ook die CO2 rechten en komt het allemaal ten goede aan een beter klimaat en een beter bedrijf voor die boeren. Maar Max Havelaar is natuurlijk niet direct bedrijfsleven, maar het is wel een relevant voorbeeld, omdat dat keurmerk bijvoorbeeld weer met de Plus en Jumbo samenwerkt, welke die koffie nou in hun schappen hebben liggen. En dus wordt er vanuit ICCO en het Fair Climate Fund ook met de Plus en de Jumbo hierover gesproken.

**< Ook een interessante vraag is, je hebt natuurlijk ICCO en de partnerschappen met de bedrijven, zijn er culturele verschillen tussen die factoren zichtbaar? Dat je dingen anders begrijpt en hoe los je dat op?**

> Ja, dat is zeker het geval. Dat je vanuit verschillende achtergronden komt.

**< Want de private sector gaat natuurlijk vooral over het winstoogmerk en hoe ga je daarmee om?**

> Ik denk juist dat wij ons als ICCO ons zo opstellen dat wij ook zeggen van weet je, het bedrijfsleven is een belangrijke speler op de wereld en ze vervullen ook een taak. Economische groei brengt mensen vaak ook een stuk verder en zeker als dat gewoon op een duurzame en goeie manier gebeurt. En als je daar dan als bedrijf winst bij wilt maken, is dat prima, zolang het maar in balans staat met andere onderdelen, zoals mensenrechten en milieu. Dus in die zin is dat ook de reden waarom wij zo op het bedrijfsleven insteken. Maar je merkt wel, die culturele verschillen, er is natuurlijk wel wat achterdocht vanuit Ngo's, van ja, bedrijven willen toch alleen maar winst maken, en dat komt dan opborrelen in de gesprekken en dat maakt de gesprekken dan even wat moeizamer. Maar in zo'n proces, want het is ook niet dat wij, als wij samenwerken met bedrijven doen wij dat via zo'n procesmatige manier, want zo'n partnerschap duurt gewoon een tijdje voordat je dat hebt opgebouwd. Je gaat dus beginnen met zo'n screening van de bedrijven, waardoor je ten eerste al uitvindt of je partners voor elkaar kunt zijn. Misschien blijkt er wel uit dat het bedrijf niet aan bepaalde drempelcriteria voldoet en zijn jullie bereid om daar iets in te veranderen? Soms is het antwoord nee, en dan houdt het gewoon op. Maar als er interesse is, is het vooral een benadering om dichterbij elkaar te komen en de dialoog met elkaar aangaan. En daar is het wel, het interessante daaraan, het Ruggie Framework en human rights, wij zeggen ook tijdens zo'n partnerschap, wij staan echt voor die mensenrechten en voor het Ruggie Framework, dus op het moment dat wij iets in jullie bedrijf zien die niet daarmee stroken, zullen wij jullie daar op aanspreken. Dus je hebt een samenwerkingsverband, maar tegelijkertijd weten zij dat wij daarin een kritische houding hebben. En dat gaat ook best prima en dat wordt ook gewaardeerd op een bepaalde manier. Het is niet meteen als wij iets zien, dat wij meteen de krant bellen, maar je moet het wel bespreekbaar maken. Het kan wel zijn, van dat zijn een

aantal no-go areas, als dit wordt overschreden en er kan niks aan gedaan worden, dan houdt het gewoon op.

**< Want, je hebt gezegd dat bedrijven ook contact zoeken met ICCO, wat zou die bedrijven nou drijven om dat te doen? Want in feite levert het hen geen geld op, dus waarom zouden zij zo'n partnerschap aangaan?**

> Soms levert het juist wel geld op. Misschien is daar het begrip van the bottom-of-the-pyramid van toepassing, want dat zit ook wel een beetje achter het business model van die ICCO corporatie programma's. Dus de laagste 20% van de wereldbevolking die wordt gewoon niet bereikt, omdat ze niet genoeg geld hebben om bepaalde dingen te bezitten, maar het is wel een enorme markt qua hoeveelheid mensen. Dus als je daar concepten op ontwikkelt waarbij je bijvoorbeeld water en sanitaire voorzieningen maakt voor zo'n groep, dat je ze door ontwikkelt dat het een goedkoop prototype wordt, maar als je dat op schaal doet, kan er best wel een business model achter zitten en dan kan het uiteindelijk wel winstgevend worden. Want eigenlijk wordt die groep nu gezien als 'we kunnen er niks mee', terwijl omdat het zo'n grote groep is, als je daar gewoon iets passends op maakt en er een juiste prijskaartje aan hangt, kun je daar juist wel veel mee winnen. Ook voor het bedrijfsleven.

**< Oké, want daar heb ik dus ook over nagedacht, waarom juist de bedrijven hieraan willen meewerken.**

> En ik wilde zeggen, het gaat natuurlijk ook om Nederlandse bedrijven, die ook bij aan ons aankloppen, die zijn soms ook op zoek naar mogelijkheden om in het buitenland aan het werk te gaan. En dan hebben wij natuurlijk contacten met Ngo's daar, maar ook met het lokale bedrijfsleven steeds meer. Waarbij wij dan die linking-rol dan vervullen. Dus in die zin is het ook voor bedrijven een verkenning van wat de verdere marktmogelijkheden in het buitenland kunnen zijn.

**< Dus dan hebben ze er toch nog voordelen van. En zal er in de toekomst nog meer gericht worden op partnerschappen met het bedrijfsleven en van elkaar leren?**

> Ja, bij ons zeker wel, dat is duidelijk te zien in ons strategisch plan. Samenwerken met het bedrijfsleven heeft zeker een duidelijke plek in het geheel heeft. En dat is zowel in de praktijk qua financieringen, maar ook echt vanuit de filosofie van het bedrijfsleven is een belangrijke speler en als er door hen goed gehandeld wordt kan er een hoop positieve gevolgen uit komen voor de wereld.

**< ICCO werkt natuurlijk internationaal. Een andere vraag was hoe dat vertaald wordt naar een lokale implementatie, maar dat is duidelijk, met al die connecties met lokale kleine bedrijven.**

> Ja, precies.

**< En op wat voor manier worden de projecten geëvalueerd en resultaten gemeten? Is er een manier om te bekijken hoe succesvol zoiets is?**

> Bedoel je dan de projecten zelf of de samenwerkingsverbanden?

**< Naja, de projecten zijn natuurlijk een resultaat van de samenwerkingsverbanden.**

> Wij hebben een heel uitgebreid PME-systeem. Dus Planning, Monitoring en Evaluatie. Dat is NGO-jargon. Maar waarbij je van te voren dus heel erg gaat bekijken van wat gaan wij plannen, hoeveel trainingen je boeren bijvoorbeeld gaat geven over zo'n corporatie vorming en hoeveel corporatie leden wil je hebben. En belangrijker nog, van hoeveel gaan die boerenfamilies nou extra verdienen door dit concept. Dat zijn de planning dingen. En voer de monitoring, vraag je partners om halfjaarlijkse rapportages uit te brengen, om te laten zien van wat ze nou doen en inzicht te vergaren in de ontwikkeling van de situaties. En evaluaties doe je als het project af is, van oké, hebben we nu bereikt wat we wilden bereiken, wat is er goed gegaan en wat minder. Dus ja, daar wordt actief naar gekeken.

**< En doen bedrijven daar ook aan mee? Hebben die daar ook een rol in?**

> Ik weet niet precies hoe dat geregeld is. Wij hebben ons eigen monitoringsysteem, omdat wij dat ook richting backdonoren zullen moeten laten zien. Maar in zo'n samenwerkingsverband met een Rabobank of Albert Heijn, ik zou zeggen, daar heb je natuurlijk de meetings en workshops die je

gezamenlijk hebt waaruit een hoop informatie komt. En ik denk ook dat ze dan gevraagd worden om ook wel in zo'n traject bepaalde rapportages op te sturen en verslagen worden er natuurlijk ook gemaakt. En uiteindelijk is natuurlijk het bedrijfsleven zo gefocust op wat we nou gaan bereiken. Het voorbeeld van zo'n Max Havelaar keurmerk is natuurlijk iets waar je naartoe werkt en dat heeft wel een aantal jaren geduurd, maar dat heeft wel een duidelijk resultaat.

**< En wat voor voorbeelden zijn er nog meer over bepaalde bedrijven die samenwerkingsverband hebben met ICCO?**

> Ja, Albert Heijn, Rabobank en nog meer.

**< Oké.**

> En verder zat ik nog vanuit de noodhulp.. Wij werken nu met Akvo & Flow samen, niet alleen vanuit noodhulp, maar ook op andere terreinen. Zij zijn eigenlijk een serviceprovider, een consultancy bureau en zij zijn ook gespecialiseerd in data verzameling. Via mobiele telefonie, hebben zij een systeem om op PME niveau data te verzamelen die bijvoorbeeld onze collega uit Oeganda, als ze een project gaat bezoeken, kan gebruiken. Dan heeft ze een vragenlijstje en dan kan ze.. Dan heb je een app waar je in komt en dan als je bij zo'n dorpje in Oeganda bent kun je in die vragenlijst en dan punten invoeren met bijvoorbeeld, wat is de voedselzekerheid van deze familie? Wat hebben zij de afgelopen weken gegeten en hoe vaak per dag? En die informatie wordt direct via internet gekoppeld aan ons systeem en zo heb je dan heel snel zichtbare informatie direct vanuit je project. Daarmee zijn we nu mee bezig binnen voedselzekerheidsprogramma's. Ook met lokale partners worden er daarop getraind. Dus dan zijn lokale Ngo's, geen ICCO-collega die dat dan doet met die app, maar een collega van Church of Uganda, die deze app gebruiken om informatie te verzamelen. Daar zijn we nu een jaar of drie geleden mee begonnen, met voedselzekerheid. Binnen noodhulp zijn wij nu ook aan het kijken hoe wij hier gebruik van kunnen maken. Wij hebben bijvoorbeeld na de aardbeving in Nepal het al gebruikt. Dat een collega ook met die app naar dorpen gingen en dan konden invoeren of huizen zwaar of juist licht beschadigd waren. Of helemaal verwoest of nog helemaal intact. Dat vulden ze dan in en doordat dat dan meteen verstuurd wordt, mits er internet aanwezig is dan even, had je heel snel een kaartje bij welke dorpjes er rode puntjes waren en waar oranje en gele puntjes.

**< Dus dan heb je heel snel het beeld van waar de hulp heen moet. Ideaal!**

> En je krijgt een heel Excel-overzicht met al die data en dan kun je veel meer met partners het gesprek aan gaan van we hebben maar beperkt fondsen, focus dan je werk op dat gebied. Want dan bereiken we de mensen die het meeste hulp nodig hebben. Dus dat zijn leuke dingen. En zo kun je dat ook met monitoring doen, als je een paar maanden met zo'n project bezig bent, kun je kijken in hoeverre die shelters of huizen gevorderd zijn. En kun je makkelijk zien in welk gebied het wel loopt en in welke niet en dan uitzoeken waar het aan ligt. Ligt het aan de contracten of aan het gebied.

**< En is Akvo & Flow een bedrijf of een organisatie?**

> Dat is een bedrijf. Wij schakelen hen in en betalen hen voor die diensten, om zo'n app operationeel te krijgen. En daar bepaalde functionaliteiten voor te krijgen. Dus als wij zeggen, dat is leuk, zo'n Excel-sheet, de grafiekjes die daaruit komen, maar eigenlijk willen wij ook nog een app over de tijd in hoe die shelter ontwikkeling werkt, dan kunnen zij dat weer inbouwen en wij weer gebruiken. Voor het invullen van de vragenlijsten is onze PME-afdeling getraind, maar voor de technische ondersteuning vallen wij nog op Akvo & Flow terug. Dat is een voorbeeldje van noodhulp. En met Rabobank zijn wij erg bezig met micro-financieringen. Daarmee zijn we nog aan het kijken wat we nog meer kunnen doen. Ook op het gebied van noodhulp, wij hebben bijvoorbeeld bij de Filipijnen ramp gezien, daar hadden wij al een programma op het gebied van werken met corporaties en microfinanciering lopen en gaven dus leningen aan microfinancieringsorganisaties, zodat die met boeren allerlei activiteiten konden opbouwen. Maar dat was zo'n grootse ramp, dat een hoop van die organisaties ook allemaal te kampen hadden met staf die omgekomen was en gebouwen die ingestort waren. In de Filipijnen hebben wij een netwerk op dat programma dat door de hele Filipijnen zit, met

ook een hoop hoofdkantoren in Manila. Die hoofdstad was gelukkig niet getroffen, maar het was wel dat al die microfinancieringsorganisaties plat lagen. En normaal hebben zij namelijk wel een soort verzekering onderling, zodat ze konden putten uit een reservefonds om hun bedrijfsvoering weer op orde te krijgen, maar als de helft van zo'n netwerk plat valt, dan lukt dat dus gewoon niet meer. En wij hebben wel in de noodhulp ook juist een aantal van die organisaties ondersteund. Om enerzijds weer projecten qua microfinanciering met boeren weer op te zetten en anderzijds de organisaties weer goed vorm te geven. En daarbij zit dus als voorbeeldje dat het goed heeft gewerkt zo'n focus te hebben, want, die organisaties zijn meteen van 'hoe kunnen wij mensen weer hun bestaan terug geven?', 'hoe kunnen wij weer ze hun bedrijf laten opzetten?'. Terwijl traditioneel de noodhulp vooral is van, mensen hebben honger en we geven ze eten en dekens. En dan doen wij dat drie maanden en daarna kijken we wel wanneer we weer zaden en andere benodigdheden gaan uitdelen, zodat mensen weer wat kunnen opstarten. Eigenlijk weten wij al vanuit de noodhulp, dat de focus al veel eerder op dat bestaan opbouwen moet liggen. Een van de manieren is om juist met microfinancieringsorganisaties samen te werken om dat zo te doen. Dat voedsel en dekens is zeker nodig, maar dat kunnen andere organisaties die daarvoor de capaciteit hebben wel doen. En ohja, om op Rabobank terug te komen. Daarmee zijn we aan het kijken hoe we die microfinancieringsorganisaties ook met Rabobank een strategie maken hoe je in de samenwerking een vorm kunt verzinnen dat je dus Rabobank ook een rol kunt geven in de noodhulp. Dit traject moet nog verder uitgedacht worden.

**< Maar dat is ook een voorbeeld van een nieuw samenwerkingsverband. Ik heb het idee, dat jaren geleden het meer was dat het bedrijfsleven en humanitaire hulp helemaal apart van elkaar stonden. En dat pas sinds recent dat het meer is van we kunnen toch wel veel met elkaar.**

> Ja, sinds recent is er meer op hoger niveau toenadering en erkenning, van we praten wel een verschillende taal, maar laten wij dat nou erkennen en dan ook erkennen dat wij beiden wel het doel hebben om de mensen verder te helpen. Er is een gemeenschappelijkheid en wat kunnen wij concreet samen verder doen? Er wordt vaak aangehaald, en ik denk dat dat recentelijk is, dat er een soort internationale erkenning heerst binnen dingen als het World Economic Forum, waar dus alle wereldleiders en grote bedrijven bijeen komen. Daar is dan ook gezegd, dat de hoeveelheid rampen en de impact daarvan gewoon steeds verder toeneemt en dat komt onder andere doordat de bevolking steeds verder groeit en steeds meer bevolking in kwetsbare gebieden zit. Maar ook soms doordat bedrijven een rol spelen, waardoor risico's vergroot worden. Dus ja, bedrijven hebben een verantwoordelijkheid, maar ook een belang, want als na een ramp alles instort, valt ook de hele markt weg. Dus ik denk dat die hele redenatie ook op hoog niveau door een aantal grote spelers erkent wordt en dat die ook wel zorgen dat dat steeds meer benadrukt wordt.

**< Aha, oké.**

> In de praktijk zien we wel, dat die samenwerkingen nog vaak nog niet hele grootse vormen aannemen. Het blijft toch vaak beperkt tot... Kijk, een Ford kan een Ford-foundation opzetten en dan wordt het een beetje buiten de bedrijfsvoering gezet en wordt er wel wat gedaan, gefinancierd en uitgedacht, maar het is niet binnen de corebusiness van het bedrijf en dat zou je natuurlijk eigenlijk willen. Philips heeft ook een Philips-foundation opgezet, dat je denkt van ja, leuk, maar dat staat ook weer buiten het bedrijf zelf.

**< Philips is een nieuwe partner van het ICRC geworden in het verder helpen van hen intern.**

> Ja, dat klopt! Want ze hebben ook zo'n workshop-setting gehad met iedereen om dingen onder de loep te nemen. En zo heb je ook het voorbeeld van de TNT-post, welke met het World Food Programme heeft samen gewerkt. Dat is misschien ook leuk. Dat wordt vaak gezien als een van de goede en grote voorbeelden. Ohja, en Ikea is recent ook een foundation opgericht. En die hebben nu een shelter, onderkomen ontwikkelt. Die is twee keer zo duur, maar gaat drie keer zo lang mee en het comfort is veel groter, dus het heeft een prijskaartje, maar is veel duurzamer. En als je dan kijkt dat veel vluchtelingen tegenwoordig langer ontzet zijn of in kampen zitten, gemiddeld 17 jaar.

**< Zo lang?!**

> De gemiddelde vluchteling wereldwijd is 17 jaar ontzet en dat wisselt natuurlijk heel erg bij rampen en wordt scheefgetrokken door hele langdurige rampen, zoals Syrië. Maar dat pleit er wel voor dat je eigenlijk zegt, laten we geen shelter neerzetten dat na een jaar weg moet, want dan moet je elk jaar vernieuwen, maar voor de betere onderkomens. Aan de ene kant is dat heel mooi, want de Ikea heeft dat ook weer met de UNHCR gedaan.

**< Oké, ik vroeg mij al af of ze dat met een organisatie hadden gedaan of helemaal apart.**

> Nee, met de UNHCR dus. Maar goed, het is heel mooi, maar erachter zit weer dat het een goede move is voor Ikea, want nu wordt natuurlijk dit gezien als laten wij dit als VN-vluchtelingenorganisatie doen en dan komt er een enorme vraag naar die shelters. Dus voor hen zit er ook meteen een hele business achter. Daarbij denken wij wel eens.. Wij willen juist lokale bedrijven inzetten.

**< Ja, want nu is het misschien meer zo dat noodhulp een bron van inkomsten wordt voor Ikea. Dat is natuurlijk wel weer een beetje dubieus.**

> Dat zou je als kritische noot erbij kunnen plaatsen, ja. En eigenlijk zou je dan het liefst willen dat Ikea lokale fabrikanten gaat benaderen en opleiden om dat met lokaal materiaal op te bouwen. Dat proberen wij vanuit ICCO heel erg te promoten. Bij een SO-actie komen er echt legio bedrijven aankloppen, met van 'wij hebben waterfilter, kunnen jullie dat niet gebruiken in de Filipijnen of in Nepal?' Dan is vaak de urgentie al zo groot om noodhulp te brengen, zulk soort gesprekken zou je eigenlijk al veel eerder moeten hebben. Zodat wij zo'n organisatie, mits interessant, kunnen koppelen aan onze lokale partners van het Act Alliance netwerk. En het liefst dan nog dat die partners inschakelen om te kijken of er niet al lokaal zoiets is, wat aan de standaard voldoet.

**< Ik denk dat ik hiermee wel heel ver ga komen.**

> Dat zou mooi zijn!

**< Als ik nog extra vragen heb, zal ik het laten weten. Is het ook nog goed als ik uw naam gebruik in mijn scriptie?**

> Jazeker, dat is geen probleem.

**< In ieder geval, heel erg bedankt voor uw medewerking aan dit interview.**

> Graag gedaan!

**9.2.1 Summary personal interview Jeroen Jurriens**

- Humanitarian aid and cooperation with private sector are separate parts of ICCO. The cooperation with private sector is more focused on fair trade and international trade.

- Albert Heijn -> collaboration, to help AH to treat its retailers well.

- ICCO provides humanitarian aid through church organisations, such as:

- Act Alliance -> which has a network of 137 countries of which 2/3 are southern countries.
- Focus lies on emergency aid, development and lobbying.

- Humanitarian aid:

ICCO collaborates mainly with local partners, NGOs, as well as local companies. ICCO provides them with expertise, coaching and links them to UN clusters. ICCO is not so much a self-implementing organisation. Examples:

- Haiti -> ICCO had a facilitating role, worked together with many local organisations and acted as the link between the UN and the small, local organisations in the field.

- Programme Business Booster -> this is a recent setup course to support southern companies to scale up their business. Companies could apply and then undergo a screening to see if they had potential for such an up scaling. The collaboration would last at least 2 years through an intensive course and through linking southern companies to companies in the northern countries.

- Besides that, value chains, such as coffee, tropical fruit and shea nuts, are strengthened through fixed price arrangements for the farmers and small retailers.

- ICCO does uphold some criteria before entering into collaboration with companies:

- Ruggie Framework -> this is framework contains principles for collaboration and can be explained as an agreement about human rights, humanitarian aid and the environment. For ICCO, companies will have to work on the Ruggie Framework principles before ICCO wants to collaborate. Therefore, the framework can be seen as a condition ICCO sets for its partners.

- ICCO and company roles (and advantages of collaboration with companies):

- ICCO has stated to act as a partner for ‘enterprising people’; local farmers.
- Philosophy is to influence the business ways of companies into something more sustainable, which is easier to do when collaborating on other subjects.
- ICCO displays its services towards companies as being an interesting partner for them.
- ICCO expands its network of contacts through its already collaborating partners. As an extra advantage, with such wide network it is easier for ICCO to stand stronger on lobby issues (example, Ruggie Framework).

- ICCO acts as a facilitator by linking the local with the multinational.

- Example: Max Havelaar -> work towards climate neutral coffee and provide a fair price for farmers. Supermarkets Plus and Jumbo are participating in this programme.

- Cultural differences humanitarian aid sector and private sector:

- ICCO deems the companies as very important, even for the humanitarian aid sector, because sustainable economic growth helps people forward just as much as humanitarian aid would do.
- Sometimes however NGOs act a little suspicious around companies, since both sectors pursue something completely different (offering help vs. making money).
- ICCO therefore remains critical of companies during partnerships. Before such partnership, ICCO firstly gets in contact with the company and then screens the company to see if it has any potential as partner and then upholds the dialogue during the eventual partnership.

- Why would companies like to engage in partnerships with humanitarian aid organisations?

- Bottom-of-the-pyramid -> companies do not have access to about 20% of the world population. This is a huge and undiscovered market with a lot of potential for companies.
- ICCO has so many connections around the world, it is interesting for companies to explore the possibilities of working in a foreign country via ICCO.

- How is the evaluation and measuring of projects organised at ICCO?

Via a PME-system (Planning, Monitoring and Evaluation). Firstly, a planning is made to set goals and determine who should do what. Secondly, reports are set up to monitor the progress. Thirdly, ICCO has its own system for evaluation and it is asked if companies would also participate.

- Example of partnership with ICCO:

Akvo & Flow -> service consultancy bureau specialised in data collection. It created an app in which question lists can be filled in about programmes, such as food security or housing. This information is directly uploaded on the Internet and visible for any participants as well. Local NGOs have been trained in using this app, so not only ICCO knows how to work with it. Because of this app, specific focus on certain devastated areas or poor regions is very easily obtained. Akvo & Flow is being paid for its services and the technical support for the app.

- Uganda -> food security for families.
- Nepal -> after earthquake, information about the intactness or devastated situation of housing was quickly obtained and spread.

- Example of partnership with ICCO:

Negotiations with RaboBank are on going, to let RaboBank engage in micro financing organisations and humanitarian aid.

- Philippines disaster -> micro financing organisations were also very much affected by the earthquake and were out of order. Normally, they had an insurance to overcome this kind of trouble, but because so much of the organisations were unable to work, it was a very big problem. ICCO therefore provided humanitarian aid and financing for the organisations, so they could begin to focus on getting back on their feet as well as supporting other people to do the same. This is a different focus on humanitarian aid than traditionally (usually, humanitarian aid would be provided in terms of handing out food, shelter and blankets, this mind-set relies giving people their existence back more quickly).

- How come the focus lies more on partnerships between the private sector and humanitarian aid sector lately?

Recently, more rapprochement and recognition are rising among both sectors. It is recognised both do have a similar goal, namely bringing humanity further.

- World Economic Forum -> consists of world leaders and big companies. Recognises the increasing impact of disasters and the responsibility and importance companies can have on those disasters.
- Though, in practice, such collaboration practices often are kept very small and do not yet obtained an international and core function in the every day business life.

#### 9.4 Introductory interview Lars Staring

4 December, programme manager Corporate Partnerships Unit

- ICRC Corporate Partnerships Unit
  - Consists of 4 team members
    - Yannick (Swiss): helped constructing the GPHI2
- Interesting to compare GPHI2 with ICCO and UN Global Compact, to make these comparisons to research effective factors with different platforms than GPHI2.
- Redinnovation.org
  - New initiative
  - About innovation
  - From within the ICRC, employees post challenges and the innovation unit responses to that
- ICRC partnerships:
  - First -> corporate support group
    - Mainly with Swiss companies
    - Only philanthropically engaged; 5000 Franc donation each year, thanking letter from the ICRC to the companies
  - Second -> more engaged partnerships with companies
    - Corporate Social Responsibility of companies grows
    - Motives of companies, commercial interest, new markets.
    - Since January 2014 -> partnership with Dutch company, Philips!
- Philips partnership: about innovation and healthcare.
- Swiss pharmaceutical: event about disease reduction in Lebanon.
- Event in March: challenges health care in limited access areas.