Joining forces, sharing power

Civil society collaborations for the future

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One of the key activities of The Spindle, the innovation programme of
Partos, is to monitor and highlight trends and new developments on key
themes such as inclusion, civic power, new ways of cooperation and data.
Joining forces, sharing power follows the 2017 report, *Activism, artivism and
beyond* and is the second publication in The Spindle Monitor series.

Preface

It's not about the money, money, money
We don't need your money, money, money
We just wanna make the world dance

Jessie J

We want to make the whole world dance! We want an inclusive, peaceful, prosperous and sustainable society. In order to achieve this, we must explore new ways of working together. Fortunately, there is much we can learn from a multitude of courageous, inspiring and ground-breaking examples. And that is what our publication *Joining forces, sharing power: civil society collaborations for the future* is about.

To illustrate, think back to the Tunisian Revolution. The 2015 Nobel Prize for Peace was awarded to the National Dialogue Quartet, a group who decisively contributed to pluralistic democracy in Tunisia. This group - consisting of a labour union, confederation of industries, human rights league and order of lawyers - established an alternative peaceful political process in Tunisia when the country was on the brink of civil war. Four distinct groups - all driven by common values - were able to circumvent their institutional barriers and facilitate a constructive national dialogue.

Joining forces, sharing power showcases examples of new ways of working together for inclusive, sustainable development. It is not about novelty; it is about throwing off yokes of narrow institutional interests, money-driven approaches and the straightjacket of convention. More importantly, it is about unleashing and harnessing people's potential to make impact for a common cause. The key question is: How can we make better use of the energy, creativity, resources and competencies we already possess to seize opportunities, avert threats and pursue inclusive, sustainable development, together? The answer is not more funding. We believe that to make a meaningful contribution to the future we want, our connected capacity is the new 'currency' for social change. Accessing and mobilizing the countervailing, convening and constructive power of connected people taps into a vast, inexhaustible resource: creativity.

Joining forces, sharing power is inspired by an exploration of future Dutch development which we completed last year. The resulting document, *Adapt, counteract or transform* illustrates a wide array of influential trends and dis-tinctive future scenarios, including a detailed vision of an ideal future. A future in pursuit of the Sustainable Development Goals and in which care for the most vulnerable people and regions is at the heart. This desired future is led by four fundamental mindshifts, which are manifested in the examples described in *Joining forces, sharing power*.

FROM	TO
A compartmental approach based on ones' own interest	An inclusive approach, recognizing inter-connectedness and viewpoints of others
'Us' in the lead	The most affected in the lead
Focus on scarcity	Focus on abundance (e.g. sharing economy)
Money driving development	Connected capacities driving development: complementary competencies, skills, time, creativity

To conclude, Partos, the Dutch membership body for development organizations, wants to thank all who contributed to this project. This includes all members of the project team for their suggestions and comments, and in particular the author, Yannicke Goris from The Broker, for all the hard work under quite a time pressure and for the fantastic results.

We hope that this publication inspires you to join forces, share power and dance together!

Bart Romijn
Director, Partos

The Human Cities Coalition

Megacities, mega-problems

Jakarta, the capital of Indonesia, is a primary centre of business in Southeast Asia and an attractive location for investors and international companies. The city's staggering economic development is outmatched by an even more astounding population growth. Between 2000 and 2010 Jakarta grew by seven million people and estimates show that number will increase to 16 million by 2020. Such rapid urbanization is posing a major challenge for the city. There is an ever-growing housing shortage and millions of poor people that have moved to the city over the last decade have taken refuge in the vast slums that spread across Jakarta. These so-called *kampungs* consist of self-constructed dilapidated shacks, which usually lack access to water, sanitation or electricity, and are mostly located in the lowest sections of Jakarta surrounding the city's many flood-prone and polluted waterways. The city's government is thus faced with the task of promoting further economic development on the one hand, and improving living conditions for the millions of slum-dwellers on the other.

All parties with a vested interest in Jakarta's economic development - businesses, government and citizens alike - recognize that something must be done. And because much of the city's infrastructure must be expanded and improved in the near future, now is the moment to take action and develop plans for a sustainable future for Jakarta. However, developing a roadmap that takes into account the interests of private businesses, the government and the slum-dwellers whose living areas are under threat is a tall order. It demands cooperation between parties who have so far not always seen eye to eye. The Human Cities Coalition (HCC) was founded with the specific purpose of tackling exactly this type of challenge. With population growth and urbanization looming large across the world, megacities like Jakarta are emerging everywhere. The HCC, by working together with all parties involved, is determined to help these cities become inclusive, safe, resilient and sustainable.

The Human Cities Coalition

AkzoNobel, a leading global paints, coatings and chemicals company from the Netherlands, initiated the HCC in 2016. The company already had extensive experience with developing programmes that focus on improving urban spaces. In the Let's Colour project for instance, local communities are provided with paint to give colour to their grey and often dilapidated living areas to make them

more liveable and safe, whilst at the same time fostering connections between different members of the community. The Human Cities Coalition builds on this experience and seeks to generate positive impact by working together with action-oriented stakeholders, including other enterprises, governments, academic institutes and civil society organizations. What makes the HCC unique is its multidimensional and context-specific approach to collaboration.

While at the heart of the HCC is a social drive and commitment to contributing to society, the HCC is not acting as a mere charity. Initiated by a multinational company and supported by multiple businesses, many of the HCC's partners do eventually want to benefit from the economic opportunities that present themselves with the development of megacities. However, the HCC is not after short-term monetary gains, but instead builds on the conviction that only a healthy, liveable city for all will allow for sustainable business. To achieve this goal, the HCC works on multiple fronts and from multiple directions. It seeks explicit collaboration with the local private sector; it works from the top-down, ensuring active government involvement; and, most importantly, it starts from the bottom-up, engaging local communities and treating them as equal partners. By taking the needs and priorities of local communities - particularly those of slum-dwellers - as a point of departure and matching them with business-expertise and interests, the HCC is committed to achieve profit - in the broadest sense of the word - for all.

The Human Cities Coalition

Finding the right partners for inclusive *kampung* development

Testifying to its commitment to develop truly inclusive strategies, the HCC has entered into a partnership with Slum Dwellers International (SDI) to build on the latter's vast experience with working in informal settlements and building capacity within slum communities. This is unique, says chair of SDI Sheela Patel, because thanks to the HCC's approach, Jakarta's *kampung* communities are no longer 'just' beneficiaries, but are involved as key partners in the process of designing future plans for their city. So far, urban development plans have either ignored the *kampungs* completely, or marked them as obstacles to modernization that must be cleared. Jakarta's leadership does not have a grand design for the slum areas so to this day the *kampungs* are dealt with in an ad hoc and often brutal fashion - by means of forced evictions. Recognizing that this policy is not sustainable and benefits no one in the long run, Jakarta's authorities have welcomed collaboration with the HCC and explicitly expressed their hope that the coalition will help formulate a roadmap for the city's future development.

While their interests might initially appear to be at opposite ends, Jakarta's *kampung* dwellers, businesses and local government might all benefit from the same solutions. Ultimately, the challenge is to find common ground and dovetail all parties' needs and demands. This is exactly where the HCC comes in. Based on a local needs assessment and together with stakeholders that have the knowledge and experience to do the job, including LANDac (the Netherlands Land Academy), Kadaster (the Dutch Cadastre, Land Registry and Mapping Agency) and UN Habitat, the HCC has developed an inclusive plan for socialized housing. This plan, known as the hybrid RUSUN model, received much positive media attention and was welcomed with enthusiasm by Jakarta's new vice-governor. Presently, Jakarta's leadership is taking the first steps for city-wide inclusive slum improvement, built on a collaborative formula that seeks to bring together the interests of businesses, government and slum-dwellers alike.

In the summer of 2018, we learned that one of the HCC's main funders has stopped its support for the programme. This means the HCC will cease to exist in its original form. Currently the HCC team is working to hand over its work to others working in Jakarta, to ensure the progress made is not lost and inclusive transformation of the city will continue. Despite the fact that this initiative is discontinued for now, it remains an inspiring example that reflects clearly the fundamental mindshifts necessary to work towards the future we want.

Together towards a future we want

We must work together to find solutions to our common challenges and achieve the 'future we want'

Take a moment to look at the world around you. Then, think back to the world as you knew it when you were a child. No matter how old you are, there is no doubt that today's world differs dramatically from that of your childhood. The 21st century has heralded a time of global interconnectedness and exciting new possibilities, fuelled to a large degree by technological advances—the internet being a prime example. At the same time, the last few decades have also seen the emergence of new global challenges. Explosive population growth, cultural and political polarization as well as mass displacement and immigration are leading to societal tensions. Global warming and pollution are resulting in environmental degradation and natural disasters, destroying habitats of both people and animals. And even though the total world population is richer, healthier and more mobile than ever before, a vast number of people are still unable to enjoy these developments, resulting in a deepening divide between the developed and developing world, between the haves and the have-nots.

Complex challenges
The most important challenges that face our world today are characterized by their complex and multifaceted nature, and comprised of numerous interlinked issues. Climate change, for instance, has a multitude of different causes and consequences. When Trump decided to withdraw from the Paris Agreement on greenhouse gas emissions, the world's ability to tackle global warming was affected. This, in turn, increased the risk of natural disasters and environmental degradation, potentially leading to a wide array of problems including more conflicts over land, mass displacements, societal tensions and the rise of right-wing politics. In short, in our interconnected world, one problem cannot be seen in isolation from the next; they are part of a web of interlinked issues that demand concerted, multidimensional actions. Today, no single actor exists that has the resources - material or otherwise – to solve these complex challenges alone.

Collaborative solutions
This publication, *Joining forces, sharing power: civil society collaborations for the future* is motivated by the recognition that we must work together to find solutions to our common challenges and achieve the 'future we want'. This ideal future, which was formulated during Partos' future exploration, is characterized by inclusiveness, sustainability and respect for human rights and freedoms. It is marked, moreover, by new collaborative models based on solidarity and equality. *Joining forces, sharing power* explores the ways in which civil society is already working together - with many different partners, in various inspiring collaborative structures - to approach this ideal future. By means of many examples, like the Human Cities Coalition, it showcases innovative collaborative strategies and identifies the mindshifts necessary to make these strategies work for a more sustainable, equal and fair world.

Organization of this report
Joining forces, sharing power is organized around six themes: 1) collaborations between institutionalized civil society organizations (CSOs) and grassroots movements; 2) digital innovation as a driver of collaboration; 3) partnerships across sectoral divides; 4) collaboration as an alternative way to acquire and share resources; 5) power sharing and networked structures; and 6) working together in the sharing economy. Each chapter begins with an analysis, describing trends, opportunities and obstacles for collaboration, and providing a number of examples of joint civil society initiatives. Thereafter, one particularly inspiring initiative is described in greater detail to illustrate the power of working together in practice.

Joining forces, sharing power is the result of the collaborative efforts of Partos, The Spindle, CIVICUS and The Broker, and can be read as a follow-up to their previous publication *Activism, activism and beyond. Inspiring initiatives of civic power.* More than anything, this report wants to celebrate the many promising collaborations already out there, so that civil society actors across the globe will feel inspired to join forces in new, creative and boundary-breaking ways.

Supporting people power

Supporting people power

Over the last few years, a new generation of grassroots activism - including well-known examples like March For Our Lives, the worldwide Women's March and Black Lives Matter - has caught the public eye. Well-versed in the use of social media and not bound to traditional organizations, these mass movements are being increasingly recognized as vital forces towards global equality, peacebuilding and problem-solving. And not just the media, but global institutions too, have taken notice. The United Nations leadership, for example, has argued that bottom-up organizing and working with nonviolent grassroots movements is essential to promoting peace. Yet, while organized civil society generally agrees that they cannot tackle the world's most imminent problems without working with grassroots more effectively, to put such a collaboration into practice appears to be quite the challenge.

A need for change
This challenge – and a subsequent need for change – became acutely evident during the aftermath of the famously unsuccessful 2009 UN climate summit in Copenhagen. During the summit, the world's nations failed to broker a robust international agreement on how to tackle global warming. The summit's outcome was regarded as a failure, not only of the world's political leaders, but also of the organizations leading the climate movement. Millions of activists and volunteers across the globe blamed the big environmental NGOs for not adequately translating the people's efforts and energy into a powerful enough message. For these leading environmental organizations, with Greenpeace as prime example, Copenhagen thus heralded a time of necessary change. To ensure they

would not become obsolete and lose touch with the broad environmental movement, organizations had to shift to a new model for impact, which meant finding new ways to cooperate with grassroots activists. In this new model, rather than using people as 'followers', grassroots activists should be viewed as the engine of the movement and be treated as equal and indispensable campaign partners toward a common cause.

Closing the gap
Calls to close the gap between grassroots movements and institutionalized CSOs are not limited to environmental organizations. In his 2017 article *How NGOs and social movements can learn to work together better*, secretary general of CIVICUS Danny Sriskandarajah states that the disconnect between the two is a missed op-

portunity and a loss for civil society at large. In order to meaningfully and sustainably solve the global problems we all share, he argues, "[the world] needs its institutionalized actors as much as needs its social movements".

Some important barriers continue to exist, however, that hamper successful collaboration. Grassroots activists often hold negative views about institutionalized civil society, arguing that NGOs are too busy competing over funding, compromising their independence and values to comply with donors' demands, and pushing their own agendas rather than listening to the people whose interests they are supposed to serve. The Standing Rock campaign (outlined in the following pages) shows that such worries are not without reason. Examples abound where institutionalized civil society, although undoubtedly driven

by the best intentions, has indeed co-opted grassroots initiatives and frustrated these efforts. Professional NGOs, in turn, often perceive grassroots organizations as lacking structure and institutional breadth. They are, as one NGO representative said, "a flash in a pan, not a driver of wider systemic change".

Although this kind of distrust and mutual prejudice continues to exist between grassroots activists and institutionalized civil society, a trend towards increased proximity and collaboration is appearing. NGOs are rethinking the ways in which they connect with communities and moving away from an approach based on their own interests to an inclusive and truly collaborative approach, recognizing how their own skills and strengths complement those of grassroots organizations.

People power on a local scale
When discussing collaboration between institutionalized civil society and grassroots activists, mass movements immediately come to mind. While it is indeed vital that NGOs collaborate with these powerful movements, finding new ways of working with grassroots initiatives on a smaller, more local scale is important as well.

> When institutionalized CSOs and grassroots movements work together as equal partners, they can harness greater power, energy and creativity for sustainable development. This requires a respect for each other's unique capacities and a recognition of the interconnectedness and complementarity of both approaches.

A recent example from Greece shows what such mutually beneficial collaborations might look like. At the height of the European refugee crisis in 2015, thousands of volunteers travelled to Greece to offer their help. The majority of these volunteers had no or very limited experience working in the humanitarian aid sector and coordination within and between grassroots initiatives was non-existent. It was a missed opportunity: The energy, skills and innovative ideas of the volunteers would have had the potential to generate great impact if they had been harnessed in a more structured manner.

The Greek NGO Campfire Innovation was founded with exactly this purpose: Helping groups working in Greece to collaborate more efficiently and reach a necessary level of professionalization, while at the same time respecting their independence and flexibility and not trying to take over the work. By means of various projects, including smart aid gatherings, a knowledge sharing platform, the recruitment of pro bono experts and the flagship Athens Grassroots Coordination System, Campfire Innovation works together with grassroots organizations to work out collaborative solutions to collective problems.

Playing to strengths

As an example, Campfire Innovation shows what symbiosis between NGOs and grassroots groups looks like on a small scale. Without imposing its own agenda, Campfire Innovation connects, structures and strengthens existing grassroots initiatives. Meanwhile, benefiting from the skills, resources and infrastructure Campfire Innovation brings to the table, the grassroots groups are now working together more efficiently, aligning their efforts towards a common goal while still keeping their own identities, methods and energy. What both grassroots groups and institutionalized CSOs - whether they work on local, regional, national or global scales - can learn from this example is that it is possible to work together without losing integrity and autonomy. Each has their own strengths and capacities to contribute, which, when combined, make for a strong and impactful force.

In addition to focusing on complementarity, Danny Sriskandarajah notes that NGOs should adopt approaches that prioritize local ownership and challenge top-down, project-driven frameworks. Only then can they reassert themselves as integral to the citizens' movements with which they seem to have lost touch. Green-

peace's new approach (also shown in the following pages) exemplifies this message: While before, Greenpeace took a leading role in formulating the message and strategies of the environmental movement, the organization now lives by a new ethos of 'building people power', putting activists at the centre of the mission, amplifying existing grassroots voices and facilitating mobilization.

Now more than ever, it is crucial that civil society stands together to tackle the major challenges we are facing today. For NGOs and grassroots movements, this means putting aside differences and focusing on where their unique capacities complement one another and where their interests and objectives coincide. If cooperation is based on mutual respect, equality and shared leadership, both parties - and eventually society at large - stand to benefit.

Chapter 1

Case:

Olive groves and oil pipes: cooperation or co-optation?

For centuries, Turkey has been one of the world's largest producers of olives. Entire villages, including the village of Yirca near Turkey's western coast, are built solely on the cultivation of the bitter fruits. In early 2014, the people of Yirca were shocked when a large energy firm, Kolin, was given state permission to build a coal plant on the olive groves that provided their livelihoods. In that same year in North Dakota, USA, people of the Sioux tribe learned that their native land, the Standing Rock reservation, was going to be crossed by a huge pipeline, the Dakota Access Pipeline (DAPL), threatening the upper Missouri River, the only water supply for Standing Rock. In both cases, the people showed great power and resilience in their fight against these construction plans and in both cases, CSOs would come in to support their cause. While Yirca's experience is exemplary for how grassroots and organized civil society work well together, the Standing Rock protests draw attention to challenges and risks.

A grassroots-led campaign

It was not the state but the international NGO Greenpeace that first informed the inhabitants of Yirca of their impending eviction. Greenpeace campaigner Reşit Elçin was one of the first to travel to the village and meet the village head, Mustafa Akin, to discuss the grievances of the community. Elçin and his colleagues then went on a 'listening tour', drinking coffee with local residents and learning about their concerns, demands and culture. Together, Greenpeace and the community of Yirca filed a lawsuit against the Turkish state, while the villagers, followed and supported by Greenpeace volunteers, kept peace-ful watch over their olive groves to protect them from Kolin's demolition machinery. The initial month of protest was characterized by continuous guarding of the olive groves. During that time, a Greenpeace International team visited the village, drawing international attention to the villagers' plight, yet without making it their own story. Despite these efforts, Kolin could not be stopped. On 7 November, the company came in with bulldozers and cut down over 6,000 olive trees overnight. The people of Yirca were devastated, especially since only a few hours later the Council of State voted to suspend the Kolin project. As Mustafa Akin describes, it was not a happy victory: "If we had been able to resist another 8 to 10 hours, those trees would be alive".

The bittersweet victory was celebrated in Yirca and by olive growers around Turkey. In the months that followed, the villagers commenced rebuilding their lives. Meanwhile, Greenpeace sought compensation for farmers who lost their olive trees and launched a project to provide Yirca with solar panels on its local government building and the village mosque.

Setting up camp at Standing Rock

In April 2016, almost two years after they started their fight against the DAPL, members of the Standing Rock Sioux tribe established the Sacred Stone Camp on their lands. By November that same year the protests had exploded: The environmental law NGO Earthjustice had teamed up with the Sioux tribe to fight its battle on the legal front; some 10,000 protesters, many of whom were environmental activists, had set up camp at Standing Rock; the protest had become subject of worldwide media attention; and big money started flowing into the movement's apparatus. While such immense support and attention might seem a blessing for the Sioux tribe, it was not unequivocally so. To begin with, the movement did not have the organizational capacity to spend received donations efficiently nor arrange for financial accountability systems. Even worse, the Sioux tribe lost control over the narrative of its own protest. With thousands of outsiders flocking to its lands, the tribe's protests - which were based on respect for nature *and* local law enforcement, and always meant to remain peaceful - quickly turned violent. When CSOs and environmental activists entered the fray of Standing Rock they failed to listen to the wishes of the local community. "Our whole intention was water", said Dave Archambault, chairman of the Standing Rock Sioux tribe. "And as this got bigger and bigger [...] the interest wasn't really for water anymore". With large organizations being the most vocal in the media and violent clashes with North Dakota police increasing, the movement's narrative moved away from water for the reservation and became one of holding ground and of state versus activists.

Despite the Sioux tribe's efforts, in April 2017 the DAPL was completed. Compounded with the events at Standing Rock, the loss was also a direct result of President Trump signing a controversial memorandum advancing the approval of the pipeline construction. Nevertheless, Standing Rock provides a good example of how CSOs and grassroots movements failed to collaborate efficiently. Although claiming support for the Sioux tribe, organizations entered the situation with their own agendas, contradicting the Sioux methods, losing track of the original message and, ultimately, undermining the cause.

Cooperation without co-optation

As these examples show, working with grassroots activists - especially with broad social movements - can be quite a challenge for institutionalized CSOs. The key questions are how to support people power without co-opting it and how to work efficiently with a diffuse and often little organized force, without pushing it into a straightjacket that squeezes out the movement's spirit. Greenpeace's collaboration with the people of Yirca worked, because the organization was very conscious of the fact that the community was more concerned with the preservation of their olive groves and livelihoods than with Greenpeace's traditional values. Additionally, Greenpeace's on-the-ground organizers were sensitive to the people's wariness of politics and meddling of outside parties. By taking a backseat, working behind the scenes to build relationships and offering support where needed, Greenpeace campaigners effectively amplified - and not reshaped - local voices. Where CSOs at Standing Rock failed, was exactly where Greenpeace succeeded: Instead of pushing its own agenda, Greenpeace followed the people's lead, resulting in a collaborative atmosphere built on trust and mutual respect.
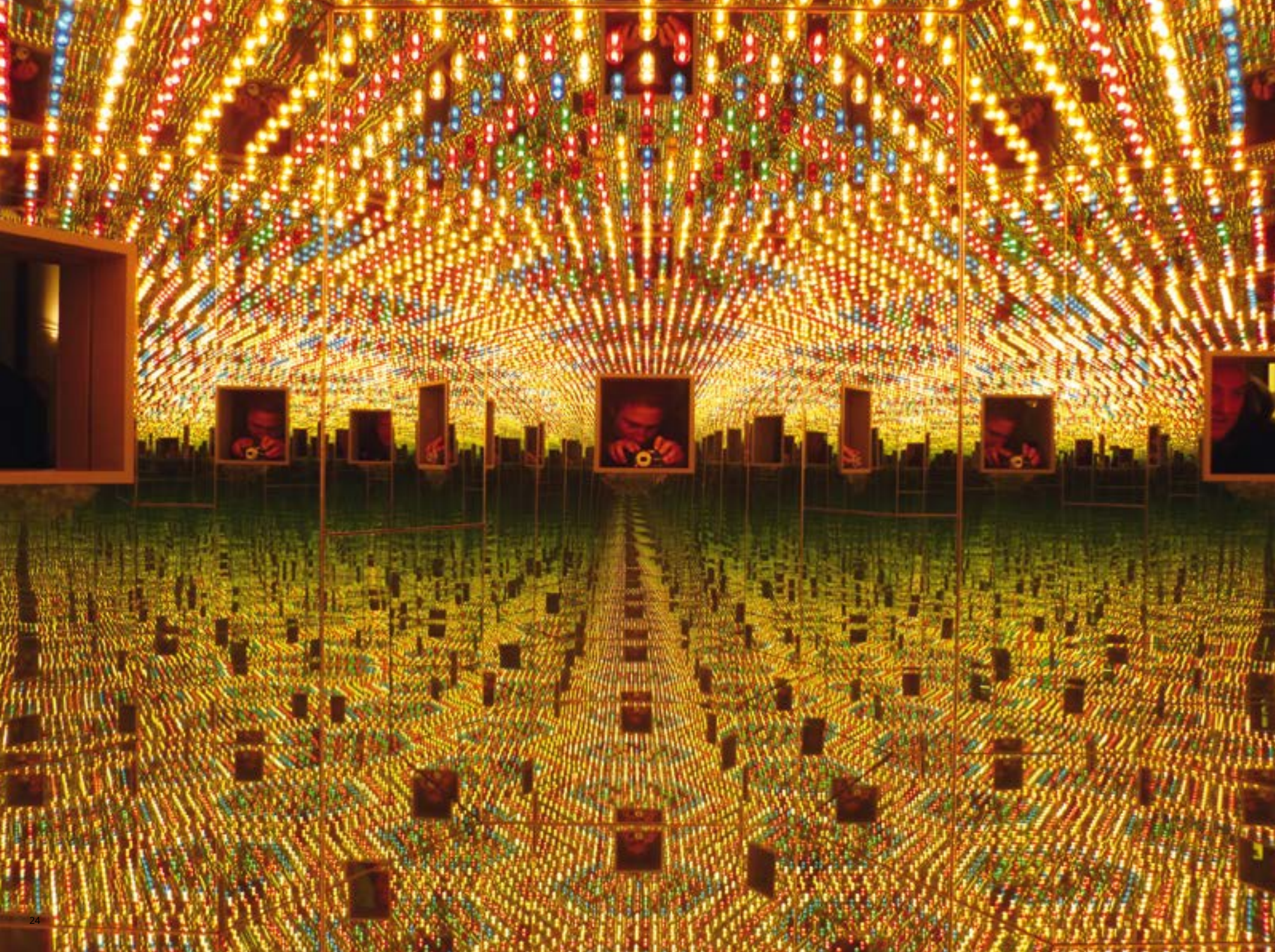
Chapter 2

Working together, digitally

Working together, digitally

From the very first connections between computers over fifty years ago, the internet has grown into a wave of connectivity covering the entire planet. Over the last three decades, digital innovations have profoundly changed our lives and continue to transform the way in which we organize our societies. The internet is permeating further into all aspects of our lives and connecting more and more people, communities and disparate groups around the world. This unprecedented level of connectivity has enormous implications, both positive and negative. The ability for anyone, anywhere to share content with the rest of the online world is a powerful democratizing force which allows for new collaborations to emerge between the most unlikely partners. At the same time, however, new threats to online civic space have arisen, including online censorship, fake or biased news, trolling, and strong protective measures that limit personal freedoms and may even violate human rights. Much has been written about this 'shrinking online space', including in our previous publication *Activism, artivism and beyond*. In this chapter, rather than focusing on the risks and challenges that come with digital advances, we draw attention to the potential of these developments to establish innovative collaborations and generate positive change.

Online trust through blockchain
For collaborations to be successful and sustainable, they must be based on a level of trust between the people or organizations involved. When collaborations are constituted solely through online connections, establishing trust can pose a challenge

because the parties involved may never meet or even communicate with one another. To allow for collaborations to happen and be successful, blockchain technology may provide a solution. This digital innovation creates inviolable and transparent networks, facilitating easy exchange of assets - ranging from funding and material goods, to knowledge and energy - that require no trust among participants.

It goes beyond the scope of this publication to explain in detail how blockchains work, but put simply, they are online networks of digital ledgers (or blocks) with each successive block

containing an element of the previous block. Users can only access and edit the block they 'own' and whenever a change is made, all participants receive an update. In this way, a permanent, inviolable record of all participants' actions emerges, allowing for democratic, equal and transparent governance and sharing.

While Bitcoin and cryptocurrency are the best known uses of blockchain technology, it is now used for a variety of purposes, making possible collaborations in multiple sectors. Examples include transparent food supply chains that connect all actors - from farmers to supermarkets - and secure storing of health records that allow patients, doctors and different health care institutions to exchange information without risking patients' privacy.

As the possibilities and benefits of blockchain become more apparent, CSOs are also beginning to apply the technology to their own operations to improve transparency, efficiency, and accountability. Until now, most applications pertain to funding, although blockchain has also been used to improve the registration of land rights and legal identities, and to democratize energy ownership.

Technology for impact
Digital advances are transforming the ways in which CSOs are acquiring and exchanging resources. For instance, through crowdfunding and online sharing platforms, CSOs are becoming more independent and resilient (see chapters 4 and 6 for more on this topic). In addition, technology is increasingly being used to collaborate with citizens to enhance impact, through such innovations as online crowdsourcing platforms (see chapter 6). Apart from these online platforms, countless other technologies exist that allow for CSOs to increase their impact tremendously. At first, these technologies may not seem relevant to collaborating and working together, the main topic of this publication. However, as most CSOs do not have the necessary technical expertise themselves, collaborations with tech companies or technological knowledge institutes are a precondition to implementing digital innovations in their work. An example of this is the partnership between Polaris and Palantir Technologies.

Polaris is a US-based organization working to end human trafficking and modern-day slavery. Since 2012, the NGO has been working with Palantir Technologies - a software company specializing in data analysis - which

New technologies can help civil society make better use of the abundance of resources it possesses. Additionally, by embracing digital innovations, CSOs can establish new and inclusive alliances and enhance their impact. Organizations are increasingly combining online and offline activism and applying technologies like blockchain to contribute to sustainable development.

has dramatically changed the way Polaris responds to human trafficking cases. Through Palantir's data analysis tool, Polaris can now respond to emergency situations more efficiently. Moreover, by analyzing accumulated data, a digital tool detects patterns among reports of trafficking, making it possible to identify networks and heightening Polaris' ability to combat human trafficking.

Digitally hybrid organizations

Many more examples exist of organizations using technology to enhance their impact and expand their scope - it is simply impossible to cover them all in this publication. In this final section, we shift attention away from technology for impact to a new type of alliance that has emerged thanks to digital innovations - the so-called digitally hybrid organizations.

As discussed in the previous chapter, a new generation of digitally empowered movements is winning remarkable victories around the world. And, just like in these movements, the success of digitally hybrid organizations lies in their ability to mobilize thousands of people using online tools. Yet in contrast to the movements, hybrid organizations establish more permanent structures, registering formal organizations and hiring professional staff just like their NGO counterparts. Established in 2004, the German organization Campact is one such hybrid organization. Campact's large-scale activities include online initiatives such as e-petitions and email campaigns. It then translates these virtual campaigns to offline activism by mobilizing citizens, usually around political issues. Where Campact differs from social movements is in how the organization purposefully seeks collaboration with existing NGOs and ensures that its constituents' grievances or demands reach responsible policymakers or organizations through institutional and official channels.

A digital future for CSOs

As the internet and digital technologies are affecting ever greater parts of our lives, it is vital that CSOs embrace them fully so as to keep up with the incredible pace in which society is evolving. The opportunities technologies present for enhancing impact, establishing new collaborations and reaching more people are endless. However, to make sure digital advances benefit everyone and contribute to a future we want, civil society has an important role to play. First, as almost half of the world's population does not have access to internet, every effort must be made to close the digital divide and ensure that digital development becomes more inclusive (more on this in the following pages). Second, the opportunities and freedoms that digital innovations can provide need protecting. As said in the introduction, our online civic space is under threat and CSOs across the world should be using their shared power to defend it.

Using blockchain to transform the aid chain

The Start Network is a global network of 42 international and national aid agencies across 5 continents with a goal to radically change the humanitarian aid system to increase efficiency and sustainable impact. Members of the network are exploring the possibilities of digital innovations, particularly of blockchain technology. In July 2017, the Start Network entered into partnership with Disberse, a fund distribution platform built on blockchain technology. Together, they started a pilot programme in which blockchain technology is used to speed up the distribution of aid funding and trace how it is spent, with the ultimate aim of being able to trace every euro from the original donor to each individual assisted.

In February 2018, the first in a series of tests was completed with positive results. Dorcas, a Dutch NGO and member of the Start Network, used the Disberse blockchain platform to transfer funds from the international office in the Netherlands to its Albania country office. Not only were the cross-border transactions almost instant, they could also be traced from beginning to end through an immutable online record. Now the Start Network and Disberse are working on a larger pilot with more organizations, more money and more geographic areas involved.

Chapter 2

Case:

eTrade for all

A few decades ago, if someone said a Baltic state, a large multilateral organization, an Indian institute of technology and a woman setting up a business in the outskirts of Delhi were working together, who would have believed them? Today, technological advancements have not only made this scenario believable, but it is actually a real situation happening through the newly launched online platform _eTrade for all_.

Soviet state turned digital frontrunner
Having shed the yoke of Soviet rule, the Baltic state of Estonia has been putting itself on the map as a digital innovator since the mid 1990s. A surprising number of online tools - of which 'Skype' is the best known - have origins in the small country. Estonia was also the first country in the world to declare internet access as a human right, a notion that was soon backed by the UN and countries around the world. The nation's most recent innovation is the so-called e-Residency

programme, which was first launched in December 2014. The programme allows for entrepreneurs based anywhere in the world to become 'digital residents' of Estonia, thereby giving them the opportunity to start and run an online company and enjoy all the benefits of the EU free trade zone.

Initially, the programme was meant to attract more business and investors to the sparsely populated country, but since then it has been adopted by the United Nations Conference on Trade and Development (UNCTAD) as the foundation of a new platform that aims to help small-scale entrepreneurs in developing countries - particularly women and marginalized groups - profit from the growth of global e-commerce.

eTrade for all: connecting the dots
UNCTAD and the Estonian government joined forces in 2016 with the purpose of translating a mutual commitment to promote inclusive e-commerce into online practice. With

the e-Residency programme as the technological foundation and in collaboration with partners from both the public and private sector, they developed the eTrade for all platform. In essence, the platform connects actors and stakeholders that wish to achieve inclusive economic growth through e-commerce - including representatives of developing countries, donors from the public and private sector and implementing partners like NGOs and multilateral organizations. Importantly, the platform also seeks to promote demand-driven and bottom-up development, guided first and foremost by the needs and interests of developing countries. Through a wide variety of tools, videos, data and events, the eTrade for all initiative fosters the emergence of a global network of stakeholders that collaborate as equal partners towards a shared goal: Inclusive economic development in which people across the globe can benefit from e-commerce and the new opportunities opened up by the e-Residency programme.

Local Indian business going global, via Estonia
But how is the eTrade for all initiative and e-Residency programme impacting the lives of individual people and small-scale enterprises, in practice? Let's look at a case in India to examine this impact.

In September 2016, the Indian Institute of Technology Delhi launched the Women Entrepreneurship and Empowerment (WEE) foundation with a goal of helping female entrepreneurs in India set up successful online businesses. The WEE offered targeted training programmes, technical assistance and connections to investors and buyers for women entrepreneurs. Yet financial and administrative barriers, including accessing international payment methods, made it difficult for new businesses to link up to the online global market. This is where the objectives of UNCTAD, the WEE and Estonia coincided. "e-Residency is not just a project for Estonia, but for the world", says e-Residency Programme Director Kaspar Korjus. "By eliminating physical borders, [it] provides new opportunities [...] to people, no matter where they were born, [allowing them] to become active players in the growth of their own country."

Because of their shared goal to empower female entrepreneurs and help them scale to international markets, the eTrade for all initiative entered into partnership with the WEE in early 2017. Since then, a selection

of Delhi-based female entrepreneurs connected to the WEE have become Estonian e-residents and receive special mentoring to establish and manage online businesses that operate from India but are registered in the EU.

Among the participants is Sakshi Gupta, a 27-year old entrepreneur who always dreamt of building her own business but says she lacked the knowledge and confidence to do so until she got in touch with the WEE. Gupta, who is now a digital resident of Estonia, feels that the joint efforts of the WEE and eTrade for all have "been a real life changer". "The e-Residency programme is giving me an amazing opportunity", says Gupta. "Being an e-resident, I can now easily access the digital benefits of a country that I have never visited."

Future collaborations
The eTrade for all initiative is a concrete illustration of how technology can break down institutional barriers and foster new collaborations that contribute to inclusive economic growth. Built around the digital innovation of e-Residency, the initiative provides entrepreneurs across the world with easier access to the online global market and at the same time fosters the emergence of a global network that helps developing countries unlock the potential of e-commerce. The joint efforts of Estonia, UNCTAD and their partners are already making an impact, but eTrade for all is only just hitting its strides.

The initiative is looking to team up with more organizations like the WEE in years to come to ensure that no matter where they live or how small their company is, entrepreneurs everywhere can reap the benefits of Estonian e-residency and link up to the global online market.

Addressing the digital divide
The vast majority of the 46% of the world population that does not have internet access lives in developing countries. In Africa for instance, internet penetration rates are at 35% compared to 95% in North America. For women this percentage is even lower.

If entrepreneurs and developing economies are to benefit from e-residency, concerted efforts must be made to address this digital divide. To that end, eTrade for all facilitates multi-stakeholder cooperation between members of the public sector, private sector and NGO community to achieve internet access for all. Additionally, eTrade for all experts conduct readiness assessments, in which they identify opportunities and bottlenecks and provide concrete recommendations for governments to harness the potential of e-commerce in their respective countries.

In its efforts, eTrade for all also emphasizes the importance of gender-sensitive programming and pays special attention to the empowerment of women using information and communication technologies.

Cross-sectoral partnerships

Cross-sectoral partnerships

The 2030 Agenda for Sustainable Development explicitly refers to the importance of strong, global partnerships as essential to solving the challenges the world faces today. These partnerships, the Agenda underlines, must "[bring] together governments, the private sector, civil society, the United Nations system and other actors and [mobilize] all available resources." And although such cross-sectoral collaborations are not without their challenges and obstacles, individuals and organizations from all sectors are increasingly recognizing that they can use their diverse perspectives and resources to jointly solve societal problems and together achieve shared goals.

Working with the private sector
Collaborations between CSOs and private sector actors are among the most common cross-sectoral partnerships. This is partly due to financial contributions from the private sector, which are indispensable for CSOs to overcome budget constraints and meet global development needs. Given that businesses are usually the parties bringing the financial resources into the partnerships, power imbalances often emerge, with CSOs having to comply with the demands of the corporate funder.

Clearly, a focus on monetary assets and the resulting power imbalances are not a solid foundation for fruitful collaborations. What is needed is to refocus on the capacities that both CSOs and the private sector possess - beyond funding. Companies have certain professional skills, expertise and resources that CSOs are often lacking. CSOs, in turn, have skills and expertise in their own fields, and networks and experiences that are indispensable for companies that want to develop or access new markets. In addition, if partnerships between CSOs and private sector actors are to make meaningful and sustainable contributions to the future we want, they need to be based on principles of trust, accountability and equity, which require more complex and creative partnerships than a simple donor-recipient arrangement.

Private sector actors, however, are not mere profit-driven machines. Increasingly, companies are embracing their ability to make significant contributions to sustainable development, even considering it to be a responsibility. Driven by this intrinsic motivation, innovative and equal part-nerships have emerged that benefit CSOs, businesses *and* society at large. One example is the collaboration between Dutch technology company, Philips, and the International Committee of the Red Cross (ICRC). A recent initiative of this partnership focuses on mother and child care in fragile settings. Using technological insight and design expertise from Philips, combined with the ICRC's experience and needs from the field, a high-risk pregnancy toolkit was developed. The toolkit consists of clear instructional cards and an innovative, battery-free, fetal stethoscope and serves to assist healthcare workers in detecting signs of at-risk pregnancies in women living in remote and fragile environments. It has now been deployed by the ICRC to 75,000 women in eight African countries. This working partnership between Philips and the ICRC is beneficial for both parties *and* for society, because each partner recognizes the value of the other's unique assets to achieve their shared objectives.

Adding the fourth P to the PPPs
Another well-established form of cross-sectoral partnerships are public-private partnerships (PPPs). These contractual collaborations between public and private actors be-

Engagement and synergies with the private and public sectors are of great value for civil society to make meaningful contributions to the future we want.
The driving force behind a fruitful collaboration is not one-directional funding. Cross-sectoral partnerships that work towards sustainable development are based on equality, transparency and trust, with each party valuing the other's role and unique capacities.

came popular in the early 1990s as a cost-effective way to deliver public services. This focus on cost-efficiency however, does not match the vision of the 2030 Agenda, nor does it strengthen civil society at large. Moreover, PPPs tend to be characterized by power imbalances in which funding parties take the lead; they are usually implemented on the traditional 'North-South axis' (which, as discussed in chapter 6, is subject to growing criticism); and the most affected people are usually excluded from the partnerships.

Given these problems, PPPs have often failed to live up to expectations. Since the publication of the 2030 Agenda, however, a growing number of innovative new models have emerged that adhere to principles of equality and inclusiveness. In several cases, these new models seek to bet-

ter integrate local communities into the partnership arrangements. The example of the Human Cities Coalition already shows that including the most affected as equal partners in a consortium not only benefits these people, but also helps formulate better and more sustainable solutions for the community as a whole. Thus, adding a fourth P - for people - to the 'PPPs' is increasingly being recognized as a promising way forward.

The public-private people partnerships (also known as P4s) that are emerging embrace bottom-up participative strategies and typically centre around issues of urban planning and infrastructural development. Yet this does not mean that P4s cannot be applied in other fields, as is exemplified by the National Rural Health Mission (NRHM) in India. This governmental body "seeks to provide equitable, af-

fordable and quality health care to the rural population, especially the vulnerable groups." The NRHM has initiated partnerships with NGOs and companies, and is now taking concrete steps to integrate local communities as a fourth partner. Across the country, patient welfare committees (known as *Rogi Kalyan Samiti* or RKS) have been set up and consist of representatives of local communities, including women and vulnerable groups. In addition, special attention is devoted to women and children by including so-called 'mother NGOs' (MNGOs) in the multi-sector partnerships to ensure that their health care needs are met.

Companies, governments, grassroots movements, knowledge institutes, CSOs, NGOs—all of these actors have unique competencies and resources that are valuable to achieve the future we want. Recognizing the presence and, more importantly, the complementarity of these different assets is a vital step towards forging meaningful cross-sectoral partnerships. The following pages will show that when partners pool their competencies to achieve a common goal, tremendous progress and impact becomes possible. In these cases, the saying is definitely true: The (partnership) whole is greater than the sum of its parts.

Data for global goals

On 16 July 2018, UN Environment and Google announced they have entered into a partnership for the purpose of expanding knowledge about the impacts of human activity on global ecosystems. "We will only be able to solve the biggest environmental challenges of our time if we get the data right," said Erik Solheim, head of UN Environment. Google and the UN are developing a platform that will allow NGOs, governments and the public to track environment-related developments and identify priority areas for action. Between them, the two giants have an enormous, wide-spread network. Combining the political and social leverage of the UN with the technology, reach and data of Google, this partnership could significantly change the way we will address environmental issues in the future.

Case:

Patagonia:
an activist company

Protecting Takayna

Situated on the island of Tasmania, the Takayna area is Australia's largest temperate rainforest, home to a vast array of endangered wildlife and some of the richest Aboriginal heritage in the world. Working to protect the Takanya from further demolition by major logging companies is the Tasmania-based Bob Brown Foundation. However, as logging activities in the area are mostly kept secret and tucked far away in the heart of the forest, the foundation found it often came too late to the logging sites. That is, until local ultramarathon runner Nicole Anderson came in to help. With her ability to run long distances on narrow forest tracks, she covers tracks of land faster than any other scout. Surveying the Takanya on foot, Anderson identifies logging sites and maps possible access points and obstacles for campaigners. As a running scout for the foundation, Anderson is able to combine her love of sports and the outdoors with environmental activism. California-based clothing brand Patagonia embodies these same values - sports, nature and activism - so it is not surprising that the company joined forces with Bob Brown Foundation to protect the Takayna region. Their joint latest initiative is the documentary Takayna, which tells the story of Nicole Ander-

son and draws attention to the forces threatening Tasmania's forests.

Environmental activism

Patagonia's tradition of working with environmental activists goes back to the company's founder, Yvon Chouinard. As a pioneer rock climber in the mid-1960s, he started the company with a dual purpose of improving climbing tools and ensuring that more people could safely share the joy of being in nature. When Chouinard's company opened its first offices in Ventura, California, the small Patagonia team got in touch with a local environmental group, Friends of the Ventura River. The group was fighting commercial construction plans that threatened to destroy what little was left of wildlife living in and around the Ventura River. Patagonia, sharing the group's worries, provided them with an office space, mailbox and small financial contributions, and used advertisements to draw attention to the cause. Eventually, the construction plans were cancelled and after a few years the degraded habitat of the Ventura river was restored.

For Patagonia, this early cooperation with grassroots activists marked the beginning of the brand's long-standing tradition. Up to this day, the brand is still working with small scale envi-

ronmental initiatives across the globe and has become a self-proclaimed 'activist company', pioneering a model of corporation as civic-engagement instigator.

Taking the lead

What is especially ground-breaking about this model is that Patagonia does not just support campaigns, but takes a leading role in starting the campaigns and building a resilient environmental movement. Based on decades of experience with environmental activism, Patagonia published the book Tools for grassroots activists: best practices for success in the environmental movement, which forms the basis of Patagonia's 'activist bootcamps' that provide skills training to activists from around the world.

As a brand, Patagonia blurs the line between the corporate sphere and environmental activism. Yet although the company claims that making money is not what it is about, running a profit is what keeps Patagonia in business. Experience from the last decade has shown that Patagonia's zealous activism is in the company's own best interest as well. The company has seen a quadrupling of its revenue and the more it invests in its beliefs and products, the better it seems to perform. "Doing good work for

the planet," says CEO Rose Marcario, "creates new markets and makes [us] more money."

Environmental dating

Patagonia's latest initiative is the online 'activist hub' named Patagonia Action Works. Jokingly named 'a dating site' for environmental organizations and activists, the platform allows people to discover organizations working in their region and get involved with their projects. The website also provides information about environmental issues and about funding opportunities for grassroots organizations. With Patagonia Action Works, Patagonia has entered a new stage in activism. From working with environmental CSOs, it is now actively facilitating cooperation between CSOs and individuals, fostering the growth of a globally connected environmental movement.

Interview with
Chantal Inen

Chantal Inen is a social entrepreneur and founder of
The Punchy Pack, a social enterprise that helps
young professionals from within companies to develop
bottom-up sustainable business projects in partnership with
NGOs, governmental bodies and other public sector parties.

Interview with Chantal Inen

"Companies increasingly recognize that they need the skills, knowledge and networks of NGOs to develop sustainable business practices, especially in developing countries."

What drove you to start The Punchy Pack?
Looking around me, I realized there are a lot of young, talented professionals who want to make a meaningful contribution to society but often struggle to determine how to do this. Through the Punchy Pack, I want to make these young talents more aware of their potential and help them harness their entrepreneurial drive for positive change.

Why did you choose to focus on the private sector?
Well, for one thing, there is a lot of untapped talent there. I am not saying this is not the case elsewhere, but in terms of entrepreneurial potential and drive, it is most evident in the private sector. At the same time, many young people in this sector are searching for a sense of purpose and meaning. In addition, the private sector quite simply has the resources and reach to realize big societal change. Through relatively small changes or investments - say, for instance, an international retailer making its coffee supply chain more sustainable - big companies can have tremendous impact.

I must add, however, that although the private sector is our starting point, connecting to other sectors is an integral part of our work. The business proposals developed in the Partnership Academy, for instance, always include cross-sectoral collaborations. My hope is that these cases will lead to a more fundamental mindshift within companies - that they start co-operating with NGOs, knowledge institutions and governments on a larger scale and more structural basis.

So, your objective goes beyond establishing cross-sectoral partnerships for sustainable business cases?
Absolutely. The innovative business cases are only the beginning. In the end, The Punchy Pack exists to instigate 'micro-revolutions for macro-resolutions', by training young professionals to bring about meaningful change within their companies. I like to think of the companies we work with as small societies, with young professionals as the grassroots. With their energy and talent, they can realize systemic change from the bottom up, towards a more sustainable future. And companies, in turn, are increasingly open to investing in new ideas and experimentation. They too recognize that our world is changing more rapidly than ever and that the challenges that come with that change require new approaches and collaborations.

Speaking of collaborations, all business cases developed within The Punchy Pack's trajectory are built on partnerships between companies and other actors, mostly NGOs. If the company is both initiator and funder of the partnership, does this not lead to great power imbalances?

Companies increasingly recognize that they are not the only ones with resources, that they need the skills, knowledge and networks of NGOs to develop sustainable business practices, especially in developing countries. When energy firm Alliander, for example, uses its expertise to distribute special batteries in disaster zones, such a project needs the assistance of the Red Cross. And to realize sustainable waste management in India, the know-how of waste-management company Van Gansewinkel is vital, but it is of no use when local organizations and authorities are not included in the project.

Why do you think your initiatives and the notion of cross-sectoral partnerships are catching on?
As I said, the world is changing rapidly and the challenges we face today can no longer be tackled by one sector alone. They all need each other - and the private sector is no exception. To continue doing business in the long run, companies will have to invest in sustainability, social change and inclusive development. Some companies, like Patagonia, are leading the pack. I hope that our young professionals will lead even more companies in the same direction. They are their organizations' future leaders - if they start making a difference now, and establish meaningful partnerships today, these collaborations have the potential to make huge contributions to sustainable development.

The Punchy Pack has developed three core programmes:

Trendwatch Academy
A programme in which young professionals explore future trends that impact their organizations and society at large. Focusing on themes related to the SDGs, Trendwatch Academy helps young professionals identify how they can harness their talents to realize positive change.

The Partnership Academy
An eight-month training programme that helps young professionals develop a sustainable business case for the company they work in. Every business case is built on a cross-sectoral partnership and addresses international challenges related to the SDGs.

The Partnership Election
This competition marks the end of the Partnership Academy. One of the newly developed partnerships and related business proposals wins the 'best new partnership' award and seed capital to kick-start the project.

Chapter 4

New collaborations for resources

New collaborations for resources

For many civil society organizations, traditional donor funds still constitute an indispensable source of income. Without the support of external funding, the life expectancy of many - if not most - organizations is dramatically low. To avoid these near-choking levels of dependency, CSOs are developing creative strategies to be more self-reliant. Increasingly, they are working together with actors that are more grounded in the communities they serve rather than with traditional governments and multilateral institutions, and devising collaborative methods that differ significantly from donor-recipient constructions.

Donor dependency

Much has been written about the negative effects of donor dependency for CSOs. To access funding, organizations have been found to change their jargon to match that of potential donors, emphasize quantifiable results and upward accountability to donors, and align their priorities with those of donors rather than give precedence to local needs. In this way, CSOs are straightjacketed into foreign agendas and externally dictated processes, thus seriously limited in their ability to support systemic, lasting change. While it is true that those holding the purse strings are inevitably in a position of power, CSOs are not simply puppets to their donors. A measure of agency must be allocated to CSOs. With their experience, local knowledge and networks, these organizations have something to bring to the table too. Their relationship with donors is not simply one of one-directional dependence, rather, it is characterized by mutual interdependence.

Connected capacity

To tackle issues of donor dependency in a sustainable fashion, perhaps what is most important is to challenge the centrality of money in development practices. A mindshift is necessary that draws attention away from scarcity and money towards abundance and the importance of alternative resources CSOs and communities already possess. By working together and sharing their capacities, organizations can try to create a situation in which these capacities - such as particular competencies, skills, time and creativity - become the main development currency, rather than money. (See chapter six for further discussion on these developments, particularly in the form of the sharing economy). Additionally, CSOs develop collaborative relationships with other parties - especially from the private sector - not necessarily for the purpose of acquiring funding, but to draw on complementary competencies. Within the framework of the Partnership Academy (see the interview on page 40), for example, companies and organizations have entered into collaborative relationships in which they bring together their complementary capacities in pursuit of common goals.

Despite these and other promising developments that draw attention to resources other than money, funding remains an indispensable and instrumental resource for CSOs to continue their work. And, as the demand for funding continues to be greater than the supply, the party in possession of the scarce resources inevitably has the upper hand. To challenge such power imbalances in traditional donor-recipient relationships, organizations are increasingly establishing new forms of collaborations with a wider variety of actors to diversify their income sources.

Diversifying collaboration

Organizations have developed multiple strategies to facilitate these new forms of collaborations. One such strategy is online crowdfunding, which is used on a massive scale by both institutionalized and less formal CSOs. Through online platforms, individuals are invited to pool their resources and work together to support a specific cause or campaign. A recent example is the Australian NGO Gifts for Manus and Nauru. This initiative runs monthly crowdfunding campaigns to provide phone credit to asylum seekers living on Manus Island and Nauru so that they can stay connected with loved ones.

Another resource strategy to avoid donor dependency is exemplified by Africans Rising, a pan-African movement working for peace, justice and dignity. Africans Rising aims for "the initiative to be supported primarily by resources raised by and within the African continent and the African Diaspora." This strategy has a double purpose. First, by relying on its African constituency for funding, the organization avoids becoming dependent on external donors. More importantly, through its resource strategy, Africans Rising fosters a sense of community and (co-)ownership among its constituents, thereby

Instead of focusing on scarcity of funding, attention should shift to the abundance of diverse resources and capacities CSOs and their communities already possess.
By sharing and combining these resources for a common cause, their connected capacities can become the main driver of development and reduce dependency on traditional resource mobilization options.

New collaborations
for resources

emphasizing its African identity and enhancing the movement's legitimacy and resilience.

Matching the crowd

As full financial independence - be it through membership or through crowdsourcing - may not be attainable for most CSOs, matched crowdfunding can offer an interesting intermediate solution. Organizations start a crowdfunding campaign and at the same time enter into partnerships with more traditional sources of funding like governments, grant-giving bodies or charitable foundations.

These funders 'match' the money accumulated through the crowdfunding platform; that is, they double or supplement up to a certain amount to acquired funds. The genius of matched crowdfunding lies in the innovative way it brings together individual investors and traditional funds, generating greater impact and promoting public engagement at the same time.

Working with local communities

Joining forces with the wider public is at the heart of another approach to acquiring resources: community philanthropy. Community philanthropy

is a form of philanthropy in which local people mobilize resources for local development processes, making them the owners and instigators of progress. Increasingly, this strategy is regarded as essential to sustainable development, as it shifts the power away from traditional external donors, supports local ownership and empowers local constituencies. Throughout the global South, local foundations have emerged that aim to build a culture of local philanthropy driven by ordinary people. By mobilizing resources - financial and other - from within local communities, these initiatives are

lending agency to local people. Community philanthropy recognizes the value of material and non-material assets already present in local communities and empowers them to drive their own development processes. In the pages that follow, the example of the Nepali foundation Tewa shows just how this concept works in practice.

Joining the crowd to support the arts

While matched crowdfunding is increasingly used in various sectors throughout the world, the United Kingdom and Australia have long been frontrunners, particularly for supporting arts and culture. Matched crowdfunding has become a popular tool to foster civic engagement and create a sense of joint effort, with civilians and government each doing their part to keep the arts alive. One example in Australia is MATCH Lab, an initiative of the government's Australian Cultural Fund (ACF). The fundraising platform encourages donations to selected

Australian artists, whose crowdfunding campaigns are given a boost by matching dollar-for-dollar what the artists raise. In the UK, innovation foundation NESTA also launched a matched crowdfunding campaign, in partnership with the Arts Council England and the UK Department for Digital, Culture, Media & Sport. Based on the results, NESTA published the inspiring report *Matching the Crowd*, which includes lessons learned from the various matched crowdfunding initiatives, as well as recommendations for funders, platforms and beneficiaries to make matched crowdfunding a success.

Case:

Tewa: women's philanthropy in Nepal

Supporting women power

On a sunny corner in crowded Kathmandu, 35-year-old Pabitra Bhandari is selling fruits and vegetables. Given the success of her business and the ease with which she talks to her customers, it is hard to imagine that only a year ago Pabitra would not dare to take her vegetable cart out on the street. Faced with physical disabilities, Pabitra had long been victim to harassment and social exclusion in Ilam, her hometown in the east of Nepal. After moving to Kathmandu, she found support from Entire Power in Social Action (EPSA), a local organization focusing solely on the empowerment of disabled women in Nepal. EPSA not only gave Pabitra her vegetable cart, it also connected her with other disabled women, giving her the confidence to go out and begin making a living for herself.

EPSA is one of the many local women-centred initiatives in Nepal supported by Tewa, a women's fund that has been operating on the principle of community philanthropy since 1995. Community philanthropy is built on a powerful and simple logic, explained clearly in GrandCraft's report *How community philanthropy shifts power*. It starts from the premise that all communities have assets, which, when pooled together, lend power to these communities. If people contribute their own resources to this 'pool', they will feel a sense of ownership and will care about the outcomes of their investment. Such mobilization of local resources challenges traditional donor-beneficiary dynamics and gives rise to new forms of horizontal accountability based on trust and transparency.

Sharing resources and power

Over the last two decades, Tewa has built a network of over 5,000 individual donors - all of whom are ordinary Nepali citizens - whose contributions form the backbone of Tewa. Their (often small) donations are pooled together to be allocated as grants to community initiatives and women's groups. Many women and organizations who have received grants from Tewa end up donating back to the organization once they have built up the resources - with Tewa's assistance - to do so. The ability to 'give back' fosters a sense of shared and equal ownership and eliminates power dynamics that may emerge between donor and recipient. Tewa's founder, Rita Thapa, explains that from the very beginning she was determined to steer clear of hierarchical, top-down structures. Relationships with grantees of Tewa are horizontal and based on trust. The aim is to enter a true partnership, in which local organizations' voices are not just heard, but amplified as much as possible.

Apart from targeted grants, another one of Tewa's key ingredients to success is its volunteer programme. Women - and, increasingly, men and local youth - who are interested, usually homemakers and (aspiring) entrepreneurs, receive training about philanthropy, development in Nepal, fundraising, women's rights and social mobility. These women then become part of Tewa's volunteer corps, contributing their time and skills to Tewa's various fundraising and core programme activities. The programme thus offers them a platform where they can learn useful skills and expand their networks. Over the years, there have been tremendous ripple effects from the volunteer programme. Many women entrepreneurs have indicated that they now think differently about their own abilities and have been able to grow their businesses by using the linkages made through Tewa.

A mindset of abundance

At the heart of Tewa's work lie the key mindsets identified as vital for achieving the future we want. The organization's approach is explicitly inclusive and cognizant of the interconnectedness of the women of Nepal; it puts the women themselves in the lead, empowering them to build up a sustainable living for themselves and their families; and it focuses on the abundance present in Nepali society, rather than emphasizing scarcity or looking for external funding. In most cases, Tewa's approach cannot simply be adopted by other CSOs, if only for the simple fact that most are not grant-making organizations. However, the way in which Tewa works both *with and for* local women to share and generate resources, offers much inspiration for others to build on.

Women's empowerment in local elections

As Nepal's only fund that works specifically to support organized women's groups, Tewa aims to encourage women to become leaders in their communities. In this regard, the year 2017 saw an important opportunity because for the first time in 20 years local elections were held in Nepal. To encourage women's participation in state governance and fight discrimination of women in politics, Tewa provided a number of grants in different districts to help women leaders enhance their capacities, strengthen their leadership and mobilize women voters.

Shifting power, shifting focus

Shifting power, shifting focus

Partnerships between Northern and Southern CSOs are often regarded as essential to sustainable development and an expression of the solidarity that drives organizations' work. Ideally, these collaborations are built on equality, trust and reciprocity and lead to meaningful connections between people in different parts of the world. In practice, however, North-South partnerships do not embody this ideal. Rather than being characterized by equality and autonomy, they are often organized in a top-down fashion, with Southern CSOs following the lead of their Northern counterparts. For the most part, this power imbalance is a result of financial dependence, and North-South relationships become reminiscent of those between traditional donors and recipients. As Danny Sriskandarajah, secretary general of CIVICUS, explains, Northern CSOs have indeed been holding the purse strings, mainly because they receive the vast majority of aid funding, turning them into so-called 'fundermediaries'. In recent years, criticism of these dynamics has been growing stronger and calls for change are increasingly catching on. As a result, the centrality of the North-South axis - along which development aid has been organized for so long - is being revisited. Many Northern CSOs have started to re-evaluate their role and organizational structure: The focus is shifting towards localized, bottom-up approaches, and new forms of collaboration are emerging through decentralization and network building.

Leading from the South

This type of rethinking also extends to the way in which donors allocate their funds and establish partnerships. Increasingly, donors are bypassing Northern organizations and channelling funds directly to local organizations in the developing world. One example is a recent initiative of the Dutch Ministry of Foreign Affairs, Leading from the South (LFS). This programme aims to support women's rights organizations by allocating grants to established women's funds that operate in the regions concerned (Africa, the Middle East, Asia and the Pacific, Latin America and the Caribbean). Staffed with (mostly) women from the region and working closely with local women's groups and CSOs, these funds have a thorough understanding of what is needed and what initiatives can have the greatest impact in their respective areas. Within the LFS programme, it is these women's funds - and not the Dutch government - that administer the grants and take the lead in setting out strategy.

The LFS programme shows that current changes in the so-called aid landscape are not only about how funds are channelled to the South. More importantly, it signals a shift from developing nations (and their NGOs) running the show to a collaborative atmosphere in which the most affected are in the lead. This mindshift is key to achieving meaningful partnerships for sustainable development. It lends agency to local organizations and communities, recognizes their assets and capacities, and puts them in charge of their own development processes. (See the interview on page 60 for more on this topic).

Moving closer

Over the last few years, more and more Northern CSOs are reinventing themselves. Donors are beginning to fund CSOs in developing countries directly, lending extra urgency to this process. However, change is mainly sparked when organizations recognize the necessity of taking on new roles and approaches to make meaningful contributions to sustainable development.

Among the many different changes in CSOs' approaches and structures (see chapter one, for example) are transformations on a more organizational level. One rather striking manifestation of such change is radical relocation, with big organizations moving their headquarters from the global North to the global South. ActionAid was the first big international NGO to take this step, relocating its headquarters to Johannesburg in January 2004. ActionAid was later followed by other organizations, including Oxfam, which agreed to move its headquarters to Nairobi in 2017. For NGOs, being closer 'to the ground' makes it easier to forge relationships based on trust and equality and work togeth-

There is a growing recognition that all communities and their organizations possess assets, ideas and energy between them that are valuable for sustainable development. Based on this recognition, local communities are increasingly empowered to take charge of their own development processes. New collaborations are characterized by joint ownership, equality and inclusiveness and are built on models of decentralized power and true interconnectedness between a variety of actors in the North and South.

Shifting power, shifting focus

er more effectively with the people they are aiming to support. Moreover, the cities to which the NGOs are moving will benefit from new job opportunities and the direct presence of a professional community working for social change.

While the sentiments driving NGOs to move to the South are admirable, it must be noted that such relocations can have negative effects. When big NGOs 'go local' and establish relatively independent offices in the global south, they may absorb funding at the expense of the very organizations they seek to support and collaborate with. As long as the resources continue to flow in the same direction – that is, to the big NGOs - the question of their physical location remains irrelevant. Danny Sriskandarajah makes a similar point: "Moving a big organization will not be that successful if it simply continues to concentrate power and resources". What is necessary to achieve genuine transformation is a more structural change, in which big organizations redistribute power and resources to encourage the development and impact of grassroots organizations.

Taking a closer look at the logic behind ActionAid's move, it is clear that the move to Johannesburg was part of a bigger process centred around

'devolving power' and reflected the organization's belief that to fight poverty and inequality, "the people and communities affected must be actively involved". Today, ActionAid has become a federation in which all members have an equal say in the decision-making process. The Johannesburg offices function mostly as a secretariat while the regional offices take the lead. A similar sentiment drove Oxfam's decision to set up its headquarters in Nairobi. "It's about [...] locating ourselves where the struggles are," said Oxfam's Executive Director, Winnie Byanyima, when the NGO's move was made public. "We are hiring more people from the South to be in our leadership, so decisions will be made [...] by people from the South who have experienced poverty and its impact on people there."

From octopus to equal partners

Historically, big Northern CSOs have been organized in a centralized network structure, with headquarters situated in the North and regional or national chapters across the globe to implement the organizations' programmes, without interacting much with one another. This so-called octopus model, in which power lies with the head of the network, is very much embedded in the traditional

North-South paradigm described in the first paragraph of this chapter. To achieve more equal and meaningful relationships with Southern partners, a shift away from this centralized octopus model and towards a distributed network model is necessary. In such a network model, power is divided equally among all chapters, which are no longer connected only to the leading core, but connected to one another as well. This transformation to a genuine international and interconnected network requires a decentralization of management and a new role for what used to be the leading body of the organization. For Northern NGOs, this means a role that is "less about leading and more about facilitating greater cross-country and collaborative activities, including South-South cooperation".

Some organizations have embraced the notion of decentralization and now only work behind the scenes. Former UK-based NGO Every Child, for example, relaunched itself in 2014 as Family for Every Child, a global network of local CSOs working together to improve the lives of vulnerable children around the world. The organization no longer runs any programmes under its own name; instead, it acts as an 'enabler',

with a crucial role in mobilizing resources and advocating for change.

Over the last few years, civil society is gradually moving away from one-directional North-South partnerships towards new organizational structures in which power is decentralized. These developments are a manifestation of a fundamental mindshift: Increasingly, CSOs and donors are recognizing that sustainable development hinges on suc-

cessful collaboration with the organizations and communities they are seeking to support. To achieve this collaboration, they must work towards a redistribution of power, an appreciation of local communities' unique assets and agency, and a remodelling of relationships based on equality and trust. In the following pages, the example of Solidaridad, which transformed itself into a networked NGO, shows how this mindshift can work in practice.

Social franchising

The international organization Dance-4Life has adopted a different organizational model to heed the call for change in the development sector: social franchising. Dance4Life seeks to empower young people to take action, to push back HIV and AIDS and lift taboos about safe sex and gender-based violence. To do so, the organization has developed the Journey4Life curriculum, a youth empowerment programme which focuses on personal growth, building confidence and behavioural change. Instead of simply transplanting this curriculum to anywhere in the world, local NGOs can become co-owners or 'franchisees' of the programme. They are assisted in shaping the programme

to fit local needs and invited to share their experiences and ideas with the global network of franchise holders. In this way, franchisees are co-creating the Dance4Life philosophy, tools and programmes rather than following pre-fixed rules.

This social franchise model is Dance4Life's way of contributing to change in the current donor-driven landscape and inspiring local ownership among its partners. Newly installed director Jael van der Heijden explains: "We hope our social franchise approach will contribute to the broader discussion in the sector about new forms of partnerships, which are built on equal relationships with local organizations".

United Network of Young Peacebuilders

A global network strengthening sustainable youth-driven peacebuilding, connecting 80 youth peace organizations across 50 countries.

http://unoy.org/en/our-vision/

The future of aid INGOs in 2030

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Nunc pellentesque risus ac nunc blandit, ac sodales nisl consectetur. Aenean metus lectus.

https://reliefweb.int/sites/ reliefweb.int/files/resources/The_ Future_Of_Aid_INGOs_In_2030-20. compressed.pdf

Building and governing a democratic federation: the ActionAid international story

Harvard publication on ActionAid's unique process towards becoming a democratic federation.

http://www.actionaid.org/ sites/files/actionaid/building_ and_governing_a_democratic_ federation_20june2013_-_copie.pdf

Case:

Solidaridad:
the networked NGO

Twenty-first century transformation Solidaridad was founded as a Christian development organization in 1969 and remitted its mandate from the Dutch churches in 2010. This break from the church coincided with a growing realization that traditional development models, in which Northern NGOs were prescribing how the global South should develop, were no longer viable. Funders began increasingly allocating budgets directly to the regions of operation and local organizations. For a Dutch-based organization like Solidaridad, this meant more and more difficulties accessing embassy funds or funds from international donors. Solidaridad thus saw itself faced with some big challenges. Yet, instead of trying to continue its usual mode of operation, the organization decided to embrace the shifting tides of the 21st-century and reinvent itself. By 2011, Solidaridad had started developing a new organizational structure, aiming to transform from a traditional NGO for development aid into an international network organi-

zation for international cooperation. Since then, Solidaridad has grown considerably; from 30 staff members based in the Netherlands, to over 320 staff worldwide, and from one main Dutch office to 10 regional expertise centres spanning five continents.

The network at work in Meru County Solidaridad's global mission is to "bring together supply chain actors and engage them in innovative solutions to improve production, ensuring the transition to a sustainable and inclusive economy that maximizes the benefit for all." To achieve this mission, stimulating good agricultural practices is one of the core strategies being implemented across all of Solidaridad's focus regions. However, differences between the regions are massive and range from huge banana plantations in Latin America to household cassava production in West Africa—which means that a thorough understanding of local circumstances and needs is vital to achieve success.

Meru County in central Kenya is one example of how the network operates. There, the regional expertise centre for East and Central Africa is responsible for translating Solidaridad's global mission into practices that fit the local context. With its rich volcanic soils, Meru County is one of Kenya's most fertile areas but most farmers still fail to produce beyond subsistence farming and supermarkets continue to import produce that could have been grown locally. Solidaridad East and Central Africa aims to support smallholder farmers to find a way out of poverty and at the same time contribute to the development of a thriving agricultural sector. To achieve this goal the Food for All programme was created, seeking to identify and bring together local stakeholders from all levels of the agricultural supply chain, with local farmers at the center. The programme is built on recent shared knowledge in the Solidaridad network as well as on specific local expertise to match the Kenyan context. Through Food for All, farmers like Eliz-

abeth Ngiri, who is growing French beans on a small piece of land, receive training on best agricultural practices and are coupled with local companies to be better integrated in the agricultural value chain. Processing company Meru Greens is one of the key partners, supporting farmers in getting the right inputs and buying their produce at a decent price.

While the Food for All programme is designed specifically for Kenya's fruit and vegetable sector, the regional expertise centre in South America can use the insights and experience to improve the lives of smallholder farmers there as well. The new network structure of Solidaridad facilitates this knowledge exchange, generating a growth of shared know-how, while respecting the value of local expertise.

Interconnection and autonomy
It might seem obvious that local questions require local knowledge, but to this day many Northern NGOs still design and implement pro-

grammes that lack sufficient input and involvement of Southern partners. With its networked structure, Solidaridad has radically turned this logic around. Based on past experiences and informed by an extensive interview and consultation period, the organization concluded that "the quality, outcomes and impact of Solidaridad programmes could be significantly improved if the organization made maximum use of local expertise from local staff." In the new network structure, this means that not only programme implementation is informed by local knowledge, but policy development and management are being organized at the lowest level possible as well. This principle of subsidiarity is now at the heart of the Solidaridad network: Locally managed regional expertise centres have a strong mandate to plan and execute programmes.

Creating a global network of regional expertise centres has proven to be a constant balancing act between autonomy and interconnectedness. On

the one hand, a strong local identity for each region is vital, as this creates potential for mobilizing local human capacities and funds, and allows for context-appropriate programming. On the other hand, without a certain 'glue' that ties all regional Solidaridad offices together, there is a risk of the whole network falling apart. Additionally, inter-regional cooperation offers great benefits for all regions in terms of mutual learning, sharing of knowledge and resources, and joint strategy development.

Today, the Solidaridad network is still working hard to build capacity and foster institutional growth for all the regional expertise centres, in order to ensure they can fulfil the tasks that come with their new autonomy and responsibility. In the years to come, the organization will continue to mature and hopefully become an interconnected network of equal partners that each contribute to the achievement of the shared vision of Solidaridad.

Interview with
Tulika Srivastava

In 2010, Tulika Srivastava became the executive director of
Women's Fund Asia. The organization was founded six years
earlier as the South Asia Women's Fund (SAWF),
which supported women human rights activists, groups and
networks in Bangladesh, India, Nepal, Pakistan and Sri Lanka.
Now, 14 years later and with Tulika at the helm,
the organization has been relaunched as Women's Fund Asia,
supplying grants and support to women's rights organizations
in 18 countries across Asia.

Interview with Tulika Srivastava

In 2016 Women's Fund Asia was asked to join the Dutch programme Leading From the South (LFS). Becoming part of this programme meant that your organization had to expand its mandate to cover Asia entirely. This must have been an enormous undertaking. What made you decide to go for it?

Until the discussion on the new fund created by the Dutch Ministry of Foreign Affairs was initiated, we had never applied for any other bilateral funding as we wanted to safeguard our freedom and autonomy. This programme, however, was different. It was not an idea formulated unilaterally by a government, but instead, it was a response to a call of women's organizations who demanded for better ways to amplify women's voices and support local women's groups in the global South. So, the question of joining was bigger than us; it was about supporting and being part of the global women's movement. Moreover, in the LFS programme, it is not the Northern donor but Southern women's funds who are themselves part of the women's movement who distribute the funds. This allows us to support those women's initiatives that often remain invisible, empower local groups, and truly strengthen women's voices where they most need it. Also, at that time we were the only regional women's fund working in Asia with a clear commitment to both feminism and human rights in our grant-making. Recognizing the importance and the opportunities of the LFS programme, we decided to step up and expand our scope.

Women's Fund Asia is channelling resources to women's groups and organizations in the region. What is it in your approach that sets you apart from traditional donors or grant-making organizations?

Let me start by pointing out an inevitable truth: The giver is always more powerful than the receiver. However, in the way we work with our grantees, we try to change the power dynamics and redefine what it means to be a donor. First, we do not have stringent formal demands like many traditional donors have. We do not ask our grantees for extensive reporting and forms to be filled out. We want to make sure that grantees - who are often small groups and organizations - can devote their energies and resources to their work and generate impact rather than reports. And while we do assist organizations to institutionalize to some extent, this must always serve the purpose of improving impact and amplifying their voice. Second, since reports do have to be written for the sake of accountability and transparency, we - Women's Fund Asia - do this together with our grantees. We encourage storytelling rather than force grantees to supply us with quantifiable results and hard data. Based on the wonderful stories these women share about their work and impact, our team formulates reports that are understandable for organizations, communities, governments and donors alike. Finally, because we work so closely with the organizations we fund and are actively engaged with their causes, we build up a very different relationship with them than traditional donors do.

What does this relationship look like? How does it translate into practice?

Our relationship with grantees is very much based on trust, mutuality and equality. An example of how this translates into practice is found in the way we create space and time for our grantees to reflect on their work. For instance, we recently advised one of the organizations to stop what they were doing, take a step back and think. During that time, they may not have been generating quantifiable results, but we still paid for their ongoing expenses because we trusted that providing the space would lead to greater impact for the community.

"To build a movement that has true impact, learning from everyone within that movement - not only from established organizations, but also from small initiatives, grassroots groups and individuals - is critical."

Additionally, because we see and experience our grantees' needs and worries up close, we can support initiatives that more traditional donors could not. For example, we collaborated with an organization that supported girls who wanted to elope so that they would be free to exercise their right of choice. Without our intimate knowledge of the complex, local social structures and marital conventions as well as our close contact with the organization, it would not be possible to allocate funds to such a cause.

You said that the LFS programme not only allows for funds to reach women that are often left behind, but it also fosters the building of a global women's movement. Can you explain that?

Women's Fund Asia is one of four women's funds that together manage the LFS programme. The others are the African Women's Development Fund, the Fondo Mujeres del Sur and the International Indigenous Women's Fund Ayni. It has been an amazing experience to work with these organizations. Even though the areas we come from are widely different, we share aspirations and challenges, speak the same language and can learn from one another's experiences. On the level of these funding organizations, we have truly become part of a global force.

Additionally, through the LFS programme, we can operate as a 'spider in the web' between different actors in the struggle for women's rights. We use the experiences from our fellow women's funds to better support our grantees, we translate grassroots insights and solutions into lessons that can be used by organizations elsewhere - both in and outside Asia - and we facilitate cooperation and mutual learning between women's groups and organizations we support.

Based on your experience at Women's Fund Asia and working in the LFS consortium, what would be your advice to civil society organizations striving to make a meaningful contribution to sustainable and inclusive development?

I would say collaboration and an openness to learn from one another are key. To build a movement that has true impact, learning from everyone within that movement is critical. Being inspired. Taking and sharing lessons, not only from established organizations, but also from small initiatives, grassroots groups and individuals. I believe that collaboration on a basis of trust, respect and - importantly, equality - will go a long way.

The sharing economy

The sharing economy

At the heart of this publication lies the idea that if we are to have any chance of solving today's global challenges, we must join forces to come up with collaborative solutions. One of these challenges is how to turn around the unsustainable nature of our current economic model and mode of consumption. At present, economic growth is leading to ever-higher levels of pollution and waste disposal as well as increasing resource scarcity and inequality. New and innovative ways of working together and sharing our resources must be developed to achieve a more inclusive and sustainable economy. Recent developments bring hope for the future, however, as new economic models that challenge the status quo are emerging.

Putting idle assets to use

When talking about 'economy' and 'resources' the first thing that usually springs to mind is money. New economic models however, are being increasingly built around other assets and focus on non-financial resources such as time, knowledge, ideas, and also material goods and networks. Particularly promising and increasingly popular is the model of the sharing economy.

In the dominant, neoliberal economic model, people purchase goods for their individual use and ownership; a habit which leads to the production of more and more 'stuff' and, consequently, more and more waste. This waste is not just physical waste like garbage and pollution, but also a waste of resources and assets. For instance, think of the specialized tools people might have stored in their sheds: Over 80% of this equipment is used less than once a month, with some used no more than twice a year. Sharing within a community would mean having fewer of these goods, but they would be used more frequently, rather than lying dormant and going to waste. The core idea of the sharing economy is that people already possess all the tools they could possibly need, if only they could pool them together. This idea of 'pooling' is what lies at the heart

of the sharing economy: It facilitates ways in which individuals, organizations and communities can exchange with others the untapped 'surplus' or 'idle' capacity of their assets. The idea of sharing assets between many people is of course nothing new, but thanks to technological developments, sharing can now be done at a larger scale than ever before. Over the last decade the sharing economy has grown at an incredible speed. New sharing initiatives are launched on a daily basis, sharing almost anything from driveways and rarely used items, to skill sets and time - the latter of which is looked at more closely in the following pages.

Tapping into the crowd

Used on a daily basis by an ever-growing number of people, the sharing economy is having a transformative impact on civil society. For civil society organizations, this means that they must adapt their mode of operations to the new economic model if they want to benefit from its opportunities. Some organizations are already embracing the sharing economy wholeheartedly, changing the way in which they work with others to acquire resources and enhance their impact by using a variety of online tools.

One of the most frequently used technological innovations is online crowdsourcing, which facilitates mass sharing and gathering of goods, data, knowledge and ideas. An interesting example that shows how CSOs might benefit is OpenIDEO. This innovative platform connects people from all over the world to collaboratively come up with solutions for global issues, which are presented to participants in the form of online challenges. Through OpenIDEO, people work together by contributing knowledge, skills and innovative ideas to generate social impact. As shown in *Activism, artivism and beyond*, CSOs are already using crowdsourcing in various ways, but by drawing inspiration from such initiatives as OpenIDEO (and many others) they could benefit far more than they are doing now. There is an abundance of creativity and energy present in society that CSOs can tap into by strategically using crowdsourcing.

CSO sharing and caring

Apart from providing tools to help engage crowds and tap into their resources (material and immaterial), the sharing economy can also transform the way in which CSOs work together among themselves. If indi-

There is an abundance of resources and capacities available across civil society and the communities they serve. By sharing these assets through more collective and democratic approaches, they can become the main currency for social change. CSOs are increasingly embracing the opportunities of the sharing community, which builds trust among communities and organizations and helps them become more resilient and self-sustaining.

The sharing economy

viduals use online platforms to share surplus goods and resources, the same is possible for CSOs. Realizing this, the Latin American and Caribbean Hub of Innovation for Change launched its online platform Comunidas.org. On this platform, CSOs can search for a service they need and obtain that support from other organizations. In exchange, the receiving organization then offers its own material or immaterial resources for others to benefit from. Thus, by facilitating solidarity exchange among CSOs, Comunidas.org helps create a self-reliant network of organizations. Because they are working together through the platform, the organizations are not only less dependent on external resources, they are also building trust between themselves and the communities they serve. Given its success, Comunidas.org is currently planning to expand to the Middle East and North Africa.

Be My Eyes is an example that draws attention to another way in which the sharing economy can have a transformative impact on CSOs. This organization harnesses the power of online sharing to help blind people tackle daily challenges. Be My Eyes crowdsources for people who are willing to share their sight, who are then matched with blind and low vision

people around the world. When faced with an immediate problem such as picking out a shirt, retrieving medication dropped on the floor or checking the expiration date on food items, for example, the visually impaired person can call upon one of the 1.5 million sighted volunteers who provide visual assistance through a live video connection. As this example shows, the principle of the sharing economy can be used for more than just to acquire or share goods, knowledge or services; CSOs can also employ it as a method to generate and expand impact. What is necessary to make this a success is a renewed appreciation of the resources already present in society as well as a rethinking of the role CSOs can play in redistributing these resources and what actors are out there to collaborate with.

A sharing economy for all

If everyone is to enjoy the opportunities the sharing economy has to offer, concerted efforts are needed to close the digital divide (as discussed in chapter 2) and organize sharing platforms in a non-extractive and democratic fashion. To that end, civil society should be wary and critical about who is running the sharing platforms (this is not always immediately clear) and how the collectively created value is distributed.

Perhaps even more important to make the sharing economy work for everyone is the mindshift necessary to let it reach its full potential: People, communities and organizations should realize that between them there is already an abundance of resources available. If we manage to establish the connections necessary to safely share our assets - including competencies, skills, time and creativity - we could all benefit, *together*.

These benefits extend beyond the realm of material and immaterial resources: Sharing builds trust, allows for communities and organizations to be more self-sustaining, and leads to meaningful connections between different parts of society. If civil society puts the sharing economy to good and fair use, it might turn out to be a truly transformative and sustainable alternative to the current economic paradigm.

New opportunities, new challenges

As the sharing economy is steadily gaining ground and changing the way people consume and collaborate, a new set of challenges and risks is also emerging. First, much is still unknown about the economic, social and environmental effects of the online sharing economy. It is clear, however, that sharing economy models can greatly increase competition, disrupt existing industries and put local enterprises out of business. Increased availability of shared services could also create a disincen-

tive for further development of public services - why invest in better public transport if Uber is there? Moreover, as new sharing economy models are often online-based, they could deepen existing inequalities. About half of the world's population still does not have internet access and for many who do, inadequate infrastructure, high costs of connectivity and other barriers prevent them from fully engaging with the online sharing economy.

Case:

Barcelona TimeBanks

Time is time

"Time is money" might be the most famous quote by former US president Benjamin Franklin and a saying still often used today. Surely, time can be exploited to earn money, but in actuality time is just time: a resource that has great value outside a monetary economic system. This is exactly the idea behind the so-called timebanks. A timebank facilitates the exchange of time between people, helping to solve problems in everyday life. Participants of a timebank offer their time to do community service for other members that need it. Such tasks could range from babysitting, reading to old people, helping with school homework and walking the dog, to repairing things, computer help or assisting with tax-forms. The hours of service are then 'credited' to the contributing member, who can 'spend' that hour for a service that anyone else in the community offers.

The concept of the timebank is not something new; it may even be as old as humankind itself, being embedded in human solidarity and community values. The first professionalized timebanks however, were initiated by US-based NGOs in the 1980s and today they exist across the globe, often based on online platforms. Still, the US remains a frontrunner. One Washington-based organization, TimeBanks. org, actively works to stimulate this new way of sharing resources in 22 countries and six continents.

Scaling-up timesharing

Another champion of the time-sharing economy is the city of Barcelona, where the first timebank was initiated by a group of women living in the neighbourhood of Guinardó. Elvira Méndez, a doctor who worked for the NGO *Associació Salut i Família* (Health and Family Association), got the idea for a timebank after visiting a women's collective in Italy. Starting with the slogan 'women change city life', the women of Guinardo kicked off what was to become a great success all across the city. Since then, a network of timebanks emerged, starting as neighbourhood-based initiatives that gradually became digital platforms, facilitating online exchange of time and services. As an example of time-sharing, Barcelona is remarkable for the active involvement of the municipal government to connect and support these time-sharing initiatives. This became particularly apparent when, in 2004, the Barcelona City Council started its Programme of Time and Caring Economy and joined forces with a community network of neighbourhoods and the Health and Family Association to promote time-sharing in the city.

Under this programme, people and organizations wanting to develop exchange initiatives (for time or other resources) are assisted in various ways. They can make use of some of the city's equipment, get technical, educational and legal assistance, and benefit from special grants. Additionally, the programme has resulted in the creation of an online portal devoted specifically to Barcelona's sharing economy, with a special focus on the city's timebanks. Here, the logic of sharing time is explained and promoted and visitors have easy access to the many (now 28) time-sharing platforms available in the city. This plurality of timebanks is necessary since the exchange of time as a currency works best when people are in relatively close proximity of each other, so as not to lose time commuting (which would be considered a loss of currency). The Health and Family Association, which helps manage the network, coordinating conferences and dialogue between the banks, aspires for time to become a national - or even international - currency. In this model, one hour of service in Barcelona could get you an hour of service you could spend in Barcelona, Valencia, Madrid, or even in London.

Connecting capacities

In Barcelona, the combination of town hall dedication, citizen participation and NGO involvement has made the timebanks a success. As a result, the city has now become a breeding ground for many other examples of sharing systems, giving rise to numerous knowledge exchange networks and platforms for sharing goods, all of which also enjoy support from Barcelona's Programme of Time and Caring Economy. And the growing presence of these sharing networks is doing more for the city than just facilitating non-monetary transactions and service-delivery. By facilitating co-operation between citizens, based on the recognition that their connected capacity helps improve the welfare of Barcelona as a whole, the networks promote solidarity, build community bonds and trust, and contribute to a resilient city.

Together
we dance

Together
we dance

Today, somewhere on the outskirts of Delhi, a young Indian woman is dancing. She just sold her first products through the online international market and now knows her small business is taking off. Tomorrow, after receiving the appropriate medical attention, a mother will give birth to a healthy baby boy in Okpella's local maternity centre, in the heart of Nigeria. Her family will be dancing. And in a week or so, villagers of Yirca, helped by a few Greenpeace volunteers, will begin their yearly olive harvest. Late in the evening after work, under the solar-powered lights in the town square, they too will be dancing.

The dancing by all these people in all corners of the world would not have happened if it weren't for the civil society collaborations described in this publication. The joint efforts of Estonia, the UN and the WEE led to dancing in Delhi. Thanks to Philips and the ICRC, who worked together on the high-risk pregnancy toolkit, there is dancing in Nigeria. And because Greenpeace forged a meaningful relationship with the community of Yirca, there is dancing in Turkey.

Standing together for change
We began *Joining forces, sharing power* with a mission: We want to make the world dance! But for the whole world to be dancing, a lot more remains to be done. For people to dance, they need to feel happy, hopeful and safe. This, in turn, requires an inclusive, peaceful, prosperous and sustainable society—it requires evolving towards the future we want. At the heart of this publication lies the idea that if we are to have any chance of achieving this future, we must join forces and come up with collaborative solutions to the major challenges of today. On their own, grassroots movements, civil society organizations, government institutions, businesses or any other actor imaginable, cannot make sufficient progress at the scale and pace required to tackle the major challenges we face. True and meaningful collaborations that contribute to sustainable and inclusive development however, are not always easy to achieve. They require an openness to others, a willingness to share and a readiness to change long-standing approaches and mindsets. The many examples described in this publication have shown that such openness, willingness and readiness are very much present in civil society.

Complementarity and connectedness
Grassroots movements and institutionalized CSOs often hold negative views about each other's capacities and approaches. Examples of organizations like Greenpeace, ActionAid and Campfire Innovation, however, show that this does not have to be the case. By changing how they engage with grassroots groups, these organizations have established true and equal partnerships with the people they seek to support. They recognize and value the unique capacities and strong voices of the grassroots. And instead of taking the lead and pushing for their own agendas, they amplify the voices and energy already present in society. If grassroots and institutionalized CSOs manage to focus on their common objectives, interdependence and interconnectedness, they are a force to be reckoned with.

Conclusion

Have an open mind to others' viewpoints and ideas. Recognize the power and energy present in society. Never stop striving for an equal and inclusive world.

The same holds true for collaborations that cross sectoral divides. Such partnerships, however, often fail to meet their full potential because the relationship is not one of interdependence, but rather of dependence. When CSOs and the private sector join forces, for example, the latter often has the upper hand, mostly because it is the companies that bring the money to the partnership. Yet, when partnerships are not about money and attention shifts to complementary capacities instead, they can have a truly transformative impact. When Philips and ICRC joined forces to improve care for pregnant women; when young professionals in the partnership academy established collaborations between their companies and NGOs; when Patagonia and grassroots activists worked together to protect the environment—money was not what bound them. What makes a partnership work is the recognition that the other has assets complementary to your own, that you share a common goal, and that together you stand stronger. And when such partnerships happen across sectoral divides, the pooling of skills, competencies and networks particular to the different sectors can be a very powerful mix.

Sharing abundance, online and offline
Over the last two decades, technological advances and the endless possibilities of the internet have changed the way people are making themselves heard, fighting for their causes and connecting with one another. The transformative power of digitalization goes further than we can possibly imagine and, increasingly, CSOs are exploring how this power can help them achieve their goals. Organizations are establishing new collaborations through social media; they are working with tech-savvy partners to enhance their impact; they are applying digital technologies like blockchain to exchange funds and information in safe and transparent ways; and they use online sharing platforms to acquire, distribute and share resources. Comunidas.org is just one of many initiatives that shows how such online sharing is about much more than the acquisition of scarce resources. By facilitating the sharing of skills, knowledge and time, Comunidas.org draws attention to the wealth of resources and capacities the organizations already possess between them. In a similar fashion, the Barcelona timebanks draw attention to the abundance of resources present in the city. Again, it is not about the money; it is about meaningful connections between people, communities and organizations that want to work together for a better future.

Mindshifts for sustainable and inclusive development
A common theme running through all chapters and examples in this publication were four fundamental mindshifts that will lead us to meaningful collaborations for inclusive and sustainable development.

FROM		TO
A compartmental approach based on ones' own interest	>	An inclusive approach, recognizing interconnectedness and viewpoints of others
'Us' in the lead	>	The most affected in the lead
Focus on scarcity	>	Focus on abundance (e.g. sharing economy)
Money driving development	>	Connected capacities driving development: complementary competencies, skills, time, creativity

By sharing the examples described in *Joining forces, sharing power*, Partos (through its innovation programme The Spindle), CIVICUS and The Broker have tried to show how the four mindshifts may be translated into collaborative practice. Yet, the practices described in the foregoing pages are far from exhaustive. Rather, they are just the tip of the iceberg when it comes to new, inspirational collaborations happening in civil society today - collaborations that can help us build our common future.

This publication should be read not as a prescriptive guidebook on how to work together, but as a source of inspiration. It is to encourage all readers—from established CSOs, grassroots movements or any other part of civil society—to have an open mind to others' viewpoints and ideas, recognize the power and energy present in society, and never stop striving for an equal and inclusive world. *Joining forces, sharing power* is an invitation to look for new ways to work together, because only together can we achieve the future we want. Only together can we make the whole world dance.

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