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## **PARTNERSHIP POLICY**

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### **Introduction**

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*“We support our partners in engaging in development policy issues.”*

*“We accompany and support our partners on a long-term basis.”*

*“Our collaboration with our partners is based on mutual respect for cultural values and principles.”*

*“We work in partnership on the basis of shared values, and strengthen our partners in their autonomy.”*

*“We are committed to transparency and accountability towards our partners and stakeholders.”*

(HELVETAS Vision and Mission, 2012)

Sustainable change needs to be owned and carried forward by national and local actors. Therefore, HELVETAS Swiss Intercooperation seeks to craft evolving, reliable, and strong partnerships – in order to secure and upscale the effects of a given programme, to increase the legitimacy of development interventions, and to ensure sustainable change beyond the scope of particular projects and programmes limited in time and resources. Consequently, our organization implements programmes wherever possible not directly, but together with and through local partner organizations.

Yet why and how do we develop partnership relations to implement our activities? This partnership policy defines the main orientations and principles on how to join efforts with other organisation to implement our programmes or to support legitimate actors in their own rights. To make a difference through our actions, we focus on partner organisations that are able to initiate and stimulate processes of change (“change agents”), such as domestic development NGOs, networks, farmer’s or user’s associations, development-orientated enterprises or government authorities (executive and legislative).

This policy aims at contributing to a common understanding of whom we consider as partners, and what a partnership is. To this end, it formulates six ‘key principles’ along which we want to establish working relationships with our partners in order to achieve a common goal. The effective application of these principles will likely require the elaboration or improvements of concrete guidelines and tools, the building of internal competencies as well as the translation of accountability mechanisms into concrete terms . We remain flexible and will adapt this policy according to the respective contexts we are working in; these principles will likely add value to what we do if we are progressive, context specific and more pragmatic than ideological in its implementation. The principles may apply also differently according to the nature of the partner and the objective of the partnership.

This Policy is firmly based on the “Vision and Mission” Statement, the Gender and Social Equity Policy, the Capacity Development Concept and the position paper “Collaboration with the Private Sector”. It is further spelled out through the partnership strategies that might exist at country level and supported by a set of tools.

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### **Positioning**

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Working with and through partners requires that we know exactly what kind of partners we seek, who they are, how to increase effectiveness by working with various partners at different levels, and to have a clear understanding of our own roles and responsibilities as an INGO. At the same time, working through partners requires that we see, think and plan in a time frame that looks beyond our presence in a country so as to leave behind a range of empowered institutions and organizations. Partnership hence entails joint learning and developing local capacities.

## A typology of development partners

The institutions and organizations we work with can be distinguished as *primary stakeholders*, *funding agencies*, and *collaborative organizations*:

- **Primary Stakeholders** are the people and organisations who should benefit the most of our actions; they include poor and disadvantaged rural households, farmer organisations and associations, micro-enterprises, and communities. Special emphasis is given to women and men belonging to ethnic minorities and/or indigenous peoples; those who are socially discriminated according to their religion, caste and/or occupation; the youth and the elderly.
- **Funding agencies** include bilateral and multilateral donors, international organisations/NGO, private foundations and companies or individuals. With many of our funding agencies, we do engage in ongoing dialogues around sustainability, priorities, engagement with others, modes of intervention, etc. In some cases we even take joint action. We strive to go hence beyond a mere funding relationship. As an organisation, we work to diversify our financing sources, for increased outreach, risk diversification, and mutual learning.
- **Collaborative organizations** are organisations and institutions with whom we collaborate in implementing programmes or in defending interests, in order to increase sustainability of services and impact of the changes induced at the level of our primary stakeholders. Thus, it is mainly with collaborative organizations where we seek to establish thematic and strategic partnerships (compare Annex 1). We distinguish
  - **Operational partnerships**, concluded mainly with implementing partners (see annex 1), where partnership modalities focus basically on concrete development results obtained through a collaboration fully steered by HELVETAS Swiss Intercooperation; and
  - **Strategic partnerships**, with organizations that we consider as important agents of change in our working areas; we support them in their own agenda and focus our collaboration on joint advocacy, policy dialogue and capacity development. With strategic partners we share a development vision, values and complement roles in achieving common goals. We aim first at systemic changes. This category may include associations or federations, networks, locally rooted NGOs or even national ministries or line agencies. **We aim at increasing the number of strategic partners in our different programmes to lever on ownership and sustainability, without compromising on effectiveness.**

In addition to these categories, there are other institutions and organisation we work with, but which this policy does not consider as development partners in the narrow sense of the word. This includes mere service providers, NGO networks and alliances, as well as coalition or consortia (see Annex 1). **This policy orients our work with collaborative organizations, i.e. with operational and strategic partners.** Examples include civil society organisations, local private entities or public institutions. Nevertheless, the principles and values of the policy may also inspire our relationships with primary stakeholders and funding partners.

## Finding the right mix of partners

Systemic changes often require contributions from **actors at different levels**. While our primary stakeholders usually act at local level (micro), we usually build also partnerships at national level (macro).

We partner as far as possible with recognised ‘change agents’ to strengthen their role in their context. The choice of our partners relates directly to the specific **theory of change** (compare Table 1) underlying our programmes, and depends on country context as well as upon the role we are ready to play. In our programmes, we actively choose and mix different types of partners (sectors, levels, positioning, funding). Where we aim at the provision of basic needs, we link up with partners that provide or enlarge the access to services.<sup>1</sup>

Where we aim at influencing policy conditions through advocacy we will opt for strategic partners positioned as social change agents (right holders) or directly with the duty bearers.<sup>2</sup> Thinking along these ‘Theories of Change’ may thus help to identify the right mix of partners, albeit, in reality compromises may be unavoidable.

Sustainable development needs **balanced contributions from all sectors of society**: an accountable state, a responsible private sector and an assertive civil society that can pressure government officials for reform, fulfilling their different roles with mutual respect. Our partnership principles don’t apply the same way for each of these categories of partners, as they have different missions, legitimacy and differing overlaps with our value basis.

**HELVETAS Swiss Intercooperation’s role in partnerships**

We support our partners, strengthen them and contribute actively ourselves to policy dialogue at the regional and national levels, building cases inspired from our field experience. We promote the participation of partners in international alliances and networks.

In our support to leading central and local government partners, the main focus is on the development of favourable framework

Theory of change	Examples of Partners (non-exclusive)
<b>Individual action</b>	<ul style="list-style-type: none"> <li>▪ Public social service providers</li> <li>▪ NGOs</li> <li>▪ BDS for micro enterprises</li> <li>▪ Radios</li> <li>▪ Line agencies, State</li> </ul>
<b>Knowledge and technology development</b>	<ul style="list-style-type: none"> <li>▪ Local governments</li> <li>▪ Research &amp; Training institutes</li> <li>▪ Private sector</li> <li>▪ Competence Centers</li> </ul>
<b>Beliefs, ideas, values</b>	<ul style="list-style-type: none"> <li>▪ Leadership programmes</li> <li>▪ Schools</li> <li>▪ Political parties</li> </ul>
<b>Collective action</b>	<ul style="list-style-type: none"> <li>▪ Trade Unions</li> <li>▪ Advocacy organizations</li> <li>▪ Umbrella organizations</li> </ul>
<b>Contestation</b>	<ul style="list-style-type: none"> <li>▪ Advocacy and lobbying organizations</li> <li>▪ Multi-stakeholder Political processes</li> <li>▪ Capacity Development organizations</li> <li>▪ Minorities federations</li> </ul>

*(based on R. Eyben)*

conditions, democratic and transparent processes as well as the promotion of effective and efficient services. We support dialogue between actors to come up with democratic policies. The challenge when collaborating with private-sector partners is to devise market-oriented services that contribute to poverty reduction. Collaboration with private companies at least requires their willingness to comply with social and environmental standards.

Critical and competent representation of interests, professional advocacy and lobbying and social mobilisation are at the centre of the work with civil society partner organisations. We stand by their side to enhance the recognition of their roles in sustainable development and participation into policy and advocacy processes. We share an interest in ensuring that CSO contribution to development reaches its full potential.

<sup>1</sup> Theory 1: „Individual action changes the world.“ or Theory 2: „Knowledge transfer and technological development changes the world“. Theory 3: change occurs with new beliefs and attitudes;

<sup>2</sup> Theory 4: „Collective action changes the world.“ or Theory 5: „Contestation changes the world.“

In its programmes, HELVETAS Swiss Intercooperation promotes wherever possible a **multi-stakeholder approach**, interacting then with a platform of relevant actors to development (government, civil society<sup>3</sup> and private economy) strengthened in their specific roles. HELVETAS Swiss Intercooperation targets the points of contact between them in order to stimulate constructive interactions and strengthen complementary collaboration. It strives to consolidate the relationships between actors beyond the project level by means of platforms and joint actions. By doing so, it also helps to clarify power relations and mitigate power conflicts.

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## Key principles

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When engaging with collaborative organizations, we need to ensure that such partnerships result in an added value for our primary stakeholders, that they are firmly rooted in a joint vision and mutual respect and do not reproduce existing power imbalances. To this end, we seek to establish our working relationships with partners along the following six 'key principles'.

**1. We engage in partnerships for broadening our outreach, increase the impact, ownership and sustainability.**

Partnerships are the main instrument to achieve the requisite scale to create an impact and ensure sustainable development, acting at the confluence of missions between civil society, government institutions and the private sector under an agreement that binds accountability and performance to the existing relationship.

**2. Our partnerships are inspired by shared visions, high quality and mutual respect**

Before entering into a partnership, we ensure that partners have sufficient common ground in shared values and beliefs, respect potentially differing values of any other partner and have a good sense of what quality means. This includes a shared understanding of social inclusion and gender equality.

**3. We craft jointly fair partnerships**

We develop our partnerships as transparent relationships between autonomous partners, with formulated rights and responsibilities, as well as established procedures for jointly (and mutually) assessing, steering and developing the partnership.

**4. We foster transparency and accountability in our partnerships**

We work to be an empowering organisation that supports responsible, demanding and accountable partners with effective links to our primary stakeholders and genuinely engaged to respond to their needs, rights and interests.

**5. We commit for long-term adaptable and flexible collaboration.**

Our engagement in a partnership relation is usually **long-term** to put the emphasis on strengthening capacities and institutional autonomy rather than focusing strictly on implementation targets and development outputs.

**6. We learn jointly and build competencies for creating social value**

Partnering is a relationship that invents itself as it goes along. The quality of the partnership is related to the degree to which the parties are willing to assess and examine that process from a learning perspective. Curiosity, discovery, inquiry and wonder about each other, paired with

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<sup>3</sup> Civil society is the rich and diverse array of organizations operating outside of formal government whose activities are based on citizen initiatives and private voluntary actions for the public good. CIVICUS Vision/Mission, <http://www.civicus.org/mission.html>, 1996.

active and periodic reflection on the state of the relationship, help keep the partnership lively and thriving.

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## Implications for our work

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### 1. We engage in partnerships for broadening our outreach and increase effectiveness, impact and sustainability

- *What do we want to leave behind when HELVETAS Swiss Intercooperation phases out of a project or out of a country?*

**Reasoning:** We do not establish partnerships for their own sake. Instead, we are aware that we cannot act in isolation, even if we have own funding and have to achieve the requisite scale to be able to create an impact. We depart from our way of delivering services directly and we establish partnerships with institutions in the South to mutually support poverty alleviation programmes which reach greater numbers of people and address root causes of poverty. We look at sustainability in a different way: the bigger and more important part of what we can leave behind is a stronger civil society in which a range of organizations and institutions are empowered to articulate the emerging problems of their constituents. This means that these organizations and institutions have performing service delivery, that they are capable of mobilizing resources and that they are able to advocate for policy change. Through multi stakeholder partnerships arrangements we look for fostering the emergence of a new social contract between government and civil society that underscores shared rights, risks and responsibilities. **What we do:** We promote **systematic approaches** to craft our partnerships; we use specific tools to assess the opportunity to enter into partnerships, to plan and implement, to monitor, to assess outcomes and to phase-out. We **subscribe and support internationally approved criteria** for partnership. As an organization, we adhere to the recently agreed “Istanbul Principles” and the International Framework for CSO Development Effectiveness.<sup>4</sup> We focus on and jointly define with our partners **high quality standards** in implementation. We make sure that the objectives and expected results are realistic, feasible and adapted to the local context. In defining the frame of a partnership, we take the ambitions of our partners into account. **Quality and performance** indicators of a partnership are regularly monitored and discussed jointly, for steering and mutual learning.

### 2. Our partnerships are inspired by shared visions, high quality and mutual respect

- *How do we identify promising partners? How do we ensure a mutually benefiting relationship that can add value to the partners?*

**Reasoning:** New cooperation can be decided on the basis of a set of criteria, such as the consolidation of the partner within society at large as well as within its specific sector; its technical professionalism and management competences or potential; democratic internal governance; inclusiveness (gender, minorities); as well as general coherence with the values and principles of HELVETAS Swiss Intercooperation. However, building a partnership is more than just elaborating lists of criteria for pre-selection. To make sure that both partners and other stakeholders will equitably benefit from the coming together, entering in an open and transparent process to jointly appreciate the opportunity and relevance of a partnership is key.

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<sup>4</sup> <http://www.cso-effectiveness.org>

**What we do:** We engage fully from the beginning to **develop a spirit of mutual collaboration** that builds on trust, mutual respect, integrity and fairness. Together with the mutually selected partners, we **formulate, check regularly and reconfirm the mutual benefits of the partnership (compare Tab. 2) as well as the goal** that we pursue jointly. Both partners must confirm the desire to work jointly towards common positioning on development issues. **Trust** is being built by exchanging about what is important to us: we mutually acknowledge the values that we share; we respect and recognize mutual need and the significance of interconnectedness. **Gender equality and social inclusion** are important criterion to be discussed with potential partners before entering in a partnership. We **exchange and learn from each other** about our respective performance with regard to GSE and agree about expected progress on the topic.

**Tab.2:** Criteria for identifying mutual benefits of a partnership

Criteria of mutual scrutiny	Discussion points
<b>Convergence in vision and development goals</b>	<ul style="list-style-type: none"> <li>- Compare vision/mission statement at board levels</li> <li>- <i>Partnershop</i><sup>5</sup> and initial discussions</li> <li>- Current programmes and activities</li> <li>- Discussion about values</li> <li>- GSE values evident in vision/mission statement</li> </ul>
<b>Sound governance system with check and balances</b>	<ul style="list-style-type: none"> <li>- Financial management system</li> <li>- Publication annual report</li> <li>- Existence and functioning of a board</li> <li>- Audit and internal controlling responsibilities</li> <li>- Separation of functions</li> <li>- Composition of board/management committee GSE sensitive</li> </ul>
<b>Capacity to influence, have impact and make changes</b>	<ul style="list-style-type: none"> <li>- Outreach</li> <li>- progress and monitoring reports</li> <li>- Visits to clients and partners</li> <li>- Clarity in change theory</li> <li>- Thematic competencies</li> <li>- activities demonstrate ability to work effectively and equally with women, men and socially disadvantaged individuals</li> </ul>
<b>Capacity to relate and make alliances with other actors</b>	<ul style="list-style-type: none"> <li>- Number and type of partners (incl. Funding)</li> <li>- Participation and role in networks</li> <li>- Feedback from partners</li> <li>- Nature of relationship with authorities</li> <li>- Member of networks or alliances that support gender equality and social equity</li> </ul>
<b>Technical and administrative competence</b>	<ul style="list-style-type: none"> <li>- Organigramme</li> <li>- Internal processes</li> <li>- Competence map</li> <li>- Discussion with the staff</li> <li>- Possibility to demonstrate sex-disaggregated data collection and M&amp;E systems</li> </ul>

### 3. We craft jointly fair partnerships

- *Partnerships are never fully equal – but how can we address and balance power imbalances in a timely, open and sensitive manner?*

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<sup>5</sup> *Partnershop* is an interactive workshop where potential partners mutually assess the potential of partnering with each other or evaluate the quality of an existing partnership .

**Reasoning:** A partnership has its own life and never works optimally from day one. Instead, it evolves over time along with the skills and capacities, interests and objectives of the different partners (see Annex 2).

**What we do:** To strengthen a partnership, we pay attention to **reinforce the identity and legitimacy of our partners**, as we stand for ours. We **clarify our respective competencies and capacities** and mobilize them in a spirit of complementarity and synergy. We take into account and acknowledge the respective added value of the partners and expect from them that they can value our role. The specific contributions and expected benefits from the partnership reflect the roles and track record of the partners. **Roles and responsibilities** are hence different, complementary and need to be discussed and spelled out in the partnership documents.

Before signing any partnership agreement we seek an open exchange with potential partners with the aim to:

- Clarify rights and responsibilities in implementing the partnership
- Ensure equitable access to information related to the implementation of the partnership
- Grant equal right to express own opinion and pursue own interest.
- Provide equal opportunities to contribute to the decision-making process on the basis of respective roles and responsibilities within the partnership

The remaining power imbalance is made explicit and addressed in a positive way by both partners.

#### 4. We foster transparency and accountability in implementing our partnerships

- *How can we best build trust among partners – and ensure it in the long run?*

**Reasoning:** Open and transparent communication are the basis for mutual trust and accountability and allow for a level playing field and real empowerment.

**What we do:** We respect and promote the organisational autonomy of our partners and develop open communication flows to increase our efficiency and development impact. As an organization, we adhere to the recently agreed “Istanbul Principles” and the International Framework for CSO Development Effectiveness.<sup>6</sup>

- Transparency: We and our partners agree to and respect communication styles and channels; we help each other to set up transparent financial management systems and avoid to impose new ones; we discuss openly about existing opportunities for further collaboration and about the prolongation or phasing out of partnership agreements. The shared contributions, risks and expected benefits are discussed and clarified.
- Accountability: We and our partners commit to be fully accountable towards the primary stakeholders, to respect the governance systems of each partner and to have clear references to anti-corruption rules and a code of ethics. We are also aware of the complex network of relationships that we have with different partners and of the challenge to remain accountable to all of them.

#### 5. We commit for long-term adaptable and flexible collaboration

- *We often work in an insecure and fast-changing institutional and political environment. Why then enter into long term partnerships, and how to best maintain and develop them over time?*

**Reasoning:** Short term partnerships can make sense when there are obvious key levers within a system who are able to create specific, quick development results. However, strong partnerships

<sup>6</sup> <http://www.cso-effectiveness.org>

only evolve over time and can even get stronger when successfully adapted to changing external and internal circumstances.

**What we do:** We generally **frame our partnership in the long term** to take into account the time it takes to create development outcomes, to balance adequately the “learning” and “achieving” focus, and to give sufficient time to different actors for strengthening their capacities. However, we all know that the political and institutional context in which we work often evolves in an unexpected and rapid manner. Consequently we **agree on approaches and resources at the very onset** of a partnership, **review** them periodically – taking into account changing contexts, deadlines, budget frames and working approaches – and **adapt** our contribution accordingly. To make sure that our partners can do the same, we **support** them through funding, capacity development, technical support and joint advocacy initiatives where necessary. Our reasoning for doing so is not only to increase direct outputs, but to contribute to improved accountability and local ownership.

Yet although we generally prefer long term arrangements, every partnership has a limited time span. Consequently, **exit strategies** need to be discussed and agreed upon between partners with sufficient anticipation. Untimely termination should only occur in case of malpractice or strong deviations from agreed values.

## 6. We learn jointly and build competencies for creating social value

- *How can we make sure that our partners gain and further develop the skills and capacities needed for maintaining a successful, effective partnership in the long run and for becoming a strong change agent in its environment*



**Reasoning:** *Partnerships commonly include contractual relationships that are based on trust and that evolve through dialogue, shared experience and a shared commitment to achieve positive change for the vulnerable and marginalized. Underlying this definition is the notion of partnership as an evolving relationship. However, partners with limited capacities and little improvement over time can pose a serious obstacle to the evolution of our own role. Therefore, consistent feedback and support mechanisms are needed in order to improve mutual performance and increase the quality of collaboration.*

**What we do:** From the very beginning we set-up modalities for **knowledge sharing, joint analysis and learning** from best practices. We **document** our experiences in a systematic manner and actively use them to **progress, innovate, and build new partnerships**. We use these new perspectives to strengthen the innovation capacity of our partners and ourselves.

We see capacity development as a way to create more sustainable development impacts. We want to invest more strategically in the development of our partners’ capacities (organizational, technical, role in society) in every partnership that we establish.

We promote **participatory capacity assessments** at an early stage of collaboration, and base our capacity development support on expressed needs and priorities. We understand that capacity development is very much about relationship and trust. We develop a climate of good collaboration that enables and stimulates the mutual learning, showing openness to formulate and receive feedbacks, and a readiness to change and adapt our behaviours accordingly.

## Annex 1: Key terms and definitions

**Partnership:** A negotiated and formalized relationship in which different actors with a common value basis work voluntarily together on mutually agreed roles and principles to achieve a shared purpose. This shared purpose can be either to achieve a concrete development objective, a specific project or to move forward a topic to influence local, regional or national framework conditions. It is generally formalized through a written agreement and framed in the mid or long term. A punctual service provision contract is not considered to be a partnership.

**Fair partnerships exist** when partners have a certain degree of independency (in terms of visions, staff, finances...), have similar power and voice to negotiate the terms of the partnership, to share their aspirations, that they are jointly and mutually accountable for the results of the partnership. Partners are complementary in their capacities. A northern NGO is in a better position to mobilize funds from donors or the public, and to contribute to develop state-of-the art competencies to address complex technical issues and to understand systemic global problems. On the other hand, Southern or Eastern partners, sometimes equally competent, possess a deeper local knowledge and are well rooted in the social context. Often, the legitimacy of partners rests on different bases.

**Operational Partner:** Partner hired to implement part or the totality of a project designed and planned by us. We have the full control on fund allocation and project orientation. It is mainly hired for its competencies to implement that specific project. Common values are checked and if required challenged.

**In Madagascar,** a producer's association who aims at building a rice silo. They have an investment fund but it is not sufficient to build that silo. HSI links them with a saving & credit organisation to get the additional funds and supports them to elaborate the request for a loan. HSI supports the elaboration of the business plan, the fixing of the break-even point and the management capacities. HSI is coaching the development of an internal culture of accountability and transparency and the elaboration of GSE indicators.

**Strategic partner:** Partner with whom we share a vision about a change process in a given system; there is a broad platform of common values; the strategic partner has its own development agenda, capacities and constituencies rooted in the geographic system. Partnerships are defined beyond the implementation of one project. We develop strategic partnerships with producers associations, farmers federations, well established NGOs... We feel more difficult to establish a strategic partnership with the public sector.

A farmer's federation **in Mali** has decided to come together to defend its rights to secure land tenure and influence the agriculture policy. HSI enters in a strategic partnership with them and supports an organizational development process of that federation, strengthens its capacities in management and lobbying and advocacy. HSI defines jointly an advocacy agenda and dialogue with donors and government partners to sustain the federation's position. HSI puts them in contact with other organizations that have a similar aim and finance some joint learning events.

**Accountability chain:** Public/ downward/ democratic accountability serves to ensure a democratic control of the action of any organization, assigning responsibilities, to stimulate an open dialogue and the emergence of new ideas and local solutions, creating trust and improving performance.

**Capacity Development:** (OECD/DAC): Capacity development is the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time. Our partnerships should always lead to increase the capacities of partners to achieve by their own their mission in contribution to development processes.

**Sustainability:** Sustainable development meets the needs of the present generation without compromising the ability of future generations to meet their own needs. This was the definition used by the World Commission on Environment and Development (Brundtland commission) in 1987. Development cooperation programmes are considered as sustainable if they support the local stakeholders' own efforts to eradicate poverty and if local stakeholders are able to continue development programmes after the initial support funding has been phased out. Development policy

interventions only make sense if they satisfy the criteria of sustainability, including economic, ecological and social dimensions.

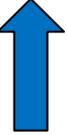
**Other institutions and organisations this policy does not consider as ‘partners’:**

- **Development ally:** In this relationship, two or more organisations agree to co-operate on a mutually agreed agenda, typically for an agreed period of time. They may do this by exchanging information, sharing expertise, or using their respective reputations and contacts in co-ordinated ways. Whilst modest financial transfers may occur, money is not the basis of the relationship.
- **Service provision:** HSI hires and pays an independent NGO or local service provider to provide a well-defined package of services under conditions largely established by the INGO.
- **Network:** A loose form of collaboration as members may be quite dissimilar, the primary function is information sharing.
- **Alliance:** These take collaboration a stage further providing greater benefits because participants synchronise their efforts and resources. Alliances tend to be functional and are increasing as NGOs actively seek to complement rather than compete with or duplicate the activities of others.
- **Coalition or consortio:** These terms cover organisational entities that are ‘constituted by and (are) the legal responsibility of the founding NGOs but (do) not have authority over them.’ Coalitions tend to provide increased profile and leverage. Consortia provide increased access to, and application of resources. Coalitions usually require considerable investment of time and human resources from members but can result in greater strength when voicing shared positions. In this case, they can also be formalised as a strategic partnership.

## Annex 2: Gradients of a Partnership

HELVETAS SWISS INTERCOOPERATION centred <<<

>>> Partner centred

		<b>Contribution to a partner's agenda in own right</b> (strategic partnership)				
		<i>HSI Executes</i>	<i>Hires</i>	<i>Associates</i>	<i>Facilitates</i>	<i>Contributes</i>
						
<b>Relationship</b>	<ul style="list-style-type: none"> <li>- HSI plans and implements a programme through own project structures.</li> </ul>	<ul style="list-style-type: none"> <li>- HSI steers the implementation of the programme through hiring operational partners</li> </ul>	<ul style="list-style-type: none"> <li>- HSI associates partners to define programme orientation and working approaches.</li> <li>- Operational partners implement activities</li> </ul>	<ul style="list-style-type: none"> <li>- HSI facilitates the planning of a programme. The use of funds and orientation of a programme are jointly decided.</li> <li>- Strategic partners manages funds &amp; staff.</li> </ul>	<ul style="list-style-type: none"> <li>- HSI advises &amp; contributes with funds to implementation of the partners' agenda.</li> <li>- Strategic partner has full control on funds allocation and programme orientation</li> </ul>	
<b>Role and mindset HSI</b>	<ul style="list-style-type: none"> <li>- Defines programme orientation</li> <li>- Allocates &amp; controls funds</li> <li>- Hires and manages staff</li> </ul>	<ul style="list-style-type: none"> <li>- Defines programme orientations</li> <li>- Decides about funds allocation</li> <li>- Partner hires and controls staff.</li> </ul>	<ul style="list-style-type: none"> <li>- Decides about funds allocation</li> <li>- Builds capacities</li> </ul>	<ul style="list-style-type: none"> <li>- Facilitates the discussion on orientation of the programme &amp; funds allocation</li> <li>- Strengthens capacities</li> </ul>	<ul style="list-style-type: none"> <li>- Adheres to programme orientation</li> <li>- Supports partner in advocacy and Policy Dialogue</li> <li>- Provides core funding</li> <li>- Strengthens capacities</li> </ul>	
<b>Conditions</b>	<p><i>No partner with basic governance system is existing in the area</i></p>	<ul style="list-style-type: none"> <li>- Need for a short term specific quality support.</li> <li>- No need to build competencies for the mid-long run.</li> <li>- Existence of partners which cannot yet play a significant leading role in implementing a development programme</li> </ul>	<ul style="list-style-type: none"> <li>- Partners with good technical skills and implementation experience. No experience in implementing a programme with external funds.</li> </ul>	<ul style="list-style-type: none"> <li>- Partners with good technical skills and implementation experience.</li> <li>- Strong financial management system and experience in implementing a programme with external funds.</li> </ul>	<ul style="list-style-type: none"> <li>- Mature and locally recognised partner with a development agenda convergent with HSI's country strategy.</li> <li>- Capacities to influence its system, well connected and solid constituencies.</li> </ul>	