



Swiss Association for the Exchange of Personnel in Development Cooperation

◀◀ **PARTNERSHIP** ▶▶

BETWEEN UTOPIA AND REALITY

**A Study of Partnership relationships
within the framework of support and exchange of personnel
in international development work**

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Terminology and abbreviations

Partnership: The object of our study : formal relationship established between two (or more) organs, within the framework of which international development aid activities take place.

North and South: An abbreviation which designates the economically « rich » nations (North) and the « poor » regions (South). It also indicates the geographical location of institutions involved in a Partnership relationship.

UNITE: ***Swiss platform for the exchange of personnel in international development cooperation:*** Association which groups Swiss organisations involved in the exchange of personnel between the North and the South in development aid work. This usually takes the form of sending volunteers to work with partners in the South. The Swiss Government (SDC Swiss Development Cooperation) provides some financial support for this purpose.

Partner from the North (PNorth): Institution in the North, involved in development aid work (mainly in the form of placing volunteers) to work with one or several organisations in the South (Partner from the South). The PNorth constitutes one party within a partnership.

Partners from the North covered in this study:

ADRA:	Adventist Development and Relief Agency	I-A	Inter-Agire
BMI:	Bethlehem Mission Immensee	IT:	INTERTEAM
CEAS:	Ecological Centre Albert Schweizer	M21:	Mission-21
DM:	DM - Exchange and Mission	MN:	Nile Mission
E-CH:	E-CHANGER	SAM:	Swiss Alliance-Mission
EIRENE:	Eirene	SM:	SolidarMed
HA	Heilsarmee (Salvation Army)	TDH:	Foundation Terre des hommes (Lausanne)

Partner from the South (PSouth): Institution in the South involved in development work in the region, benefiting from the support of one or several organisations in the North (PNorth). PSouth constitutes one party within a partnership relationship.

Volunteer (VO): Person with professional expertise provided by a Partner from the North to work within the framework of a project managed by the Partner from the South. This term was chosen to simplify matters and covers a variety of descriptions otherwise used : assignee, expatriate, missionary, professional etc.
The phrase "Volunteer work in international development aid" is the equivalent of « Development aid through the exchange of personnel » in this study.

Coordination Offices (CO): Structures set up and managed either by UNITE or by the Partners from the North in areas which have at least 10 to 15 posts for volunteers. The COs provide support for the Partners from the North and the South and are responsible for the operational follow-up of a volunteer's assignment as well as for looking into new Partnerships.

Target population: The section of the population in the South directly affected by a development project.

Summary

1. Framework of the Study

This study was initiated and carried out by UNITE within the framework of the programme under the aegis of the Swiss Development Cooperation (Swiss Government). Its aim is to promote development aid based on the exchange of personnel and the North-South dialogue.

26 Swiss organisations participate in this programme by sending volunteers to work in projects run by their partners in the South.

2. Justification for the Study

The concept of partnership is part of present-day professional vocabulary and is used by most of the Unité organisations. Studies, discussions and field visits all show that a good-quality partnership is essential for successful, sustainable development. A Belgian NGO study in this domain clearly demonstrates this *"The word partner is used more and more frequently for different concepts throughout society. The banker and the businessman call themselves the partner of their clients. In the social and political arena we talk of having social partners. A couple also speaks of his/her partner. It is a word which evokes participation, making decisions in common ; it tends to efface power relationships, multiple interests, conflicts. Partnership is system of relationships built up by different participants. It is a system which of necessity evolves, because it is the product of human history. Partnership also occurs in the more global system of North-South relationships, in particular in the development aid system where it gives structure to the outline, the content, the constraints and opportunities contained therein. (ACODEV-COPROGRAM 1999, 23)."*

Within the framework of this same study the Administration Générale de la Coopération au Développement (AGCD, 1999) came to the conclusion that, in spite of the fact that the projects were a success and good relationships had been established between the partners,

- The relationships are often not structured enough;
- There is no conceptual framework;
- There is insufficient dialogue which would permit a reciprocal exchange of information
- There is no tool suitable to optimise relationships.

It is essential that these gaps be eliminated if the boundaries of the financial-beneficiary framework are to be broken and genuine cooperation between partners is to take place.

UNITE, and the organisations that work with it, has come to the conclusion that :

- Partnership must be developed. Not only must it work towards cooperation, but it must also strengthen the organisation of the Partner from the South
- Partnership must be transformed, in the sense that certain organisations would like partnership to "transcend" development aid to become, in its turn, a kind of end in itself.
- Within the framework of work overseas which is co-financed by UNITE, various difficulties arise between Partners from the North and the South which lead to conflict and even to the ending of an assignment.
- Several partnerships do not correspond to some of the criteria laid down in the general conditions of the UNITE Programme (1999-2002); for example some of the organisations associated with us, work together with partners who are dependent on them and not autonomous.

3. Goals

This study aims to provide us with information, tools and recommendations on the basis of a series of six approaches to which we have applied one or several hypotheses.

These approaches are the following :

1. What is meant by partnership ?
2. What is the historical and socio-political context of cooperation with the South?
3. How are partnership and development aid in the South interdependent?
4. What are the characteristics of the partner organisations ?
5. What constitutes a partnership in international development work?
6. What influence do the coordination offices have on partnership relations?

These analyses will permit...

- the organisations concerned to take into account the observations and recommendations which have been made, in order to reinforce the validity and quality of their partnerships, and thus to better ensure conditions which permit a successful exchange.
- UNITE can then adapt the agreements and criteria for the coming programmes of co-financing by the Swiss Government and can support its member organisations.
- Any individual or organisation who is interested can use the material to begin or deepen their understanding of this subject.

4. Methods Used

This study makes use of empirical research techniques for social sciences:

- a) The deductive method (confirmation / falsification of hypotheses), on the basis of a sample which is qualitatively and quantitatively representative
- b) Collecting data by using written questionnaires, visits and discussions, analysis of reports and other documents.
- c) Analysis using descriptive and analytical statistics

5. Sample of our research

- **Organisations from the North (Partners from the North):**
15 (out of 26) organisations send volunteers. These account for 95% of all volunteers working overseas and co-financed by the Programme. Their motivation is either religious, technical or humanitarian in origin. For some, a socio-political involvement is very important.
- **Partnerships:**
94 (out of 150) partnerships are based in 19 countries of the South (10 in Latin America, 8 in Africa and 1 in the Pacific, each with at least one volunteer. For each of these partnerships we consulted with at least one partner organisation in the South and at least one volunteer.
- **Coordination offices in the South :**
 - 6 coordination offices are co-financed by UNITE (Brazil, Bolivia-Peru, Colombia, Central America, Namibia, Papua New Guinea)
 - 2 coordination offices are run by a Partner in the North (Cameroon / Mission-21 and Tanzania / Interteam).

Subject of the analysis	Summary of the results
<p style="text-align: center;">1.</p> <p style="text-align: center;"><i>Partnership: Typology and definition</i></p> <p><i><u>Basis of the analysis:</u></i></p> <p><i>Guidelines of the Partners from the North</i></p> <p><i>Typology of the Partners from the South</i></p> <p><i>Elements which define partnership: worked out by Partners from the North and the South, volunteers and Coordination offices..</i></p>	<p><u>TPOLOGY of Partnership</u></p> <p>Socio-political partnership: Both partners are organisations firmly rooted in civil society, very involved in activities which work to protect the right of those citizens who are economically and socially marginalised or abused by the rich and influential sectors of society. The main axis of their activities is to question the unequal relationships which exist between the North and the South and to work toward giving globalisation a human face. Objectives: an exchange of social and professional skills on the socio-political level for a distinctly defined cause which lies outside the aims of the project or assignment. Making the local population aware of problems and providing them with information is a further aspect of this type of partnership. Some partners in this category broaden their field of activity by working in the area of peace keeping (for example, establishing a “civilian peace keeping service” (Ziviler Friedensdienst).</p> <p>Technical partnership: Both partners are essentially occupied with providing skills and technical services in different areas of professional activities. Technical support and professional training are the essential elements of this type of partnership. They are specifically aimed at a distinct group in the population. Objectives: to provide in particular technical skills to the organisations in the South engaged in production and training.</p> <p>Religious partnership: Many partnerships have a long history dating back to the first missions of the churches. A deep mutual knowledge of their partner characterises these relationships. The projects to which volunteers are assigned are usually very structured and the institution often benefits from a broad appreciation by the population of the country or the region. Objectives: holistic pastoral activities comprising exchanges on a spiritual level, religious and theological, as well as providing social and technical skills within the framework of projects run by the churches in the South in the area of production and training.</p> <p>Humanitarian partnership: The partners are specialised in providing humanitarian aid, emergency aid and/or the transfer of knowledge and skills aimed at rebuilding or reinforcing basic social infrastructures such as reception centres, nutrition centres, hospitals. Objectives: to coordinate and make available technical means and skills and thus respond at short notice to the most urgent needs of a population in distress in the South. In addition, training should be provided which consolidates and sustains the well-being of this same population.</p>

Subject of the analysis	Summary of the results	Action Proposals
	<p>This typology served to regroup the partners from the North into:</p> <ul style="list-style-type: none"> ▪ The "socio-political group" E-CH; EIRENE; GVOM; I-A. ▪ The "religious-socio-political group ": BMI; DM; M21; IT. ▪ The "technical group": ADRA; CEAS; SM; TDH. ▪ The "religious-humanitarian group": HA; MN; SAM. <p>All these groups have a common denominator : the exchange of technical skills.</p> <p><u>DEFINITION of Partnership:</u></p> <p>The definitions which were sent in were generally not very broad-based.</p> <p><u>The most complete definitions</u> were given by the partners from the North, particularly those in the socio-political group, and deal in particular with the aspects of criteria and conditions.</p> <p>Very little was said about external relationships and integration into networks.</p> <p><i>NB: At the end of this paper there is a proposed definition of partnership based on this study using input from</i></p> <ul style="list-style-type: none"> - <i>the elements of definition provided by those consulted</i> - <i>the elements which this study revealed as being factors which favour a good quality of partnership.</i> 	<p>This typology and re-grouping serve to:</p> <ul style="list-style-type: none"> ➔ Obtain a reference on which to base this study. ➔ Permit a <u>re-grouping of participants</u> (e.g. Partners from the North) ➔ Contribute to a <u>clear and broad definition of partnership</u> (within the framework of development aid.) Our proposed definition can be found at the end of this paper... ➔ Provide <u>useful reference tools for partners in the North and the South</u> wishing to collaborate or use synergies with other organisations in the North and the South..

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<p style="text-align: center;">2.</p> <p style="text-align: center;"><i>History, Context and Social Mobilisation</i></p> <p><u>Basis of the analysis:</u></p> <ul style="list-style-type: none"> - <i>Duration and volume of cooperation with the South in a given area.</i> - <i>Socio-political potential in the area South</i> - <i>Mobilisation of civil society, in the North and South, in the domain of Partnership</i> 	<p>The <u>number and duration of development aid and mission projects</u> in an area of the South has a negative influence on the quality of partnership, especially there <u>where the visions of the two partners are strongly divergent</u> (the helping syndrome).</p> <p>In addition, the number and duration of activities in an area of the South can have the following 2 impacts:</p> <ul style="list-style-type: none"> - <u>Positive</u>: they can favour an innovative exchange and produce synergies both at the level of thought and of action in the different sectors and at a transversal level - <u>Negative</u>: they can perpetuate patterns of development aid which no longer correspond to criteria and present-day needs (hence the promotion of the autonomy of partners from the South, encouraging them to participate in all aspects of preparation, execution, decision making and follow-up); <p>The <u>socio-political potential of a region in the South greatly influences</u> the type of partnership: there are more partnerships of the "socio-political" type " in areas which have a strong socio-political potential.</p> <p>The <u>quality of partnership is better</u> :</p> <ul style="list-style-type: none"> - For the socio-political type of partnership - For all partnerships based in countries or areas with a strong socio-political potential. <p>There is more significant <u>socio-political mobilisation in society</u> :</p> <ul style="list-style-type: none"> - In the North than in the South - Connected to partnerships of the <u>types "socio-political" and "socio-political - religious"</u> - Connected to partnerships in the South with a strong <u>socio-political potential</u> - <u>In the South</u>: connected to church partnerships 	<ul style="list-style-type: none"> ➔ <i>The presence (number and length) of development organisations in an area in the South gives us useful information as it influences present and future partnerships</i> ➔ <i>Particular attention needs to be paid to the question whether or not there exist in the area local structures of coordination for NGOs (Coordination office for NGOs, liaison committees, etc). These can play a valuable role in articulating the needs of local institutions and lead to greater coherence between organisations and their activities, or with the State.</i> ➔ <i>Knowledge of the socio-political potential of an area can be useful to the partners from the North in choosing future partnerships, since the chances of having a good quality partnership are greater in areas with strong socio-political potential. (However, other factors which influence quality also exist....)</i> ➔ <i>The support groups of the partners from the North (formal) and the volunteers (informal) should complement each other better as they work at different levels of society.</i> ➔ <i>Other forms of partnership between institutions in the same professional sector (schools, professional associations, hospitals...) should be envisaged.</i>

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<p style="text-align: center;">3.</p> <p style="text-align: center;">Partnership and volunteer assignments</p> <p><u>Basis of the analysis:</u></p> <ul style="list-style-type: none"> - Analytical Overview UNITE (A. SCHAER, 2002) of the final reports of assignments in the year 2000 - Index of quality of partnerships 	<p>There is a <u>very strong correlation between the quality of the partnership (results, impact and multiplication factor) and the quality of the assignment</u>, particularly the “socio-political” type of partnership.</p> <p><u>Interdependence of these two factors,</u> It is not possible to say whether it is the quality of the partnership which influences the quality of the assignment or the other way round. Whatever the case, this correlation allows us to draw some conclusions about the assignment based on the quality of the partnership.</p> <p><i>NB: There are some situations which show the opposite, where a weak partnership still allows a good assignment to take place because of the personal and professional skills of the volunteer and/or the skill or management by the partner in the South.</i></p>	<p>➔ <i>A partnership which works well (according to the tools for measuring quality) plays an important part in how successful an assignment is.</i></p> <p><i>Not recommended: Sending a volunteer with the aim of restoring a partnership which is not working well!</i></p>

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<p style="text-align: center;">4.</p> <p style="text-align: center;">Partnership and Partners North and South</p> <p><u>Basis of the analysis:</u></p> <p><u>For both Partners:</u></p> <ul style="list-style-type: none"> - Degree of institutional development - Style of internal management <p><u>For the Partner from the North:</u></p> <ul style="list-style-type: none"> - Justification and public presentation of their partnerships <p><u>For the Partner from the South ::</u></p> <ul style="list-style-type: none"> - Type of organisation - How representative is it for the target population in the South. <p>Guidelines and documents of Partners from the North.</p>	<p><u>Partners from the North</u></p> <p><u>Institutional Development and internal management style</u></p> <p>The <u>management style</u> alone has <u>limited influence</u> on the quality of a partnership (a "<u>democratic</u>" management style results in a better quality of partnership).</p> <p>The <u>degree of institutional development</u> of the Partner from the North <u>does not influence</u> the quality of partnership directly, but it is a <u>basic requirement to guarantee the effectiveness and monitoring of the development cooperation</u>.</p> <p><u>Justification of their Partnerships</u></p> <p>The number and variety of arguments used were limited. Most frequently mentioned were: complementarity and reciprocity, mutual enrichment North-South (which correspond only partially with reality).</p> <p><u>Awareness / training in Switzerland</u></p> <p>Partnership in itself contains elements which are rich enough to make it an <u>essential part</u> of development cooperation. The most important aspects are :</p> <ul style="list-style-type: none"> - the <u>characteristics, values and knowledge</u> of the Partners from the South; - <u>making use of the values and skills of the Partners from the South to train and raise awareness in the North;</u> - the <u>practical and functional elements of permanent exchange, of dynamism and creative reciprocity</u> which are often missing from public descriptions of the more "traditional" aid projects. <p><i>Generally speaking, it can be said that there is a serious deficit in this area, as little use is made, by all those concerned, of this valuable potential in awareness raising/training.</i></p> <p><u>Partners from the South</u></p> <p><u>Institutional development and style of internal management</u></p> <p>Where the Partner from the South has a high standard of institutional development, there exists a better quality of partnership. A "democratic-participatory" style of internal management leads to a better quality of partnership.</p>	<ul style="list-style-type: none"> ➔ <i>The relationship between <u>internal management style</u> and the <u>quality of Partnership</u> can serve to help Partners from the North, in the process of restructuring, to think through how they can modify their style of internal management..</i> ➔ <i>The Partners from the North would be wise to work in close collaboration with their Partners in the South on how to <u>intensify and deepen their thinking on the real and pertinent reasons</u> which underlie each Partnership. Input from the <u>Coordination offices</u> is helpful in this debate, (view from outside, knowledge of North-South contexts).</i> ➔ <i>Partnership has valuable <u>potential for raising awareness and training within Switzerland</u>. This potential could be much better used by recognising the value of the <u>knowledge and skills of the Partners from the South</u>. The creative potential of South-South and South-North exchanges could also be better used.</i> ➔ <i>When Partnerships are set up with new organisations from the South, particular attention needs to be paid to their degree of institutional development as well as the style of internal management of future partners.</i> ➔ <i>Independently of this, how the younger and structurally weaker Partners from the South can be better supported in their institutional development needs to be considered.</i> <p><i>The quality of the Partnership will then depend on other factors such as</i></p> <ul style="list-style-type: none"> - <i>quality of dialogue / listening</i> - <i>flexibility in planning and budgeting (learning from mistakes)</i> - <i>intensity of monitoring</i>

	<p><u>Types of Partners in the South</u></p> <ul style="list-style-type: none"> ◆ Church, ecclesiastical organisations, organisations attached to or dependent on a church (34%) ◆ Aid organisations from the South, autonomous and not attached to a church (31%) ◆ Autonomous people movements (association or group of associations made up of "beneficiaries") (17%) ◆ Public institutions (town councils, State departments) (13%) ◆ Organisations from the North, branch of an organisation from the North (5%) <p>All the Partners from the South have <u>legal recognition</u> in their countries.</p> <p><u>Independence Partner from the North – Partner from the South: representation of the Partner from the South</u></p> <p>The partnerships of several <u>Partners from the North do not fulfil the present conditions which require complete independence</u>: historical reasons, sustainability (!), reinforcement of ties and control, or operational and technical reasons.</p> <p>The <u>quality of a partnership is not influenced</u> by the <u>degree of dependence of the Partner from the South</u></p> <p><u>However, it is influenced</u> by the <u>degree to which it is representative of the target population.</u></p>	<p><i>Adapting the General Conditions (Agreements) of UNITE-SDC:</i></p> <ul style="list-style-type: none"> - <i>Lifting the <u>condition requiring the institutional independence of the Partner from the South.</u></i> - <i>Lifting the requirement of a <u>minimum length of existence for local organisations.</u></i> - <i>Adding the criteria of <u>representation of the target population by the Partner from the South.</u></i> - <i>Adding other criteria, which clearly underline the <u>responsibilities of the participant in the South involved in managing projects (defining goals and follow-up) and the policy of institutional and financial autonomy (handing over and self financing).</u></i>
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Subject of the analysis	Summary of the results	Action Proposals
<p style="text-align: center;">5.</p> <p style="text-align: center;">Form and content of Partnership relationships</p> <p><i>Basis of the analysis:</i></p> <p><i>Quality factors in Partnerships:</i></p> <p>a) <i>Visions /goals: Visions and goals of each (both common and distinct)</i></p> <p>b) <i>Administration : Satisfaction in administrative relationships and communication</i></p> <p>c) <i>Mutual expectations: Fulfilment of expectations of each within the framework of the experienced Partnership relationship</i></p> <p><i>Structure and functioning of the Partnership</i></p> <p><i>Legal basis of the Partnership</i></p>	<p><u>Convergence/divergence = factors in the quality of a Partnership</u></p> <p><u>Divergences mentioned most often:</u></p> <ul style="list-style-type: none"> - Management style, working methods - Development of the organisation and sustainability of the Partner from the South - How the Partnership functions and the role of the Partners - Importance placed on religious, pastoral, missionary issues. <p><u>Structures and the shaping of relationships</u></p> <ul style="list-style-type: none"> - <u>simple bilateral</u> relationship (43% of the studied partnerships) - <u>bilateral</u> relationship with a <u>Partner providing a "contract"</u> + an "operational" Partner (32%) - Relationship between the Partner from the North and its <u>Coordination Office in the South</u> (8%) or its <u>antenna in the South</u> (2%) - Relationship which passes via an <u>international platform</u> (8%) - <u>Support</u> structures in the North and the South (2%) <p><u>Legal basis of Partnerships:</u></p> <ul style="list-style-type: none"> - <u>Two, three or multi party</u> - <u>Work</u> contracts between the parties concerned - Work contracts within the framework of the <u>Partnership agreement</u> <p><u>Partnership agreement:</u> Philosophy, goals, framework of relationships for cooperation are <u>better defined</u>.</p> <p>Generally speaking, little is laid down about support for the volunteer by the Partner from the South (outside of material arrangements). In particular, administrative support or a work reference is seldom given.</p> <p>The form and content of the legal framework <u>do not influence</u> the quality of a Partnership.</p>	<p><u>Analysis of divergences of vision between the Partners from the North and the South</u></p> <ul style="list-style-type: none"> ➔ Special attention should be paid to <u>identifying and analysing the divergences</u> when a new partnership is being set up or an existing one is being analysed. ➔ On the subject of sustainability, the question (rarely considered) of the sustainability of the Partner from the North needs to be looked at. ➔ The risk of having communication difficulties and trouble defining the responsibilities of each one is much higher in relationships that pass via an <u>indirect contractual Partner from the South or an intermediary international platform</u> (geographical distance, concentration of power, excess administration etc). ➔ A <u>Convention of Partnership</u> needs to be set up containing: <ul style="list-style-type: none"> - a <u>clear definition of goals</u>, as well as the <u>framework of relationships between the different participants involved</u>. - the <u>contribution of each of the Partners in terms of material, finance, skills as well as awareness raising among the respective population</u> - A <u>commitment on the part of the Partner from the South vis-à-vis the Volunteer pertaining to administrative formalities, material provisions, his/her professional on-going training, follow-up and a work reference</u>.

<p><i>Distribution of decision making between the Partners</i></p>	<p>Because in a Partnership relationship <u>the Partner from the South</u> usually lays down the policy and general aims, financial policy and, to a lesser extent, does the monitoring/evaluation of the development cooperation, <u>the power of decision making usually lies with them.</u></p>	
<p><i>Motivation and difficulties involved in setting up and running a Partnership</i></p>	<p><u>Difficulties related to establishing and running a Partnership</u></p> <ul style="list-style-type: none"> - Questions of finance and material goods - Profile / role of the Volunteer – Job description - Contribution by the Partner from the South - Sustainability of the project - Divergence of visions - Difficulties of communication - Cultural differences, working styles - Planning, keeping to dead-lines - Clarity of contracts and expectations of each one - Internal problems with the Partner from the South 	<p><u>Pertaining to setting up and running a Partnership:</u></p> <ul style="list-style-type: none"> ➔ <i>On the basis of past experience: identify, name and analyse in depth the difficulties which could crop up. A list of delicate points could serve as a guide and also a basis for possible future monitoring which is more thorough and systematic</i> ➔ <i>Differences in perception (geographical, cultural or between participants) are an indicator which reveal differences in degree of</i> <ul style="list-style-type: none"> - <i>The awareness of problems</i> - <i>The capacity to deal with them</i>
<p><i>Innovations within a Partnership</i></p>	<p><u>Are new ideas needed ?</u> YES the majority of the Partners from the North and the Coordination offices think so, whereas they are not among those priorities set by the Partners from the South (only 60% are in favour).</p> <p><u>Which innovations are needed ?</u> All participants are more willing to make changes in the area of concrete, operational activities (socio-political involvement of the participants, Partner skills, awareness raising, networking) than in basic conceptual planning (new visions of Partnership, relevance of foreign volunteers):</p> <p>More than innovations, what is needed are <u>improvements</u> to the already existing process laid down in the General Conditions of UNITE.</p> <p>One of the conceptual measures which has been mentioned is the need to place more emphasis on Partnership than on service by volunteers. More and more, the Partners from the North are considering their Partnerships, not only as a means and framework within which to provide development aid, but, as an essential element which will permit a new kind of cooperation. This will transcend development cooperation as it is known today and transform it into a process in which the target populations of the North and the South work closely together.</p>	<ul style="list-style-type: none"> ➔ <u>Concrete expression needs to be given to intentions, making sure they fit the permitted criteria before creating anything new.</u> <p><i>Everything connected to :</i></p> <ul style="list-style-type: none"> - <i>communication</i> - <i>mutual knowledge</i> - <i>participation of the Partner from the South in strategic decision making about support.</i> - <i>integration in the networks</i> - <i>representation of the target population</i> <ul style="list-style-type: none"> ➔ <i>Identify and recognise the value of others' skills with the aim of greater reciprocity in Partnership exchanges and greater awareness in the respective populations</i> ➔ <i>Identify opportunities to reinforce reciprocity in Partnerships by making adequate use of the skills available (exchanges South-South, South-North, work experience for young professionals from the North).</i> ➔ <u>Partnership becomes "institutionalised" and as such is an essential element of development cooperation, supplanting to a certain extent the project, the volunteer and even the work achieved.</u>

		<p><i>This new vision stimulates us to:</i></p> <ul style="list-style-type: none"> - <i>Promote discussion on this subject</i> - <i>Identify experiences in this area, in order to better define and promote all its aspects</i> - <i>Avoid getting on the wrong track and establish Partnership as something independent from its origins.</i> <p><i>Other innovative activities observed:</i></p> <ul style="list-style-type: none"> • <i><u>The Volunteer provides support to multiple partners</u></i> <i>A Volunteer is seconded to several partners in the South within the same job: the Partner from the South often needs selective support in an area and not the full time employment of a Volunteer within the framework of its structure. To this end we offer:</i> <ul style="list-style-type: none"> - <i>short term assignments;</i> - <i>support by a volunteer seconded to several Partners from the South, either part-time or on demand.</i> • <i>Setting up <u>Unité support centres</u> for organisations / projects from the South which are directly dependent on the Partner from the North (for example "SolidarMed Support Unit" in Tanzania or the Ecological Centre A. Schweitzer in Burkina Faso), These interesting innovations are worth following up and being evaluated periodically.</i> <i>These examples demonstrate the importance of integration into the Partner networks, despite the fact that those consulted in this study did not prioritise this aspect.</i>
<p><i>Reciprocity within the Partnership:</i></p> <ul style="list-style-type: none"> - <i>Exchanges South-South and South-North</i> 	<p><u>Exchanges South-South and South-North</u> Yearly average 1996-2001:</p> <ul style="list-style-type: none"> - Exchanges South-South: 5,7 - Exchanges South-North: 2,8 - Assignments North-South: 79,0 <p>The fact that there are very few South->North and South->South exchanges is due to :</p> <ul style="list-style-type: none"> - A certain <u>lack of information</u> about them - A <u>lack of ability to change</u> (time, money, structures) of certain Partners 	<p>➔ <u>Improve flow of information and chances for new openings</u></p> <p><i>a) In particular improve the flow of information from Partners in the South and the Coordination offices concerning openings and possible exchanges South→ North and South→ South.</i> <i>b) Analyse the lack of innovation evident in certain partners from the North and the South in order to:</i></p> <ul style="list-style-type: none"> - <i>clarify at what level there are obstacles(financial</i>

<p>- <i>Flow of exchange between the Partners</i></p>	<p>- <u>Administrative and financial obstacles</u>, such as the present system of co-financing in the UNITE Programme (1999-2002), which do not encourage Partners from the North to consider this type of exchange on a larger scale ; also the difficulties related to obtaining visas.</p> <p>There are still few concrete arguments to justify it. The role of the Coordination offices as “promoters” gets scant mention.</p> <p><u>Flow of exchange between the Partners</u></p> <p>The total of the types of exchange flowing South→North cover just over half (58%) of the total North→South. The 3 types of exchange most mentioned are :</p> <p><u>In direction North→South:</u></p> <ol style="list-style-type: none"> 1. Personnel / Volunteers 2. Training / skills 3. Money <p><u>In direction South→North:</u></p> <ol style="list-style-type: none"> 1. General and operational information 2. Visits 3. Training / skills <p>The highest rate of reciprocity is apparent in:</p> <ul style="list-style-type: none"> - socio-political Partnerships - the regions of Chile, Uruguay, Brazil - Partners from the North: E-CH, GVOM et M21. - Partners from the South with greater political involvement and institutional stability. 	<p><i>resources, rigid structures, cultural context etc);</i> - <i>draw up a list of measures which could unblock or circumvent the obstacles.</i></p> <p>➔ <u>In order to improve conditions – frameworks UNITE needs to:</u></p> <ul style="list-style-type: none"> - <i>review its criteria for co-financing exchanges South→ North and South→ South in a way that will encourage them;</i> - <i>look into ways of reducing difficulties related to the granting of visas for people from the South coming to Switzerland for a limited period..</i>
<p>- <i>Recognising the value of the Partner from the South’s skills</i></p>	<p><u>Recognising the value of the Partner from the South’s skills</u></p> <p>The replies sent in have been phrased in very general terms, without giving concrete examples. This question is relatively <u>new for most participants from the South</u>.</p> <p><u>Skills given most mention:</u> Training and passing on of knowledge in <u>adult education, basic medical care, appropriate technology, social mobilisation, ecology, urbanisation</u> and certain methods connected to these.</p>	<p>➔ <u>Promoting the skills from the South</u> <i>Make use of the ideas in the chapter on innovations within Partnerships.</i> <i>More specifically: carry out an in-depth analysis of the skills used by the Partners from the South in the social domain, for example, community organisation, communication techniques, care of street children, living in equilibrium with the environment.</i></p>

	<p><u>Measures to promote the skills of Partners from the South:</u></p> <ul style="list-style-type: none"> - Visits, seminars in the South - Seminars and training courses in the North with contributions by the Partner from the South - Analysis of the skills of the South by Volunteers and Coordination Offices - Awareness raising and activities with the media in the North. - Exchanges South→South and South→North - Encourage the Coordination offices and Volunteers to promote these. <p><u>The Coordination offices mention few measures.</u> <u>The role of the Coordination offices</u> in recognising and promoting the values and skills of the South is <u>not emphasised</u>, neither by the Partners from the North (except E-CH),nor the Coordination offices themselves.</p>	<p>➔ <u>Promote the exchange of experience among those concerned</u></p> <p><i>UNITE must promote, both in the North and the South (together with the Coordination offices), opportunities to exchange new experiences (workshops) and to analyse (skills, flow of information between Partners), in order to increase the reciprocity of Partnerships.</i></p> <p><i>The Coordination offices need to be more involved in awareness raising and facilitate all the existing types of exchange of Partners from the South (and sometimes also of Volunteers) which are insufficiently known.</i></p>
<p><i>Financial component in Partnerships</i></p>	<p><u>Combination of financial support and the assignment of foreign personnel to a Partner from the South:</u></p> <p><u>Advantages:</u></p> <ul style="list-style-type: none"> - Strengthen consistency of contributions (taking into consideration the real needs of the Partner from the South) - Better control of the project as a whole, especially the quality - Better guarantee of sustainability (handing over to locals is simplified). <p><u>Disadvantages:</u></p> <ul style="list-style-type: none"> - Partner from the South is more interested in financial support than in the assignment of a Volunteer - Partner from the North finds it easier to send money than a Volunteer. Risk that the Partner from the North does not take its responsibilities seriously enough. <p><u>Impact on the balance of decision making power between Partners from the North and South:</u> A large financial component brings with it a much greater power of decision for the Partner from the North.</p>	<p>➔ <i>Partnerships which offer a « combined » (personnel and finances) assignment should be viewed favourably, while remaining aware of the risk of a shift in decision making in favour of the Partner from the North.</i></p> <p>➔ <i>Partners from the North who do not use this form of support should take care to:</i></p> <ul style="list-style-type: none"> - <i>improve their knowledge of, as well as the transparency and coordination of the various financial projects they select (eg through Volunteers) which are connected to their Partnerships.</i> - <i>thoroughly plan the hand-over of the Volunteer's job there where there is to be no on-going regular financial support after the assignment.</i> - <i>clarify the intentions of the Partners with respect to the sustainability of their Partnerships and establish aims and activities correspondingly.</i>

<p><i>Sustainability of the Partnership</i></p>	<p><u>Two models exist:</u></p> <p>1. <u>A large majority (over 90%) of Partnerships from Partners in the North are continued after an assignment has been completed:</u></p> <ul style="list-style-type: none"> - <u>Partners from the North implicated</u> ("technical" , "religious-socio-political " and religious-humanitarian" groups : SM, CEAS, DM, M21, MN, HA, ADRA, SAM, TDH, BMI (with a basic agreement between churches) - <u>Average length</u> of an extension: from 3 years and upwards (churches) - <u>Aims and activities:</u> Financial and technical support, project monitoring, privileged relationship, sustainability of projects, maintaining historical relationships between churches, ensuring support as necessary, retaining the advantage of being a known quantity, sponsoring, mission work/ exchange of personnel/ exchange of vision, promoting reciprocity, information and campaigning together (human rights), sale of products, skills of the South being used for the South <p>2. <u>A very small minority (less than 10%) of Partnerships by Partners from the North are continued after an assignment has been completed:</u></p> <ul style="list-style-type: none"> - <u>Partners from the North implicated</u> ("socio-political" and "religious-socio-political "groups): E-CH, EIRENE, GVOM, I-A, IT, BMI (without a basic agreement between churches) - <u>Average length</u> of an extension: 2 to 5 years - <u>Aims and activities:</u> Financial support and monitoring of project, visits and personal contacts, information and awareness raising in Switzerland. <p><u>There is a tendency</u>, among some from the 2nd group <u>to continue with their "socio-political" Partnerships</u> beyond the time of the assignment. The Partnership thus goes beyond being purely operational in nature and limited in time, to become a transfer of skills and to provide technical back-up, building a more lasting relationship.</p> <p>These Partners from the North generally do not provide any financial support in addition to their supply of personnel.</p>	<p><u>Identify what is the motivation behind long-term partnerships:</u></p> <ul style="list-style-type: none"> ➔ <i>Historical reasons "positive" (potentials) and "negatives" (obstacles)</i> ➔ <i>Operational motives, such as the Partner from the North wishing to better monitor a project or the Partner from the South, and to ensure the effectiveness of the activities.</i> ➔ <i>Desire for long term vision , a better consistency between visions and actions, the sustainability of the project and more intense reciprocity of exchange within the Partnership.</i> ➔ <i>Reasons linked to a new vision of collaboration between the North and the South which places <u>Partnership in the forefront</u> before the project, the volunteer or the work achieved.</i>
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Subject of the analysis	Summary of results	Action Proposals
<p style="text-align: center;">6.</p> <p style="text-align: center;">Partnership and Coordination Offices in the South</p> <p><u>Basis of the analysis:</u></p> <p>6 UNITE Coordination offices + 2 individual Coordination offices (IT et M21).</p> <p><i>Positive and negative effects of the presence of a Coordination office on the relationship with Partners in the area.</i></p>	<p><u>Presence of a Coordination office: The positive effects, as indicated by participants in this study, are more numerous than the obstacles.</u></p> <p>A Coordination office in the South acts as "facilitator" in the following areas:</p> <ul style="list-style-type: none"> - Strengthening contacts and improving communication; more intense exchanges - Methodical monitoring and support of the Volunteer and the Partner from the South - More complete information on the region and the Partner from the South. <p>The areas of intervention specified in our hypothesis (identifying new Partners from the South and their projects ; monitoring Partnership relations ; dealing with conflict) figure relatively little in the arguments cited.</p> <p>The Partners from the South mention few elements, whether positive or negative. This could be interpreted as <u>a certain indifference on their part, either towards Coordination offices or to Partnership in general.</u></p> <p><u>Possible obstacles to the good functioning of a Partnership as a result of having a Coordination office are:</u></p> <ul style="list-style-type: none"> - Internal reasons within the Coordination offices: dysfunction of the office; insufficient information about UNITE, its programme, its General Conditions and procedures - interference by/or conflict of interest stirred up by the presence in the area of other Coordination offices belonging to certain Partners from the North (EIRENE, BMI, ADRA, HA) 	<ul style="list-style-type: none"> ➔ <i>The Coordination offices should play a much greater role in</i> <ul style="list-style-type: none"> - <i>identifying new Partners from the South and checking out their projects</i> - <i>Monitoring Partnership relationships and improving their quality (not to be confused with the support and methodical monitoring of Volunteers and Partners from the South)</i> - <i>conflict resolution.</i> ➔ <i>Even Coordination offices which have been running well for several years need to regularly assess and readjust their role and responsibilities (together with the Partner from the South) as this is central to relationships within the Partnership. This process is also essential wherever there is another Coordination office run by a Partner from the North in the same region.</i> ➔ <i>Strengthen the Coordination office's awareness of the whole concept of Partnership as it is evolving continually (conditions, changes, reciprocity...) and becoming more and more a basic element of development cooperation and awareness raising.</i> ➔ <i>Of all those consulted, the Partners from the South note very few effects (either negative or positive) of Coordination offices on Partnerships. This could be interpreted as <u>a certain indifference on their part either towards Coordination offices or to Partnership in general.</u> It would be worth looking at this question with the Partners from the South before this indifference becomes an obstacle to the work of the Coordination offices.</i> ➔ <i>The fact that the Coordination offices may be considered as a tool imposed by the North must be taken seriously. Their role and limitations (job description) need to be studied in depth.</i>

<p>Definition of Partnership, proposed as a result of this study.</p>	<p><i>The elements contained in this definition stem from those persons consulted as well as factors which emerged from the study as being elements which favour a good quality of Partnership. As a result we present an « ideal » definition of Partnership in five points:</i></p> <ol style="list-style-type: none"> <i>1. Partnership is a relationship built up by different participants who are united by a common motivation and vision. Their aim is to plan and carry out development aid activities in accordance with clearly defined and accepted goals.</i> <i>2. Partnership is a dynamic relationship, which is constantly evolving, and which promotes creativity, places value on the skills of each one and on the complementarity of cultural contributions, both intellectual and material. Each party benefits from the whole.</i> <i>3. Partnership implies respect for differences, mutual trust, the concrete involvement of both parties, shared responsibility as well as an on-going willingness to dialogue and accept constructive criticism..</i> <i>4. Partnership demands, on the one hand, the ability of the Partner from the North to provide effective aid and monitoring together with the Partner from the South ; on the other hand, it demands a proven representation of the target population by the Partner from the South.</i> <i>5. As well as its strictly operational activities, Partnership is:</i> <ul style="list-style-type: none"> <i>- A means of promoting better understanding between cultures</i> <i>- A valuable instrument to raise the awareness of public opinion and the political bodies in the countries concerned, both in the North and the South</i> <i>- Ever more frequently, an "institutional" element which transcends development cooperation, which is limited in time and space, and constitutes a new kind of development based on a common experience which transforms and touches as many people concerned as possible, both in the North and the South.</i>
<p>Final Observations</p>	<ol style="list-style-type: none"> <i>1. Other observations have been made relative to</i> <ul style="list-style-type: none"> <i>- The randomness of training and preparation of volunteers</i> <i>- Very unequal monitoring of assignments by the Partner from the North</i> <i>- The evaluation of the assignment after the return to Switzerland is often inadequate</i> <i>2. The importance of the theories and strategies of development in Partnerships involving the exchange of personnel: At the operational level of Partnership these do not appear to be very explicit. However at the strategic and normative level, they provide the general framework within which the participants and their activities need to be registered. The purpose and aim of Partnerships are defined by visions and strategies which then need to take concrete form. The theories and strategies of development are an important aide for critical reflection and orientation. They should belong to the basic knowledge of anyone working in a Partnership connected to international development, in order to avoid falling into the trap of ascribing to simplistic ideologies.</i> <i>3. There are other research routes which could be used, such as the systematic approach, the « cultural » approach, the more specific analysis of power, as well as the analysis of changes on an institutional level, or the creation of consortiums or the fusion of institutions.</i>