



Rosenweg 25  
CH-3007 Bern  
Tel. 031 381 12 19

info@unite-ch.org  
www.unite-ch.org

Schweizerischer  
Verband für Personelle  
Entwicklungs-  
zusammenarbeit

Swiss association for  
the exchange of  
personnel in development  
cooperation

Association suisse pour  
l'échange de personnes  
dans la coopération  
internationale

Asociación Suiza para el  
intercambio de personas  
en la cooperación  
internacional

Associazione Svizzera per lo  
scambio di persone  
nella cooperazione  
internazionale

Associação Suíça para o  
intercâmbio de pessoas  
na cooperação  
internacional

# PARTNERSHIP

## 1. BASIC VALUES

The 5 elementary **basic values** of a partnership in the Personnel Development Co-operation include:

- 1. Mutuality**
- 2. Equality**
- 3. Open dialogue**
- 4. Mutual effort towards understanding between cultures**
- 5. Common impact**

By these we understand:

1. Institutional relationship built up by various stakeholders that share common values, motivations und visions, clearly defined and recognized objectives as well as activities that are planned and carried out together
2. Mutual-dynamic relationship by means of creativity, appreciation of each partner as well as complementarity of contributions to the advantage of both
3. Respect of differences, mutual trust and shared responsibility in dialogue and constructive critique
4. Common effectiveness is based on the representativeness of the partner in the population
5. Striving for awareness raising and understanding between the cultures and social mobilization

## 2. PARAMETERS

Concrete **parameters** are found in five areas:

### 2.1 Basic elements

*Indispensable are:*

2.1.1 *The North and South partners share **common basic values**<sup>1</sup>, in particular a development policy agenda in favour of the disadvantaged (social relevance).*

2.1.2 *They are familiar with each other's **motivations, visions and strategies** and, to some extent, find agreement in them.*

2.1.3 *They agree in the determination of clear (i.e. defined and acknowledged) **development objectives**.*

### 2.2 Conditions

*Indispensable are:*

2.2.1 *The partnership is based on the following "**ethical values**":*

- *mutual trust, respect, dialogue and knowledge*
- *equality - complementarities - responsible attitude towards positions of power*
- *sharing responsibilities (to safeguard the necessary resources and in accompanying the people involved in exchange programmes etc.)*

2.2.2 *A clear **anchorage** of both partners in the local society (legitimation beyond own social group) exists.*

2.2.3 *Both possess confirmed alliance skills ("**bridging potential**").*

### 2.3 Objective reference

*Indispensable are:*

2.3.1 *The partners maintain the **exchange of information** and commit themselves to **mutual learning**.*

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<sup>1</sup> cf. *Unité mission statement* :

- Human Rights – Democracy
- Social, global und gender justice
- Peace ("peace building" / conflict prevention)
- Worthwhile living environment
- Equality of cultures and worldviews in terms of mutual respect and dialogue at the same level.
- Basic attitude towards "innovation and learning": "active global citizenship", "capacity development", "institution building", "empowerment", "advocacy", "MDG relevance", "sustainability"

2.3.2 *Through their relationship, the partners improve their **understanding of each other's culture** ("bringing people together") and use this for the know-how-exchange as well as for awareness raising activities.*

2.3.3 *Optimizing the **effectiveness** of the development contribution beyond their own social group is of central concern to both partners*

*Optional, depending on the context:*

2.3.4 *The partners mutually provide access to **networks** und contribute thereby to a global civil society.*

2.3.5 *Development policy **advocacy-work**, done separately or together, compliments development-related activities.*

2.3.6 *The partners are open for **interreligious exchange** in the sense of a bridge-building dialogue.*

## **2.4 Joint Activities** (beyond the assignment of the specialist<sup>2</sup>)

*Optional, depending on the context:*

2.4.1 *They undertake together an interpretation of the **development policy environment** and are in agreement on it.*

2.4.2 *a) **Mission statements, programmes and strategies** are mutually revealed and discussed.*

*b) They are even **developed together**.*

2.4.3 *Joint activities take place in the field of **public relations / campaigns**.*

2.4.4 ***Joint statements** are made concerning **international development questions**.*

2.4.5 *Joint activities take place in the field of **networking**.*

2.4.6 *Joint activities are organized in the field of **training / preparation of specialists**.*

2.4.7 *Joint **fundraising activities** are undertaken.*

2.4.8 ***Interreligious exchange / dialogue** is encouraged through joint activities.*

2.4.9 *Attention is given to the valorisation of the **South-North-exchange** and the **competences of the South**:*

- *South-North-assignments / exchanges take place.*
- *South-South- assignments / exchanges are organized.*
- *The possibility of learning services and promotion of young people respectively, exist for young Swiss adults in the South.*
- *The inclusion of experts in the South or international teams in the formation of strategies, in the operational activities or the systemization of experiences is practiced by the partners in the North.*
- *There is the possibility of a development policy compatible (training)-tourism*

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<sup>2</sup> The personnel assignment/ exchange is per se a constituent parameter of the partnership in the Personnel Development Co-operation.

## **2.5 Documents – Modalities**

*The following documents and procedures are indispensable:*

2.5.1 *A negotiated **partnership agreement**: Declaration of principle/ intent or agreement on fundamental principles, objectives and shaping of the partnership.*

2.5.2 *A binding contract for the specialist (negotiated **job description**).*

*Optional, depending on the context:*

2.5.3 *Edition of joint **strategy or scheme papers***

2.5.4 *A participative **analysis und documentation of the partnership development** regarding vision, strategy, objectives or activities ("Evaluation"/ PCM)*

2.5.5 *Jointly specified modalities, conditions and procedures relating to **conflict regulation und ending of the partnership**.*

## 3. Diversity of Partnership (Partnership Models<sup>3</sup>)

### 3.1 Socio-political partnership

Both partners are organisations firmly rooted in society, very involved in activities which work to protect the rights of those citizens who are economically and socially marginalised or abused by the rich and influential sectors of society. The main focus of their activities is to question the unequal relationships which exist between the North and the South and the commitment in favour of a social globalisation where human beings are the centre of attention.

Objective: An exchange of social and professional skills in the sense of a socio-political commitment which clearly 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 human rights and peace keeping (for example, establishing a civilian peace-keeping service).

### 3.2 Technical partnership

Both partners mainly concentrate on providing technical skills and services in the respective professional sector: Technical support and vocational training are the essential elements of this type of partnership. They are specifically aimed at a group of beneficiaries.

Objective: To transmit, primarily, technical skills in the areas of production and training to the organisations in the South.

### 3.3 Religious partnership

The partnership relationships have a long history dating back to the first missions of the churches. A deep mutual knowledge of the partner characterises these relationships. The projects are usually well structured and have a broad institutional appreciation by the population of the country or region.

Objective: Holistic pastoral activities comprising exchanges on a spiritual, religious and theological level as well as providing social and technical skills within the framework of Church projects and in the area of production and training.

### 3.4 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.

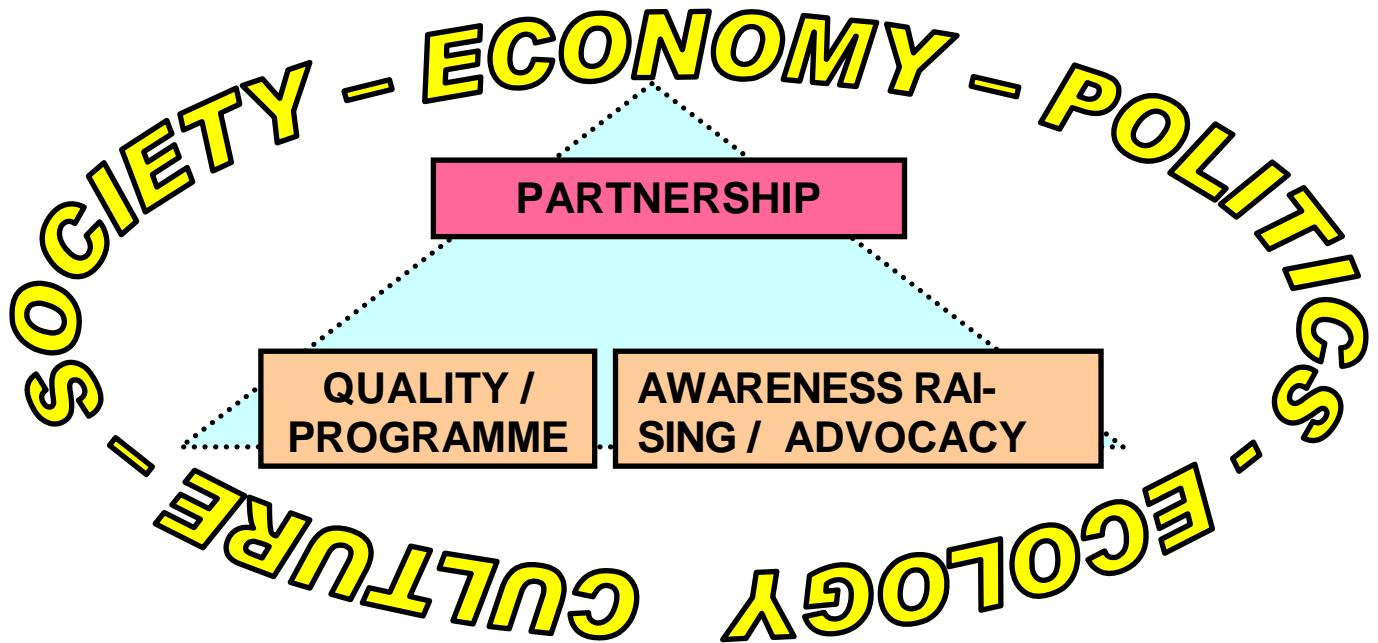
Objective: To make technical means and skills available, thus responding at short notice to the most urgent needs of a population in distress in the South. In addition, the necessary training is provided in order to consolidate the situation of the population concerned in the best possible way and as effectively as possible.

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<sup>3</sup> Typology according to “*Partnership between wishful thinking and reality*” D. Cattin / M. Schreiber; Basel 2002 (S.8). Models in social sciences are a methodical-analytical aid and depict the social reality in an ideal type form (according to Max Weber). They are in no way an exact picture of reality but a generalization or accentuation of certain facts.

## 4. CONTEXT - LEVELS OF IMPLEMENTATION

Partnerships in the Personnel Development Co-operation have their own individual **development histories**. They take place in a specific **environment** and are interdependent with **quality / programme** and **awareness raising / advocacy**:



There can be three different **levels of planning and development**:

- **Strategic partnership** (sharing a common vision): long-term relationship based on mutual visions and mutually defined strategies ("strategic alliance" beyond the specialist(s))
- **Operational partnership** (joint programmes): medium-term, an institutional relationship concentrated on the programme / project and specialist respectively (e.g. the realization of 1 - 2 long-term specialist assignments with specific operational objectives)
- **Ad-hoc partnership** (responding to needs): short-term, an institutional relationship with a limited mandate that is based on answering immediate needs.