

Developing partnerships

Effective partnership relies on shared, equitable participation, decision making, and taking and accepting responsibility.

Principles of Partnership (PoP)

- **Equality** - mutual respect
- **Transparency** - communication
- **Responsibility** - commit only to what you can deliver
- **Results-Oriented** - focus on action
- **Complementarity** - build on diversity and enhance local capacity

Value of partnership in an emergency

Coverage and impact	– increases coordination and capacity to affectively assess needs and provide assistance for those affected
Exchange of ideas	– helps improve project design and innovation through sharing expertise, ideas and building on existing capacities
Advocacy and influencing	– helps tackle political or social barriers to accessing those in need and providing appropriate assistance
Solidarity and support	– important for remote working and national and local organisations dealing with trauma and insecurity
Securing resources	– donors encourage partnership and consortia bids to increase coverage and reduce administration
Sharing information	– assists in accessing information, reducing duplication or gaps in response, and promoting good practice
Developing capacity	– creates opportunities for exchange of knowledge and skills and improving understanding
Solving problems	– fosters broader research and understanding and helps in identifying appropriate, shared solutions and innovation

Partnerships work best when there is added value in working together, e.g.

- **Strategic partnerships** e.g. within clusters and consortia funding bids
- **Implementing partnerships** between international and local agencies
- **Business and NGO/UN partnerships** for technical/operational reach
- **Research partnerships** - e.g. between NGOs and academia.

Localisation and working with local partners

At the 2016 World Humanitarian Summit, the international community made a commitment to supporting 'localisation' as part of the **Grand Bargain**, through:

- Increasing investment in the capacities of local and national responders
- Working to remove barriers to partnering with local and national responders
- Supporting and complementing national coordination
- By 2020, directing at least 25% of funding to local responders, measuring this funding and adopting funding tools that facilitate local delivery of assistance

Challenges for local and national organisations in managing partnerships

- Balancing community solidarity with accountability to INGOs and/or donors
- Mismatch in organisational vision, values, culture, priorities or capacity
- Challenges in remote management and learning from international partners
- Unequal power relations, accountabilities and access to resources
- Lack of trust, weak communications and differences in ways of working



Pointers to identifying and negotiating partnerships

- What type of partnerships would strengthen your aims and capacity?
- What types should you avoid?
- Research potential partners (e.g. vision, mission, strategy, reputation, capacity and governance)
- How compatible are you? (size, values, objectives, interests)
- Is there organisational commitment from both sides?
- What can you offer and what are you looking for in a partnership? (aim for mutual benefits)
- What are your mutual expectations and understandings of the partnership? (purpose, roles, responsibilities, term, resources)
- What form of agreement is needed?

Additional resources on All In Diary website

Partnerships and Capacity Building, © INTRAC 2012
Local Partnerships Guide, © Mercy Corps 2011
Remote Partnering Workbook, © PBA, 2018

Web links for further information

Partnership Brokers Association - <http://partnershipbrokers.org/>
Remote Partnering - <http://www.remotepartnering.org/>
Defying distance - <http://www.defyingdistance.org/>