

Problem definition

Southern and Northern NGOs are complex organisations
 their joint efforts address social, political and economic processes
 both theorise about their joint effort in distinct ways
 both are part of local political networks
 both are in a locally competitive market for ideas and values

partnerships comprise individual, organisational and national variables of
 psychological, emotional, historical, sociocultural, spiritual and philosophical nature

Local Assumptions about Northern NGOs

Cambodia

state is a mediator of development influence
 advocacy gives credibility to service delivery
 personalities are not important

NNGO synonymous with local govt
 and in secondary relation to CBOs
 CBOs see funding influence compensated by
 loc govt as channel, would prefer direct
 negotiation

NNGOs primary relation to CNGOs

Loc govt saw new sharing instead of NNGO
 as implementor

Loc govt and CNGOs see capacity building
 as mutually enabling

Political boundaries transcended
 fear of central govt, *omnach*

Little competition between CNGOs

Tanzania

state is an consumer of development aid
 advocacy gives credibility to service delivery
 personalities are all important

NNGO is reducing dependency of local govt

NNGOs key advocacy supporters for CBOs
 and Tanzanian NGOs

Local govt changed, learned to negotiate

Political boundaries reinforced
 positive collaboration with central govt
 Considerable competition between Tanzanian
 NGOs

The Purposes of Partnership

CAFOD vision: Reversal of the power balance to make a new pattern, a new 'ordering' of relationships between people

methodology: Developmental partnership tri-lingualism between spiritual, developmental language and language of the poor although not mutually comprehensible

6 core elements, 11 core values

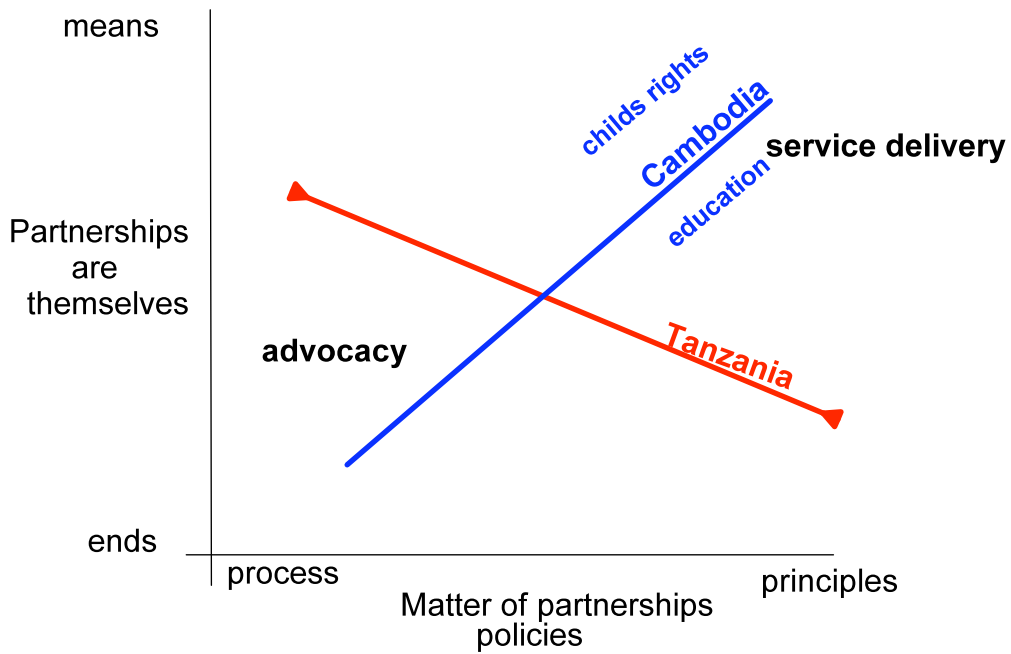
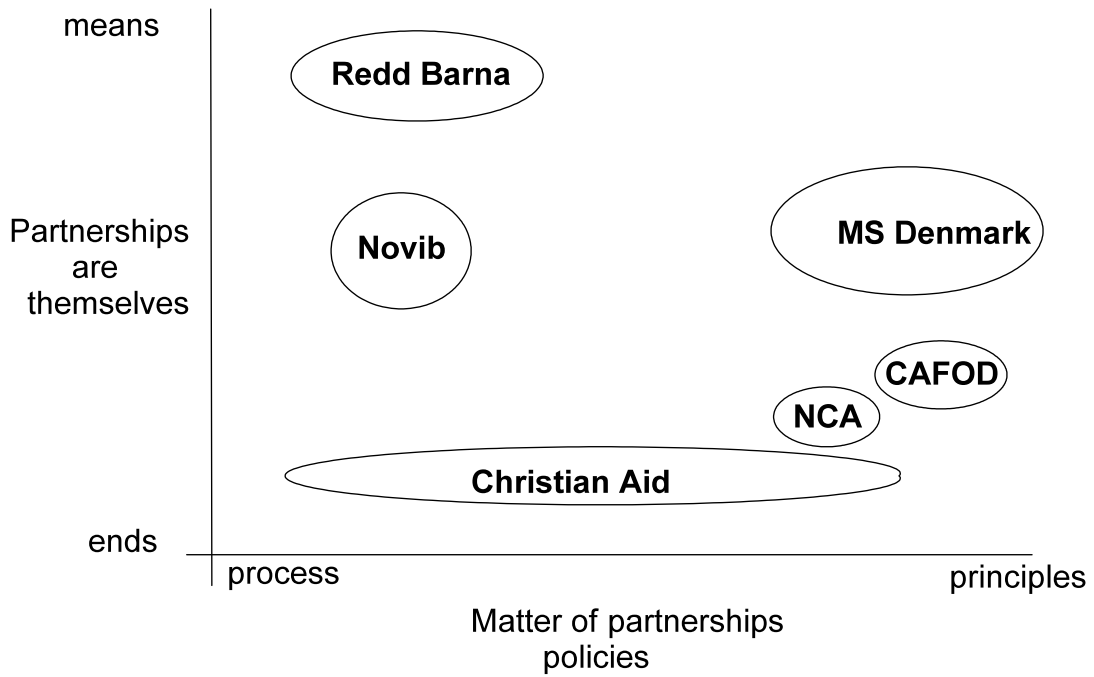
Christian Aid: individual approach to relationships, flexible set of tools, goal-orientated work as a manifestation of shared faith
question on appropriate depths and deepening opportunities

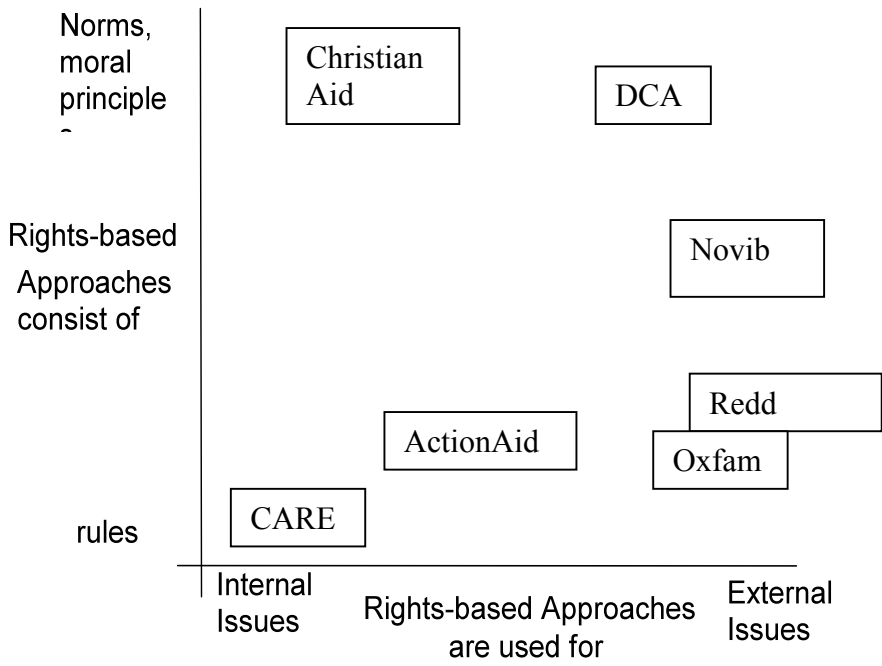
Redd Barna: built on mutual trust, mutual learner-ship, sharing responsibilities for child development, 1998 Partner Co-operation categories: local NGOs, Alliance, governments, new forms esp. networking for advocacy

SCF UK Relationship building is advocacy
Common, standardised and coherent approach is realistic ?
Action-formative research must be on programmatic areas and longer term

MS: A long-term relationship marked by mutual trust. The organisations share responsibility for joining resources to achieve a common goal for their mutual benefit and empowerment.
Partnership invites to focus on organisational capacity building activities.
It is an independent objective, and the relationship contributes to organisational capacity building.

NCA: procedure for partnership agreements





NGO partnership = two mindsets interacting on 7 layers

deepest or most organic issues *from cultural and cognitive heritage*

some are implicit and invisible, i.e. they cannot be known or changed

some are implicit and visible, they can be known but they remain **beyond efforts** I

some are explicit and visible, they can be changed if both sides have the **same concept** II

some can be changed when both sides agree to **what** they are III

some can be changed if both sides **wish to** do so IV

some can be changed when there is **scope to negotiate** different positions V

some can be changed when both sides are **in a position to** bring them in VI

superficial or most isolated issues *from personalities and hazards*

NGO Partnerships = two Mindsets Interacting on 7 Layers

<u>Issues are</u>	<u>Reproduced in</u>	<u>Comparability</u>
implicit and invisible	cognitive heritage	uncertain
implicit and visible	values in organisations	beyond scope I
explicit and visible	same concepts on both sides ?	*** II
both sides agree to what it is	parameters	***** III
if both sides wish to do so	procedures	***** IV
both can negotiate it	conflicts of interest	*** V
both can bring it in	each one's past experiences	* VI

Issues Suggested in Partner Interviews

SCN and Cambodian NGOs	MS Denmark and Tanzanian NGOs
I State is the mediator of development influence	Partnership is empowering individuals, Solidarity
II Foreign NGOs destroy local traditions	<i>Habari Za Tanzania, gender</i>
III Secondary versus primary relationships, Omnach, Empowerment, "the Master plan"	"They have many materials but they don't send them"
IV Daiku, negative-horizontal, positive horizontal	"Now we fell they are simply pulling out"
V Ex-Khmer Rouge in strong Civil Society networks CBOs want to negotiate directly with SCN-CO	Novib changed the reporting 3 times, post-funding "Oxfam works with District but resources go to NGOs, now they hate that"
VI More income generation wanted, where will proposals be submitted	Karatu chairman stood for District Council Division between nat. govt. versus local govt.

Partnership Policy Elements on Each Layer

SCN and Cambodian NGOs	Approach partner	Layer
State is the mediator of development influence	Limits to advocacy	I beyond scope
"Foreign NGOs destroy local traditions"	On-going efforts on differences Ex: localisation	II concepts
Secondary versus primary relationships, Empowerment, "the Master plan", Omnach	Propose ideal solution Ex: Omnach	III agree and resolve what issues are
Daiku, negative-horizontal, positive horizontal	Categorising but no ideal solution Ex: capacity building	IV procedures
Ex-Khmer Rouge in strong Civil Society networks	Identify wishes, negotiation scope Ex: CBO want direct negotiation	V Conflicts of Interest
"More income generation wanted", where will Proposals be submitted	Mention possibilities but no wishes Ex:	VI

Partnership Policy Elements on Each Layer

SCN and Cambodian NGOs	Approach partner	Layer
<p>State is the mediator of development influence</p> <p>"Foreign NGOs destroy local traditions"</p> <p>Secondary versus primary relationships, Empowerment, "the Master plan", Omnach</p> <p>Daiku, negative-horizontal, positive horizontal</p> <p>Ex-Khmer Rouge in strong Civil Society networks</p> <p>"More income generation wanted", where will Proposals be submitted</p>	<p>All societal causes</p> <p>Invite social group to be aware, encourage individual</p> <p>request group to react acknowledge ind.</p> <p>Social and individual innovation parallel</p> <p>group reasons reduce risks for individual</p> <p>Accommodate personal choices by defining scope of choice .</p> <p>All individual causes</p>	<p>I beyond scope</p> <p>II concepts</p> <p>III agree and resolve what issues are</p> <p>IV procedures</p> <p>V Conflicts of Interest</p> <p>VI</p>