

**CONSORTIUM CHRISTIAN RELIEF AND DEVELOPMENT
ASSOCIATION (CRDA)**

NETWORKING & PARTNERSHIP TRAINING HOUNDOUT

**PREPARED BY
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**JULY, 2014
ADDIS ABABA
ETHIOPIA**

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1. INTRODUCTION TO NETWORKING & PARTNERSHIP

1.1 Partnership & Networking Related Concepts

Networking: For the purpose of this training networking: is formal/informal voluntary process of gathering contacts and sharing resources among individual, groups and institutions.

Informal Networks: community Networks (are based on residence, ethnic, etc. for specific need) and Social Networks (personal, friendly or business relationships).

Formal Networks: these can be defined as interrelated groups of several independent institutions or organizations, established for specific needs. Members share a set of common activities, and they meet regularly. Sometimes they have legal arrangement, and they usually require a subscription. This is based on common needs of members, and a goal of achieving change in their own contexts. In development cooperation, formal networks consist of NGOs, government organizations, development agencies, and other regional and national or international organizations.

Some useful definitions

Fowler¹ identified a range of inter-organizational relationships and different forms of collaboration. These types of inter-organizational relationship vary on the degree of intensity and collaboration and joint governance.

Three distinct forms of inter-organizational collaborations are identified by Fowler however, in practice the boundaries between these are not so clear and the forms are often mixed and matched to fit the purpose:

Networks: These are the loosest form of collaboration as members may be quite dissimilar, the primary function is information sharing.

Alliances: These take collaboration a stage further providing greater benefits because participants **synchronize 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.

Coalitions and Consortia: These terms cover organizational entities which 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.

Coalitions often nominate one of the member agencies as a lead, with overall responsibility for facilitating the coalition: often described as "the convener"

Collaborate is ... to work or act together toward a common end or purpose. It is to Cooperate, Join forces, Unite, Work hand in glove, Join hands, pull together, and participate.

Synergy is cooperative or combined action. It occurs when diverse or disparate individuals or groups of people collaborate in a common cause. The objective is to increase effectiveness by sharing perceptions and experiences, insights and knowledge.

Partnership is a wide variety of institutional or people arrangements designed to share and exchange resources and information and to produce results that one partner **working alone could not achieve**: ranging from informal processes to share information to creation of new organizations to deliver new, expanded or improved goods or services among people, NGOs, GOs and private sector. For partnership to work, everyone involved must bring something to the table in terms of talent resource. Effective partnership makes use of people's strengths and compensates for weaknesses.

1.2 Networking & Partnership Development

Networking is currently recommended as particularly suitable for NGOs to improve performance and enhance impact. Since many NGOs are small and dispersed, networking is commonly seen as a cost-effective means to share information and spread knowledge about grassroots' needs, solutions and best practices. Notably, networking is believed to strengthen NGO's ability to speak with one voice and to significantly increase their impact as policy negotiators and advocating agencies. Therefore, networking is important to enhance members and supporters of NGOs.

A partnership brings together institutional capabilities and human resources in the form of skills, experiences and ideas to tackle common problems that are often beyond the capacity of a single organization or group. Examples: (i) government agency like the Ministry of Education accepting the 'help' of a local NGO and local elected body to enhance literacy in a village; (ii) a local community-based organization (CBO) jointly with local industry associations and elected members of local council, discuss the problem of land degradation caused by industrial activities and agree on the implementation of a joint activity to address the problem.

Implementing policy and strategy at country, sub-regional and regional levels requires multi-stakeholder partnerships as a result of the recognition that no one sector on its own can overcome the challenges ahead. Also putting in place national strategies alone does not deliver the intended goals without the express involvement of key stakeholders during the formulation, implementation, monitoring and evaluation processes. Achieving access to and accountability for public actions requires the collaboration of all groups of society. Specifically, strengthening the ability of poor people to shape decisions that affect their lives and removing discrimination based on gender, race, ethnicity, and social status are central elements of facilitating empowerment.

2. PRINCIPLES OF NETWORKING AND PARTNERSHIP

2.1. Networking Importance

Networking is a buzz word that many people use without really understanding the gist of the concept. Networking is not about hooking up with people that can help you achieve your goals but rather people that will partner with you. If you want to network you have to promote yourself. Effective self-promotion should focus on what you can do for the person you want to partner with and not your achievements or portfolio.

2.2. Metaphors for networking and collaboration

- ✚ A human body- every part does not exist by itself. It needs to be supported and function with the other parts;
- ✚ Marriage- there is a need for both couple to play their role to establish a good home;
- ✚ Monkeys- they protect each other;
- ✚ Geese- they do it together to reach their destiny.

2.3. Networking and Partnership of CSOs help to:

- Form informal groups to exchange ideas and meet regularly;
- Make specific proposals for cooperation;
- Convey consistent message and meaning to develop accurate information resources to support each other;
- Avoid vague agreements – focus on specific programs and/or reforms.

In general the credible task of each network will promote individual NGO members to build their constituencies.

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2.4. Benefit of Partnering

- ❖ Achieving the unachievable
- ❖ Enhanced reputation & credibility
- ❖ Increased access to resources
- ❖ Development of human capital
- ❖ Improved operational efficiency
- ❖ More effective products & services
- ❖ Better access to information & knowledge
- ❖ Innovation & creativity
- ❖ Greater effectiveness and competitiveness.

2.5. Forms/Levels of Partnership

- ❖ North-South partnerships between a UK NGO & South African NGOs or local government
- ❖ South-South partnerships among NGOs and business in neighboring countries
- ❖ Partnerships between different donors
- ❖ Inter-sectoral partnerships for national-level associations or coalitions
- ❖ Regional partnerships between UN & various regional/sub-regional organizations

2.6. Principles of partnership

- a) Trust: Trust is the most important if the partnership crosses many boundaries - interpersonal, inter-institutional, cross cultural - at the same time. In such conditions, relationships are open to risk of misunderstanding and there is need for a clear expression of interest and aspiration on both sides. **Transparency** among partners is the basis for a solid and honest relationship. A relationship that involves the transfer of resources (e.g. from a government department to local bodies or from a government department to NGOs or from a donor to NGOs/local bodies, etc.) requires that strict business principles be followed, such as reporting, accountability and good stewardship. Yet, in most cases we have to depend on a relationship based on trust rather than legal conditions and threats of punitive action.
- b) Mutuality: In this case, the partnership relations are open to dialogue and exchange of views. Respect is of utmost importance.
- c) Solidarity: Solidarity means sensitivity and commitment to the problems, efforts and constraints of other partners particularly of those living in conditions of poverty and oppression. It implies a readiness to respond appropriately and in a timely manner to varied needs. If partners (even just one of the partners) are only 'doing' for the poor without 'commitment', it will be difficult to attack the roots of the real problems. Solidarity is not just a catch word; it means response to real needs and constraints based upon respect and equality in the partner relationships.
- d) Accountability: Any partnership involves rights and obligations. It is a major challenge when one partner has the resources and the other has to ask for it, or one has the power to decide who gets funds and how much, and the other is accountable for their use. There is no fully satisfactory answer to this dilemma. That fact, however, does not make partnership a less desirable ideal. It is an ideal worthy of much effort.

2.7 What Makes Partnership and Collaboration Work?

- ♥ Similarity of core business and practice among partners,
- ♥ Commitment to resolve differences by both parties: essential goodwill,
- ♥ Shared client types and issues,
- ♥ Professional respect between agencies,
- ♥ Evolving roles which complement each other,
- ♥ Compatibility of services offered,
- ♥ Repeated communication and new systems which promote joint work,
- ♥ Existing models of working with NGO'S in health.

2.8. Requirements of effective GO-NGO partnership

- Government must be open, receptive, sensitive, responsive and must internalize, accept and institutionalize partnership at appropriate levels;
- Local people, particularly the rural poor must develop skills in negotiation and claim-making to effectively engage the government in participatory local development planning and partnership- building; and
- NGOs must be open to collaboration with the government, share risks and be creative.

Governments in many Asian countries have launched a massive programme of decentralization and have empowered their community institutions through local democracy. Many governments and NGOs are extending support to make this programme a success. Yet, NGOs are often skeptical of the role of local bodies in rural development.

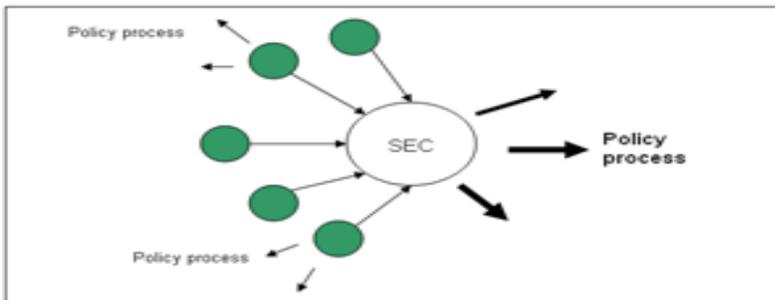
There is also a certain amount of tension in the relationship between grassroots voluntary organizations and public agencies, despite some common interests. Both believe in decentralization and the great potential of civic action at the grassroots level. Yet, the cooperative relationship, which ought to exist between elected local bodies and the NGOs, is often lacking. Similarly, cooperation between government staff and the members of local elected bodies is missing.

3. MODEL FOR CSO NETWORKS & PARTNERSHIP

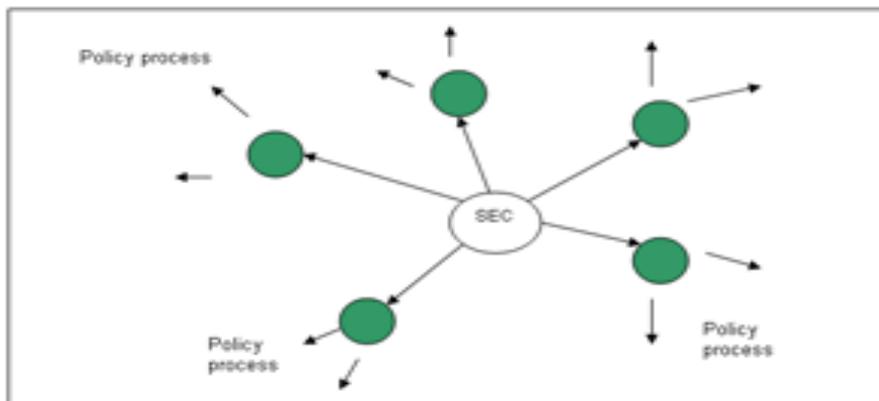
3.1. Role, Function & Form of CSO Networks

3.1.1. Role of Networks

The Agency role: denotes a network that is charged by its members to become the main agent of the change they aim to achieve. Hence as in the diagram to the right, resources (funding, skills, staff, knowledge, connections, etc.) flow from the members to the Secretariat. Members may also carry out their own policy influence work, but on some key issues they have entrusted the network to represent them.



The Support role: on the other hand, works on the opposite direction. In this case, the network itself (as an independent entity or the Secretariat) is not the agent of change but supports its members by providing them with the necessary resources to influence policy and practice. In practice, most research policy networks have some characteristics of both. Nonetheless, it is important to consider how important these roles are for the network and its members as it constitutes their *raison d'être*.



3.1.2. Network Functions

It is within these roles that networks can fulfil six, non-exclusive functions (Portes and Yeo, 2001; Yeo, 2004; Yeo and Mendizabal, 2004):

- ✚ **Filtering:** To 'decide' what information is worth paying attention to and to organise unmanageable amounts of information.

- ✚ **Amplify:** To help take little known or little understood ideas and make them more widely understood.
- ✚ **Invest/Provide:** To offer a means to give members the resources they need to carry out their main activities.
- ✚ **Convene:** To bring together different people or groups of people.
- ✚ **Community/Capacity building:** To promote and sustain the values and standards of the individuals or organizations within them or/and enhancing the member capacity by conducting gap analysis.
- ✚ **Facilitate:** To help members carry out their own activities more effectively.

These functions describe the specific set of activities that networks undertake and, therefore, provide a detailed account of their objectives and the manner in which they aim to achieve them. It would be expected that agency networks would dedicate more resources towards outward-looking functions such as amplifying and convening; support networks would emphasize community building, investing and facilitating. It is important to remember that the assumption we make is that networks are necessary as long as they fulfill functions for which there is a demand. This might very well mean that they dedicate all their efforts to community building functions and none to amplifying or facilitating policy influence. There are many roles for many networks and we do not think that they should all focus on one or another.

3.1.3. The Form of Networks

Having defined the functions that networks can play, the next step is to determine the structural characteristics (organisation, skills, resources, etc.) that networks need to have to be able to fulfill them. For instance, what type of membership does a network need to be a successful amplifier? Is it the same as the membership needed for community building? Based on a broad review of the literature and a series of case studies, we suggest the following criteria to understand the structure of networks (Mendizabal, 2003).

- ◆ **Localization and scope:** Where are the network and its members located, both physically and thematically?
- ◆ **Membership:** Who are the network's members and how are they related to each other?
- ◆ **Governance:** What are the behaviors and processes in place within the network that govern its short and long-term functioning?
- ◆ **Resources:** Does the network have access to all the inputs necessary for its functioning?
- ◆ **Capacity and skill:** Do the network and the network members have the capacity and skills necessary to carry out their functions and tasks?
- ◆ **Communications:** Does the network have appropriate communication strategies to carry out its functions, thus amplifying messages outwardly or sharing messages and information within the institution?
- ◆ **Strategic and adaptive capacity:** Is the network capable of managing changes and shocks in both its internal and external environment? Can it manage those changes on its own or does it depend on others (partners, networks, donors)?
- ◆ **External environment:** What are the external influences affecting the network?

These criteria cover both the internal and external environment of the network and consider the structures and process that allow it to function and develop. Some of them are also stressed by more than one. In essence, they provide a guide drawn from the literature and the understanding that the external and internal environment and the network's content matter equally when addressing success on policy impact.

Group Exercise-1: (Group discussion)

As to the model of network role, function and form stated above: What improvement should be done on national and regional consortiums in Ethiopia to be more applicable at local context?

3.2 Partnership Model

3.2.1. Partnership/Collaboration levels

- **Policy level** – where agencies at all levels of government (state, federal and local) work together with non-government stakeholders to establish clear goals and objectives for the prevention of harm to children. Policy can be delivered through legislative change, the development of statements and principles that set out the responsibilities and actions of all stakeholders, and guidelines to apply those statements and principles in practice.
- **Program level** – where service delivery is managed by more than one agency, with each of the participating agencies bringing their expertise and skills so that clients receive a coordinated and integrated service response without the need to move between agencies and programs. Joint Investigation Response Teams (JIRTs) are an example of interagency practice through cross-agency programs. They link the risk assessment and protective interventions of Community Services with criminal investigations conducted by NSW Police and medical examination, counseling and therapeutic services from NSW Health.
- **Direct service level** – where agencies work together to address the needs of individual children, young people and families through shared case planning, management and coordination efforts. The practice of interagency case management to build a common case plan and goal improves the quality of the service outcomes received by the child, young person and family, and are an example of interagency practice at the direct service level.

3.2.2. Steps for Developing Local Partnership

- **Building better local networks** which foster an understanding of the agencies that are operating in the local area. Getting to know the types of services they offer and the expertise of their workforce could be achieved by establishing a program of interagency network meetings, or information bulletins to share information; identifying interagency issues early; and to gain a better understanding of roles and responsibilities.

- **Agreeing on better ways to work together to support shared clients** might involve establishing a formal or informal network of service providers in a local area and actively undertaking joint case planning, case conferencing, or cross-agency referrals. These types of activities help providers to consider information about a child or a family from their respective professional disciplines, and to work out the best mix of supports for those clients.
- **Establishing partnerships** to develop integrated responses and address service delivery gaps. Through these partnerships a number of organisations can pool their resources and consolidate their efforts to responding to complex client programs that one agency alone cannot resolve. Existing partnerships can be built on to incorporate the principles of *Keep Them Safe*.
- **Establishing formal protocols** to ensure that the roles and responsibilities of all parties are clear in supporting children and families in the local community by using Memoranda of Understanding to establish the basis for interagency collaboration where the interdependencies between agencies are accounted for and facilitated. Protocols can provide guidance for workers to engage with one another across agency and program boundaries.
- **Creating opportunities for shared training** which provide a strong foundation for interagency practice would improve understanding of agencies' respective roles and responsibilities, as well as promoting a shared language, knowledge and awareness between agencies.

3.2.3. Level of NGO Development for Partnership

The level of growth and development of consciousness in an NGO depends on the ability of the leaders to create a culture that enables the organisation to satisfy the needs of all stakeholders – employees, citizens, and society in general.

Level of NGO Consciousness		Motivation
Service	7	Future generations. Sustainability. Social justice. Human rights. Compassion, humility and forgiveness.
Making a difference	6	Collaboration in strategic alliances and partnerships with other NGOs, business, and government/Municipal Agencies. Employee fulfillment, Mentoring.
Internal cohesion	5	Shared vision and shared values. Integrity, honesty, and trust. Fairness, openness and transparency. Passion, creativity, and commitment.
Transformation	4	Adaptability, accountability, responsibility, empowerment, and continuous renewal and learning. Goals orientation. Personal growth and development.
Self-esteem	3	Focus on systems, processes, quality, excellence, and professional growth. Continuous improvement
Relationships	2	Employee recognition. Internal competition,

		Friendship, open communication and listening	manipulation and blame. Internal politics
Survival	1	Financial stability. The health, safety and welfare of employees	Excessive control and caution. Short-term focus
		Healthy Motivation	Unhealthy Motivations

The seven stages in the development and growth of the consciousness of an NGO are summarized in the following table and described in detail in the subsequent paragraphs.

- 1) **Survival:** Healthy motivations are: Financial stability; healthy, safety and welfare of employees. And on the other hand unhealthy motivations are excessive control and caution; short- term focus.
- 2) **Relationships:** Healthy motivations are: Employee recognition. Friendship, open communication and listening and on the other hand unhealthy motivations are internal politics; internal competition, manipulation and blame.
- 3) **Self-esteem:** Healthy motivations focus on systems, processes, quality, excellence, and professional growth; Continuous improvement. And on the other hand unhealthy motivations are bureaucracy, hierarchy, silo-mentality, power and status seeking, confusion, complacency, image, arrogance.
- 4) **Transformation:** Adaptability, accountability, responsibility, empowerment, and continuous renewal and learning. Goals orientation; Personal growth and development.
- 5) **Internal cohesion:** Shared vision and shared values; Integrity; honesty; and trust; Fairness; openness and transparency; Passion, creativity, and commitment.
- 6) **Making a difference:** Collaboration in strategic alliances and partnerships with other NGOs, business, and Government/Municipal Agencies. Employee fulfillment; Mentoring.
- 7) **Service:** Future generations; Sustainability; Social justice; Human rights; Compassion, humility and forgiveness.

Group Exercise-2: (Group discussion)

As to the model of partnership: What improvement should be done to use it as a model of partnership strategy in our local context?

4. PARTNERSHIP & NETWORKING TENSIONS

4.1. Partnership Conflict & Resolutions

4.1.1. Sources of Conflicts in a Partnership

- 1) Value disagreements (divergences of practice perspectives and absence of goodwill).
- 2) Hidden Personal Interest and power interests (conflict of role during designing and implementation of partnership) ,
- 3) Doubts about priority need for partnership and confusion over differing degrees of members' autonomy.
- 4) Poor management, low level expertise and distrust of professional expertise,
- 5) Poor & unstable funding,
- 6) Communication misunderstandings.

Exercise on collecting data on sources of conflict in a partnership (individual).

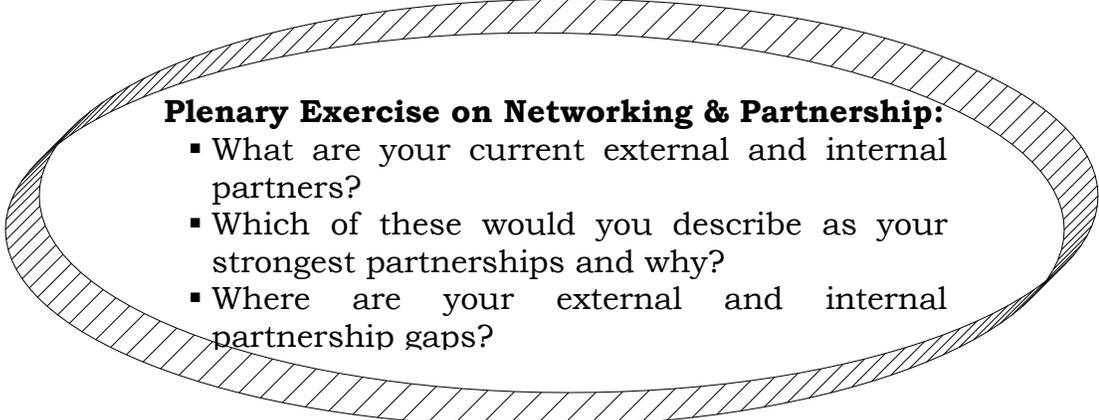
<i>Example of possible conflict sources</i>	<i>Exists</i>		<i>Level of Importance</i>		
	Agree	Disagree	Low	Moderate	High
This is a source of conflict because of differences over:					
1) Perceived power to influence decision					
2)The importance of resources received or expected from other partner					
3)How little some members know about the partnership					
4)The acceptance of partnership's purpose and objectives					
5)Interpersonal styles					
6)Perceptions of other partner's ability to contribute constructively					
7) The real or hidden motive of the other partner					
3) The impact of the external environment on the partnership					

4.1.2. How to address/reduce partnership conflicts

Conflict management in partnerships should focus on encouraging open communication and ways of negotiating expressed differences to meet at least some of the needs of all partners.

1. Choose a person who is seen as being neutral to serve as a process observer. The role of this observer can vary from keeping time, offering clarification or remarks, to suggesting possible ways of managing or resolving the conflict. It is important, however, that all partners agree upon the process observer's role.
2. Select a specific conflict that is important to the partnership and the partners concerned.

3. Have the conflicting partners state their positions without interruption.
4. Have each opposing partner paraphrase the other side's explanations or point of view. This effort to understand more clearly and fully each other's position often results in useful conflict management. However, more work may be needed.
5. Start an open dialogue for questioning, obtaining more information and further explanation. This helps ensure that each side understands the other. As the dialogue continues, it is necessary to move beyond explanations. This would require two interacting skills - both parties should behave assertively and cooperatively.
6. Summarize the position of each party, emphasizing their major points of view. Provide an opportunity to each party to correct misinformation or clarify points.



Plenary Exercise on Networking & Partnership:

- What are your current external and internal partners?
- Which of these would you describe as your strongest partnerships and why?
- Where are your external and internal partnership gaps?

CASE Study Exercise-1

***Government and NGO Partnership for Social Service Delivery
(Andre Kalis, South Africa, 2005)***

Introduction

The need for partnership between a state and civil society organisations for effective and efficient service delivery is not much debatable. Service delivery, we know, in a fragmented, un-coordinated fashion where various role players go about in the delivery of services in a unilateral manner without them being part of a comprehensive, coherent strategy, would have great difficulty in meaningfully respond to needs. We also know that unless there is mutual respect for each others roles and Government and the NGO community are well informed of each others roles and there is negotiated agreement on how the respective parties are going to pursue a shared vision and common goals, the social services arena can be a chaotic one. I am of the opinion that one of the obstacles to social development and poverty eradication in the developing world relates to fragmented, scattered, hit-and-run efforts in responding to social needs and that resources are not mustered and harnessed towards integrated and holistic programmes. Partnership arrangements, especially between government and the social services and development NGO community would go a long way in the development of joint policies and inter-related, comprehensive service programmes.

A Case for Social Services NGO's

It is widely acknowledged that the state alone cannot achieve its goals in addressing social needs and that organ of civil society in a democratic dispensation, firmly rooted in society and with popular participation and voluntary support, are essential for a caring, responsive and effective service delivery network. The degree to which there is a presence and activity of

a voluntary welfare initiative and wider NGO life is said to be an indicator of the level of a country's democracy. The flexibility, responsiveness and innovation of the private sector is readily acknowledged and where NGO programmes are supported by Government funding, NGO's contribute extra time, resources and ongoing commitment. Considerable funds are also leveraged from the public, the corporate sector and other donors. The Government that fails to recognise and formally acknowledge the invaluable role the NGO community plays in social development, is indeed a foolish one. This recognition and formal acknowledgement needs to be settled with a partnership agreement.

What is a Partnership Arrangement About?

A formal partnership arrangement acknowledges and cements the distinct but complimentary and supplementary roles of state and the NGO community into a synergistic strategy to achieve a shared vision and common goal.

It is acknowledged that partnerships are fluid and flexible and that they evolve. The nature of the partnership would also vary significantly according to the unique characteristics, such as structure, culture and objectives of a particular NGO or consortium of NGO's. Nevertheless, a policy framework within which partnerships are enabled to develop and grow, would form the basic instrument for the Government and NGO's to, in a coordinated fashion, live out their shared vision and attain their distinct, but mutually complimentary and supplementary roles. Examples of such policy documents to govern the development of a relationship between a government and civil society are widespread in the developed world. It is ironic that in the developing world where there is a much more urgent need for the strengthening of capacity through joining hands, such formal partnership arrangements are few and far between.

Conceptualizing Government-NGO Partnerships

Government-NGO partnership can be described as a relationship rooted in the acceptance of both parties of their shared vision and responsibility for the delivery of social services within policy and legislative frameworks governing a country's response to its social needs and problems.

It is an acknowledgement, acceptance and respect by each party of the other's distinct, but mutually complementary and interdependent roles for the attainment of shared goals. Partnership embodies the notion of acceptance by both parties that their respective roles are of equal importance in the pursuit of their shared vision and goals, specifically as they relate to social justice and equality.

Partnership demands both close co-operation between the parties and the co-ordination of roles and functions throughout the entire process of policy development to service delivery. A partnership accepts that there is strength in unity and that the total is greater than the sum of the individual parts. Partnership allows for such levels of consultation and negotiations that would result in the filling of the investment gap in social service provision, i.e. ensuring services are provided in areas not covered or sufficiently covered and ensuring the relevance and appropriateness of services.

Accountability between the parties is reciprocal with the parties carrying equal status. The interdependent and interactive nature of the partnership as a working relationship requires openness, transparency and accessibility between the partners. A partnership policy, agreement or compact should include the philosophy and principles that underpin the partnership, shared values and goals, roles and responsibilities and commitments to action.

Partnership for Capacity Building

In referring to capacity, it is important to note at this point that a partnership also implies an inter-relatedness and inter-dependence between the respective parties. It provides for communication structures and processes where values, knowledge and skills are shared, where needs, frustrations and aspirations are communicated and responded to. Mutual influencing takes place in a partnership arrangement and it provides the platform for training and development and as such contributes to the building of capacity.

Considering the value of vibrant civil society organisations for the welfare of a nation, Governments have the responsibility to promote the NGO community and strengthen its capacity, thereby contributing to enable social service NGO's to function and deliver optimally. This responsibility of Government and opportunity for NGO's would be greatly enhanced within the context of a partnership policy framework within which roles and responsibilities are negotiated and clarified.

Roles in a Partnership

Government

- The State has a governing responsibility to ensure that there is the required delivery of services within legislative and policy frameworks.
- The State therefore accepts primary responsibility for the development of policies and legislation to facilitate and direct the design and implementation of service programmes.
- In acknowledging the central role of the voluntary welfare sector in the implementation of services, rooted in policies and legislation, the development of policies and legislation is a joint process between the parties with the State driving, facilitating and co-coordinating the process. Since policies directly impact on the NGO sector and the consumers of their services the State acknowledges the NGO sector as stakeholder with equity in policy and legislative processes. Against this background it is the role of the State to ensure and provide for the necessary mechanisms and structures for communication and consultation. Consultative processes start right at the onset and initiation of deliberations for the development of policies, legislation and implementation strategies. The State accepts responsibility for engaging with the voluntary or NGO sector from this fundamental initial stage.
- In acknowledging its primary responsibility for the welfare of its citizens, it accepts the responsibility for creating and maintaining an enabling environment for the delivery of such services.
- Fundamental to the notion of an enabling environment for the delivery of services is the State's responsibility to adequately fund the instruments (organisations) rendering the services.

- By virtue of its governing responsibility and its funding the State accepts the role of approving, monitoring, and evaluating the State funded service programmes of welfare organisations.
- It accepts the responsibility to be reciprocally accountable to the welfare sector for its policies and practices.
- It engages the voluntary sector in the planning of its own service programmes and on the co-ordination of services between the department and welfare organisations.
- Government is to ensure its accessibility to the voluntary welfare sector. This includes accessibility to information and other resources of the Department.
- Communication mechanisms are to provide for timeous and comprehensive information dissemination between the parties.

The NGO Sector

- It is the role of NGO's to deliver services efficiently and effectively within the framework of Government policies, and strategies consulted and negotiated between NGO's and Government
- Work in partnership with Government to achieve common aims and objectives
- It is accountable to Government for its policies and service programmes.
- It is open, transparent and accountable to the public
- As an instrument of civil society the NGO sector accepts the role of watchdog over the policies and practices of Government in the interest of the consumers, its services and the wider public. In this role it will target Government in its advocacy, lobbying and negotiating functions when required.
- It has the role to ensure the co-ordination of its own services and to engage Government in discussions on the co-ordination of services between the Government and NGO's.
- The NGO sector, through representative structures will be accessible to the Government for purposes of joint planning, information sharing and decision making.
- It is imperative that the respective roles and responsibilities of Government and the NGO sector are negotiated, clarified and understood by all. This is based on a shared vision and common goal, the competencies and mandates of the partners.

Closing Remarks

In closing I quote from the 1998 Wilson House Conference Report: "Close links between citizens and the institutions of representative democracy were seen as crucial to national success in the next millennium. As the future brings with it greater engagement of citizens in the design of public policy and as citizens demand more responsive institutions, the basic institutions of representative democracy will come under increasing pressure for reform.

Case Study Exercise -1

- ❖ What have been the key lessons from your case study that enhance or retard GO & NGO Partnership Building?
- ❖ Do you think this case study has applicability to Ethiopia? If not why and if yes why?
- ❖ What would you recommend for partnership development in Ethiopia based on the presentation and this case study?

4.2. Network Tensions and Balancing

4.2.1 Tension of identity (part vs. whole)

Networks balance the need to satisfy the interests of individual members (parts) and the interests of the network as a whole. A network may appeal to a potential member's individual interest with a "value proposition" that, generically, sounds like this: "join the network and you will get 'x,'" in which "x" may be any service or product. A quite different value proposition offers the network itself as the value that the potential member will receive. It sounds like this: "join the network and help to build the network." In any network, both types of value proposition are present. What matters is how they are balanced. If a network's energies are too focused on individuals' interests, it will not have enough energy to maintain itself and grow as a network; the network will not converge sufficiently on shared interests. If, on the other hand, network energy is too focused on the interests of the network, the whole, some individuals may lose their sense of connectivity with the network.

4.2.2 Tension of governance (freedom vs. control)

Networks balance the need of individual network members to decide and act on their own (freedom) with the need to decide and act as a collectivity. When the balance is right, an individual member in a network can act locally, but in a way that is in keeping with understandings that are shared with other network members. Decision-making in social networks is often described as informal, or based on consensus. What lies behind this is individuals with many possible choices of action who nevertheless share common purposes and common "rules" (such as being honest, sharing information, or paying dues on time). Too many rules will destroy the autonomy that is needed; too few will not allow coherence among individuals to emerge.

4.2.3 Tension of adaptation (change vs. continuity)

Networks balance the need to maintain their existing purpose and governance with the need to innovate and change. Continuity is useful: it allows certain predictability while network members assess their experiences and compare and copy successful activities. On the other hand, nimble adaptation is a special advantage of networks as a form of organizing. Because networks do not have fixed charters or confining central controls, they have the potential to creatively transform new information into new practices, and to respond quickly to changes in their external environment. Similar to network tensions, the balancing is also big challenge. When the balance is right, networks maintain coherence without building in inertia, and seek change without tipping into chaos.

CASE Study Exercise-2
Case Study on PANE Core group) & CRDA (Forums)

PANE Core Groups: – with the aim of bringing all its members onboard of the networks activities, we have created various core-groups working on different core-objectives of PANE. They are all organized on the basis of the interest and affiliation of member CSOs.

- ✚ Research & Dialogue Core-Group;
- ✚ Capacity Building and M&E Core-Group;
- ✚ Advocacy, communications and membership/coalition building Core-Group;
- ✚ Budget Works Core-Group
- ✚ Governance and Disability inclusive PASDEP Core-Group (under formation).

CCRDA Forums: Based on the new legislation CCRDA forum also adjusted to host charities (Ethiopian residence & foreign) members of CCRDA. The revised forum strategy also indicates that non CCRDA members can join CCRDA Forum if they only do have objectives commonly shared with CCRDA members.

- Voluntary Sector, Social Accountability and Partnership Forum,
- Women Development Forum,
- Children and Youth Forum,
- Food Security & Environment Forum,
- HIV/AIDS Forum,
- Urban Development Forum,
- Water and Sanitation Forum.

Further more the strategic direction allows the forum to disengage from CCRDA secretariat as sectoral/thematic networks when never they see they can operate independently.

Case Study Exercise-2 (Group Discussion)

- *From your experience what are the benefits and internal/external draw back of CSO Networks in development of NGOs in Ethiopia?*
- *Recently there are about 28 Consortiums working at national and regional level and in addition there are independent Regional CSO networks (Oromia & Tigray). How do you evaluate the coordination system of CSO/NGO networks and their engagement in networking and partnership building?*

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