

# Exploring Partnerships in a Global Context

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# Partnerships as both Means and Ends.

- As end : solidarity, positive social capital, supports gregarious human nature.
- As means to : conflict resolution, democratic institutions, enforceability of contracts, appreciation of diversity, influence of policy shifts, changes in power relations, delivery of goods and services.
- Focus of presentation on means to achieve ends in the areas of health, education, community econ. dev, human rights and democracy. CIDA's focus.

# Why are partnerships increasingly necessary?

- Systemic nature of problems, not isolated but inter-locking and constantly changing.
- Institutional challenges: no individual government, corporation or NGO can solve them.
- Delivery mechanism limitations : Projects, SWAP's cross-sectorial approaches e.g. SLA.
- Resource limitations

# Why are effective partnerships increasingly possible?

- End of cold war opportunities: not ideology but results, policy and power etc
- Rich experience over last 50 years and much reflection over last decade, but caution: lessons learned constraints
- Inter-connectedness and networking
- Awareness of individual limitations
- International consensus principles/commitments

# Why are partnerships increasingly difficult?

- Traditional financial base not growing at same rate like problems and actors
- The war against terror : new priorities, divergence of resources, restrictions, complexification of cooperation
- Need for quick visible results
- Increasing need for accountability and transparency

# NGO involvement in Partnerships for Policy Change

- Putting micro-level realities into macro-policy via the meso-level(moving policy from the risks and assumptions column)
- NGO-Govt relations in developing countries: integrity, legitimacy, trust, motivation, partisan politics
- CBO-NGO-Govt(national & local) linkages
- Multi-track communications and diplomacy

# NGO involvement in partnerships for changing power relations

- Power as a positive sum game: definition of good governance
- A self-empowerment model to community economic dev/HIV-AIDS/health/education etc are essentially power issues over resources, decision-making, choice etc,
- How then can partners change skewed power relations which perpetuate these problems?

# Governance and its relation to other concepts and activities

<u>Level</u>	<u>Activity</u>	<u>Concept</u>
Meta	Politics	Governance
Macro	Policy	Policy-Making
Meso	Program	Public Admin
Micro	Project	Management



# Operational Aspects

<u>PowerAspect</u>	<u>Governance Focus</u>	<u>Program Concern</u>	<u>Institutional Issue</u>
Articulation	Self- Organisation	Ownership	Empowerment
Mobilization	Social Capital	Capability	Civic Engagement
Distribution	Social Space	Access	Pluralism
Confirmation	Strength	Rights	Rule of Law

# Moving to Action

- Be pragmatic, start where you can and build on assets rather than try to meet needs
- Today's institutions are sectoral and even insular, but its what we have.
- Seek to move from projects to programme approaches(e.g SWAP's) to cross-sectoral approaches e.g SLA (see [www.sidint.org](http://www.sidint.org))
- Use the the horizontal spiral approach
- Ensure self interest of each partner is met