



CASE – Centrum Analiz Społeczno-Ekonomicznych
CASE – Center for Social and Economic Research



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Webinar 6. Strengthening cooperation with international partners and local stakeholders.



Content

- Importance of partnerships
- Partnerships with Non-state Actors
- International cooperation
- External communication and cooperation with the media.

Importance of Partnerships

- A partnership is an agreement to do something together that will benefit all involved, bringing results that could not be achieved by a single partner operating alone, and reducing duplication of efforts.
- Partnerships operate under different local conditions, depending on the detailed nature of the problems, the institutional environment, political factors, experiences and culture.
- There are several types of partnerships involving public, private and nonprofit partners, such as policy partnerships, partnerships for delivery of public services, capacity building partnerships, economic development partnerships.
- Partnerships can be highly valuable for improving policy performance and contribute to local governance.

Importance of Partnerships

- Partnership is usually designed to bring together all relevant actors within a region that can contribute to improving a given situation on an equal basis.
- Partnerships are a key instrument of local governance
- Partnerships provide a mechanism for local organisations, in particular, to work together and adapt their policies to better reflect the needs of people and the economy at the local level.
- One key motive for implementing local and regional partnerships is the belief that working together is more effective than working in isolation.
- Area based partnerships for example are agreements of institutions of various kinds in a local or regional setting.

Motives behind partnerships

- Partnerships are formed for diverse reasons, and each has a “life” of its own.
- There are a variety of motives for starting a partnership, and therefore also a number of different ways to start.
- The initial impetus can be:
 - Locally driven, or bottom-up
 - Policy driven, or top-down
 - Incentive driven.

Motives behind partnerships

Locally driven, or bottom-up, meaning from the region itself where the need for better co-operation and co-ordination of activities is recognised.

Example:

- **Armenian Economic Report** is an annual analytical periodical which aims to support accountability and evidence-based decision making culture in Armenia. It particularly sets out to analyse and interpret economic policies and developments, raise awareness, and create a base for enhanced policy discussions and development. Programme was developed by the EDRC, who was cooperated with various state bodies (depending the theme of the year) and with the financial support of the GIZ.

Motives behind partnerships

Policy driven, or top-down, when someone at the central level considers the partnership approach to be the right one for the solution to a certain type of problem.

Examples:

- **The Covenant of Mayors** - is the world's largest movement for local climate and energy actions. The EU Covenant of Mayors for Climate & Energy brings together thousands of local governments voluntarily committed to implementing EU climate and energy objectives.
- **EU4Sevan** - to protect the largest freshwater lake in the Caucasus region and the most significant source of freshwater, irrigation water, aquaculture, as well as hydropower source in Armenia. The project is implemented by the GIZ and by UNDP under the coordination of the Ministry of Environment of RA.

Motives behind partnerships

Incentive driven, in that money is offered for a certain type of activity.

Examples:

- **Rural Tourism Development** – to promote the development of tourism in rural communities, giving new opportunities to locals to create or develop their ideas in that field. The project is implemented by the Branch of German Nature Protection Union (NABU) in the RA and ACBA Federation.
- **Community Poverty Reduction “Know How”** - to reduce multidimensional poverty in Armenia. In particular, the Project aims at enhancing public discussions on inequality and poverty and implement social initiatives aimed at poverty reduction. The project is implemented jointly by the Caucasus Research Resource Center (CRRC), Economic Development and Research Center (EDRC), Eurasia Partnership Foundation (EPF) and Hrant Matevosyan Foundation.

Main Types of Partnerships

In terms of the applied management structure **Partnerships** involve:

- Partnerships establish their management externally.
- The co-ordination is settled through an intermediary body; and
- Co-ordination units are built up as part of a partner's institutional structure.

Main Types of Partnerships

In terms of **time and liabilities** the following types of partnerships are defined:

Types of partnership



Main Types of Partnerships

Partnership at Will

- A partnership at will is a form of a partnership where there is no fixed term agreed for the duration of the partnership. In other words, it is completely open ended. It can be terminated by any partner at any time.

Particular Partnership

- A particular partnership is a partnership formed for a single transaction and it would last as long as the business is not completed.

Main Types of Partnerships

General partnership

- A general partnership is the most basic form of partnership. It does not require forming a business entity. In most cases, partners form their business by signing a partnership agreement. Ownership and profits are usually split evenly among the partners.

Limited partnership

- Limited partnerships are formal partnerships authorized by the state. They have at least one general partner who is fully responsible for the business and one or more limited partners who do not actively manage the business.

Partnerships Success

- To achieve sustained success, it is essential that basic local parameters be created and agreed upon; equally essential are political will, resourcing, and the appropriation of funds.
- **Having a collaborative operation** contributes drastically to partnership success.
- There should be **strong communication**, among the partners. It is also important to review lines of communication to ensure that **all partners are kept informed and involved**.
- To be efficient, a partnership should have **recognisable and autonomous structure** to help establish its identity.
- Partnerships need to develop a **long-term strategy**.
- Partners should have **equal rights and feel ownership**.

Partnership Failure Factors

- Partners do not share the same values and interests.
- There is no sharing of risk, responsibility, accountability or benefits.
- The inequalities in partners' resources and expertise determine their relative influence in the partnership's decision making.
- One person or partner has all the power and/or drives the process.
- There is a hidden motivation of one/some partners?
- The partnership was established just to “keep up appearances”.
- Partnership members do not have the training to identify issues or resolve internal conflicts.
- Partners are not chosen carefully, particularly if it is difficult to “cease the partnership”.

Partnerships with Non-state Actors

- **Public-private partnership (PPP)** is a long-term contract between the private sector and a body of a public administration system/local self-government body, for provision of public services, as well as for development of public infrastructure. Currently, the following main PPPs operate in Armenia:
 - Veolia Jur/water supply and wastewater,
 - Armenian Railways,
 - Yerevan Zvartnots Airport,
 - Shirak Airport
- **Other non-state actors** next to private entities can also be valuable partners. Non-governmental Organisations (NGOs) are often experts in the fields in which they operate.

International Cooperation

- There are growing opportunities for expanding the boundaries of partnership beyond regional or country boundaries.
- Today local-international partnerships have a more critical and growing role in aid delivery.
- International donors collaborate with a wide range of actors including local authorities and NGOs.
- While international cooperation creates opportunities for expanding their horizons in terms of access to resources and expertise, local-international partnerships are not without risks.
- Risks can involve fiduciary risks and other risk areas, such as security, informational and reputational risk.

External communication and cooperation with the media

- External Communication is the transfer or exchange of information with external audiences.
- It often is to build awareness and create a favourable image of the community.
- Effective communication helps raise awareness of the policies and actions, its role, provides accountability and transparency on the use of donor and public funds.
- Partners must plan communication activities from the start of their actions. Many donor organisations have very specific Communication and Visibility Requirements.

External communication and cooperation with the media

A wide range of communication and visibility channels, tools, activities and products can be used. Some of the useful external communications channels are:

- Internet; Websites, social media, Electronic newsletters, online articles and blogs
- Information campaigns, events, visits, stakeholder meetings
- Press and media, Press releases, Press conferences, Press visits
- Audio-visual material, photography and other productions
- Communication and visibility in print, including newsletters, leaflets, brochures and other printed materials and Displays.