



Ministry of Foreign Affairs

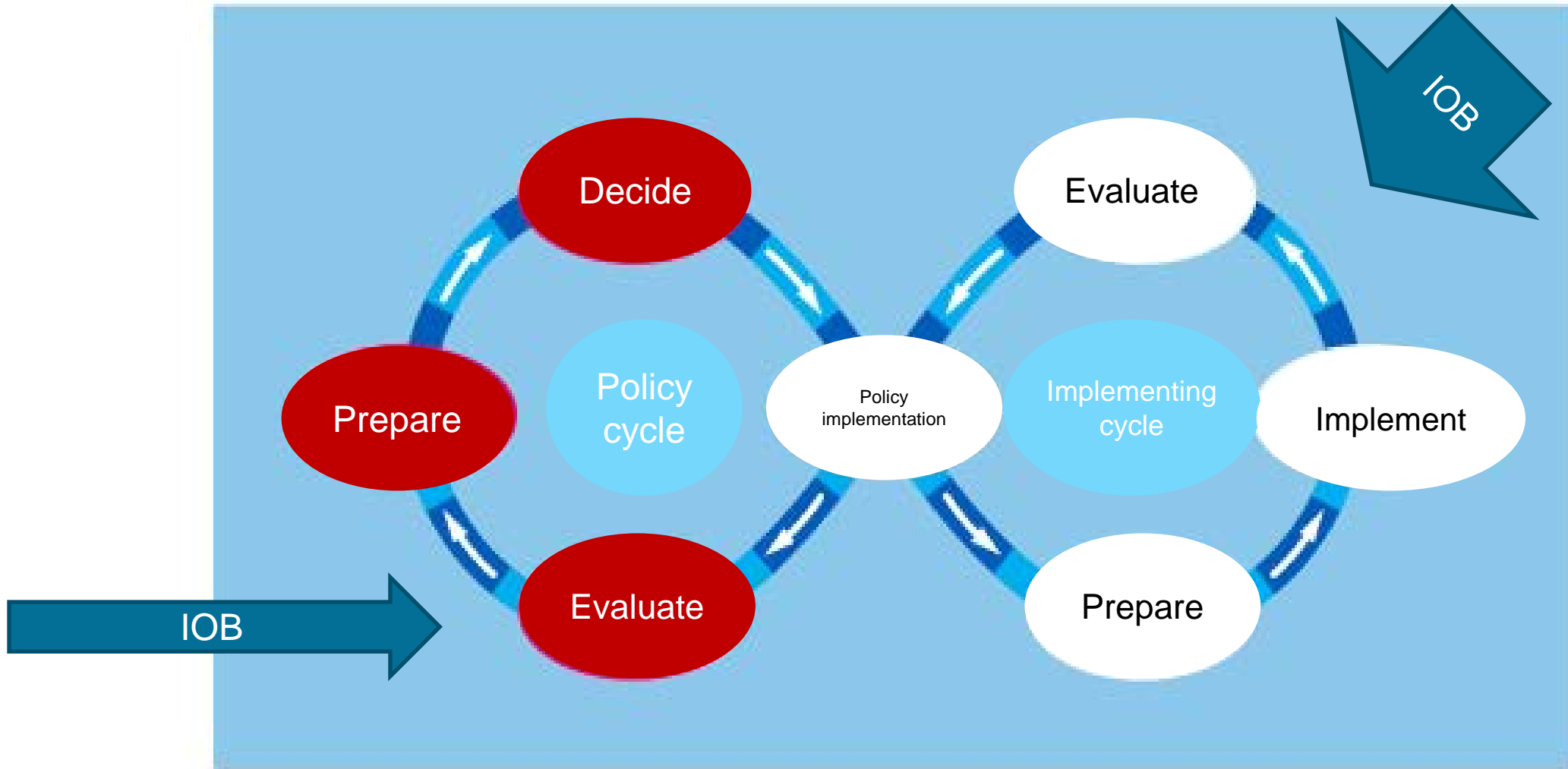
IOB study 'Functioning of strategic partnerships MFA-CSOs'

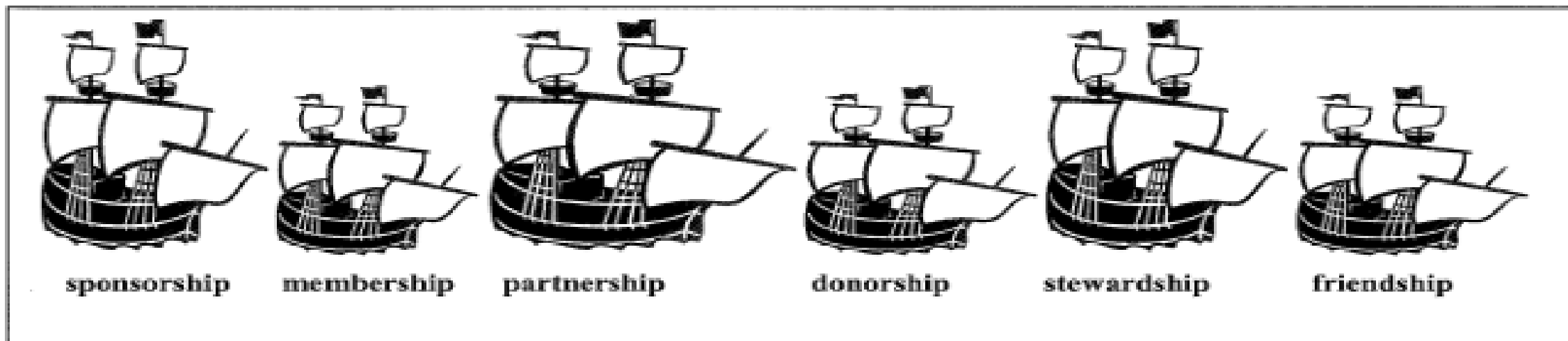
Preliminary Findings

25 years NCEA - MFA

The Hague, April 4 - 2019







Not all -ships in the fleet are partnerships



Strategic partnerships MFA - CSOs

1. Dialogue and Dissent

- **Autonomy and flexibility for CSO**
- **Low administrative burden**
- **Strategic dialogue MFA-CSO, complementarity**

2. SRGR Partnership fund: similar approach

3. Strategic Partnerships 'conflict mediation'

4. Addressing Root Causes

DSO: Strengthening Civil Society

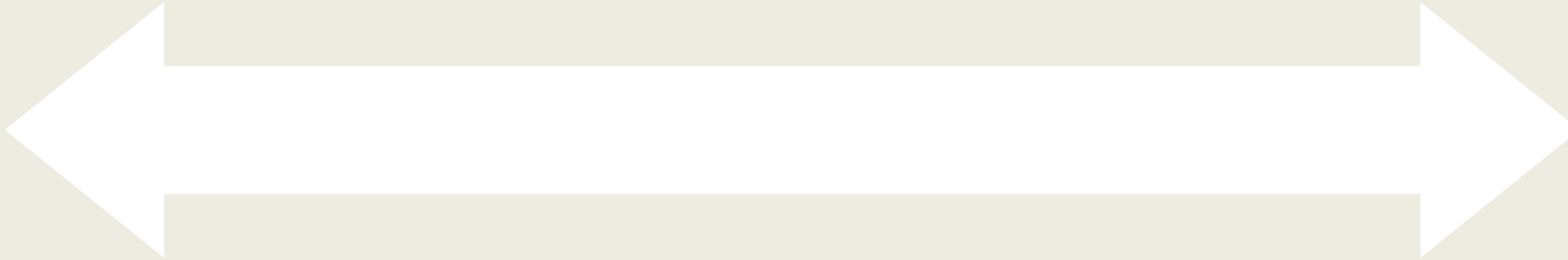
DSH: Stability, Humanitarian aid,
Some 'strategic' characteristics

Why this process evaluation?



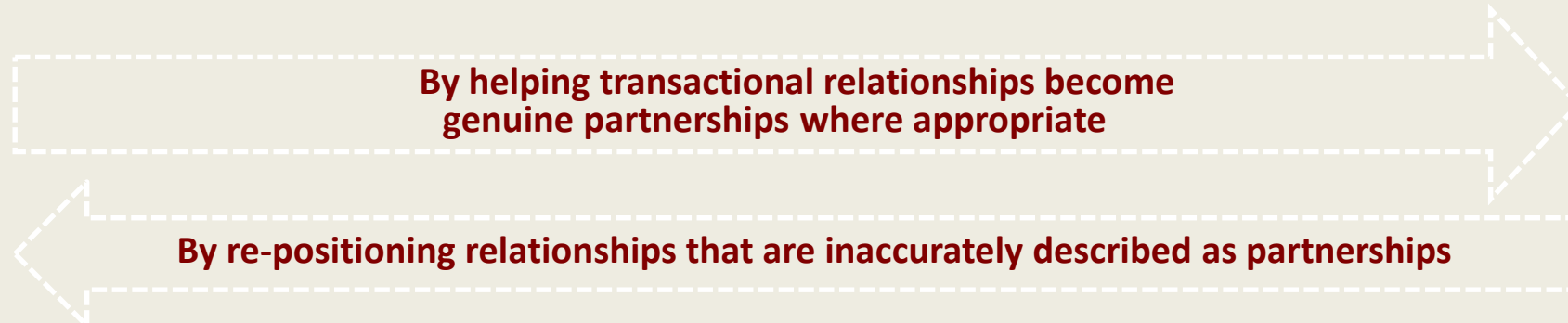
Transactional relationships

Partnerships

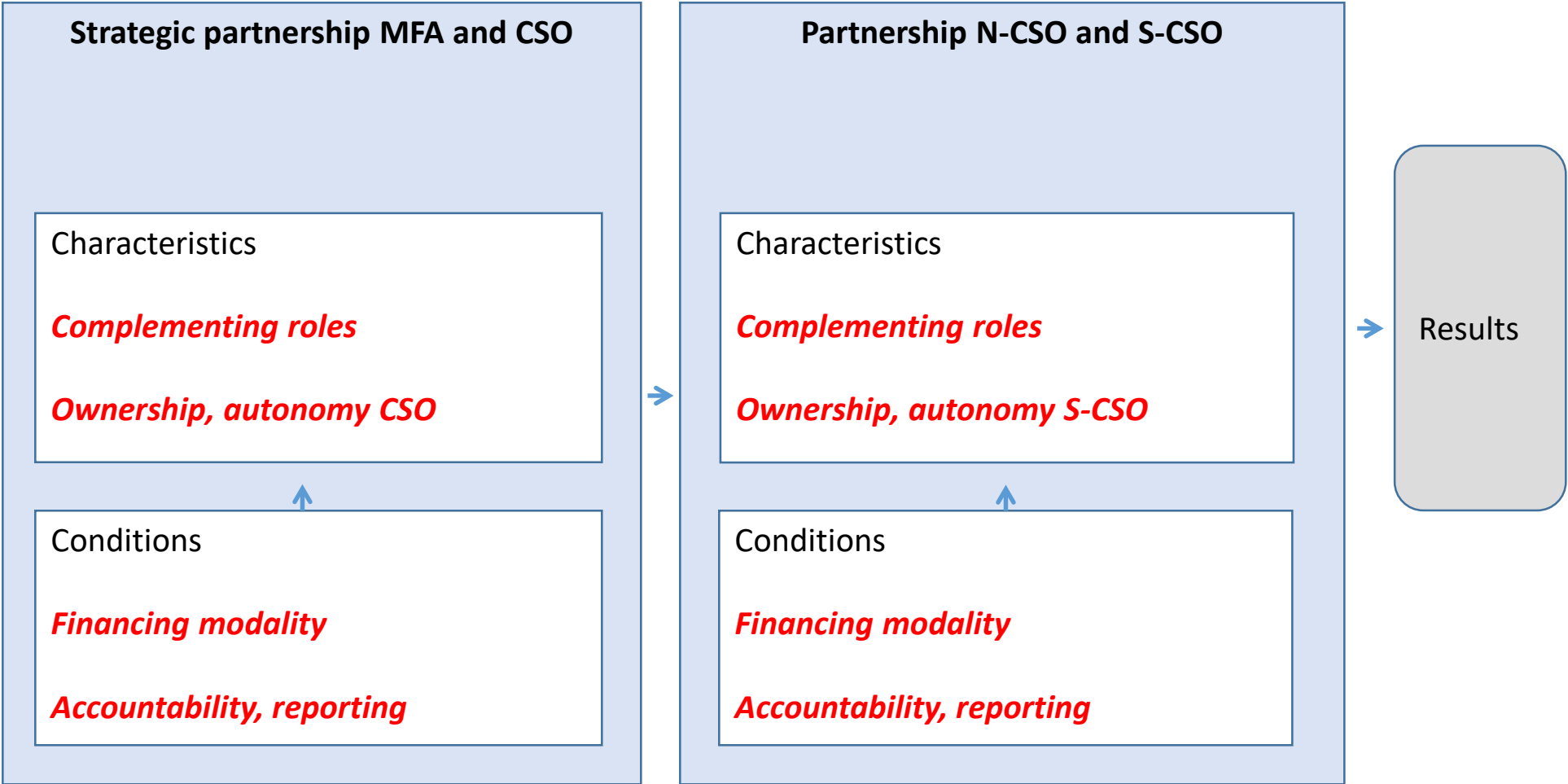


Service delivery
Sub-contracted work
Funding relationships
Transferred risk

Co-created activities
Mutual accountability
Complex relationships
Shared risk



Framework for Strategic Partnerships study





Complementing roles MFA - CSO

Hick-ups so far:

- Role confusion in the North
- Role confusion in the South

What worked:

- Dialogue/joint strategies in Dutch and international policy agenda setting.
- Complementing networks: sharing intel and opening doors
- CSO early warning MFA for policy incoherences
- Joint linking and learning events much appreciated.



Complementing roles NCSO - SCSO.

Hick-ups so far:

- Poor linkages among S-CSO – Principles of SP not consistently translated in the “chain”
- Poor linkages local *needs* vs international L&A efforts.

What worked:

- Opportunity to select a variety of complementing local partners:
- Joint PMEL in South.
- Linking local evidence to international policy influencing activities



Autonomy for CSO

Hick-ups so far:

- Insufficient Capacity Development Support
- S-CSO not involved in strategic discussions.
- S-CSO financially very dependent on N-CSO.
- S-CSO want involvement in design Global TOC

What worked:

- Balance OK between Complementarity of roles MFA-CSO ⇔ Autonomy CSO
- N-CSO and S-CSO feel respected in their autonomy
- Process steps lead to ownership: Global ToC → Contextualized TOC
- S Alliances including less experienced S-CSO: S-S learning.
- S-CSO can choose CD assistance from menu of N-CSO and S service providers.
- S-CSO (and SP) enhanced credibility: consulted for national policy issues.



Flexibility and continuity in funding

- Five years commitment: OK (minimum)
- Flexibility planning and budget: N-CSO: OK but S-CSO: not OK
- Budgeting based on expected outcome results, not on detailed activities: OK
- Inspiring example:
 - » Alliance of S-CSO jointly decide how to divide country budget;

Accountability and reporting

- N-CSO appreciate emphasis on outcomes, validation ToC assumptions.
- S-CSO: Also appreciate emphasis on outcomes, new way of thinking. However why no feedback on reports from S-CSOs?
- Financial reporting: N-CSO are much stricter towards S-CSO than MFA is towards N-CSO



Who partners with whom?

Joint strategy or strategic collaboration?

Transparency?

Thank you

