



Orientation Framework

CIVIL SOCIETY COOPERATION – A VALUABLE PARTNERSHIP

Part II: Tool Box, Best Practices

IMPRINT

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Cover Photo

Advisory meeting with young farmers on the fields of the villages of Joynagar and Chhatna in West Bengal, India

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ABBREVIATIONS

BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung / Federal Ministry for Economic Cooperation and Development
CBO	Community-Based Organisation
CRM	Complaint Response Mechanism
CSO	Civil Society Organisation
INGO	International Non-Governmental Organisation
KfW	Kreditanstalt für Wiederaufbau / Development Bank
KM	Knowledge Management
NGO	Non-Governmental Organisation
(S)FNS	(Sustainable) Food and Nutrition Security
TI	Transparency International

1 INTRODUCTION

Part II of the orientation framework "Civil society cooperation - a valuable partnership" is practical oriented providing answers on **HOW** to cooperate with civil society. What instruments and methods can support, strengthen and empower civil society organisations (CSOs). Therefore, this part is aimed primarily at practitioners responsible for project implementation and working in the field providing practical assistance for the daily work. This part consists of a tool box and a collection of best practices. The different tools under point 2 contribute to foster and strengthen the awareness and sensibility of all colleagues, both in the Headquarter and in the country offices including the staff of partner organisations concerning civil society cooperation in the Welthungerhilfe's projects and programmes. The tools are quite divers ranging from detailed manuales to brief and concrete checklists offering orientation on how to apply this important topic in the specific context.

There is no blueprint how to support civil society, because civil society organisations differ in size, level of organization, purpose and structure. Moreover, the political framework conditions in which CSOs have to work differ materially. Therefore, civil society cooperation has to be context-specific at all times.

Part II of the orientation framework will be continuously completed and updated and depends mainly on the feedback from the field. The Tool Box and the best practice collection does not claim to be exhaustive. On the contrary: All colleagues are invited to share their experiences, to add missing topics, to give feedback on how to improve existing checklists, conceiving this document as a work in progress. Thus, part II will not be printed, but provided solely as an electronic version, and can be quickly updated.

The orientation framework part II is stored in Office365 for further information. Wherever required, links will be placed at the end of the tools establishing direct linkages between the tools and the respective documents.

2 TOOL-BOX

Tool No. 1a: Basic Manual for Partner Pre-selection

Introduction

"Welthungerhilfe is convinced that civil society organisations play a key role in societal change and sustainable development. [...] Such civil societies exist in every country. However, their leeway can vary depending on the political, legal, economic and social framework conditions. [...] Welthungerhilfe firmly **believes** that only the development actors in the partner countries are able to fashion and ensure societal change and development in a sustainable manner. For this reason, Welthungerhilfe aims to assist civil society partner organisations in reaching their goals through more professional and substantial contributions, and to promote their capacities for the long term." ¹

The "Basic Manual for Partner Pre-Selection" (manual No. 6a) is designed to assist Welthungerhilfe Country Offices in taking a basic decision concerning the cooperation with a potential civil society organisation. It is a first step to a future cooperation and does not replace an in-depth analysis.

Objective and use of manual

This manual is used to collect **basic information** on a civil society organisation (CBO, CSG, NGO, AP)² for pre-selection and/ or (subsequent) cooperation. It facilitates a systematic preliminary evaluation for Welthungerhilfe **before going into details**. Therefore, it has to be obtained once for all ongoing and potential partnerships.

WHAT This manual provides **preliminary insights** for the identification of new organisations, and is particularly suited for the **pre-selection** of future co-operation partners before going into details (see advanced manual No. 6b organisational assessment). In the case of ongoing co-operations, it can be used to supplement basic information and prepare an organisational profile. Additionally, the information is also designed to facilitate the development of a global Welthungerhilfe partner database.

HOW The manual is to be sent to all existing and potential cooperation partners. The information remains in the Country Office for later cooperation purposes, can be obtained verbally or in writing and is also collected at head-quarters / Sector Strategy Knowledge & Learning Unit for global evaluation / creation of a partner database.

WHO Users of this manual are all Welthungerhilfe staff who are in contact with interesting or potential civil society organisations.

Structure of manual

Manual No. 6a provides data with regard to basic information, organisational profile and facilities.

The complete document is to be found in office365. ([6a partner pre-selection](#))

Tool No. 1b: Advanced Manual for Organisational Assessment

Background

¹ Position Paper Promotion of Civil Society, Welthungerhilfe 2012

² CBO = community-based organisation, CSG = civil society group, NGO = non-governmental organisation, AP = advocacy partner

The advanced manual “Organisational Assessment” provides guidelines for a participatory capacity assessment, competences, and to discover potentials of partner organisations. At the beginning the objective, the beneficiaries/ communities and the use of the manual have to be clarified. In the centre of this manual are the 'Interview Guidelines' (consisting of five modules) and the 'Capacity Development Plan'. The Interview Guidelines provide questions to be asked on different thematic blocks. The document is meant to assist those who work in the programme countries and provide guidelines to assure common quality standards.

One way of gaining an overall sense of partnership is to consider the partners’ perceptions. Partnerships are, at one level, networks of dialogs. And the quality of the dialogs between partners will largely determine the effectiveness of the partnership. Dialogs lead to transparency and subsequently trust among partners. It is in dialog with each other that problems can be turned into opportunities and practical activity is generated. Partnership dialog and mutually agreed capacity development activities are two aspects which the new Organisational Assessment tries to serve.

Objective and target group

The "**Advanced Manual for Organisational Assessment**" (manual No. 6b) provides Welthungerhilfe Country Offices with an instrument to assess existing cooperations and to analyse the potential of future cooperation between Welthungerhilfe and civil society organisations or ways for improvement.

The addressed **beneficiaries** of this manual are all employees in Welthungerhilfe Country Offices working with civil society organisations or intending to cooperate with a civil society actor as part of project/programme implementation. As the manual explains the background of the various issues, it can also guide those who do not have expertise in the area of civil society cooperation.

Structure of the manual

The advanced manual No. 6b consists of the following two parts:

- Interview Guidelines
- Capacity Development Plan

Interview Guidelines

WHAT The catalogue of questions provides a guideline for an **in-depth dialogue** between Welthungerhilfe and existing or potential civil society organisations. It is designed to appraise competences, to assess the potential and risks associated with a co-operation, define the adequate type of contract, and agree on measures to improve such cooperation with respect to qualification, empowerment and mutual knowledge transfer.

The binding parts (minimum requirements) are depending on the intended type of contract and have to be applied before partnership contracts may be concluded. This manual can also help to assess ongoing partnerships.

HOW The Interview Guidelines consist of five modules:

- Participation and networking
- Management
- Sector expertise and learning
- Financial management and sustainability
- Administration and logistics

When the contract is concluded, however, minimum standards have to be fulfilled. They are binding and marked as such in the Interview Guidelines for the various partnership contracts. If individual minimum requirements are not met in exceptional cases, it is necessary to arrange measures on how to meet them during the contract period to avoid organisational risks.

The relationship should be characterized by **dialogue** and open discussion should be given preference over interviews. A visit to the organisation and/or a field visit may provide more clarity than any standardised procedure.

WHO Users of the manual are all Welthungerhilfe staff who wish to intensify contact with a civil society organisation. A certain level of expertise in the respective module topic is needed to be able to introduce the questions. In this context, the Sector Strategy Knowledge & Learning Unit can be involved in an advisory capacity. Please note that it is binding to **ask the questions on minimum requirements** before signing a contractual agreement.

Capacity Development Plan

WHAT This section allows for a **structured analysis and evaluation** of information collected in modules I - V in order to jointly define the objective of the subsequent (potential) cooperation between the civil society organisation and Welthungerhilfe and commit to measures required to improve the relationship or reduce risks.

HOW Measures regarding qualification or risk minimisation, empowerment and mutual knowledge transfer are ascertained and listed according to a target for subsequent (potential) cooperation developed jointly with the civil society organisation. To ensure a high level of commitment, the Capacity Development Plan also states by when the measures are to be implemented, who is responsible for the implementation and which resources are required for this purpose. The measures will form an integral component of the contract signed between Welthungerhilfe and the civil society organisation. In addition, the capacity development plan sets out which type of contract may be considered for the cooperation, and when a subsequent meeting should be held to gain a joint overview of its implementation status.

WHO Users are staff who conducted the interviews (module I – V). Objectives and measures should be committed jointly (as a team) and as part of a dialogue.

The Capacity Development Plan is **binding for all partnership agreements**.

In case of further interest in knowledge exchange with country offices which already work with this manual, please contact:

- Ethiopia
- Pakistan
- Kenya
- Sierra Leone

The complete document is to be found in office365. ([6b organisational assessment](#))

Tool No. 2: Partnership Options with Civil Society Organisations

Background

Why we need other contract options?

The Tool “Partnership options with civil society organisations” provides guidelines and templates to design and standardize contract agreements. Local partner organisations are an important pillar for increasing expertise, outreach and clout of our development work. Without them, no sustainable solutions will be achieved. However, partners and conditions in our programme countries are not uniform. We need a certain flexibility to address the particular condition of a partner in a certain region or country. To allow this flexibility, Welthungerhilfe introduces four new partnership contract options. They replace the previous Agreement of Allocation for partner projects. The Agreement of Allocation with its high level of requirements is not applicable in all contexts and for all partners. Civil society organisations are differentiated in four categories:

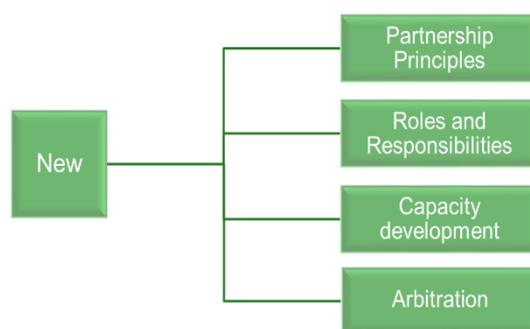
- a) Community Based Organisations (CBO)
- b) Civil Society Groups (CSG)
- c) Non-Governmental Organisations (NGO)
- d) Advocacy Partner (AP)

For each of this type of civil society organisation there is a different contract form. In addition, it is possible to contract any civil society organisation (CBO, CSG but mainly NGO) as an Advocacy Partner.

All four partnership categories include the whole range of civil society organisations: small Community Based Organisations as for example a Farmer Field School with limited capacity in organisational management; and experienced NGOs with a strong political voice in their respective region or country.

What is new in the Partnership Agreements?

The new elements introduced in the agreements are intended to place a stronger focus on our accountability to our partners and to emphasize that partnership is a two-way process.



Welthungerhilfe **partnership principles** are: shared vision, goals and projects, dialogue and mutual learning, community participation, accountability, integrity and transparency, no discrimination and quality orientation.

Roles and responsibilities reflect the eye-level approach, consider obligations of both parties, and make the relation transparent.

Capacity development of civil society organisations is a core component of the four new partnership contract options. Partnerships include the commitment to mutual capacity development.

Conflict resolution through solving of disputes by negotiations. **Arbitration** is typically an out-of-court method for resolving a dispute.

Target group and objective

The “**Tool about Partnership Options**” (manual No. 5) provides Welthungerhilfe Country Offices with guidelines and templates to design and standardize contract agreements for already ongoing cooperation with partner organisations, as well as agreements or memorandum between Welthungerhilfe and other civil society actors. Some of the guidelines and templates outlined here may well apply to relationships with other stakeholders e.g. with other international NGOs, or with local government agencies, but the focus of the guidelines is on the relationship with local civil society organisations.

The **beneficiaries or users** of this manual consist of all members of staff in Welthungerhilfe Country Offices working with civil society organisations or intending to cooperate with a civil society actor as part of project / programme implementation.

Partnership agreements and memorandum of understanding

To address the wide range of civil society stakeholders in our programme countries, Welthungerhilfe has expanded its contracting options. The following scheme gives a brief overview concerning these four partnership options. In case of interest in more details and information, consult [manual No. 5](#).

Partnership Agreements and MoU

Taking into account the diversity of the civil society landscape with all its potential, its strengths and weaknesses and find the best level of cooperation beneficial to both parties, Welthungerhilfe has developed four different partnership options.

The Welthungerhilfe Partnership Options Tool Manual No. 5 was designed for all members of staff in Welthungerhilfe Country Offices working with civil society organisations or intending to cooperate with a civil society actor as part of project/programme implementation. The Manual No. 5 provides Welthungerhilfe Country Offices with guidelines and templates to design and standardize contract agreements for already ongoing cooperation with partner organisations, as well as agreements or memorandum between Welthungerhilfe and other civil society actors.

Contacts with civil society actors often arise during Welthungerhilfe programme activities, they can be identified on the basis of the Welthungerhilfe Organisational Assessment Tool Manual No. 6. This “Organisational Assessment Tool” was designed to assist Welthungerhilfe Country Offices facilitating the identification of civil society potential in the programme countries and considering the opportunities and risks of a cooperation. All agreements include jointly agreed capacity development measures.

Partnership with Community Based Organizations (CBOs)	Partnership with Civil Society Groups (CSGs)	Partnership with Non Governmental Organizations (NGOs)	Strategic Memorandum of Understanding (MoU) Partnership
Characteristics			
<ul style="list-style-type: none"> • CBOs with a defined role in the programme implementation on the activity/product level • CBOs, who want to engage at community level in the long term and with potentials to grow to an organized civil society group. Count with a minimum structure (cashier) • Before: Form part of the target group but distinguished due to their high level engagement 	<ul style="list-style-type: none"> • Organizations with capacities and know-how to implement parts of a programme at result/output level. • CSGs often have its origins in CBOs. They can be identified through the Welthungerhilfe organization assessment or a partnership call. • Before: implemented only parts of a programme based on a modified service contract. 	<ul style="list-style-type: none"> • Officially registered NGO implementing partly or completely a project independently • Local/national NGOs, identified by Welthungerhilfe historical experience, recommendation by other organisations or Welthungerhilfe organisational assessment. • Before: worked independently based on an Agreement of Allocation in the context of a specific programme. 	<ul style="list-style-type: none"> • Officially registered NGOs and networks who try to influence politics and structures at national/ province/ regional/ state level in cooperation with Welthungerhilfe. • Strategic NGOs/NGO networks and Welthungerhilfe with common goals, shared objectives at regional, national or international level. • Strategic NGOs/networks can still sign a complete Partnership Agreement in case they

Partnership with Community Based Organizations (CBOs)	Partnership with Civil Society Groups (CSGs)	Partnership with Non Governmental Organizations (NGOs)	Strategic Memorandum of Understanding (MoU) Partnership
without possibilities for organizational strengthening		<ul style="list-style-type: none"> Now: Agreement provides terms to differentiate in regard of financial reporting and procurement due to capacity. 	implement independently a project.
Basis of Co-operation			
<ul style="list-style-type: none"> limited project proposal including short description about problems to be solved and expected impact established e.g. with agreed rules or regular meetings potential to become a strong local institution 	<ul style="list-style-type: none"> clear potential and aim to work as organized group independently in future bank account self-active with soft skills, not only hard skills limited project proposal definition of mission and vision 	<ul style="list-style-type: none"> classical partner organizations officially registered NGOs, with common goals with Welthungerhilfe <p>Possibility to differentiate between "small new"/weak/ NGOs which require a close monitoring and support by the country office and experienced, trustful, often large organizations with sufficient administrative capacity</p>	<ul style="list-style-type: none"> officially registered NGOs and NGO networks common goals with Welthungerhilfe, stable structure, long term experience, known within Welthungerhilfe
Financial value of partnership contracts			
<ul style="list-style-type: none"> In-kind contribution by the project WHH to the CBO Limited budget per project up to € 1.000 for small scale expenditures (workshops, travel costs, publications) 	<ul style="list-style-type: none"> Limited up to € 50.000 per project 	<ul style="list-style-type: none"> No limits 	<ul style="list-style-type: none"> No budget, Non-binding agreement if there is financial support: Partnership Agreement with NGOs applies
Finance Administration			
<ul style="list-style-type: none"> cash box management in case of money transfers 	<ul style="list-style-type: none"> minor finance administration capacity required for reporting 		not applicable

Partnership with Community Based Organizations (CBOs)	Partnership with Civil Society Groups (CSGs)	Partnership with Non Governmental Organizations (NGOs)	Strategic Memorandum of Understanding (MoU) Partnership
<ul style="list-style-type: none"> documentation of inputs which are provided by project level or country office 	<ul style="list-style-type: none"> bookkeeping by project level, country office or CSG, depending on capacity of CSG 	<p>Agreement provides terms for finance administrations to differentiate due to capacity of NGO</p> <p>- finance administration by the local NGO due their capacity supported by country office.</p> <ul style="list-style-type: none"> Monthly financial reports with original receipts, procurement led by Welthungerhilfe <p>- finance administration by local NGO independently</p> <ul style="list-style-type: none"> quarterly backstopped by country office/ project contract format foresees the audited financial reporting 	<ul style="list-style-type: none"> as the MoU is a non-binding document if there is financial support: NGO Partnership Agreement applies
Type of contract			
CBO Partnership Agreement - link to documents	CSG Partnership Agreement - link to documents	NGO Partnership Agreement - link to documents	Strategic Partnership/ Advocacy Memorandum of Understanding (MoU) - link to documents

Tool No. 3: Civil Society Mapping

The objective of civil society mapping is to get an overview of the civil society landscape in the country or region. It does not aim to analyse in detail a particular organisation.

The linkage building to the well-fitting civil society organisation can be the key to a successful and balanced partnership. Aspects of good partnership relate to the shared vision and approach or programme to be implemented (sector expertise), the office facilities, governance structure and representation. As two parties are involved, Welthungerhilfe also needs to be involved in self-reflection and analyse its own capacities.

Civil society mapping is a kind of assessment concerning the actual civil society landscape in a region or a country. The data collection and the presentation in a matrix is just the first step. This has to be followed by the analysis of the data and a decision on how to get on with the facts and findings.

Step 1

To get an overview of the civil society landscape, try to get in touch with civil society organisations. There are various means to get information. Official registration lists may be of help, information provided by other INGOs, or (sector) networks or working groups. Information provided is filled in the matrix provided under step 2.

Checklist: How to get in contact with potential civil society organisations

- ✓ Legislative framework for CSOs in the respective country
 - Structure of accreditation (depending on the type of organisation)
- ✓ Visiting government institutions
 - NGO registration office (thematic NGO-lists)
 - Line ministries (Ministry of planning and economic affairs, ministry of agriculture, ministry of education, ministry of youth, etc.)
 - Regional administration
- ✓ Visiting international and already known national NGOs
 - Which contacts do they have to CSOs?
- ✓ Visiting events and meetings
 - Coordination meetings (e.g. humanitarian forum)
 - Conferences, expositions or tradeshows
- ✓ Own research
 - Former (cooperation) partners?
 - Internet research (e.g. looking for CSO directories)
- ✓ Field visits
 - Talk to beneficiaries
 - Contact civil society organisations working in the area
- ✓ Establish contact to thematic networks/ umbrella organisations
 - Join meetings
 - Contact member organisations
- ✓ Analysing press release
 - which CSOs advocate in public concerning what objective
 - which CSOs are participating in social discourses

Step 2

The following matrix serves as a general guideline to draw an overview of potential partner organisations. The information has to be analysed and a decision has to be taken on how to proceed. This matrix helps to gain an overview of the entire civil society landscape but it does not replace 'common sense', knowledge of the human nature and the cultural context. The matrix provides

information about: What kinds of organisations exist? Which topics and issues do they tackle? Obvious strengths and expertise. Geographic areas they cover. What is their performance? Are they members of networks? Do they cooperate with each other? Any associations or alliances?

The suggested matrix asks for the following information:

- Name of organisation
- Type of CSO (according to country law)
- Date of foundation
- Sector involvement
- Geographic focus
- Experience in promoting civil society
- Financial capacity (project volume)
- Donor structure
- Generation of own funds
- Involvement in networks/ umbrella organisations in the country
- Cooperation with Welthungerhilfe
- Web address/ contact

In case of further interest in knowledge exchange with country offices which already work with this tool, please contact **Madagascar**.

Tool No. 4: Capacity Development Measures

Who is it for?

Capacity or Competence Development is for everybody who has sustained change on his or her agenda and is as diverse as the people and organisations that benefit from it! Understanding it as part of lifelong learning, it is an opportunity for every individual to enhance skills at different stages of professionalism. The mistake often encountered in development cooperation is that capacity development is meant for “the others”: the illiterate, the communities, the CBOs, etc. In other words, if things don't work, it's because their capacities are insufficient. However, it could also be that our theory of change is obsolete and they don't want or don't need what we “offer”. So the first question that has to be asked is: “Do we offer what they want or need?” A second issue is that knowledge gets lost, in other words, individuals were trained, but they left the partner organisation and took their knowledge along because by the time of their leaving, it had not become organisational knowledge yet. In both cases we end up offering the same training contents over and over again. The way out is to identify **together** what partner organisations need and want and support them to make this gain sustainable.

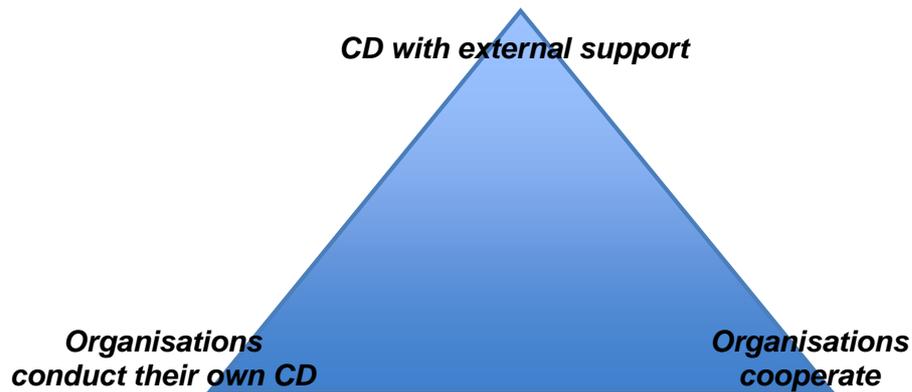
This is tricky though because on the one hand we want CSOs to become autonomous, on the other hand, we have to adhere to donor rules and regulations and so do our partners. Once skills to be improved have been identified together with the partner, it might be that our training methods are different from what they know. Most people in our programme countries are used to formal learning by rote and top-down teaching. However, this is not the idea of a participatory approach. Therefore, building capacities of Welthungerhilfe's own staff mainly in charge of partner cooperation has to be priority because they are the future managers, the ones that primarily cooperate with CSOs. These team members are the ones who have to understand participation and quality management but they also need a clear mandate to do so.

Another aspect is to allow space for mistakes, let partners realize and learn on their own. Avoid an unintended kind of hierarchical attitude and be alarmingly sensitive towards the same.

Capacity Development measures – a selection

Capacity development means the strengthening and promotion of the individual, organisational and societal skills and capacities of people who work with and for the partner organisations for the fulfilment of own development objectives taking into account already existing local capacities. Capacity development is not limited to technical issues, but encompasses other areas as operational and organisational structure, finance management, funding, support in difficult or critical framework conditions, networking as well as information search and sharing. It requires long time horizons and sometimes engaging in the messy realities of change.

The following overview suggests a number of activities that can be implemented with or without external support. Some of them need time and a particular venue; others are part of the daily routine. There is one thing they all have in common: people involved have to clearly agree on the objectives to be reached before activities start.



What organisations can do on their own

On-the-job training is building competences while people are actually working. Members of staff learn best from each other. This is beneficial to both staff and organisation. Learning takes place in the actual work environment and the experience relates to tasks and challenges that occur during a regular working day. The organisation benefits if the training is specific to the job. There won't be any additional costs, no absence of staff due to attendance of training.

There are several ways to conduct on-the-job training. The following are four frequently used methods:

- (i) Advisory – an experienced member of staff assists a member of staff to learn skills and understand processes through teaching and/or demonstrations.
- (ii) Mentoring – each person is allocated to an experienced member of staff who acts as a guide and mentor. A mentor usually offers more personal support than a coach, although the terms ‘mentor’ and ‘coach’ are often used interchangeably.
- (iii) Job rotation – this is where members of staff rotate positions or tasks to gain experience in a range of jobs.
- (iv) Sitting next to xy – this describes the process of working alongside a colleague to observe and learn the skills needed for a particular process. This can be a faster and more useful way of learning a job role than studying a written manual. The colleague is always available to answer questions or deal with unexpected problems.

The tools mentioned above can be organised internally. However, they are also suited to liaise with other organisations.

(For further information: <http://www.whatishumanresource.com/on-the-job-methods>)

What organisations jointly can do

Exposure visits enable participants from different regions to interact with and learn from each other, allowing them to view practical examples. Exposure visits have a duration of one day to one week depending on the complexity of the project, the topic and the travel time involved. Exposure visits are usually arranged for a group of staff.

Internships are longer than exposure visits and usually for one person.

Job swapping consists of two people taking each other's job for a limited time. It helps them broaden their horizon with regard to their performance and understand the working culture of the other organisation.

Networking serves to bundle experience and expertise. Networks are thematic or geographic and provide a platform for experts, CSOs, and people who are just interested in a topic. Networks act across borders, communicate via social media and due to their vast outreach, can truly have an impact.

What organisations can do with external support

Facilitated Workshops or training bring cross-functional stakeholders together to discuss and reach agreements. This is especially suited to reach consensus in difficult situations with many different stakeholders involved.

What needs to be considered during a facilitated workshop?

- (i) Understanding the team's mission and objectives
- (ii) Methods of working
- (iii) Tools to be used
- (iv) Roles
- (v) Responsibilities
- (vi) Deliverables
- (vii) Desired outcomes

(For further information: <http://cso-effectiveness.org/IMG/pdf/230111-implementation-toolkit-en-web.pdf>)

Tool No. 5: Risks and Assumptions

Many obstacles may be encountered once the decision has been taken to cooperate with local CSOs. Processes could be longer than in direct implementation or a bit sluggish, out-puts not reached and cultural diversity could entail miscommunication. Yet, refraining from CSO cooperation will be at the expense of ownership and sustainability. Both can hardly be achieved without cooperation with civil society organisations.

Consequently, CSO cooperation is indispensable but development professionals have to be aware of the inherent risks and challenges. Circumspection and thorough analysis are necessary to reduce, mitigate or exclude potential risks, which might threaten the organisation as such and/ or the staff. Therefore, risk monitoring should be part of normal monitoring.

Checklist: Potential risks for cooperation with civil society organisations

- *Lack of cooperation experience*

This presents mainly when cooperating with fairly ‘young’ civil society organisations and a conflict of interests has to be handled.

- *Working in less secured and conflict areas*

Being aware of two facts: there is always an interrelation between the intervention (project and programme) and the conflict even though the project does not address the conflict; and every intervention in the context of a (violent) conflict has an impact on the conflict. It is crucial to have an eye for these interrelations and the resulting possible negative impacts.

- *Concerning financial risks*

CSOs/ partners have to be familiar with donor rules and regulations and have to be aware that in case of incorrect accounting or mismanagement donors will reclaim funds. In addition, Partners should be aware that this would reduce their chances to be selected for another project funded by the same donor.

- *Corruption and conflicts of interests*

Resisting corruption is often more demanding than giving in. Negotiations may be long, tough and difficult, and humanitarian actors have to be aware that they have to cope with it. The rules for ethical conduct don't leave any space and corrupt action would send an entirely wrong signal to both communities and government.

- *Government takes advantage of CSOs*

Governmental institutions may use CSOs for their own purposes, e.g. to leave a better impression about their social commitment, running the risk converting the cooperation into an exploitive relation.

- *Donors take advantage of CSOs*

The cooperation aims to implement successful projects and programme running the risk of converting the cooperation and partnership into an instrumental one.

- *Concerning advocacy work*

This needs particular attention in repressive states where staff is often exposed to risks in unforeseen dimensions. For these reasons, local NGOs might be afraid being associated with international NGOs for their own security. Even the opposite could happen, that the presence of international NGOs protect them (e.g. peace brigade international). Advocacy interventions in dictatorships need tremendous diplomatic skills to make even small progress.

- *Violent security incidents*

The majority of aid worker victims are nationals of the host country. The average number of national victims has more than doubled over the period. The incidence rate for internationals is stable or declining, while it is rising for nationals, particularly in the most dangerous contexts. Programming adaptations that restrict the movements of internationals and rely increasingly on national staff as implementers are probably driving this trend.

Therefore, international NGOs should identify and support a reasonable level of security inputs for local staff and partners, including proportionate representation in security trainings and briefings and the provision of security materials in national languages, as well as access to security assets. Furthermore, they should develop guiding principles and a practical knowledge base on remote management and other adaptations in programming. Guidance will include consideration of how to accurately assess risks to local staff.

Tool No. 6: Expectation Management

Partnership can be understood as a relationship in which parties agree to advance their mutual interests, in order to achieve their development goals. It is important to understand that equitable partnerships are central to successful cooperation with partners.

According to its mission and in line with the strategic project “Cooperation with Civil Society”, Welthungerhilfe seeks long-term partnerships with common and mutual benefits, and responsibilities. This cooperation is characterized by respect, trust, appreciation, honesty, accountability, and transparency. Partnership is of paramount importance since successful and sustainable cooperation with CSOs can only be built on solid local understanding and respect of the various particularities of civil society partners. Local partner organisations need to be self-determined, and cooperation has to be context-specific and appropriate to their needs.

Before embarking on any type of cooperation scheme, the key relations have to be analysed. Both sides have to clarify their expectations, understand each other’s working principles and accept weaknesses. Both parties need to develop ownership, share leadership and create trust for the planned activities. A clear picture of mutual responsibilities, expectations and competences can lead to a balanced partnership.

It is essential, that there is clear understanding on what is expected of the different stakeholders during a specific project implementation and also a sincere honesty in communication on what can be, what might be and what cannot be delivered within a specific project framework. Ideally this point of mutual understanding on the basis of an open and transparent communication between partners should be reached already during the process of project development but latest before any project implementation starts. This honesty in communication has the potential to strengthen the partnership throughout the entire project implementation and could also be defined as expectation management. Systematic expectation management can at best avoid, but at least decrease potential conflicts during project implementation, especially for projects that have complex stakeholder constellations and is considered as an important precondition for a successful partnership.

The **partnership principles of Welthungerhilfe** are the following:

- Shared vision, goals and projects
- Dialogue and mutual learning
- Community participation
- Accountability, integrity and transparency
- No discrimination
- Quality orientation
- Impact orientation (focus on deliverables and long-term impacts and not consumables)

Cooperation with civil society is not just a technical issue related to filling out forms, conducting assessments and providing sufficient capacity development opportunities. The more difficult part of the exercise involves gradually approaching each other, and learning to operate in an atmosphere of openness, respect and tolerance. Management skills and dynamic leadership as well as communication and accountability are crucial behavioural patterns.

Monitoring, as well as the periodic critical reflection of partnerships, should be inherent part of cooperation. Is the cooperation effective and efficient, and carried forward by trust and mutual understanding? Group dynamics are inherent and a change of environment or personal changes may lead to disappointments. The unexpected lack of resources for follow-up support or funding may also limit the scope of cooperation. This could lead to frustration, since issues of mutual dependencies, future strategic plans, or even phasing out of a region or campaign, are crucial, and have to be addressed in time. Properly defined phasing out plans, and programme or project exit strategies, are mandatory. They

can help avoid dependency on Welthungerhilfe and are also useful in preventing animosity between parties, or feelings of having been used and left alone, after years of fruitful cooperation.

Finally, partnership not only comes with advantages and added-value, it can bring reputational and organizational risks for both Welthungerhilfe and local CSOs – albeit that INGOs and local NGOs may face different kinds of risks. In order to minimize these, INGOs and local NGOs should analyse the risks and potentials of partnership, including those inherent in implementing joint projects, programmes and advocacy efforts, before engaging in cooperation.

In case of further interest in knowledge exchange with country offices which are experienced in this field, please contact **Sierra Leone**, especially the Waste Management Project (SLE 1022 & SLE 1040). Welthungerhilfe Waste Management Office, Bo-Kenema Highway 158, Bo City, Sierra Leone

Tool No. 7: How to work without Corruption in difficult environments

Introduction

Corruption is a very complex phenomenon usually **defined as the abuse of entrusted power for private gain or advantage** that is found in all countries at different levels. Among others corruption misleads resources into channels that were not intended and it hinders development, economic growth and democracy. Corruption is a barrier to poverty alleviation and good governance. However, keep in mind that **it always takes two to tango**, meaning that there is someone who asks for the bribe and someone who pays it.

A payment can however appear in all sorts of forms (good grades at school, the awarding of a contract, a favor done you would not have done without the facilitation (payment) etc. etc. Even though it is difficult to measure corruption, HQ internal audit can often give an estimate of the loss suffered from a corruption case.

The main risk involved for Welthungerhilfe is that through misuse and waste of funds we may not achieve our objectives and we may lose the good reputation we still have. Being an organization relying on donations and cofunding (both often combined to realize a project), **the damage to our image can be immense both in Germany and in our partner countries. Never underestimate that when someone reports corruption to you!**

The Corruption Perception Index (CPI) of the organization Transparency International (TI) annually measures the perceived levels of public sector corruption worldwide according to expert opinions. On the website of TI ([Link](#)) you can read the following:

“More than 6 billion people live in countries with a serious corruption problem. ... Poor countries lose US\$ 1 trillion a year to corruption.”

And did you know that poor people tend to pay more bribes than rich people? It is because they do not have other means, cannot afford a social or health insurance, do not personally know influential people who could help out just by using their connections.

Corruption risks and Tone from the top.

Be an example and live what you preach.

According to the given realities on the ground different types of corruption risks can be identified at different levels (from small “petty-cash”-bribes to large-scale procurement fraud). The budget size and structure, the capacity of partner organizations to handle funds directly, corruption levels in a given sector and institutions may all affect corruption risks.

It is essential to take social and cultural complexity into account and to communicate. Besides the identification corruption risks should be assessed too. That means that the probability of the event to occur and the impact that this will have on a project’s objectives should be estimated. Finally, measures should be set up to reduce risks (risk mitigation).

Training is important

If you train ten and one gets tempted, you have nine to watch over him & to report his behavior. Get active: Visit the [Compliance Wiki](#) on the landing page of WHH’s intranet (upper left corner) frequently, take quizzes, watch the videos provided, discuss scenarios with colleagues. Contact your local chapter from Transparency international for input or simply write to compliance@welthungerhilfe.de

Different forms of corruption

Risks of Corruption may include any of the following:

Form of corruption or corrupt behavior	Definition
Fraud (may include any of the following crimes or be committed additionally to other crimes)	<p>It is an economic crime that involves some kind of trickery, some intentional manipulation or distortion of facts or information for example by public officials for their own profit (gain of an unfair or illegal advantage) or forgery.</p> <p>Fraud is defined differently in local law depending on the local system of law. But generally, the fraudster is someone who is disloyal to the organization, is looking for private gain. Fraud often is a co-crime to corruption and other criminal acts. Under German law, e.g., a fraud cannot be performed without criminal intent and not by accident.</p>
Examples	<p>A tells his grandma he needs 100 EUR for a new pair of good shoes. He receives the money. The next day he presents new shoes that he had received for his birthday and has meanwhile spent the money to go out with his friends.</p> <p>B forges the signature of his boss on a cash cheque to receive 500 EUR intended for private use for himself.</p> <p>C collects donations for a project that does not exist and intends to use the funds for a trip around the world.</p> <p>Fraudsters are usually nice people, very social and clever. Do not underestimate a fraudster and ask for help before and while investigating. Email to audit@welthungerhilfe.de when suspicions of fraud arise.</p>
Bribery	<p>The offering, promising, giving, accepting or soliciting of money, gifts or other advantage as an inducement to do something that is illegal or a breach of trust in the course of carrying out an organization's activity. Inducements can take the form of loans, fees, gifts, rewards or other advantages (services, donations, etc.)</p>
Examples	<p>A pays B under the table to receive school admission for his daughter</p> <p>C pays D to receive a job at a public institution</p> <p>E pays F to receive a favorable judgement in his court case</p> <p>G pays H to pass a check point without being controlled</p> <p>B is a police officer who searches a mistake in your car papers even though they are ok. This might be a way to be asking for bribes.</p> <p>How to get out without paying: Have your car papers always in good order. Keep your car in good state. Be friendly but firm. Ask for a receipt. Ask for the legal ground of a payment. Ask for the supervisor or for the supervisor to issue a receipt. Watch the videos on our Compliance wiki (see above)</p>
Embezzlement/ misappropriation	<p>Theft of resources by people who are responsible for administering them (e.g. disloyal employees steal from their</p>

	employees). It could be the misdirecting of funds or assets placed in one's trust as well.
Example	<p>The Finance Manager of Welthungerhilfe country office in country C decides it is time for a reward for himself. He creates a new bank account for an existing supplier and pays 1 out of 3 invoices to that account instead of paying the supplier. As the supplier is often working for Welthungerhilfe he does not see the missing funds immediately and trusts that Welthungerhilfe will surely pay the outstanding amounts. When complaints finally reach the country office, Finance Manager is on a long vacation in a neighboring country.</p> <p>How to prevent such cases? Independent controls also of senior staff. A Country manager should also take closer looks into finance and check what he signs. People who know the weaknesses of a system also tend to use these loopholes when they know they will not be controlled.</p>
Extortion	Money and other resources extracted by using violence or threats to use violence.
Examples	<p>Pressure is often used when people formerly paying bribes are trying to break out of the circle of favors paid for or done as bribe receivers do not want to lose their "clients".</p> <p>How to end the pressure? Report / confess to your supervisor / get protection from your security advisor in country or at Head Quarter / never go alone to crucial meetings.</p>
Kickback	Payments made in return for a business or an advantage. The most common "game" in procurement fraud schemes.
Examples	<p>A, B and C each place a bid for a procurement contract. B wins as his bid meets the expectations and needs most. He pays an earlier agreed sum to the Logistic officer who informed him what to write in his bid so he would be winning. In more complicated schemes, bidders agree each time who will be the winner and pay percentages of the contract gain to each other.</p> <p>How to prevent such schemes? Keep procurement information confidential, send different people out when you ask for prices / rotate staff members also on procurement committees. Go yourself sometimes to check the premises of a supplier to understand if he is capable to deliver what you need.</p>
Facilitation payment (speed money)	Payments that are small and unofficial made to secure or expedite a routine government action. Actually it is also a bribe payment, see above.
Example	B pays an embassy employee to receive a faster visa for his supervisor.

Conflict of interest	A situation in which a person may face multiple interests (for example financial interests), one of these interests may possibly corrupt the motivation of the individual.
Example	<p>A Welthungerhilfe Logistician buys a truck together with friends. He knows that many projects in the area have a shortage of trucks to transport goods to project sites, as he is the one writing the tender to procure rented trucks. His truck participates in the tender and wins. The logistician creates a considerable side income through this rental truck and makes sure nobody knows about his ownership.</p> <p>How to prevent such cases: In cases of rental cars, always ask for the papers showing ownership.</p> <p>Add a line to procurement protocols where everyone signing declares not to have any personal interest into this tender.</p> <p>Other examples are the hidden employment of a family member or friend or a contract with the firm of someone's uncle.</p> <p>Sometimes it is necessary to choose a supplier that creates a conflict of interest with a staff member e.g. when there is a shortage on the market or the area simply does not have any other suppliers of the needed goods. But make it transparent from the beginning, have someone else sit on the tender committee, discuss the pros and cons of that bid and write down what you know (document it).</p>
Theft	Taking knowingly what belongs to someone else and keep it for yourself or pass it on to others.
Examples	<p>A cashier digs deep into the cash box and runs with it. A cashier "borrows" money from the cashbox / pays herself a larger "advance" / repairs the roof of grandma's house with money from her cashbox.</p> <p>These examples all also include misappropriation of assets as the cashier has a special duty to take care of the cash in her box.</p> <p>Theft only: Someone other than the warehouse keeper steals steel rods from the warehouse.</p>
Dilemmas on corruption	<p>Some situations are tricky and with multiple layers / players / personal motivations and interests mingling into one big fraud case where it has to be clearly differentiated and communicated what kind of behavior is ok and what is not.</p> <p>If in doubt write to compliance@welthungerhilfe.de</p>

Signs for corruption

Something you did but would not tell your grandma?

It is difficult to describe signs for corruption as it is a very sensitive issue. **By discussing about fraud and corruption you have already taken the a 1st step to prevention.**

Often there is just a given **feeling of suspicion** or repeated small signs telling someone that **something might be wrong** or simply **not the way it should be**. Then it is important to react and to take action at an early stage. Usually there are **warning signs** related to a person on the one hand and to an organization on the other hand, quite often one will find a combination of both.

Some **indicators** might be **strange behavior, rumors of abuse, unclear budgets, late financial reports, unclear reports containing errors, delayed reporting, or the impression that someone's private consumption seems to be above of what his/her income would normally allow** (a new car, posh furniture, an expensive vacation etc.)

Welthungerhilfe's measures to prevent corruption

Anti-corruption measures	Implementation
Definition of fundamental ethical values	Welthungerhilfe is committed to developing a trust-based internal culture of individual accountability. Integrity, transparency and impartiality are among its core ethical values which are communicated through the code of conduct for the prevention of conflicts of interest and corruption.
Strong and clear commitment to a zero-tolerance approach to corruption	Welthungerhilfe does not accept corruption and endorses the goals for the prevention of conflicts of interest and corrupt behavior pursued by Transparency International and presents binding guidelines for its work in Germany and abroad which is in particular the code of conduct on the "Prevention of Conflicts of Interest and Corruption". This code applies not only to all employees, consultants and other freelance persons working for Welthungerhilfe but among others to our partner organizations. It includes an obligation to report but also provides for confidential treatment of the given report and the reporter
Binding character of guidelines	The above mentioned guidelines are binding and form an integral part of partner contracts.
Communication	Anti-corruption guidelines are communicated to the whole staff and to all parties involved including contractors and suppliers.
Obligation to report cases of non-compliance/ whistleblower protection	Welthungerhilfe's organizational directive "Handling of actions in cases of whistleblowing and non-compliance" foresees the contractual obligations to staff to notify any suspicion or suspected case and offers the whistleblowing protection. It also cites the different ways of communication which are among others (see also the poster on Accountability and Compliance): <ul style="list-style-type: none"> • audit@welthungerhilfe.de • Online form on WHH's website: welthungerhilfe.de/complaints • Phone: +49 228 2288 577
Compliance	Welthungerhilfe's compliance advisor helps ensuring adherence to external and internal rules and regulations. A compliance help desk offers further help and guidance. Local compliance officers are supporting the compliance activities

	(this is still on the process of being set out at country office level). compliance@welthungerhilfe.de
Training	At Welthungerhilfe's headquarter new staff is offered training and guidance on anti-corruption before starting to work abroad.
Risk assessment	Inherent risks as to cultural issues, country, project or programme location, intermediaries involved and so on need to be assessed. This takes place at headquarters and at the level of country offices.
Internal controls	The services rendered by the independent internal audit unit are part of Welthungerhilfe's internal control system.
Monitoring and evaluation of anti-corruption measures and procedures	From time to time anti-corruption guidelines and procedures need to be revised to ensure improvement.
Collective action	Reducing corruption is a joint effort requiring exchange and common approaches with other NGOs and organizations - exchange views and experiences and set up common activities or initiatives. (Welthungerhilfe is an aktive member of different organizations and partnerships: VENRO, UN Global Compact, Alliance2015 etc.)

Further measures to be implemented by the partner organization

Anti-corruption measures	Implementation
Awareness raising and communication	Open up and start talking about corruption , invest a critical eye and remain worthy of trust at the same time.
Commitment	All stakeholders should be alert and have a clear commitment to reduce corruption.
Define corruption	Define what is understood by corruption. What types of corruption occur in your project context? Where is corrupt behavior found? Who takes part in it? What are the consequences of allowing/tolerating corrupt behavior? What are the risks involved? Are there benefits to it?
Talk about dilemmas on corruption	Analyze situations that represent grey areas where it is unclear what behavior is okay and what is not. Such tricky situations should be talked about openly because sometimes they come up simply due to a lack of clear communication of mutual expectations and transparent procedures.
Consider the cultural context	Be aware of the cultural and operational challenges (a change in attitude might bring a change in behavior).
Risk management	Analyze corruption risks: identify risks, assess risks and find counter measures (specify the risks, the likelihood to appear and the consequences).
Preventive measures, Reaction, investigation, taking of action	Raise concern as early as possible, report in confidence without risk of reprisal (whistleblowing), react on warning signs, ask questions, demand explanations to unclear issues, follow “leads”, verify information (go on field visits), track and identify fraud & corrupt behavior, investigate and take action (report the findings of an investigation), seek guidance at Welthungerhilfe’s country office.
Procurement	Conduct procurement practices in a fair and transparent manner. Ask for help if you feel unsure.
Financing/accounting	Keep books and records properly (no off-the-books accounts), control accounting and records (operational transparency), apply the “four-eyes-principle”.
Incentives	Consider offering incentives for prevention.
Due diligence	Wherever possible avoid dealing with people/institutions/companies which are known or reasonably suspected to be paying or receiving bribes.
Lessons learned	Use lessons-learned for active learning.

Accountability and Transparency are our Values



- We consider corruption – generally defined as the abuse of entrusted power for private gain – to be a major obstacle in the development of societies and economies
- We commit ourselves to ethical behaviour and to following the rules declared in the Code of Conduct “Prevention of conflicts of interest and corruption” and the “Gifts and Hospitality Policy” of Welthungerhilfe
- Important principles of our day to day work are honesty, accountability, integrity, reliability and professionalism
- We maintain a zero-tolerance approach on corruption and corruptibility. Non-compliance and unethical behavior will have consequences like immediate dismissal, police investigation, etc.
- We regard whistle blowing to be an important tool to avoid corruption and we provide protection to each person who comes forward
- We require our staff, partners and other individuals to **report instances of corruption** to the complaints hotline “complaints@welthungerhilfe.de“ or by phone: **+49 228 2288 577** or by internet: www.welthungerhilfe.de/complaints
- We will safeguard all personal data and keep information absolutely confidential

Your voice will be heard

Links to Transparency International

- Corruption Perception Index 2015 (CPI), <http://www.transparency.org/cpi2015>
- The Handbook of good practices “Preventing Corruption in Humanitarian Operations” is available within our country offices.
Please refer to TI’s webpage:
http://www.transparency.org/whatwedo/publication/preventing_corruption_in_humanitarian_operations
- The Anti-Corruption Plain Language Guide (July 2009) for further clarification of terms and issues:
https://issuu.com/transparencyinternational/docs/ti_plain_language_guide?e=2496456/2028282

Tool No. 8: Participatory Methods

Many participatory methods are available. The following pages provide a selection of these methods to be used in communication in and with groups, group dynamics and team development. Tools are designed to involve people, identify and tackle issues, create understanding and become confident partners in development. The methods described are not set in cement but rather provide ideas that should be adapted to the respective situation. They can also be used to work with civil society organisations. They may be altered and invite for creative thinking.

Participatory outcome and impact assessment

In this document the PARTICIPATORY OUTCOME AND IMPACT ASSESSMENTS (PIA) will be described in more detail, as this monitoring framework was successfully used in several countries in the context of the Welthungerhilfe led Millennium Village Initiative from 2006 to 2015.

Gained experience shows that PIA is a very useful tool to mobilise and empower people. Every year, the participants of a PIA Workshop analyse their situation and the development in their village, and evaluate the effects of relevant influencing factors.

Welthungerhilfe promotes PIA as one successful way to initiate learning processes and to ensure accountability and transparency towards the communities that we work in. It can be regarded as a tool that assesses progress in governance and social accountability, similar to community score-cards, social audits, etc. It also looks at individual behaviour change, progress of stakeholders like community-based organisations or self-help groups.

PIA should be introduced at the beginning of a project (at its best during the first six months of a project) and used on an annual basis.

The follow graphic shows an exemplary PIA cycle:



A detailed description of the principal different steps, duration, participants, and facilitation, venue and material demands can be found in the updated manual **“PARTICIPATORY OUTCOME AND IMPACT ASSESSMENTS (PIA)”**.

10 STEPS OF PARTICIPATORY OUTCOME AND IMPACT ASSESSMENTS

- STEP 1: Preparation of the PIA Workshop
- STEP 2: Introduction (mandatory)
- STEP 3: Village Walk (if applicable)
- STEP 4: Time Line (mandatory)
- STEP 5: Collection and Ranking of Social Development Criteria (mandatory)
- STEP 6: Trend Analysis (mandatory)
- STEP 7: Influence Analysis (mandatory)
- STEP 8: Next Steps
- STEP 9: Summary / Feedback
- STEP 10: Follow-up

The [PIA-manual](#) shall be used in a flexible and creative manner, and should be modified according to the particular local context. A village walk for example makes only sense if the

village to be visited is nearby and participants do not have to move far away or weather conditions allow this walk.

Communities of Practice

A Community of Practice (CoP) is a group of people who share an interest. The group may evolve naturally because of common interest in a particular topic, or it can be formed specifically to enhance the level of proficiency. Through sharing information and experience within the group, the members learn from each other, and develop their knowledge and skills (Lave & Wenger 1991). The following aspects should be considered:

- Identify an initial goal and a time for review
- Decide who will be involved initially and what will be the expectations of the group members. Prioritise those with relevant skills and balance this with the involvement of all others
- Decide who is going to convene the CoP
- Work out how you want to meet (virtual, real?), and what resources are needed
- Be prepared to go through the classic development phases of groups meeting for the first time
- Depending on who is involved, you might need to clarify the terminology used
- Small-scale projects can be very helpful to bring people from different work cultures together. There are also useful techniques for group development.
- Discuss with the CoP, if they regularly want to publish their progress/results, e.g. on a website or in a local paper
- Agree on periodic reviews: Is the CoP still needed? Is it needed in the same form?

Note: CoPs are also helpful to support knowledge management processes!

(For further information: <https://www.publicengagement.ac.uk/how/methods/communities-practice>)

Other participatory methods

There are lots of other participatory methods to be used. Prior to the application of a participatory method involving more than two persons, its suitability with regard to the number of participants, time available and the "depth of participation" (information, consultation or joint decision) should be verified. Several methods can be combined.³

1. For Small groups:

- Dynamic Facilitation
- Future Workshop

Other common methods are Focus Group Discussions, Workshops, and Dialogues. (Source of information: http://www.partizipation.at/small_groups.html)

³ All quotations derive from the website of www.partizipation.at (indicated below each subsection).

2. For Medium-sized groups (20 to 30 persons)

- Citizen Jury
- Fish Bowl
- Simulation Game
- World Café

(Source of information: <http://partizipation.at/medium-groups.html>)

3. For large groups (from around 30 to several hundreds of persons, depending on the method)

- Activating Opinion Survey
- Citizen Panel
- Open Space Conference

(Source of information: <http://www.partizipation.at/larger-groups.html>)

3 COLLECTION OF BEST PRACTICES

3.1 Welthungerhilfe in Cambodia: From direct implementation to development of strategic partnerships

Welthungerhilfe's engagement in Cambodia began after the fall of the Khmer Rouge regime, in the late 1970s. Focusing on short-term humanitarian aid only, Welthungerhilfe provided emergency activities in Cambodia as a member of a European NGO consortium consisting of 32 member organizations. Two decades later, after the civil war and the establishment of a unitary parliamentary constitutional monarchy, Welthungerhilfe launched its work in Cambodia in the year 2003. First project cooperation ventures in the areas of agriculture, food security, human rights, and support for children and youths were set up in 2005. Although at that time Welthungerhilfe used to implement projects directly, certain activities were already sub-contracted to local Cambodian NGOs.

During the last 30 years Cambodian Civil Society has gone through rapid developments: Whereas only two local NGOs officially existed in Cambodia in 1991, by 1995, 180 local NGOs were already registered, and nowadays their number has reached over 3,500. Even though fewer than half of them are currently active, it still means about one active NGO per 10,000 Cambodians. In fact, Cambodia has currently the second highest number of NGOs per capita in the world.

This kind of civil society development became of major importance for the Welthungerhilfe Country Programme. Acknowledging since its start in 2005 that – as in many other developing countries – the scope of activities of local NGOs is very broad and touches upon almost every sector of development, WHH tried to focus on specific sectors and identified few local NGOs as partners only. This constitutes a challenge for INGOs like Welthungerhilfe to discern which of these organizations share development philosophies and are willing to establish cooperation and implement joint activities. Within the Regional Programme 2005–2007, the Regional Office of Welthungerhilfe in Phnom Penh played a key role in keeping close contact to potential partner organizations, scrutinizing in advance possible areas of cooperation and technical support of various partners.

Having implemented a number of projects and learned from experience, with the new Regional Programme 2008–2010, Welthungerhilfe established partnership programmes with four identified partner organizations: The Cambodian League for the Promotion and Defense of Human Rights, Centre d'Etude et de Developpement Agricole Cambodgien, Save Cambodian's Wildlife, and Khmer Buddhist Association. Due to positive experience with these partner organizations, the Regional Programme 2011–2014 implemented the shift from direct implementation to partner-led work, accompanied by intensive capacity development measures in the field of finance and project management. At the same time and in line with the WHH strategy, a strong focus was put on Food and Nutrition Security. Consequently, the four partner organizations are now strategic partners of the Welthungerhilfe Cambodia as well as the entire organization.

Given the current difficult political context in Cambodia, the work of the local NGOs is more important than ever. Although NGOs are often exposed to hindrances by state authorities, they still play a decisive role in shaping civil society. Decentralization policies explicitly stress the importance of civil society participation in planning, implementation and monitoring processes at local level. Key donors support the work of NGOs in Cambodia, as they are considered to complement less effective state institutions, often unable to meet the needs of the population and cause existential problems. Core challenges faced by civil society derive from the ruling party's authoritarian governance attempting to control the people and prevent independent action. In this context the new Regional Program 2015–2018 will transform the cooperation

with its four partners from mere technical project implementation to a focus on advocacy. In future our partners will work independently and take over more responsibility for technical projects – project planning, proposal writing, direct contracts with institutional donors, project implementation, administration, M&E – whereas the role of Welthungerhilfe will be limited to giving advice and further strengthen our partners. At the same time Welthungerhilfe and its partners Cambodian League for the Promotion and Defense of Human Rights, Centre d'Etude et de Developpement Agricole Cambodgien, Save Cambodian's Wildlife, and Khmer Buddhist Association will focus on advocacy, giving partners a voice, link them to international networks, and try to influence politics on local, national and international level to consider the root causes of hunger and poverty in Cambodia.

3.2 Ethiopia: ORDA and Welthungerhilfe's partnership

The partner 'Organization for Rehabilitation and Development in Amhara' (ORDA) was founded in 1984. ORDA's mission is 'Empowering poor communities and their institutions to achieve livelihoods and environmental security in Amhara region' and the vision is a 'Prosperous society in Amhara region of Ethiopia'. For the organization the four letters O, R, D and A stand for optimistic, reliable, dynamic and accountable.

The partnership of ORDA and Welthungerhilfe started in 1992 with the implementation of a 14 years lasting BMZ-funded integrated food security project in the Ibinat area of the district of East Belessa in drought prone areas of Eastern Amhara. At that time Welthungerhilfe was the



first international NGO partnering with ORDA. In order to achieve food security irrigation schemes for horticultural and fruit production as well as micro dams to water cattle were implemented. Watersheds were rehabilitated in an integrated way and areas reforested to promote sustainable natural resource management. This long-term project was followed by further food security projects until 2007. In 2008 implementation shifted to the WaSH sector with a community-led rural WaSH project, funded by the

European Commission, in order to improve access to safe water, environmental sanitation and personal hygiene in five districts of the Amhara highland benefiting 182,000 persons. In 2009 the Welthungerhilfe – ORDA cooperation expanded with a biodiversity project, also funded by the European Commission, focusing on participatory sustainable forest management and use of non-timber forest products – particularly



incense – for income generation of the local communities; benefitting 144,000 persons. In 2012 the urban sanitation project located in Bahir Dar, capital of Amhara, was approved by the European Commission and benefitted 137,000 persons. With this project ORDA and Welthungerhilfe again decided to pilot new approaches. First of all, the decision was taken to start working in urban areas requiring several new approaches such as community-

led urban and environmental sanitation and the Whole Sanitation Chain Approach. All new approaches focus on community empowerment for sustainable management of WaSH services and natural resources as well as for improved livelihoods and income generation. Over the course of the years the partnership of ORDA and Welthungerhilfe changed significantly from strengthening a small local NGO through financial and capacity building support to joint piloting of new complex technical and methodological project approaches for future scaling up as shown above. Especially the community-led WaSH approaches in rural and urban areas and the participatory forest management approach are highly appreciated by the respective government stakeholders, and have become part of the federal strategies on WaSH and natural resource management.

Over the 30 years of its existence ORDA underwent massive changes. Change from a small local NGO to an organization with 973 employees working in 80 of the 108 Amhara districts (2013) covering the following range of sectors: agriculture and food security, natural resource management, WaSH, youth and gender as well as business development. Currently ORDA has 32 funding partners, and is running 47 projects with a financial volume of around 33 million USD in 2013. Over the period of 30 years ORDA made the following achievements: sustainable management of 989 watersheds, rehabilitation of over 41,000 ha of highly degraded land, reforestation of 6% of the Amhara forest, implementation of 202 small scale irrigation schemes, 4,541 drip irrigation schemes, 145 series-ponds for irrigation, 8,311 communal ponds, and 1,964 household water-harvesting structures. The total irrigation capacity is 17,608 ha. Furthermore, 132,379 apple, 137,224 mango/citrus, 4.34 million cassava seedlings and



41,000 small ruminants were distributed and 2.5 million persons were assisted with food. A total of 500,000 households have improved their livelihood. In addition, 47,000 households were organized in savings and credit groups. ORDA constructed 4,568 water schemes supplying safe water to 2.52 million persons and increasing the safe water coverage of the Amhara region by 17%. For cross-cutting issues and mainstreaming, ORDA focuses on HIV and gender as well as on unemployed rural youth suffering from increased land shortage in Amhara.

All changes mentioned above are based on common experience and success and turned ORDA into a strategic partner of Welthungerhilfe for joint future challenges.

3.3 Welthungerhilfe in Ethiopia: the advocacy approach

The work of international and Ethiopian NGOs in Ethiopia is regulated by the Charity and Society Agency, the Ethiopian government institution for NGOs working in the country. The Civil Society Organisations Law defines that NGOs – unless 90 per cent of their income derives from Ethiopian contributions – are not allowed to work on issues such as human rights, gender, female genital mutilation, youths, or apply rights-based approaches. Therefore, the advocacy approach of Welthungerhilfe focuses on lobbying in WaSH and Natural Resource Management. In both sectors this has been quite successful as the examples below show:

- A rural Welthungerhilfe WaSH project focused on community-led project cycle management. Communities participated in all steps of implementation. A sub-project proposal selection board was composed of the partner 'Organisation for Rehabilitation and Development in Amhara' (ORDA), Welthungerhilfe, Amhara Water Bureau and community representatives. WaSH committees were founded and involved in water scheme implementation. They are now responsible for operation, maintenance, and sustainability. The whole process brought about a strong commitment of the involved committees.

In a second rural WaSH project committees formed a water board managing a water scheme for safe drinking water supply beneficial for over 80,000 persons. 80 employees deliver the service. The WaSH committees as well as the water board are closely linked to the district water office and if needed strongly request support to run the schemes. The community-led project-cycle management as well as the water board approach have been promoted by the government and are part of the Ethiopian WaSH Implementation Framework.

- In Amhara, a participatory forest management project for the reforestation of the highland forest and especially for the protection of the lowland buffer belt forest to the Sahel was implemented by ORDA and resulted in two advocacy activities: (i) lobbying for community-led participatory forest management focusing on sustainable forest protection and income generation through the use of non-timber forest products. Second, the Amhara law on participatory forest management was designed by the project and forwarded first to the Amhara government, later to the federal level for approval. Currently the federal government is scaling up the participatory forest management all over the country.

Advocacy activities on project approaches within the three projects contributed to the national policy design and most importantly put communities on the agenda. The examples show that even though some issues as mentioned above are excluded from advocacy activities of NGOs in Ethiopia, sector related lobbying on project approaches can be highly successful.

3.4 Welthungerhilfe in Myanmar: “Quiet Advocacy”

Advocacy is something that Welthungerhilfe seeks to implement in all countries and projects. In some of them it is possible, in others it is not possible or performed in a “hidden manner”. Myanmar is one of these countries where aid organisations have had to be careful in which fields they try to play a part. Just to recall, Myanmar was somehow isolated from the rest of the world up to 2011, both self-imposed and via sanctions from abroad. A military junta reined the country and suppressed all resistance and / or pursuit of freedom. In 2011 a new government under President Thein Sein came into power and the country began to initiate a reform process in the direction of democracy. With this reform, civil society could act more openly, unions and countless NGOs were founded, media was released from previous censorship and the citizen of Myanmar were allowed to assemble. All these things were unimaginable a few years before.

Welthungerhilfe Myanmar is mainly working directly with communities, CBOs (Community Based Organisations) and NGOs (Non-Governmental Organisations). There is currently no direct cooperation with strategic partners, also called Advocacy Partners, though the organization is investing options to increase strategic work. As mentioned above, there is generally more freedom now in 2015, but the government is still reluctant in granting full trust to civil society and still watches carefully their activities and vice versa for civil society does not trust the semi-civil government yet. In order to advocacy effectively, in most cases Welthungerhilfe uses an indirect approach of “quiet advocacy”. This means the organization work together with civil society and do not approach the authorities directly. Welthungerhilfe integrates democratic principles into trainings to CBOs, which in Myanmar often consist of Village Development Committees. They have learned to hold meetings with open and free discussions, exchange opinions and finding results and conclusions in a democratic way.

The self-confidence of CBOs currently being supported by Welthungerhilfe can be demonstrated with the fact that an evaluation in Htan Ta Bin was carried out by communities with only **facilitation by project staff**. Welthungerhilfe chose as it allows for a high degree of community participation, self-analysis / realization and includes also the transfer of review and evaluation methodologies to the community. The beneficiaries are very familiar with the local project staff and dare to speak out openly in their presence.

Welthungerhilfe has found that following basic democratic principles make a fruitful and successful cooperation possible. For example, transparency between Welthungerhilfe and our partners as well as beneficiaries (and vice versa) is highly important. They are involved from the start of the project.

It is also advisable to allow time for discussions with the community/ CBOs on decisions on project implementation, even if it delays the project activities. The only thing that is to be ensured is that they have a clear vision.

One key experience learned is for Welthungerhilfe to respect rules and regulations of the CBOs, except regarding finance administration, where we have no flexibility.

If Welthungerhilfe is to select a new partner, it has been proved that the member based civil society, such as a cooperative or association, is favourable over local NGOs. Cooperatives/ Associations:

- are member led and accountable to their members (who are also the beneficiaries)
- have “core funds” or are encouraged to generate their own income, as opposed to being reliant purely on external funds, which increases in the end sustainability. These core funds can be for example a) member fees or b) income from own activities.

In our projects in Lashio, for example, there were no Village Development Committees previously existing. They were initiated by us for our project work to organize meetings and joint activities as well as for post-project operations (sustainability), such as managing the revolving funds, maintenance measures and collection of water fees, etc. Through permanent coaching Welthungerhilfe has built up the feeling for self-responsibility in these CBOs. Currently they plan together the development of their villages, mobilize own contributions, and attempt to support the poor. In some of the villages Welthungerhilfe local staff is still involved, and the meetings are organized and moderated by them, but there are also villages which meanwhile do these things completely on their own. Reaching this state takes time, and often a typical project duration of 2 years is not sufficient as a culture has to be built up over time which is totally different to the existing military-like-system.

In the project MMR 1081, coordination meetings were organized which would never have taken place without the project. It is quite a problematic thing to do in the Northern Shan State as there is a lot of mistrust and ethnical reservation between the communities and the local government as well as between nearby villages of different ethnicity. These meetings were the first step to reduce the reservations and build up trust. The government, who is normally scared to go into these ethnical villages, participated in these meetings. An open atmosphere with multiple inquiries ensued and resulted in planning of follow-up meetings. Even the representatives of the local government were enthusiastic and called for "More!"

Once a year there is a meeting at the village level for planning of village development. First of all, the meeting is to discuss the measures which can and will be done by the Welthungerhilfe project. But as it is a mass-meeting attended by the entire community the villagers also discuss self-help activities which are not supported financially by the project. That's why their contact to government authorities is so very important, especially as government budgets have been through a recent decentralization process.

In the project MMR 1081 (Strengthening Farmer's Organization's Voice in a Policy Dialog on Food and Nutrition in South-East Asia) the coordination meetings with government authorities are a direct result of the project. However, they were followed by inquiries of the Village Development Committees to the government requesting more educational trainings and information by the authorities. One village for example asked for the issuing of ownership certificates for their land, which they have subsequently received. There are quite a few reasons why these things happen now, but one reason for sure is the initiative of the villagers now to demand their rights. They have learned to speak up in Welthungerhilfe trainings and now harvest the fruits of their work.

Democracy is new to Myanmar and its civil society. Up to now government authorities just followed the top-down orders of the Central Government even though the local government sometimes did not like the decisions they had to enforce. In these coordination meetings now they appear to be very open to changes and even call for more by themselves.

A local staff answered a project manager's question what in her opinion are Village Development Committees. Her answer: "These committees are like parents for the villagers, and we (Welthungerhilfe) have to take care that they will be good parents."

This statement shows the red line which goes through this good practice. It says: Help the weak to get strong instead of asking the strong ones to bow down to the weak.

3.5 Welthungerhilfe in Ethiopia: Partner and Civil Society Cooperation Requires Advisory Structure

Welthungerhilfe has been working in Ethiopia for more than 40 years and for the last two decades, project implementation was carried out exclusively in cooperation with local partner-NGOs in order to promote the Ethiopian civil society. NGOs with different organizational development status were selected for partnership based on the following criteria: 1) Commitment with the community in their intervention area, 2) Performance on the ground, 3) Transparency in planning and fund allocation, and 4) Technical and finance administration skills. For **establishment of partnerships** partner assessment is applied and the below mentioned steps were undertaken 1) Selection meeting for detailed discussions, 2) Monitoring visits to ongoing projects, 3) Identification of finance administration level at NGO Headquarter level, and 4) Discussion with the respective government line offices and other actors in the intervention area such as NGO for reference.

Currently Welthungerhilfe is partnering 5 NGOs showing different organizational development levels from grass-root organization with limited technical and finance administrative standards, but high commitment and good performance of simple technologies up to highly developed NGO with the full set of technical and finance administrative standards. The approach to work with the selected civil society partners is always on the job training in order to up-grade the methodological, technical and finance administrative skills. This up-grading of partners **requires careful selection of project approaches**, technologies and methodologies, each reflecting the capacity of the respective partners. Furthermore, it **requires close advisory and monitoring during project implementation**. E.g., the Organization for Rehabilitation and Development in Amhara (ORDA) is a strategic partner of Welthungerhilfe for more than 20 years, which underwent an organizational evolution from a grass-root organization to eye-level-strategic partner. Nowadays Welthungerhilfe and ORDA are mainly piloting successfully new approaches to the country such as Community-led WaSH-Project Cycle Management, Urban Sanitation, Community-led Urban and Environment Sanitation, Whole Sanitation Chain, Water Safety Plan, Participatory Forest Management etc. Innovative capacity of organizations is seen as one of the success elements in acquisition of institutional funding.

Whether the projects are implemented with grass-root partner-organizations or highly developed partner-NGO the advisory, monitoring and finance controlling efforts of Welthungerhilfe are high as the standards of the projects are rising accordingly to the capacity of the partner in order to achieve good quality of project implementation. These efforts comprise methodological, technical and finance administrative trainings, review of technical designs for infrastructure construction, participation in soft-component promotion such as water safety planning, hygiene and sanitation promotion as well as sustainable forest and range management and improved food and nutrition security, regular monitoring of project progress as well as supervising procurement process and fund allocation. Good and sustainable advisory and monitoring processes **require sufficient and qualified staff at Welthungerhilfe country office level**. Currently the team at the country office in Addis Ababa comprise of 6.5 senior programme advisers: 2 water engineers, 1 hygiene and sanitation expert, 1 pastoralism expert, 1 food and nutrition security expert, 1 support programme adviser for Southern Ethiopia and 0.5 adviser for social development. In addition, 3 senior finance advisers and 1 junior finance adviser are supporting the partner-NGO. Furthermore, the 0.5 event manager of the country office supports a.o. activity campaigning on hygiene and sanitation by organizing big events carried out together with known Ethiopian artists. Also further support staff such as technical and finance administrative advisers are required in order to carry out the advisory and monitoring processes.

The **lesson learnt** from the partner-approach of Welthungerhilfe in Ethiopia is civil society promotion through up-grading of local partner-NGOs requires long-term advisory and monitoring processes as well as sufficient and qualified staff at Welthungerhilfe country office.

3.6 Welthungerhilfe in Pakistan: A travel from grassroots organisation to social movement

Background

Pakistan Fisherfolk Forum (PFF) was an initiative of a few dedicated activists to work for the well-being of the coastal communities, which have been put marginalized in terms of development. Initially, they launched a campaign to motivate the community people to learn their issues and find a solution together. The PFF team had natural links based on fishing tradition with the community to have direct interaction, which led them to success gradually.

It was inspiring to get response from the community and almost a large number of activists they found to work as volunteers eagerly for the great cause. Since then from 129 km-long Karachi coast to Thatta and Badin the people responded to the PFF team positively.

PFF believes in participatory action in each and every decision. They adopted methodology to have three components (1) Community Development through Mobilization and (2) launching advocacy and campaign to sensitize the policy makers (3) Networking (4) Involving media.

During the 16-year experience, the PFF has got success stories through their mass mobilization and launching campaign effectively. The credit also goes to the community people, who participated in the struggle dedicatedly. In fact, behind the entire success, the dynamic leadership of Mohammed Ali Shah with his family and children remaining in the forefront, has been the driving force to give the momentum a go-ahead.

Followings campaigns triggered the process of development of social movement of PFF

Case Study 1

PFF Campaign Against Contract system

Contract system in fishing started in 1977 when some influential people were awarded contracts on political ground and they took control of some water bodies, depriving indigenous fishermen of their right to livelihood. The fishermen were compelled to hand over their entire catch to the people of contractors on meager rates, lesser than market rates.

PFF Strategy

PFF as always adopted strategy to continue dialogue with policy makers and other stakeholders, advocating the rights of the community. In this regard, sending letters, organizing gatherings, taking out rallies, convincing people to take to streets for their rights, issuing press releases are main ways to highlight the issue. PFF always suggested the government to replace contract system with issuing licenses to the bona fide fishermen. PFF through its struggle for rights, sending letters and media campaign appealed to successive governments to ensure protection to their lives and livelihoods, because the fishermen have been the poorest and most marginalized in the country. But the ruling elites never paid heed to the demand of the neglected fisher community residing at different waters, leaving the community people high and dry.

History of PFF Struggle

PFF initiated its long struggle to abolish the contract system, urging the successive governments to introduce license system so the bona fide people enjoy freedom to catch fish and live with dignity. Presently, due to vague policies hundreds of fishermen are crying against this unjust, complaining to certain ruling party leaders in their areas, but it seems all is going in vain. The previous PML-Q-led government in result of the struggle had also assured the community people to abolish the contract system soon. In fact, they abolished contract system, allowing community to enjoy the freedom at some of the water bodies, but on the whole it could not pass a bill to safeguard the rights of the poor through proper law. Again, when Pakistan Peoples Party-led government came into power it created the ray of hope for the community but the

Pakistan Peoples Party being the party of masses itself started dealing with the issue apathetically, which supported local influential landlords to continue depriving fishermen of their rights. These people pay little amount to the working fishermen. Despite several complaints the local administration never paid heed towards the issue because of negligence on the part of the government authorities.

PFF Demands Amendment in Fisheries Ordinance 1980

Pakistan Fisherfolk Forum (PFF), representing marine and inland waters of the country, has been working for initiating advocacy with policy makers to safeguard the rights of the community, since the last 12 years. PFF always demanded the government to involve the community representatives while designing policy regarding the fisheries issues. As far as contract system on fishing is concerned, PFF demanded the government to pass bill at the forum of Sindh Assembly, make amendments in the Sindh Fisheries Ordinance 1980 to replace contract system with issuing licenses to the bona fide fishermen. PFF believes that ending contract system immediately is the only way out to put fishermen out of uncertainty and anxiety. PFF wants the government to retrieve water bodies from influential people and allow fishermen to enjoy fish catch freely.

Media Role to Highlight Fishermen Issues

In the entire struggle media, both print and electronic channels, including local and national newspapers highlighted the problems fishermen are facing. PFF tried to feed the media persons properly with updates and they always responded positively, which is inspiring for the PFF team.

Success stories related to contract system

▪ **Badin, struggle against Rangers**

Pakistan Fisherfolk Forum in solidarity with Badin fishermen had already launched a historical campaign against the contract system for two years and made it successful. Actually the struggle was against the Rangers, which took control of waters in the coastal areas and deprived fishermen of their rights. In the struggle fishermen and men were put in jails for several days to pressurize them but they showed resistance. Now again the community men and women were seen active to continue struggle against the cruel system.

▪ **Sanghar Struggle against landlords**

Fishermen from Sanghar with the support of the civil society organizations also launched effective campaign under the leadership of Pakistan Fisherfolk Forum and achieved success. The landlords took control of waters and deprived fishermen of their rights. The landlords lodged fake cases against the fishermen and threatening them not to enter waters but the daring community activists continued struggle and at last achieved approval by the government. The community also celebrated the success.

Achievements

Sindh Assembly unanimously passed bill to end contract system in the fresh waters in the province.

Case Study 2

Struggle to release detained fishermen: Achievements and constraints

Sir Creek Issue: Background

The Sir Creek, a 96-km strip of water dividing the sea territory between Pakistan and India is being considered the bone of contention between both the countries. Pakistan and India show their claims on the area lying in the Rann of Kutch marshlands. The unresolved Sir Creek dispute has caused two wars between the two neighboring countries, including one started on April 1965. Though the creek has little military value, it holds immense economic gain, as much of the region is rich in oil and gas below the sea bed, and control over the creek would have a huge bearing on the energy potential of each nation. There is no visible demarcation and huge sea waves trap fishing boats, which fall victims of border forces. The settlement of

demarcation of the sea border may prevent the inadvertent crossing over the fishermen of both countries into each other's territories.

Victimization of fishermen

The claim on the Sir Creek affects the fishermen of both the countries, as border security forces deployed their target fishermen easily. It was before the war 1965 fishermen of both the countries used to enjoy the rich fishing grounds in the open sea. They being workers even used to come to help each other in the deep sea water, in terms of boat damages, incidents or facing high tides or sudden development of sea storms in the water. Since the fishermen's villages both the sides are located close to the coastal areas, having jetties for landing their catch they always responded each other positively. Even some of the fishermen from both the sides developed close relationships. This shows that the fishermen do not have any difference with each other, but falling victims of this tit for tat.

History of detaining fishermen

Elder fishermen recalling the tense in the water say that arresting fishermen started after the 1965 war between Pakistan and India. This fight intensified the tension that unaware fishermen while engaged in their livelihood activities became victims. The border security forces deployed near the sea territories started seizing boats and arresting crews, putting them in to jails, both the sides. Their crime was that the victim fishermen were charged that they have violated the sea territory and fishing from the enemy side. The governments after years through their dialogues took decisions to exchange fishermen and released some of them on some occasions and putting others detained to continue their politics of tit-for-tat.

PFF campaign against arresting fishermen

PFF, 10 years back, looking the worst situation of the families of detained fishermen in the absence of their bread earners realized the fact that it is the issue the organization should take to proper forums to resolve it on priority basis. The PFF-led by its chairman Mohammed Ali Shah initially started writing letters, issued press statements and staged demonstrations to sensitize the government functionaries, media and civil society groups, including political and rights campaigners to seek their help in making sure the release of fishermen. PFF also tried to extend help the families facing acute poverty back home in the absence of their bread earners. Not only this PFF realized that the fishermen of India are also innocent and should not be arrested by Pakistani authorities under the same charges, believing it's the violation of human rights. Since then the PFF is struggling for the safe release and rehabilitation of fishers languishing in Pakistani and Indian jails and raising voice for resolution of the issue of sea territory to avoid victimization of poor fishermen of both the sides, Pakistan and India.

PFF strategy for struggle

PFF adopted a strategy to approach the government authorities and convinced the community to take part in the campaign to resolve the issues of detaining fishermen. PFF besides holding meetings with the community, whose loved one's lives are at stake, also wrote letters to the government, issued press statements, sending appeals to put the issue of detaining fishermen at the ministerial meetings' agenda and stages peaceful protest demonstrations and hunger strikes to sensitize the policy makers. In this regard, the media played a favourable role to highlight the issue. This strategy not only motivated the community and sensitized the government functionaries but also got the help of different forums struggling for the safeguarding human rights in the society, especially stop victimizing fishermen from the sea waters.

Community ownership

PFF convinced the families to take to streets for the safe release of the detained fishermen languishing in Indian jails. This made the community realized that PFF is the only organization, which is struggling for their rights. Whenever, the relatives received news of arresting their loved ones after seizing their boat they always travel to PFF Secretariat to get updates about the victims. However, through its mobilization PFF has developed its trust and people always responded to its call for protest, raising voice, positively.

Government changing attitude

It was realized that 10–15 years back whenever the governments announced to release fishermen they also assured to return back boats, fishing tools and belongings seized during the arrest. The governments used to facilitate the authorities to visit the country, repair fishing boats and collect the belongings and returned back with crews and boats. But now the governments release only detained fishermen and usually put their boats and fishing tools on auction, depriving the poor fishermen of their tools of livelihoods. PFF took this issue at different government and peace forums to ensure release of fishermen with their boats so they may keep their livelihood continue after returning home.

Media mobilisation

During the 10 years long struggle PFF has always tried to sensitize the media to highlight their issues and continued the campaign. As far as the issues of detained fishermen is concerned the PFF arranged frequent visits of the media people associated with print and electronic to observe the situation of families of those languishing in Indian jails. They took interviews, portrayed the feelings of children, relatives, mothers and wives. This benefitted the PFF struggle.

PFF, Piler joint move to file petition

PFF and Piler following the move taken by Indian civil society, filed a joint petition in the Supreme Court of Pakistan, pleading to make safe release of all the Indian fishermen languishing in Pakistani jails. Earlier, Indian civil society organizations moved to Superior court of India for the release of Pakistani fishermen. The SC Pakistan asked the concerned officials of the government to report.

Case Study 3

Campaign against Bundal and Buddo Islands: Introduction

Dingi (Buddo) and Bhandar (Bundal) islands are located at the western end of Sindh Coastal zone, between Korangi and Phitti creeks. Bundal Island is one of the biggest and highest islands along the Sindh Coast, with a length of about 8km. A portion of the northern area of the island is covered at high water and has a thick growth of mangroves at the extreme northern point. Thousands of poor fishermen have their livelihood dependent on fishing grounds near the islands, which are not only on the route for fishing vessels to open sea, many families stay and dry fish there in seasons. International Union for Conservation of Nature has declared the islands as a high priority area, saying the islands also serve as a breeding ground for the threatened Green Turtles. Located along the Indus Flyway Zone, the islands offer a sanctuary for residents and migratory bird species. The marine waters surrounding the island are also visited by bottlenose and humpback dolphins. Being a part of the Indus delta, the fifth largest delta in the world, these islands are protected under international commitment.

Diamond Bar Island City

Prime Minister Shaukat Aziz approved in principle the development of Diamond Bar Island City on Dingi (Buddo) and Bhandar (Bundal) Islands in 13 years at a cost of \$43.135 billion in September 2006. Dubai based company 'Emmar' was awarded contract to develop residential, commercial, and leisure real estate projects, industrial parks, free trade zone and port terminals over 12,000 acres of land. Port Qasmi Authority and Emaar were likely to ink an agreement to initiate this mega joint venture to convert these islands into a modern city with 15,000 housing units and commercial facilities.

Background of the project

Port Qasim Authority had invited bids in April, 2006 as a result four groups expressed their interest in joint venture out of which Emaar Group fulfilled the required criteria. The bidder of the project was required to have at least five billion dollar worth assets, one billion dollars annual income, and technology to reclaim land from sea. Emaar Group was the only bidder that

met these major requirements. The said islands are home to remaining few tracts of mangrove wetlands on Karachi coast.

Fishermen community concerns

The area between reclaimed land of the defense housing authority and the Buddo Island is a path for the fishermen going to open sea. Thousands of fishermen fish in creeks, many of them rest on these Buddo and Bandal islands. They dry fish and clean their nets there. If the 'Diamond Bar Island City' is constructed fishermen will not be allowed to rest and dry their catch on these islands. Construction of the new city will pollute remaining clean waters, and may destroy further marine ecology. The construction of the new city would result in poverty and hunger among 0.8 million fishermen of Karachi

PFF Strategy

PFF following its past experiences learned from the struggles started community mobilization on the issue through organizing corner meetings at different coastal villages in which preferably invited womenfolk, as they have played a remarkable role in the past movements. Sensitizing political groups, civil society, human rights activists, media people and intellectuals was also the part of the effective strategy. During the process PFF earned support of the community, major political parties, nationalists, trade unions, human rights activists, professionals and intellectuals. In this regard, media played an inspiring role to highlight the issue and covered each and every activity, PFF had launched to oppose the mega project. The media role was helpful to highlight the issue and PFF interventions against the anti-community development.

Campaign against the project

PFF, being a representative organization of the fisherfolk, besides organizing the community meeting to form strategy also arranged visits of journalists and civil society organizations to highlight the issue. Here are activities initiated PFF itself or inspired others to play their role.

3.7 Welthungerhilfe in Pakistan: Shafaf - a transparent complaint response mechanism tool

Shafaf is a complaint and feedback management. (Shafaf is an Urdu language word which means transparency).

Shafaf is a highly innovative and most advanced complaint handling software ever designed. Shafaf is developed by Root Work Foundation – a partner of Welthungerhilfe. We got too much challenges and difficulties while handling lots of complaints during Root Work Foundation's 2010-2012 flood response interventions in Sindh Province of Pakistan, says Mr. Sartaj Abbasi (Executive Director). There was time when our team started in loosing hopes and wanted to stop handling complaints any further, he adds. But it was the determination of the Root Work Foundation which not only continued receiving and handling complaints but also continued to bring more improvements in its work and giving facilitation to its stakeholders / beneficiaries for sending their complaints and feedback to show any dissatisfaction about the work of organization.

Root Work Foundation converted all its complaint handling experience in the creation of formal complaint response unit within the organization but took a few steps further to design such a unique software which can be used by all humanitarian organizations across the globe for managing complaints and feedback.

Shafaf is an easy to use software. It's all web-based and a person having familiarity to use *facebook* or *linkedin* can easily use Shafaf. Shafaf is equipped with a variety of built-in features which adequately help an organization in developing its systems, improve accountability and transparency within the organization and enhance trust building between the organization and its key stakeholders in general and beneficiaries in particular. The smart notification system of Shafaf keeps management updated through E-mail and SMS about the status of complaints received and managed and it also keeps the complainant updated about the current status of their complaints by sending them SMS on their cell phones. Shafaf greatly enhances transparency in complaint handling and also greatly saves, human resource, paper, equipment and time of organization required for handling complaints. It is completely cloud-based, daily data backs are taken and is fully linked with google map and all cell phone networks.

Welthungerhilfe is very happy to share that initiative taken by its partner Root Work Foundation is greatly appreciated by local, national and international organizations. Root Work Foundation has been invited at many forums in Pakistan to make intro presentations; DFID has not only highly appreciated the software but immediately asked one of its partner to start using Shafaf for handling complaints related to DFID funded project. The Trocaire and Welthungerhilfe partner (Pakistan Fisherfolk Forum) has also started using Shafaf to manage complaints more efficiently. The UN delegation from Islamabad heard a lot about Shafaf and came to Hyderabad for getting presentation on Shafaf and learning more about it. Shafaf has just started and about ten organizations in Pakistan started using it. There is a large number of national and international organizations working in Pakistan, which have received presentations on Shafaf and are in process to get it for their organization.

When asked from Mr. Sartaj Abbasi why the Shafaf rates / charges are very low; he shared that Shafaf is not developed for commercial purpose; it is the initiative taken to enhance accountability and transparency within humanitarian actors and give spaces and opportunities to community, beneficiaries and general public to make their complaints and send their feedbacks to the organization so that they can help in creation of an overall accountable society where everybody enjoys equal rights and respect.

For more details: www.shafaf.pk; facebook.com/getshafaf

3.8 Welthungerhilfe in Kenya: Accountability – Complaints Response Mechanism

Holding ourselves open to scrutiny from communities, and being held to account by them, requires that people are able to provide feedback about our programmes and to complain if they are not satisfied. People have a right to complain if there are problems and to have those complaints taken seriously and addressed. A key part of accountability is opening ourselves up to the community and stakeholders, and accepting that we won't get it right all the time.

Since inception of the accountability project in 2014, Welthungerhilfe Kenya programme has piloted complaints response mechanism in all its field offices. Various channels are in use for communities to provide feedback on our programmes. These channels include as posters, community meetings, pamphlets, business cards and hotlines. These tools have been publicized, and communities sensitized on the channelling complaints and feedback to Welthungerhilfe programme work.



Focus group discussion on channelling complaints and feed: Welthungerhilfe Makueni field location

Lessons and attitudes learnt for accountability in complaints handling

- Humility:

Implementing accountability mechanisms effectively means handing over control and opening yourself up to scrutiny. Remember that you don't have all the answers - be open to input from the community even if it means adjusting the programme you have carefully developed.

- Don't be defensive:

Don't be afraid or defensive about any criticism or problems that might emerge. The point is that you find out about them early and can adjust the programme accordingly. These problems probably exist in all programmes - it's just the organization doesn't

always find about then because we don't have effective ways to listen to the communities we work with.

- Be open to new (or traditional) tools:

When you explain to people what the purpose of accountability mechanisms is, you might find that there are already things that exist in local communities that serve similar purposes. Consider whether you can integrate these as well, or instead of, setting up new mechanisms. If there are traditional forums for communities to come together and discuss plans and problems, can they be used to share project plans or community reviews? It's important to consider though - whether these mechanisms are representative - in particular are they accessible to women and the poor/excluded community?

Accountability and partners

A significant percentage of WHH Kenya programmes are implemented by local partner organizations. Supporting these partners to understand and roll out accountability is critical to making sure that Welthungerhilfe Kenya delivers on its commitment. A joint (Welthungerhilfe/partner) complaints response mechanism has been set up in one of the field location to enable communities hold Welthungerhilfe and its partners accountable to their work.

Frequently asked questions on complaints and resolution

Why aren't we receiving any complaints?

So you've set up a nice complaints system, and publicized it, but your complaints boxes are empty, your help desk colleague is lonely and your phone lines are silent. It could be of course that your programmes are perfect and no one has any complaints to make. However, it might be worth considering the following:

- *Are you sharing information in the right places and in ways that people can understand (in local languages, using pictures if people are illiterate)?*
- *Are there cultural barriers around making complaints, or are people worried that it might negatively impact on their chances of receiving further assistance?*

Consult with the community and get suggestions on how people might feel more comfortable providing feedback. Consider having some sessions in the community to share information on rights and explain why our organization seek people's feedback.

- *Are people worried about confidentiality, or others finding out about their complaints?*

Discuss with people to explain the system and see if there are things that can be changed to make communities feel safer. Find out if other NGOs working in the same area have feedback lines and if this is the case, coordinate on the (joint) complaint mechanisms.

- *Are people confident that their complaints will be taken seriously?*

Consider providing feedback to the community on at least a summary of the complaints received and what has been done as a result, making sure you don't share individual cases, names or details that could identify the person.

Publicizing the complaints mechanism using business cards



Complaints Contacts
Complaints Response Mechanism Focal Contacts

Nairobi: +254 710 343 271
Makindu: +254 710 342 456
Kajiado: +254 725 627 516
Email: complaints.kenya@welthungerhilfe.de
Website: www.welthungerhilfe.de

Welthungerhilfe HQ, Bonn
Tel: +49 228 2288 577
Online Form: www.welthungerhilfe.de/complaints
Email: complaints@welthungerhilfe.de
Deutsche Welthungerhilfe e.V.



For a world without hunger

Member of
Alliance 2015
towards the eradication of poverty

3.9 Welthungerhilfe in Afghanistan: Community Development Councils as new Alliances and Implementing Partners on Village Level

Introduction to National Solidarity Programme

The National Solidarity Programme came into existence in 2003 by the Ministry of Rural Rehabilitation and Development for the purpose to enable Afghan communities to identify, plan, manage and monitor their own development projects. In order to achieve the intended purpose National Solidarity Programme established Community Development Councils (CDCs) in a democratic way (matching with conditions) in every village across the country as effective institutions for local governance and socio-economic development.

The National Solidarity Programme has two main objectives. First, local development initiatives through the establishment of the Community Development Councils, community select and manage sub-projects in the part of reconstruction and development. Second, the programme is a local governance initiative aiming to “lay the foundations for a strengthening of community level governance”. Besides, National Solidarity Programme empower rural communities to make decisions about their own lives and livelihood, which contributes to increase human security and support the poorest and vulnerable.

The CDCs are the democratically elected and legally recognized structures with local and as well as central government. The CDC key members (CDC president, deputy, secretary and treasurer) are elected in a fair and transparent election process in which the eligible voters are identified in a community, creating a cluster of approximately 25 families and ensuring at least 80 per cent of the cluster votes for representatives. The elected CDC members then decide on the CDC president, deputy, secretary and treasurer.

The Afghanistan Ministry of Rural Rehabilitation and Development serves as the executive agency of the National Solidarity Programme. Besides, there is National Solidarity Programme Project Management Unit office in each province of Afghanistan. The Project Management Unit of respective province is responsible for implementing partners who are implementing the National Solidarity Programme in the districts and villages. At the same time on district level - District Development Assembly is existent who is responsible to CDCs in a district and coordinate the activities of the CDCs into the development plan.

The Four Core Elements of the National Solidarity Programme:

- Establishment of CDCs in a democratic manner;
- Building the capacities of CDC and community members (both men and women) in a variety of areas, primarily in local-governance and in development;
- Providing direct block grant transfers to fund approved subprojects identified, prioritized and managed by the communities; and
- Linking CDCs to government agencies, NGOs, and donors to improve access to services and resources.

Welthungerhilfe-Afghanistan Experience of Working successfully with CDCs

Welthungerhilfe-Afghanistan started as in the implementing partner of National Solidarity Programme in Dur Baba, Nazyan and Dara-i-Nur districts of Nangarhar province in 2006/07 and continued until 2010. During the time span Welthungerhilfe was able to cover more than 150 CDCs in Dur baba, Nazyan and Dara-i-Nur Districts of Nangarhar Province under the National Solidarity Programme focusing on the four core elements. However, Welthungerhilfe

didn't extended the partnership with Ministry of Rural Rehabilitation and Development as implementing partner for National Solidarity Programme afterwards.

Still Welthungerhilfe-Afghanistan continued to work through CDCs not as an implementing partner but as an NGO to enhance the capacities of the CDCs and implement developmental projects including but not limited (irrigation canals, intakes, Pipe schemes, Gravel Roads, Protection Walls, Wells, Schools ...) through CDCs as their basic needs which were not tackled by National Solidarity Programme and government. To avoid overlapping and ensure the basic infrastructures done by CDCs under the Welthungerhilfe project become part of the community development plan, the activities were well coordinated with respective governmental departments through a unique platform known as the Project Appraisal Committee. It is composed of the representatives from the related governmental departments, which are Rural Rehabilitation Department of Nangarhar, Provincial Management Unit of National Solidarity Programme, Education Dept., Agricultural Department, ANDMA and ACBAR.

Implementation of AFG 1137 'Rural Development Project' was one of the biggest projects of Welthungerhilfe-Afghanistan, which was implemented through 100 CDCs of National Solidarity Programme in Nangarhar, Jawzjan and Faryab provinces of Afghanistan. After a successful implementation, the follow up project AFG 1161 'Rural Development' second phase is being implemented in Nangarhar, Jawzjan, Faryab and Samangan provinces of Afghanistan. The CDC-approach promoted the beneficiaries' self-help structures and strengthens the communities' decision-making processes.

The reason for successful implementation of the developmental projects through CDCs is that CDC create a platform in which the communities can make important decisions and participate in all stages of their development, contributing their own resources. The CDC together with Welthungerhilfe staff could easily prioritize their pressing needs, and design community initiative projects in consultation with all members of the community and the Project Appraisal Committee.

The CDCs can be considered as a civil society on village level or an alliance for Welthungerhilfe-Afghanistan. CDC provides the opportunity to do planning by the people which provided a platform in which problems and ideas are shared at the village-level, priorities are identified, and people and communities are engaged in decision-making and involved in all working processes.

Additionally, based on the experience of working with CDCs, Welthungerhilfe-Afghanistan puts great focus on the capacity building of the CDC members including male and female. The female CDCs members are provided with trainings in the part of hygiene and nutrition education accompanied by trainings such as pickle and James making, tomato paste, milk process, kitchen gardening at small level in order to have income saving as well as income generation. On the other hand, in addition to developmental projects, male CDC members are provided with different trainings in the part of finance, logistic and project implementation and monitoring. The CDC members get familiar with banking formalities after opening bank accounts, keeping the cash and bank book updated.

Working through CDCs is possible even in the areas where the security conditions are not very good. The CDC members can implement projects for the development of the village and can easily communicate with opposition groups to respond and implement.

Last but not least implementation of the developmental projects through CDCs provide the CDC members with Cash for work opportunities for a period, which also help in the economic development.

Challenges

- In some CDCs the key positions (CDC president, deputy, secretary and treasurer), are held by the influential tribal elders with low literacy level and insufficient capacities. They sometimes are considering only their own interest rather than the development of the village.
- Lack of CDC awareness of and linkage to government workflows, and poor communication between communities and district authorities.
- Persistence of social problems in communities in rural context due to the impact of refugee return, and difficulties posed by poor communication and travel conditions.
- Insecurity caused due to the continuing conflict between government and opposition forces, as an overall challenge.
- Women's participation has been limited. Difficult to convince the male member of the communities to let their female participate in the development of their village.

Recommendation

To respond to these challenges, additional capacity building and programme support is required particularly strengthening gender balance goals and enhancing women's participation in CDC decisions. Enhancing capacity to represent women's concerns in CDCs and enabling women's implementation of village projects.

3.10 Welthungerhilfe in Haiti: Civil Society Promotion

Individual efforts are not sufficient to face the economic, political and environmental insecurities in today's hyper-connected world. In a fragile and poor nation like Haiti it surely calls for a strategic interface of international communities, government and local/national level civil society organizations.

'Strengthening Civil Society' became a specific policy objective for donors in the 1990s shift towards good governance. However, progress has been limited because of their simplistic view of civil society as a collection of organizations rather than a space for interaction and negotiation around power. The real power of civil society lies in the context and space in which organizations are formed and interactions take place, rather than in the organizations and activities themselves. In this regard, the main question that looms large is what prompts the first initiative to form civil society organizations at community level. Establishing civil society organizations is not a value in itself. As experience shows, communities do not always feel like acting in a structured manner. This might be a direct result of historic factors such as ancient structures of powers and rulers in society, absence of structured hierarchies as a political residue of historical experience such as slavery, fragile state or soft governance. Besides the fact that Haiti has been a donor darling and a cradle for several international organizations, acceptance and acknowledgement of their work are less than minimal. It is even more alarming to note that the prime source of social and moral support in the face of any natural calamity or otherwise in daily life in Haiti is provided by the church. Traditional belief systems like native cults of voodoo also influence the formation of civil society organizations and lack thereof. It is evident in Haiti that at community level there is not much impetus to establish organizational groups, except for religion. People try to manage their lives and problems individually or in religious conglomerates and not based on any secular democratic structure of organizations. This directly results in absence of any form of dialogue between Government, people and organizations. Usually they form spontaneous groups and make road blocks or demonstrations to get heard. These kinds of spontaneous manifestations of grievances sometimes border with violence, which is an antithesis to the spirit of civil society. These kinds of unorganized outbursts of public discontent do not effectively bring about a dialogue that can be passed on to higher levels and pressurize government to take necessary steps.

It has been identified in Haiti that village based organizations are rare. When they are formed they are mostly headed by strong community leaders (such as teachers, doctors) and have a specific objective in mind (for example, health, environment etc.) mostly motivated by individual search for recognition beside regular employment. These groups can offer a ground for forming civil society organizations if the leadership is dealt in a unanimous forum.

This has a severe impact on the process of sustainable and efficient democratization and governance. Not only international players but the local civil society organizations have to develop themselves as key actors in five important areas:

- Information collection and dissemination;
- Policy development consultation;
- Policy implementation;
- Assessment and monitoring;
- Advocacy for justice, especially in this case, environmental justice

Besides, motivated people, awareness generation and democratization of leadership each civil society organization need fund for smooth functioning. In the face of crucial issue of fund acquiring it has been noted that self-financing is mostly limited and not sufficient to pay remuneration to retain people in to the organizations. Outside funding, mainly project funding by international organizations, is the main source of finance for the civil society organizations.

However, this kind of funding is usually project-based and therefore, short-term and the project-bound approach of the international organizations is not always inclusive of sustainability of strengthening of state apparatus and empowering the civil society. Hence, income generating activities are essential for the sustainable continuity of civil society organizations.

The absence of a real debate between national actors on a strategic vision for state building has been pointed out as a motive for the structural apathy identified in Haiti's government. Although unlikely in the present climate, what is needed is a nationwide dialogue that would commit Haitians – the state as well as civil society – to a common project in which they themselves are recognized through effective mediation by the international community.

This means the strengthening of civil society organizations need to have a solid footing, both on human resource and financial independence. To ensure that vision, a synergy of meaningful cooperation between government, civil society organizations and international community is needed.

3.11 Welthungerhilfe in India: Media fellowships

The idea of a Media Fellowship programme

Media Fellowship aims at utilising the media in a creative way for raising public awareness on concerns of marginalised people and orient journalists to effectively cover local development issues. It creates awareness through media about development problems, governance, human rights, and people-centric development. It facilitates a process of sensitisation on development issues among media professionals, promotes effective communication drawing attention to these issues. Media Fellowship calls public attention to the living conditions of marginalised communities, the need for social change, and the effectiveness of state and non-state actor interventions.

The Media Fellowship programme provides opportunities to young mid-career professional journalists to use their skills and improve their writing on social issues in different media. The professionals are placed in organisations/ institutions to interact with activists and academics. They are expected to travel and meet people from the local communities and government officials.

The process for conducting a media fellowship programme is briefly given below.

Field visits: Media fellows conduct extensive field visits and critically analyse the situation in the project area, the approach, methodology, and geographical coverage of the assignment. Welthungerhilfe leaves space for the media fellows to express independent viewpoints on social issues and put a disclaimer under each article, so that even if opinions differ, it will not affect WHH's apolitical attitude.

The outputs are to be based on factual accuracy and field-based research. The fellow is required to conduct a certain number of field visits per month and document stories. Documentations taken during the fellowship period are considered to be the property of the contracting authority and may be published with its consent only.

Eligibility: Applicants have to be Indian journalists, 25 to 40 years old residing in India. A minimum work experience of two years is required for the fellowship. Journalists can be specialists in print or electronic media. They can be employed on a regular basis or work as freelancers. They need to be well prepared to publish articles on agreed thematic areas in different news media.

Duration of the Fellowship: The duration of the fellowship depends on the size of the grant and the project period. It is recommended for at least six months and can run up to three years depending on the grant.

Grant components: The grant includes a fixed amount for travelling, accommodation, and other variables. Fellows are free to continue their primary occupation. Fellowship grants are released against specific deliverables.

Selection of Fellows: Selection of fellows is conducted by a panel of neutral experts and is based on competitive proposals, creative ideas, and personal interview. The fellowships are also sometimes routed through independent organizations that support development journalism and community leadership programmes (for example the National Foundation of India <http://www.nfi.org.in/>).

Completion of the Fellowship: Upon completion of the Fellowship, the journalist is expected to provide:

- A completion report of the fellowship programme. This is a write-up on the respective fellowship research topics.
- All the stories covered during the fellowship programme.

Application procedure:

Prospective journalists send:

- A brief write-up on their experience justifying eligibility for the fellowship.
- A proposal outlining the specific area of work or the proposed theme they would like to work on with the Fellowship grants.
- Samples of articles/ stories on the topic published in media.

Media Fellowship Experience from Kashmir, India

Under the project 'Empowering the vulnerable, strengthening grassroots governance, and empowering civil society action in conflict affected areas of Kashmir, India', media fellows were engaged to raise awareness and initiate advocacy processes. The project aims to contribute to the lessening of conflicts through strengthened local governance and the promotion of affirmative civil society action for integrated development in Baramulla and Bandipora districts in Kashmir. Vulnerable communities were mobilised to increase awareness on socio-economic, political, and human rights and the protection of the affected population. A multi-stakeholder dialogue on human rights issues of local communities has been promoted.

Several international and national media houses are present in Jammu and Kashmir but they usually cover hardcore politics and everyday issues that concern rural communities usually take a backseat. The media fellowship aims to bridge this gap and was awarded to eligible young and passionate journalists for a particular period of time. As part of the fellowship, the journalists had to make short field visits, pick up real life stories, and conduct small research linking to the larger social development issues, local governance, and human rights. This field-based research was later published in the print media in the form of articles on pre-decided themes.

Lessons Learnt:

- Fellowships are a good way to engage with committed young journalists from the area, who understand local issues, sentiments and can feel the pulse of the people. They are deeper associated with local communities and their concerns than any outsider. They can link local issues with the larger national media.
- Local governments and district administrations respond well to local media coverage. Several long pending activities to redress local grievances were taken up.
- The fellowship programme promotes meaningful engagement with the community to reach to the root cause of development problems.

Challenges:

- One of the biggest challenges was the time factor as the project had to be completed within a short span of time.
- Women government employees, especially teachers were not forthcoming and conducting interviews with them was challenging. Some even refused and had to be replaced by others. In certain places, male community members (especially local village heads) tried to influence women's responses.
- Publishing articles on human rights issues in newspapers is often difficult, as papers are owned by corporate houses with political affiliations. Even if newspapers have no political affiliation, getting them to give space for human rights issues is not easy. This is particularly true for conflict areas – such as Kashmir – in India.
- Meeting government officials to get information was a major challenge during the fellowship period.

Details on fellowship stories were published in various local and international **publications**, e.g. Kashmir Images, Asian Mail, Kashmir Monitor, State Observer; **news websites**, e.g. Kashmir Dispatch and **blogs**, such as Kashmir Forum. Some stories revolving around the topic were published in international news websites like Global Press Institute and Women News Network. Some links of these are provided below:

<http://globalpressinstitute.org/global-news/asia/india/water-scarcity-kashmir-affects-women%E2%80%99s-education-health>

<http://story.indiagazette.com/index.php/ct/9/cid/701ee96610c884a6/id/843590/cs/1/+Afsana+Bhat,+Srinagar-+water+scarcity&ct=clnk>

<http://greece.angloinfo.com/news/default.asp?ID=4&Cat=4+Afsana+Bhat,+Srinagar-+water+scarcity&ct=clnk>

<http://feeds.bignewsnetwork.com/?sid=844233>

<http://story.africaleader.com/index.php/ct/9/cid/9d3b36ac41649d93/id/844220/cs/1/+Water+scarcity+story+-+Afsana+Bhat,+Srinagar&ct=clnk>

<http://feeds.bignewsnetwork.com/?sid=843585&ht=Water-Scarcity-in-Kashmir-Affects-Womens-Education-Health>

<http://www.up2datenews.com/water-scarcity-in-kashmir-affects-womens-education-health/>

<http://www.dailykashmirimages.com/news-panchayati-raj-panacea-for-rural-issues-16052.aspx>

3.12 Welthungerhilfe in Sierra Leone: Policy guidelines on large scale land acquisition

Ten years after the civil war, Sierra Leone is making a major push to attract large-scale agrobusiness investments, a push mired in controversy. Since 2009, it is estimated that more than one fifth of the country's arable land (1.1m ha) has been leased to mostly foreign companies for commercial-scale agriculture. The largest land acquisitions are intended for palm oil and sugar cane for ethanol production.

The government claims that investments will help boost exports and employment opportunities. But the drive towards large-scale agriculture, backed by the World Bank, and particularly its private sector arm, the International Finance Corporation, has been criticised by groups such as Christian Aid warning that social tension arising from large land deals could lead to a return of violence.

The Bo District Council held its first-ever annual retreat in February 2013. The purpose of the workshop was to look into the aspirations of the people meeting basic development needs examining the challenges. The retreat was organised by the Welthungerhilfe Food Security and Economic Development Programme in the Bo, Pujehun and Kenema Districts in collaboration with the Bo District Council.

During the course of the two-day proceedings, one of the concerns raised by the participants was the increasing trend of large-scale land acquisitions by foreign investors in the country. The District Council will have to ensure that such investments become *catalysts to end poverty* and not make the predominantly agricultural communities of the district even *poorer, eat fewer meals and take their children out of school*.

As a consequence, a consultation meeting was suggested to look more deeply into the issue. Civil society and the NGO community expressed their concerns. Basic principles had to be established to govern the process of large-scale foreign investments in agriculture, to meet the government's mandate to increase agricultural productivity especially among the Rural Poor. This consultation was once again a collaborative effort – of the Welthungerhilfe Food Security and Economic Development Programme, the Bo District Council, the District Office of the Ministry of Agriculture, Forestry and Food Security and Civil Society.

The two-day consultation brought together a cross-section of stakeholders ranging from Members of Parliament to farmers' representatives including representatives from the District Council, civil society, paramount chiefs, Food and Agriculture Organisation and NGOs. The first day's deliberation was comprised of presentations and inputs of persons closely involved with current land acquisition issues, law, and policy in the country, followed by discussion and debate. The focus of the second day was on outlining the different roles of stakeholders in the process of land acquisition. Principles and processes to be followed by the Bo District Council were discussed to ensure that large-scale agricultural investment in the district would be made in a responsible manner, enhance food security, and establish mechanisms to translate these principles into concrete action. In addition, traditional leaders were advised not to enter into unilateral agreements with investment companies without engaging the landowning families in consensus discussions.

The workshop was only the first step towards ensuring that food security in the district was not adversely affected as a result of large-scale agricultural investment. It is now the responsibility of the District Council along with the committee formed to take the process forward, finalise the policy and urgently legislate for its implementation. The committee was given power to co-opt any other members they found suitable. They included a representative of Bo District Council, representatives of Paramount Chiefs, the Chairman of the Committee on Agriculture, Forestry and Food Security, Members of Parliament of Bo District, the District Agricultural Officer, representatives of the civil society in Bo District. A legal practitioner, a representative of the National Farmers' Association and Welthungerhilfe, Green Scenery and the

Environmental, and Social Officer of the District Council were co-opted as members of the committee.

During a period of four months the committee members met and drafted the policy guidelines based on the existing guidelines of the Sierra Leone Investment and Export Promotion Agency (SLIEPA) established in 2007 to facilitate investment and improve the business climate in the country, Sierra Leone Guidelines for Sustainable Agriculture and Bio-energy Investment, which are national version of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security, the guidelines of the Ministry of Agriculture, Forestry and Food Security and existing legislation. At the end, the draft covered the institutional and the operational frameworks, which consist of eleven basic principles for responsible agricultural investment.

Challenges during the drafting period were few and mostly related to the motivation of participants to meet and complete the assigned tasks for the next meeting. Participation was an additional task without direct remuneration for the participants.

The guidelines are ready for endorsement by the District Council. Before this will happen, the District Council intends to organise a meeting of all the fifteen Paramount Chiefs to present the guidelines and to make sure their concerns are met.

BASIC PRINCIPLES UNDERPINNING RESPONSIBLE AGRICULTURAL INVESTMENTS

The basic principles for responsible agricultural investments are defined as below:

1. Ensuring transparency and good governance
2. Consultation and participation of all those materially affected
3. Enabling environment
4. Empowerment of the communities
5. Respect rights of people over land and resources
6. Ensuring food security
7. Appropriate benefit sharing mechanisms put in place
8. Responsible agro-enterprise investing which respect the rule of law
9. Social sustainability with investments generating desirable social impacts and which do not increase vulnerability
10. Environmental sustainability through sustainable use of resources and mitigation/ minimisation of negative impacts
11. Compliance with existing laws and policies

3.13 Civil Society, Capacity Building, Partnership: Concern's Journey 1998-2013

Concern's goal is the elimination of extreme poverty. Civil society strengthening is a means to that end.

According to Concern's policy, Capacity Building is seen as a systematic approach of continuous learning to improve the ability and capacity of civil society organisations at different levels to make the most effective and efficient use of human and financial resources and achieve their objectives in a sustainable way.

Concern as an intermediary assists civil society organisations to assess their own skills and capacities and facilitates the capacity building process. It is a painful journey but worthwhile the effort, if basic values are shared and partners don't lack willingness to change and ownership.

The programme design has to include partners – a tricky process with many hurdles. Its success is partly determined by the way partner organisations are identified. Partnership is further determined by the quality and depth of the relationship rather than by what type of organisation it is or the agreement signed.

So, 'What is Partnership' then? Concern provides three simple principles to adhere to:

*Stop artificial boxing of relationships.
All relationships have value.
Invest more in 'strategic' or 'ideal' relationships.*

Local NGO partners be eligible for funding, if they ...
*can show they are trustworthy
can show they are analytical of context and poverty
can show results
can demonstrate strategic planning.*

They'll ...
*need to become part of consortia funding
probably need to show some level of scale
probably need to be able to show technical expertise (funding streams often sectoral/technical)
definitely need to work with complementary actors in local civil society, such as researchers, media or technical specialists.*

Those who enter into cooperation with Concern can be assured that assistance other than financial and capacity development will be just as important. Strengthening partners' presence at local and international levels will be advantageous for their organisational development and may even lead to new funding sources.

According to the Community Development Resource Association, there are three principles that lie behind good practice:

- Development and the will or impulse to develop is natural and innate
- Development is complex, unpredictable and characterised by crisis
- People's own capacity to learn from their own experience is the foundation of their know-ledge and development.

Development is held in relationships.

Concern's final thoughts on civil society strengthening:

- Focus on empowerment of poor people
- Build on existing structures
- Look holistically at organisations
- Base on analysis of problems, power and change
- Use motivating and participatory approaches.

Or more briefly, Concern's suggests

Reality not Theory

Vision not Dogma

Outcomes not Outputs

3.14 Partnerships: Policies, Principles, Realities – Helvetas Swiss Intercooperation

Helvetas deals with different kinds of partners who can be primary stakeholders (direct beneficiaries), funding partners (multi-, bi-lateral donors or (I)NGOs) or private and collaborative partners (operational or strategic partnerships).

*Partners are **change agents** in their own rights*

*Helvetas promotes **pluralism***

*Helvetas projects are based on a **multi-stakeholder approach***

It is crucial to leave behind a stronger civil society with a range of organisations and institutions empowered to articulate the problems of their constituents. This means that these organisations and institutions deliver services, are able to mobilise resources and advocate for policy change.

- Helvetas partnerships are inspired by shared vision, high quality and mutual respect
- Building partnership differs from finding the right partner: engage in an open and transparent process, rather than ticking off a checklist.
- Power imbalances are made explicit.
- Helvetas fosters transparency and accountability in partnerships.
- Helvetas is committed to long-term adaptable and flexible collaboration.
- Helvetas and its partners learn jointly and build competencies to create social value.

What do these principles mean in practice? How can they be applied and what are the challenges?

At the organisational level, Helvetas has identified four key themes for advocacy: Water and Sanitation, Food Security, Fair and Sustainable Trade, and Climate Change.

Future political engagement should be intensified around these four themes – in Switzerland as well as at the international level.

These key themes were identified due to evident needs in partner countries, professional competence in-house, the political relevance in Switzerland and at international level, as well as the potential for positive change.

At country programme level there is considerable variety of issues local collaborators advocate for together with local development partners. These issues are usually closely related to the implementation of concrete projects.

At the same time, in many partner countries, the space for civil society engagement is increasingly getting under pressure. This may not be so serious for INGOs – but it can have serious implications for local development partners.

This may explain why in a recent mapping of all ongoing advocacy initiatives within Helvetas, numerous processes were identified aiming at the creation of an enabling environment for civil society in general, and for local development partners in particular.

This ranges from general debate on the role of civil society organisations and communities to specific measures such as budget transparency, government accountability, or public consultation processes in the course of legal reforms. Thus, this kind of advocacy can be seen as a kind of prerequisite for advocating on all the other themes mentioned before.

Consequently, Helvetas considers **governance and an enabling environment for civil society a crosscutting theme** for all advocacy activities.

How does this affect local partnership? First of all, at country level, Helvetas acts as a facilitator for local development partners and does not advocate in its own right – with few exceptions. As INGOs enjoy a certain degree of protection, Helvetas has preferential access to many

government and donor institutions, and sometimes better opportunities to establish links with international forums and policy processes. In terms of advocacy, it is their primary objective to open doors for others and create a safe space for dialogue between the state, civil society, and, if needed, the private sector.

At the same time, and to make sure that partners can make best use of upcoming opportunities, Helvetas builds their capacities for effective advocacy.

How to deal with risks. The World Map of the Enabling Environment Index demonstrates clearly that advocacy and policy dialogue are often related to considerable risk – in particular for local collaborators and partners. Therefore, Helvetas invites to begin a debate on the risk issue: How much can be expected from local partners and how much risk are they willing to take? How much risk do INGOs take themselves?

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<http://www.partizipation.at/medium-groups.html>