



Where is the Path Leading Us?

Workshop on Strategic Partnership from
26 to 30 November 2012 in Berlin

Imprint

Bread for the World - Protestant
Development Service, Protestant
Agency for Diaconia and Development
Caroline-Michaelis-Straße 1
D-10115 Berlin, Germany
Phone: +49 30 65211 0
E-Mail: info@brot-fuer-die-welt.de
www.brot-fuer-die-welt.de

Author Julia Große, Heiner Knauss

Editing Jörg Jenrich

Responsible Thomas Sandner

Layout Jörg Jenrich

Cover Photo Michael Klein

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Preface

It was during a partner-consultation of Bread for the World and Protestant Development Service in September 2011 in Berlin, when some of the invited representatives of partner organizations came up with a plea to further develop our relations from project partners to what then was called a “strategic partnership”. The idea behind this demand is convincing: More and more of the issues we deal with and problems we are confronted with have a global relevance and can no longer be looked at from a geographically limited point of view: climate change, land grabbing, the food crisis, world-wide exploitation of resources, privatization of the commons, threatened human security and migration are but a few of these issues. Sustainable lifestyles, gender justice, the growth-crisis and the widening gap between the rich and the poor in many countries of the world are equally of concern.

The new organization Protestant Agency for Diaconia and Development, composed of Bread for the World, Protestant Development Service and Diaconia Germany is one of the biggest NGOs in Europe and will have to redefine its role as a global player – albeit a very small one. At the same time, the uncertainty is growing within northern societies about their future in an ever smaller and endangered world, and questions are being asked as to which way to go in order to live and survive in dignity. Therefore in September 2011, when some of the partners were in Berlin, the time was right for these partners to challenge the traditional roles of “donors” and “recipients” as defined by the old project-partnership relation.

In past years, partners of Bread for the World and Protestant Development Service together with each of these organizations have successfully implemented what was called “One World Projects”: a first step on a new path. The time had come to think about something even more profound and to discover whether structural changes in the relation between Bread for the World – Protestant Development Service and its partners (e.g. advisory groups, regular strategic conferences) could be achieved.

Therefore nine partner-representatives were invited to a one week workshop in Berlin from 26th to 30th November, 2012 in order to discuss possible new steps towards a future Strategic Partnership between partners and Bread for the World – Protestant Development Service, and to come up with

a detailed proposal for the next steps. The process and results of this workshop are presented in this document.

We hope that the ideas and proposals elaborated during the workshop will fall on fertile ground and help the new organisation to intensify its co-operation with partners worldwide in order to contribute even more effectively to overcoming crises that are more and more of a threat to humankind.

Berlin, April 2013

Prof. Dr. Claudia Warning
Director International Programs

Executive summary

“Strategic Partnership” was the starting point when nine partner representatives from Brasil, Georgia, Kenya, Malaysia, India, Palestine, the Philippines and Zimbabwe met in Berlin from 26th to 30th of November, 2012. The task before them was to find out whether such new concept of cooperation was valid at all, how it could be described and how it could become operational. Would it make sense to complete the traditional project-based cooperation by something, which would even more explicitly emphasize the worldwide and commonly agreed upon objectives of committed faith based and secular NGOs in many different countries: a shared struggle for justice, peace and integrity of creation in order to increase the effectiveness of the cooperation?

The answer was “yes”, and during the conference the partners argued in favour of and described a new form of relationship between themselves and the new organisation. They asked for a more intensive cooperation that would lead to a permanent consultative dialogue where questions and answers would be shared in a reciprocal manner on the basis of equality and in a relation of mutual accountability. This would also facilitate the joint planning of “One-World-Activities and Programs”, integrating project- and Lobby-activities. “Strategic Partnership” was deemed necessary in order to tackle the ever more urgent problems confronting humankind and life on earth and to do justice to the mandates of religious and secular NGOs worldwide, especially as NGOs are not an aim in themselves but entrusted by their respective constituencies in order to help overcome exploitation, violence and injustice, which billions of poor women, men and children suffer from worldwide

Partner-Representatives present in the workshop asked Bread for the World - Protestant Development Service to establish what they call a „Global Reference Group“ which would meet once in a year to discuss the partners’ and the new organization’s work, to explain the partners’ strategies, ask for the new organization’s strategies and to plan common activities. Priority issues to be dealt with would be climate change and ecological degradation, land grabbing, human security and dignity, gender issues, renewal of cultures and values, among others. A debate on the dominant development paradigm and it’s necessary redefinition would also become an important part of the

agenda. (For the mandate of the Global Reference Group see Annex 3.)

The argument to start a joint effort lies in the fact that world threatening problems are not exclusively to be found in “developing” countries but are often caused by the “North” where respective changes must take place. Addressing worldwide problems requires more than financial or personnel transactions and professional consultation. Furthermore possible solutions are not enshrined by one or two dominant cultures only. It requires the wisdom and the experience of the many in order to find a possible path towards a just, participatory and sustainable society.

This report reflects what was discussed and recommended during the Partner-Consultation at the beginning of Bread for the World - Protestant Development Service work in Berlin.

Monday 26 November

Breaking new grounds

Welcoming the participants

Claudia Warning, board member of Bread for the World - Protestant Development Service, welcomed the participants who were drawn from all continents of the world. Nine partner representatives out of about 2000 partner organisations were invited to the workshop.

The participating partner representatives were:

- *Maha Abu-Dayyeh*, director of the Women's Center for Legal Aid and Counseling (WCLAC) in Jerusalem,
- *Joi Cariño*, Team Leader in Indigenous Peoples' Centre for Policy Research and Education in Baguio City, Philippines,
- *Cheng-Kooi Loh*, Executive director of Women's Centre for Change in Penang, Malaysia
- *Bether Juma Kokach*, Regional Director and CEO for Eastern Africa Collaboration for economic, social and cultural rights (EACOR) in Nairobi, Kenya,
- *Iulia Karashvili*, Leader of IDP Women Association Consent in Tbilisi, Georgia,
- *Sushant Agrawal*, Director of CASA, Church's Auxiliary for Social Action in Delhi, India,
- *Candido Grzybowski*, Director of the Brazilian Institute of Social and Economic Analyses (IBASE) in Rio de Janeiro, Brasil,
- *Andrew Mushita*, Director of Community Technology Development Trust (CTDT) in Harare, Zimbabwe.
- *Satheesh Periyapatna*, Director of Deccan Development Society (DDS) in Bangalore, India.

Claudia Warning expressed her gratitude that the partners were willing to come to Berlin to discuss a Strategic Partnership.

During the Partner Conference in September 2011 the concept of a Strategic Partnership was already addressed, but unfortunately there was no time to discuss it in detail. On these grounds she was very much in favour of organising a workshop among the partners which would be exclusively dedicated to this issue and could be seen as a continuation of the previous conference.

In the current situation where different world-wide crises are occurring that cannot be attributed to specific countries and whose effects are not restricted to individual regions in the world, it is absolutely necessary to carefully analyse the global situation, rethink mutual activities and redefine the development paradigm. Claudia Warning emphasised that everyone present and their organisations have a huge responsibility for "our common world" and therefore ways and means of cooperation must be discussed together in an overarching common dialogue. This also implied the need for learning from and listening to partners regarding content and direction of future work and the role of partners in the structure of the new Bread for the World, Protestant Development Service and Diaconia organisation.

Entering the path

Heiner Knauss, who was given the mandate from Claudia Warning to invite partners for the workshop, referred in his introductory remarks to the multiple crises the world is facing and the obstacles to change and transformation: different cultures create different perceptions of reality; globalization is executed according to economic interests of individuals and rich societies, which marginalise human rights and the living conditions of poor societies. Bread for the World - Protestant Development Service as a western organisation is bound to the rationality and values of that society, but at the same time cooperates with partners of very different cultural backgrounds. Currently the north-western society is experiencing a time of crisis and it is obvious that its concept of growth, acceleration, exploitation and privatisation is not able to respond to the problems of threatened natural re-

sources, worldwide. Therefore, there is a chance for a permanent critical, creative and innovative dialogue with partners worldwide who have been through crises and thus have more experience in dealing with them. Such dialogue can considerably enrich and change the thinking and the actions of the new organisation. This situation can be seen as a starting point of a new kind of partnership and a change in the pattern of co-operation.

He also stated that the workshop was to serve as an exchange platform among invited partners without a fixed agenda. The goal was to clarify “who we are, how we could be and how we could design our future cooperation”. This process would take place against the background of the one-world-situation.

The first Steps

The facilitator of the workshop, Roland Fett, asked the participants to introduce themselves and their organisations. This presentation crossed-over seamlessly to the description and presentation of their expectations.

The baggage for the journey - Conceptions of the common way

The participants emphasised their active role and their wish to take a creative position in the future co-operation. They understand themselves to be important stakeholders and representatives of the grassroots organisations that should provide the mandate for large organisations like Bread for the World - Protestant Development Service. The participants declared that the reason for this workshop and the wish for a common and shared dialogue is not based on their helplessness, but is a response to the critical situation in the world and their ability to share their knowledge as a precious and useful resource for the work of Bread for the World - Protestant Development Service.

In order to achieve significant change, the classic donor-recipient-relation must be overcome and

the dominant development paradigm challenged. The participants wanted to build up a common strategic vision for future co-operation and to elaborate a new model of Strategic Partnership that at the same time appreciates the positive achievements of the past.

Roland Fett and Heiner Knauss summarised the discussion points and combined them with the draft of the expected outputs that had been prepared before the start of the workshop. The following is the result:

- Participants as representatives of Partner Organisations have exchanged their views on present and future co-operation and relationship with the new Bread for the World - Protestant Development Service.
- Participants have developed precise ideas on how future co-operation as strategic partnership could be shaped.
- Participants have come up with recommendations for a future strategic partnership model and have shared these recommendations with Bread for the World - Protestant Development Service colleagues.
- Inputs for a motion to the board of Bread for the World - Protestant Development Service based on the workshop documentation are provided.
- Participants have experienced appreciation of their contribution.

As a follow up to the workshop Heiner Knauss will prepare a motion to the board based on the discussions and inputs of the partners. Participants of the workshop will have the opportunity to read the proposal prior to its submission and to intervene to ensure a high level of transparency.

Finding a common direction

The facilitator then entered into a Goal Chat to concretise the expectations of the partners. In two

small groups everyone was asked to answer the following questions:

- What is fascinating about the perspective of a Strategic Partnership?
- What should happen this week to make your involvement worthwhile?
- What would be a first sign during this workshop that shows you that you are on the right track to reach your goals?

The fascinating aspects were the taking into account of perspectives from the North as well as from the South and addressing worldwide poverty in its different manifestations in a holistic manner. The partners were attracted by the opportunity to influence Bread for the World - Protestant Development Service in a consultative manner. This meant the accentuation of a horizontal dialogue account of a vertical dialogue to facilitate building together a strategic direction as a starting point for change.

Exciting was also the willingness to pursue mutual learning, mutual accountability, mutual responsibility for a longer-term view, and having a joint evaluation of the work. The partners interpreted the Bread for the World - Protestant Development Service merger as an opportunity to find and establish mechanisms to develop such processes of formulating strategies together.

The participants wished to elaborate a definition of a Strategic Partnership and to develop a concrete and long term model as well as mechanisms for its implementation. The partners felt it was worthwhile attending the workshop because of the need to work together to create a synthesis of different perspectives and experiences in order to design a collective plan of action.

To reach the common goals it was seen as important to agree on the work to be achieved on the first workshop day and to take time to evaluate what had been done as well as to evolve mile stones for future cooperation. It would be crucial to share

common opinions about the concept of a Strategic Partnership and to affirm the willingness for a commitment to work on it. But that willingness would need to come from both sides, which meant that also the organisation Bread for the World - Protestant Development Service needed to be serious about the workshop results at the end of the week and its recommendations.

Collecting themes and issues

After these first guiding questions the group went one step further along their common path and visualized its understanding of the Strategic Partnership in the present context using a giant mind map. The group highlighted four basic points for the common path:

- A Strategic Partnership should go beyond Project Partnership and therefore represent a new model for building strategies together and for a platform for dialogue with equal rights. It demonstrates a new paradigm of co-operation that accomplishes a shift in the actual relationship between donor and recipient. This shift is necessary because the global challenges are no longer only perceptible in the South, but also noticeable in the North, and of decisions taken in northern countries are executed in the South (e.g. industrial fishing and mining).
- Methodologically Strategic Partnership implies the use of new instruments and policies on the basis of the debate among partners with equal rights. This opens the way for listening to the lived experiences of the South, e.g. from indigenous people and grassroots organisations, which leads to a horizontal instead of a vertical dialogue. It is important to redesign the structure of the co-operation by acknowledging that both sides are able to give and that contributions from donors and recipients are indispensable if real transformation is to take place.
- A new model of a Strategic Partnership should contribute to a shift in the dominant development paradigm. The current paradigm is mainly

about economic results and less about empowering the people and facing the dominant groups, it is always about growth and not about distribution. By working with each other and sharing resources and knowledge it will be possible to deconstruct the term development and challenge the recent universal paradigms by local and normally invisible experiences, cosmologies and knowledge. It can be seen as a possibility for an intervention into the actual political work in development co-operation.

- Regarding the purposes and issues of the Strategic Partnership it is necessary to expound the problems of global power-relations and to build up the awareness and consciousness of the imbalances of economic benefits and living conditions in the world-system. Possible issues could be: Environment; economic, social and cultural justice; poverty and gender equity. Those issues are global issues, although with different local manifestations and peculiarities. For an alternative model of development local experiences are needed to initiate a dialogue in order to reach a new development agenda that is “Pro people”, “Pro poor” and “Pro integrity of creation”.
- The values and ethical principles of the Strategic Partnership will be inspired by the different perspectives and experiences of the partners with regard to respect for human rights, respect for nature and bio-diversity, peace-building processes, etc.. A common mission, common methods and a common understanding of the approach needs to be elaborated.

for the implementation. Concrete issues needed to be placed on the table in order to formulate a strategy.

The group finished off the day with a common dinner to have time to get to know each other and chat in a casual atmosphere.

Planning the next steps

The participants appreciated the very pleasant atmosphere for getting to know each-other, and in reviewing the first day found it to be very fruitful for collecting ideas and elaborating a common starting points in order to work out a clearer structure,. This would be needed for the second day. The participants planned to summarise their ideas, to identify priorities, to draw concrete definitions and to make a draft of a possible process

Tuesday 27 November

Concretise the new direction

On the first day the group questioned the status quo of dominant paradigms and universal concepts of “development” and economic fundamentalism. Participants discussed the direction of change and the necessity to build a North–South–Alliance to face common world wide problems together. The idea for the second workshop day was to develop concrete strategic directions as well as principles and values for the common path in order to be able to hand in a long-term plan, not just to make a statement, have it filed and forgotten about. Partners proposed that guiding questions be elaborated to concretise their thoughts.

The guiding questions were as follows:

- What is Strategic Partnership and why engage in it?
- What are the core elements?
- What are the priorities to be dealt with?
- How can we create a model of a Strategic Partnership Forum?

The facilitator then divided the group into two smaller groups to work together on those questions while using the discussed points of the day before as background material.

These are the main results of the group work:

- The reason why a Strategic Partnership is necessary lies in the new world realities of today that call for a change in co-operation: new dimensions of poverty in the South and the North, the increasing force of the corporate market controlling the commons, restricted access to and the private appropriation of the commons, the problem of the unequal distribution of resources (not lack of resources!) and a huge democratic deficit in many countries of the world. At the same time there is a crisis of the dominant development model that must be overcome. A Strategic Partnership is able to challenge existing private, political and governmental powers and can offer an alternative to the existing development paradigm as well as functioning as a pressure group for positive change, transformation and prevention. It should work as an additional instrument to project partnership and should not be understood as a replacement. A Strategic Partnership is a model that esteems the non-material resources of the South as equally important to those in the North and therefore changes their perception. The shared resources in a Strategic Partnership will consist of different perspectives, experiences, approaches, methodologies, cosmologies and knowledge. It will enable the partners to have more autonomy and give more voice to social movements from the South when it comes to decision making on the donor’s side.
- The core elements of a Strategic Partnership are mutual accountability, reciprocal responsibility and commitment and a sharing and nurturing of resources and diversity. Another fundamental principle is equity, which means that there is no power hierarchy among the partners or in relation to the donor, and strategies will be decided together in a participatory manner. A Strategic Partnership is characterised by a strong networking of partners, which presupposes a common political will and commitment as well as a synergetic basis of co-operation among Partners and Bread for the World – Protestant Development Service.
- Priorities should be based on the linkage between global and regional issues. A Strategic Partnership will address issues that are local, but have universal importance, e.g. the ecological crisis and climate change. Churches have the moral responsibility and the power to address problems such as social inequalities and injustice as well as poverty: problems whose root-causes are often set in the North and whose consequences are felt world-wide must be confronted in a co-ordinated way by all parties involved. A Strategic Partnership provides the opportunity to ensure that local voices get heard and to expose local struggles which improves the recognition of the identity of grassroots-organisations. This kind of strategic alliances



Photo: Michael Klein

gives also the opportunity for capacity building to face corporate and national state powers. The challenges of a Strategic Partnership are seen in the present political culture that decides on which actors are more important than others, in existing power relations and therefore dependency structures as well as in the strong thinking in units of nation-states, in the dominant colonial language and the low opinion of other cultural conditions among partners and the societies they live and work in.

- The partners can imagine a permanent reference desk in the EWDE that is in contact with the partners as kind of a secretariat. The Board of Directors (BoD) will be obliged to listen to the outcomes from this secretariat. This reference desk would be staffed in a rotating manner, and the work would be issue-based and have clear terms of reference. The precondition to creating new mechanisms for discussion is the recognition and acceptance of these within Bread for the World - Protestant Development Service.

Wednesday 28 November

First steps on the new path

The third day of the workshop started with a devotion by the Moravian church in the entrance hall of the new building of the EWDE. Cornelia Füllkrug-Weitzel, head of the Executive Committee Bread for the World - Protestant Development Service, presented the partners to the colleagues and expressed her appreciation for their contributions to the workshop. Sushant Agrawal, Director of CASA, India, conveyed the group's gratefulness for the invitation from the Bread for the World - Protestant Development Service to attend the workshop.

After the devotion, the workshop continued by reviewing the results of the previous day which had been summarised and distilled by Roland Fett and Heiner Knauss to extract the essential elements. These elements provided the basis for the day's work. In a mutual exchange partners complemented the information, filled the gaps where certain points were missing and modified certain expressions. Setting aside enough time for this was very important, because this work formed the core of the Motion to the Board.

The results of the discussion were as follows:

What is Strategic Partnership and why engage in it?

- Strategic Partnership is not a replacement of project partnership, but a new model of co-operation beyond project partnership.
- Strategic Partnership is about local and regional issues with global consequences.
- Strategic Partnership is about strategic responses to world-wide challenges like climate change, growing social injustice and privatisation and commodification of commons, concentration of power, environmental degradation, militarisation and loss of cultures, values and human security, worldwide.
- Strategic Partnership is about searching for an alternative development paradigm.

- Strategic Partnership is about the sharing and nurturing of resources between partners and Bread for the World - Protestant Development Service.

What are the core elements of this Strategic Partnership?

- Institutional political will and commitment to Strategic Partnership of all parties involved.
- Equity, mutuality, reciprocity, diversity.
- Strategic action for positive change: "To do together what we can not do alone", on the basis of shared values and goals.
- Remind churches about their responsibility to address social inequality and injustice, worldwide.
- Multilateral dialogue (South-South, North-North, North-South), shared responsibilities, joint strategy formulation.
- Commitment to peace and human dignity.
- A permanent process.

What are the objectives?

- To influence and take part in the process of the strategy-building within Bread for the World - Protestant Development Service
- Create a permanent forum for strategic thinking on "co-operation and partnership among us", interacting with the Board of Directors of Bread for the World - Protestant Development Service and with a reference desk as a secretariat.

What are the priorities to be dealt with?

- Mitigation of and adaptation to climate change and ecological degradation.

- Land degradation and land grabbing
- Militarisation of peace and development.
- Enclosure and commodification of commons.
- Human security and dignity.
- Renewal of cultures and values.
- Use of a gender lens when dealing with all these issues.

How can we create a model of a Strategic Partnership Forum?

- Commitment and openness to learn from each-other.
- Clear mandate of the GRG: to be concretised.
- Learning from the good experiences of the past.
- Mandate: assess on a regular basis the scope of work and achievement of the objectives of the Strategic Partnership

Excursion

In the afternoon the group was invited to leave the conference room and to visit the Berliner Tafel e.V. which is an alternative remedy to the existing food surplus and our throwaway society. It is a collective of approximately 600 activists who work together to collect surplus food which is redistributed to those in need.

The work of the Berliner Tafel e.V. is based on three pillars:

- Social service facilities, counselling and support centres of all types are supplied with food,
- Berliners receive food at parish distribution points for the price of one Euro per week, the campaign is publicised through participating churches as well as the rbb radio and television networks ,

- The third pillar reaches out to children and teenagers completely independent from their parents' income or social status.

At the beginning the Tafel was only a movement in Berlin, but now after almost twenty years it operates all over Germany with more than 900 "Tafeln" and can be acknowledged as one of the biggest social movements in Germany.

The Berliner Tafel e.V. is a very interesting example of a civil society organisation elaborating a strategy to deal with the lack of a just food distribution and therefore contributes to the coping mechanisms of the poor in a western society. It demonstrates that there are ways of undermining the dominant concepts of economy and trade. It complements and enriches the agenda of the workshop, because it shows that also the North has to deal with problems regarding poverty, the unequal distribution of income and a lack of governmental assistance.

Dinner with Claudia Warning

In the evening Claudia Warning invited the participants for dinner to exchange ideas in an informal space. The partners appreciated having the opportunity to talk with Claudia Warning in a more casual atmosphere.

Thursday 29 November

Preparation of the presentations

This day offered space and time to prepare the presentation of the results for the next day which means that the group also had to elaborate outstanding issues and gaps in the concept. In order to find adequate forms for the presentation the partners discussed what exactly they would like to achieve during the presentation. They agreed that it would be important to achieve excitement and interest among the staff and to give concrete proposals for implementation and propose measures such as the establishment of a secretariat that would work responsibly on the consolidation of new forms of dialogue between Bread for the World - Protestant Development Service and partners worldwide in order to get the project moving forward. Furthermore the partners decided to augment their presentation by providing handouts of a "Concept Note for Strategic Partnership" and of a clear mandate for the Global Reference Group.

The next step was to form working groups: One group would be the drafting committee which would elaborate the draft "Concept Note"; the second group would formulate the clear Mandate and the mode of working of the Global Reference Group and secretariat.

In order to give the partners a sort of a plot/direction for their work the facilitator presented the Gleicher's formula - a scientific approach to change. This formula provides a model to assess the relative strengths affecting the likely success or otherwise of organisational change programs. It is a simple tool that gives a quick impression of the possibilities and conditions to change an organisation.

$$R < D \times V \times F$$

Three factors must be present for meaningful organisational change to take place:

D = Degree of dissatisfaction with the current situation

V = Vision of what is possible;

F = First, concrete steps that can be taken towards the vision

If the product of these three factors is bigger than $R = \text{Resistance}$, then a successful change is possible. Strategic Partnership could gain influence on V and F .

To ensure a successful change it is necessary to use influence and strategic thinking in order to create vision and identify those crucial, early steps towards it. In addition, the organisation must recognise and accept the dissatisfaction that exists to identify the necessity for change.

With that formula at the back of their heads the group sessions started.

After lunch the two groups presented their results and the documents which they would distribute to the colleagues the next day and which would form the basis for designing the future Strategic Partnership (see annex).

Next the group decided about the form the presentation should take. The partners preferred not only to present the documents, but also the process and different steps that led to the results, in order to illustrate the discussions that took place during the workshop and to provide an understanding of the participatory and open-minded dialogue which had taken place. They decided on a presentation which would capture the participants' attention, and highlight the new elements of the concept while at the same time sharing the process which led to its development.

Friday 30 November

Roads grow out of going down them!

Presentation and feedback session

Approximately thirty colleagues from Bread for the World - Protestant Development Service attended the final presentation of the workshop results. After a short introduction by Heiner Knauss and Roland Fett, Sushant Agrawal presented the commonly elaborated concept of a Strategic Partnership on behalf of the group.

He stressed that the invited group of partners who were working over the week represented diverse experiences of local struggles from different regions of the world that can all commonly be linked to global issues. He continued by stating that diverse local struggles are also joint struggles because they are related to the recent global crises, such as food, social and climate crisis, that all have worldwide relevance. A Strategic Partnership stands for a manifestation of a joint struggle, the recognition of a common responsibility and therefore a shared vision for collective action at the global and at the local level.

This new kind of Partnership can be seen as an enhancement of a project partnership and consists of a multilateral and continuous dialogue between and among the North and the South, developing a joint strategy that leads to commonly agreed upon, coordinated and simultaneously implemented activities in northern and southern parts of the world. With its focus on worldwide environmental and economic justice, redistribution of goods and services, gender justice and peaceful conflict resolution, it can be seen as an alternative to today's dominant growth-bound development-paradigm. The characteristics of the Strategic Partnership are the admission of interdependence between North and South and East, the common political will for transition and the commonly shared fundamental principles and values.

The priorities will be based on emerging issues which are linked to a local and global scale that includes not only human life but also nature and the environment. An important goal is to influence and to take part in the process of the strategy-building within Bread for the World - Prot-

estant Development Service. In order to achieve these goals the establishment of a Global Reference Group (GRG) as a think tank without administrative power will be necessary. The concrete mandate of the GRG will be to accompany the BoD in strategy building in the context of annual consultative meetings to discuss and recommend on objectives, together with the opportunity to invite Heads of Departments, Desks and Desk Officers to have a joint exchanges with the GRG.

Discussion in plenum

The Bread for the World - Protestant Development Service colleagues who were present appreciated having the partners share their vision and honoured the work they had done over the week. At the same time there were questions and comments relating to the integration of the proposals into the day to day work of the organisation. Because the partners are in a multiplicity of networks and linked to many more organisations, colleagues envisaged there might be organisational and administrative problems. This led to the second question: There could be a challenge to inform all the partners about what Bread for the World - Protestant Development Service is doing on the political level and to keep them informed all the time. How can we work on that exchange gap? Another big question was raised regarding the innovative part of the concept: There already exists discussions that take into account regional and global levels, what exactly are the new elements here? And what exactly does it mean to change the donor-recipient relationship?

In response the partners argued that it is important to reveal a larger context through the sharing of perspectives and therefore also to act as a mirror to the Northern and Western context of Bread for the World - Protestant Development Service. By proposing a constantly working think-tank the group aims at an elaborated long-term linkage between partners and the organisation which is a unique feature in order to confront commonly shared global concerns. The Global Reference Group is not meant to intervene in the day to day

work, but wants to intensify the dialogue between partners and Bread for the World - Protestant Development Service with a concrete structure and in a participatory and inclusive manner. The new approach is exactly that: A body that would ask the Board questions. The difference to other networks and linkages is a wider basis around themes and issues as well as values and principles. The innovation is a dialogue with the BoD but also a regularly exchange platform among the partners.

The world is becoming more and more complex, that is why it is so important not only to discuss that complexity, but also to build up structures that reflect the changes and necessities in everybody's work. The recent discussions about the relationship between regional and global levels have not yet been thought through together in depth between Bread for the World - Protestant Development Service and their partners and is therefore often bound in ones own reality and rationality. The workshop was a first step to a new approach.

Because of the common responsibility it is absolutely necessary to exchange ideas horizontally and vertically in order to diminish the information gap. This leads to a change in co-operation, because partners do not only have the role of being in need and making proposals with the Bread for the World - Protestant Development Service which in turn grants the funding. A Strategic Partnership would transform that model where funding is the basic element into a model at "eye level" of mutual giving and receiving for the sake of more effective transformation. Resources would not only be material resources anymore, but also knowledge and perspectives from the South and the East that influence the decision making processes in the North.

Closing remarks

Claudia Warning was very pleased with the presentation and the potential for a new drive that would come from a Strategic Partnership. She went on to say that the Bread for the World - Prot-

estant Development Service as a huge organisation and as such needs to be rooted in reality and must have shared values and perspectives with partners. Proper advice and outside experiences are needed that constantly challenge the status quo of the organisation. She stated that often we are occupied with our day-to-day routine and therefore need an extra exchange which is not agenda driven, but where we challenge ourselves, and are challenged by others. She stressed that the partners have the strength to think out of the box and to challenge the organisation.

The Strategic Partnership is not a direct exchange, but a working group consisting of people with overall objects trying to work on recommendations and issues. Claudia Warning admitted that the work of Bread for the World - Protestant Development Service is driven so much by the day to day work that the organisation is grateful for the new offer, which is not uni-directional but based on a cross-fertilisation.

After describing the recent formal and informal relationships of Bread for the World - Protestant Development Service, she emphasised that an overall and consistent strategy is needed within the organisation that connects all the different units like regional desks, policy desks etc. Though there is a unit in Bread for the World - Protestant Development Service to deal with strategic management, we need the Strategic Partnership as a complementing source. There is a need for Bread for the World - Protestant Development Service to include perspectives from outside that challenge its work.

Closing session in the group

The partners were very satisfied with the presentation, because nobody rejected the idea. At the same time it helped to be confronted with questions and further enquiries in order to strengthen the argumentation and to reveal the elements that still needed elaboration. The Partners praised the positive statement of Claudia Warning and interpreted it as support for the idea of a Strategic Partnership and the Global Reference Group.

Due to the recent merger a lot of internal changes had taken place and discussions on how to position the new Bread for the World - Protestant Development Service are underway. Therefore the proposal comes at the right time. The right atmosphere is prevailing to change the huge administrative corpus and to transform the relation between the organisation and the partners into something more meaningful, given the challenges of a world in crisis. In future, further proposals must be elaborated that go beyond the GRG and that deal with the connection to the other levels of the organisation and not just the Board of Directors. The partners agreed that the workshop may have opened a window for a new way of co-operation in the future and that now the colleagues of Bread for the World - Protestant Development Service would have to think about the proposals and to assimilate the new ideas. The challenge will be to keep up the momentum. Once the Motion to the Board of Directors is handed in, the partners expect a response within a timeframe of six months. It will be important not to forget the concept in the intervening period and to continue to spread the ideas. An opportunity could be to further discuss this at smaller events in order to keep it circulating.

Outlook

By concretising the concept of a Strategic Partnership, a new way has been paved for co-operation, which includes the partners in the strategic debate. It remains open where this path will lead Bread for the World - Protestant Development Service and partners and how the new concept will be implemented. Partners hope that Bread for the World - Protestant Development Service will recognise the importance of the new model of partnership which would add more value to the relationships among each other and which reacts to global challenges.

Annex I

Introduction of invited participants

Maha Abu-Dayyeh

Maha Abu-Dayyeh is the co-founder and General Director of Women's Centre for Legal Aid and Counselling (WCLAC) located in Jerusalem and operating throughout the occupied Palestinian Territory (OPT). She is a long-time Palestinian feminist activist and thinker. Maha works locally in the (OPT) to address the complex political, legal, social, and cultural needs of Palestinian women. She also is engaged deeply in regional and international arenas where she advocates for not only Palestinian women, but also for all women worldwide to ensure full rights and justice, and to promote genuine security for all. Born and raised in Jerusalem, Maha Abu-Dayyeh is a recipient of the French Republic Human Rights Award (1998), and a recipient of the 2002 Ms. Woman of the Year Award. She served on the International Jury of the Body Shop Human Rights Award for two consecutive cycles and is presently acting President of Equality Now, an international human rights organisation dedicated to action for the civil, political, economic and social rights of girls and women.

Sushant Agrawal

I am Sushant Agrawal working with Church's Auxiliary for Social Action (CASA) in India since last 31 years. Presently I am the National Director of CASA which works in 24 states in India. CASA is official arm of Protestant and Orthodox Churches in India with a Mandate for Humanitarian Work, Development and Advocacy.

I have a postgraduate degree in Social Work from a Management Institute and conferred an honorary doctorate in theology. I am privileged to be part of many international committees over the past years. I was also the Moderator of ACT International and Co-Moderator of ACT Alliance till 2010.

Joji Cariño

Ibaloi -Igorot from the Cordillera region, Philippines. Team Leader of Indigenous Peoples and Biodiversity Programme Tebtebba Foundation (In-

igenous Peoples' Centre for Policy Research and Education) based in Baguio City, Philippines.

I have worked as an educator, campaigner and advocate on indigenous peoples rights over the past 30 years, starting with community struggles against the construction of the Chico River dams in the Cordillera, Philippines and more recently in global policy processes affecting indigenous peoples such as the World Commission on Dams, the Convention on Biological Diversity and the Nagoya Protocol on Access and Benefit-sharing; the Rio+ 20 Process and the Inter-governmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES). Some issues I have focused on in my work: cultural and biological diversity; indigenous and traditional knowledge; Indigenous Peoples' self-determined development; international standards on water and energy, large dams and alternatives; forests, extractive industries and corporate accountability.

Loh Cheng-Kooi

My name is Cheng-Kooi LOH (in short, Cheng) and I am currently working as the executive director of the Women's Centre for Change in Penang, Malaysia. WCC is a 27 year old NGO focusing on gender violence and gender equality. We provide counselling and shelter services for women in crisis especially on domestic violence and rape cases. WCC conducts community outreach for young students on child sexual abuse prevention and for teenagers on ICT cyber violence. At the advocacy level, we train medical students and nurses and recently public prosecutors to gender sensitise them on handling sexual assault victims and work with other NGOs on gender equality issues. I have been managing WCC for 15 years and still lots of things to do to promote gender equality in Malaysia.

Candido Grzybowski

Candido Grzybowski is a philosopher and sociologist. He has been the Director of the Brazilian Institute of Social and Economic Analyses (Instituto Brasileiro de Análises Sociais e Econômicas/IBASE) since 1990, one of the most influential or-

organisations in Brazilian civil society. He is also an active member of the organising committee of the World Social Forum and a member of the WSF International Council. Since that time he has been one of the pillars of this important world-scale civil-society event. Candido Grzybowski is former Professor of Sociology of Development at the Fundação Getulio Vargas, in Rio de Janeiro (1979-1991). He has a doctorate degree from the University of Paris (Pantheon-Sorbonne), France, and post-doctoral studies from the University College London, UK.

Kokach Bether Juma

I am a professional with both qualification and work experience in the areas of: human rights, gender, social programme management, organisation development (OD) including partnership development, lobbying and advocacy. Currently I am the Regional Director and CEO for Eastern Africa Collaboration for Economic, Social and Cultural Rights (EACOR). Our organisation is a regional NGO addressing Economic, Social and cultural Rights (ESCRs) in Eastern Africa. We focus on awareness creation, collaborative advocacy for policy change, and monitoring governments' compliance with the International Covenant on Economic Social and Cultural Rights. As an organisation we also collaborate, network and build partnership with other like-minded CSOs. At the personal level I am a wife, a mother of two (a daughter and a son) and a grandmother to one girl.

Iulia Kharashvili

I am leader of IDP Women Association "Consent", an organisation which was created by women displaced after war in Abkhazia in early 90s of the last century. We started as a group of volunteers, and now our organisation works in all regions of Georgia with high density of IDPs or ethnic minorities, also in regions affected by war and located close to conflict zones. In my past life (before displacement from Abkhazia) I was a researcher. My background is the faculty of physics. I was working in primatological center and my thesis was about immunodeficiency viruses of monkeys. The main

mission of our organisation is to increase human security of people affected by war. Now our organisation is working in several main directions: informal education, community mobilisation, free medical and psychological assistance to conflict affected people, advocacy for IDP rights, peace building projects, promotion of gender equality. Our staff is representing by both, women and men, and with different age people. Our mobile medical team goes to remote areas, where people have less access to medical assistance; our women and young leaders are working with their peers in regions; and we try to influence policy makers and to make their policy more humanistic and fair. I am married, have two sons - 30 and 27 years old. My husband is a medical doctor, paediatrician, but after war he has had no regular job and is helping also in our organisation.

Andrew Mushita

My name is Andrew Mushita from Zimbabwe and I work for Community Technology Development Trust (CTDT). I work mostly on aspects related to food security, community agricultural biodiversity management, environment policy and advocacy. The organisation has established another office in Zambia focusing on rural development and similar thematic areas of work. I have been working in these areas for the past 15 years at national, regional and international level. We have been partners of Protestant Development Service in the policy discourse arena and national level rural development initiatives.

Satheesh Periyapatna

I am one of the founder members of Deccan Development Society (DDS) and have led the organisation for the last 25 years. DDS' primary work has been with women from the most marginalised sections of the Society. Their status can be compared to the black women in USA during the era of slavery. Therefore DDS concentrated on building an organisation based on gender justice, environmental soundness and traditional knowledge. What began with food security as a focus emerged as an organisation to build sovereign communi-

ties on a cycle of autonomies: Autonomy over food production, Autonomy over seeds, autonomous healthcare, autonomous market and autonomous media. They have overcome their non literacy, poverty and social exclusion to significantly contribute to several national policies.

I am also the National Convenor of two major networks : Southern Action on Genetic Engineering (a South India wide network of over 60 organisations, scientists, farmers and consumer groups) and Southern Action on Genetic Engineering (SAGE) that has been working towards democratising the GE debate in the country and internationally. Millet Network of India MINI (an alliance of over 140 organisations of farmers, scientists, nutritionists, environmentalists and consumers) that works in 17 Indian states.

I have either initiated or been a key member of a number of networks on food security, participation, ecological agriculture and those networks fighting against genetic engineering, globalization, WTO, TRIPs and such other inequitable international treaties. Alliance for Democratising Agricultural Research (ADARSA) of which I am the South Asia Coordinator, has been working with small farmers in India, Nepal, Sri Lanka on how farmers perspectives should lead agricultural research. I have also initiated and convenes AP Alliance for Food Sovereignty and Alliance Food Sovereignty South Asia.

I was formerly the Chair of GRAIN, an international organisation working on Biodiversity; a member of the core group that steered India's National Biodiversity Strategy and Action Plan and is currently a member of the AP State Biodiversity Board and a member of the National Biodiversity Authority's Expert Committee on Agro-biodiversity.

I have written widely on food and farming in India particularly on issues of food sovereignty. I have co-authored many books including Food Sovereignty and Uncultivated Biodiversity in South Asia, Affirming Life and Diversity, Rural Images and Voices on Food Sovereignty in South India, Crops of Truth: Farmers Perception of Biodiversity.

I have scripted, directed and produced a number of films on the traditions in Indian Agriculture, Seed Keeping, NRM, Healthcare etc. apart from films on participatory methodologies. I have pioneered in setting up Community Media Trust in DDS which has produced a series of films on Bt Cotton, Genetic Engineering, Ecological Agriculture and related issues.

I have also been instrumental in setting up India's first Community Radio Station run and managed exclusively by dalit women.

Annex II

Contact information of participants

Name	Function	Organisation	Address	Website/Email
Maha Abu-Dayyeh	Director	Women's Center for Legal Aid and Counseling (WCLAC)	Iben-Sina St. No. 5, Sandouka Commercial Center Jerusalem, P.O. Box 54262, Jerusalem 91516, Israel	www.wclac.org info@wclac.org
Joji Cariño	Team Leader	Indigenous Peoples' International Centre for Policy Research and Education	1 Roman Ayson Road, Baguio City 2600, Philippines	www.tebtebba.org tebtebba@tebtebba.org
Cheng-Kooi Loh	Executive Director	Women's Centre for Change	Women's Centre for Change, 241, Jalan Burma, 10350 Penang, Malaysia	www.wccpenang.org wcc@wccpenang.org
Bether Juma Kokach	Regional Director	Eastern Africa Collaboration on Economic, Social and Cultural Rights (EACOR)	Ole Odume Road, off Ngong Road, Manomatapa Court No. 5, Box 3917-00100, Nairobi, Kenya	www.eacornet.org info@eacornet.org
Iulia Karashvili	Director	IDP Women Association "Consent"	20, Tamar Mephe Ave, Tbilisi 0112, Georgia	www.idpwa.org.ge admin@idpwa.org.ge
Sushant Agrawal	Director	CASA Church's Auxiliary for Social Action	Rachna Building, 4th floor, 2 Rajendra Place, Pusa Road, New Delhi - 110 008, India	www.casa-india.org casa@del6.vsnl.net.in
Candido Grzybowski	Director	Brazilian Institute of Social and Economic Analyses (IBASE)	Av. Rio Branco, 124, 8o andar, centro Rio de Janeiro, Brasil	www.ibase.br/en secretariageral@ibase.br
Andrew Mushita	Director	Community Technology Development Trust (CTDT)	286 Northway Road, Prospect - Waterfalls, P.O. Box 7232, Harare, Zimbabwe	www.ctdt.co.zw andrew@ctdt.co.zw
Satheesh Periyapatna	Director	Deccan Development Society (DDS)	101, Kishan Residency, 1-11-242/1, Street No. 5, Shyamlal Buildings Area Begumpet, Hyderabad - 500 016, Andhra Pradesh, India	www.ddsindia.com ddshyderabad@gmail.com

Annex III

Strategic Partnership – A concept

Preamble

We represent struggles from different regions of the world; Latin America, Asia, Africa, Middle East and Europe. Our struggles have embraced challenges of climate change, growing gender and social injustice, enclosure and commodification of the commons, environmental degradation, concentration of power, militarisation of peace and development, loss of cultures and the impact they all have on human security and dignity. We therefore feel the urgent need to look at poverty beyond financial deprivation to include issues such as environmental poverty, voice poverty and democratic deficit.

Joint Struggle

The recent economic and climate crisis have dramatically manifested the summation of the above mentioned global challenges and brought us to the realisation that the crisis is no longer confined to the South. We have a shared responsibility for collective action which must happen simultaneously at the local and global level. This calls for a redefinition of ‘development’ the way we understand it today as uni-dimensional financial growth.

This is the context for us to come together in a strategic partnership that should focus on shaping a new vision of development. This vision must include sharing and nurturing of resources, exchanging of knowledge and experiences, respectfully, and going beyond project partnership.

Principles and Values

Strategic action implies positive change derived from collectively defined work programmes designed on the principle of interdependence. A strategic partnership would require institutional political will and commitment to the fundamental principles and core values that include equity, mutuality, reciprocity, diversity, peace, human security and dignity.

Historically the churches have assumed the moral responsibility to uphold such values. There-

fore, the strategic partnership must focus on revitalisation and reaffirmation of these historic responsibilities of the church. This necessitates a multilateral continuous dialogue between and among the North and the South, which should lead to a joint strategy formulation on the basis of shared responsibility.

Our Focus

This strategic partnership must focus on a priority basis, emerging issues that seriously threaten our human existence globally and locally. This would require a joint response to address issues related to climate change, ecological degradation, land grabbing, enclosure and commodification of commons, militarisation of peace and development, human security and dignity, renewal of cultures and values

In addressing all of the above it is critical to employ gender sensitive approaches.

Mandate of the Global Reference Group

- The role of the GRG will be the accompaniment of the Board of Directors in the process of strategy building for Bread for the World - Protestant Development Service.
- The GRG will exclusively refer to the Board of Directors, without any interference in the line of management of the organisation.
- The GRG is a think-tank without any administrative power.
- The GRG will discuss and recommend on global issues (e.g. the development paradigm, global warming, the role of the churches, etc.) with the Board of Directors.
- At the annual meetings, GRG together with the Board of Directors will assess the achievement of agreed upon objectives.
- Members of the GRG will meet one day in advance to prepare for the consultative meeting with the Board of Directors.
- Individual members from partner organisations are to be selected as members of the GRG by the regional departments (2 per regional department - 1 with a two-year and 1 with a four-year mandate).
- The GRG will be assisted by a Secretary/Executive Assistant.
- In its first meeting, GRG should elect a Moderator for a period which the group should decide upon themselves.
- At the first meeting, GRG and BOD will discuss their Agenda and the time frame for each issue.
- The Agenda to be set by the members of the GRG in their first meeting, based on the priorities set up and recommended by Partners Meeting (November 2012).
- BOD can invite Head of Departments, Desks and Desk Officers to have a joint inter-action with the GRG.
- In Bread for the World - Protestant Development Service annual report, issues and recommendations between GRG and the BOD should be communicated to all parties concerned.
- In case selected members of the GRG are no longer attached to the respective partner organisation, the concerned department will recommend a replacement.

Annex IV

Letter to the Director

30th November, 2012

Dear Prof. Dr. Claudia Warning,

warm greetings from all of us, the participants of the Bread for the World - Protestant Development Service workshop on Strategic Planning which took place in Berlin from November 26-30, 2012.

This workshop was a fascinating opportunity for us from the Latin America, Africa, Middle East, Asia and Europe with our long years of partnering Bread for the World and - Protestant Development Service to come together and look at the future of our partnership. In this exercise, facilitated in a wonderful manner by Heiner Knauss and Roland Fett, we worked with an exceptional energy to come out with a document that brings out the concept we have jointly evolved together as the way forward on the strategic partnership (alongside the existing Project Partnership) between Bread for the World - Protestant Development Service and its partners across the globe.

It is our privilege to present to you this Concept Document (which captures what we together see as the road map for future) along with this letter. We have no doubt at all in our minds that this document and the concept will receive serious attention by the Board of Bread for the World - Protestant Development Service and will be followed up in all earnestness to make it a concrete reality at the earliest opportunity and that we will get a considered response from the Board within the next six months.

We would be thankful to you for facilitating this process and responding to this letter and the document.

With warmest regards

Participants of the Bread for the World - Protestant Development Service Workshop on Strategic Partnership

Maha Abu-Dayyeh

Palestine

Andrew Mushita

Zimbabwe

Candido Grzybowski

Brazil

Joji Carino

the Philippines

Julia Kharashvili

Georgia

Loh Cheng Kooi

Malaysia

Kokach Bether Juma

Kenya

Satheesh Periyapatna

India

Sushant Agarwal

India

**Bread for the World -
Protestant
Development Service**

Caroline-Michaelis-Straße 1
D-10115 Berlin
Germany

Phone +49 30 65211 0
Fax +49 30 65211 3333
E-Mail info@brot-fuer-die-welt.de
www.brot-fuer-die-welt.de