Our partnerships are built on a foundation of aligned values, trust and shared areas of strategic interest. We commit to acting in accordance with our principles and values to support ethical and equitable partnerships. We aim to leverage each partner’s capabilities and expertise through capacity sharing and knowledge exchange, and to engage in continual learning. These partnerships may have funding attached to them, but the transfer of funding is not at their core. We believe that whilst funding is important and is a reality of power imbalances in the humanitarian sector, it is a means to achieve our goals, together.

**The whole is greater than the sum of its parts**

HAG’s vision is that our partnerships make us stronger than when operating as individual agencies. We believe that working in partnership enables a collective contribution that can more effectively drive positive change in the humanitarian system.

**WHAT GUIDES OUR PARTNERSHIPS?**

- **Global best practices** – such as the International Council of Volunteer Agencies’ (ICVA) Principles of Partnership, which we follow to ensure our national partners benefit equally from their work with HAG. The five ICVA principles of Equality, Transparency, Result-oriented approach, Responsibility and Complementarity are foundational to all our partnerships. We are also committed to working towards the funding commitments outlined in the Grand Bargain and Charter for Change, including allocating 25% of all funding to our local and national partners.

- **Our values** guide how we work across all initiatives, including with our partners. We strive to be Brave, Ridiculously flexible, Continuously enabling, Unfailingly curious and Ethical.

- **Jointly determined measures of success** are developed for each partnership. We assess our partnerships with local and national actors through internal success monitoring processes under our Key Objectives and Results area 2: Operate in a way that reflects and elevates local leadership.

**WHAT DO WE MEAN BY PARTNERSHIP?**

Partnerships are the formal relationships we build with other organisations so that we can work together for collective impact in a meaningful, mutually beneficial way. Partnerships are central to how HAG works.
HOW WE DO IT

1. Partnership framework

The foundations: ethical and equitable partnerships

- **Shared principles / aligned values** - contextualised versions of / acknowledging the *Principles of Partnership*
- **Trust, openness and transparency**

The mechanisms: key pillars of our partnerships

- **Shared areas of strategic interest and mutual benefit** - Agreeing on specific areas of focus we want to tackle together, which may be technical, thematic or geographic.
- **Capacity sharing** - Identifying and agreeing upon our shared priorities for two-way capacity exchange.
- **Effective communication** - Committing to communication that is open and honest in nature, and both formal and informal in structure.
- **Reflection and learning** - Committing to regular, rich reflection and learning about ourselves as individual partners, as well as our partnership together, helping to make us stronger.

The enablers: How we make it possible

- **Elevating local leadership** - Recognising our partners’ expertise and elevating, accompanying and supporting their growth as they work in their own communities.
- **Connecting and facilitating** - Creating networks and promoting new relationships between our partners and other organisations, including donors. Helping pave the way for new conversations and new contracts.
- **Profiling and promoting** - Using our platforms to promote our partners, highlighting their integral role in helping our work to have impact.

*Photo by Tasha Banks on Unsplash*
2. Our partnering process\textsuperscript{1}: How do we get there?

### Decoupling partnership agreements from contracts

Partnership agreements or MoUs are the documented basis of our partnerships, detailing our shared principles, agreed ways of working and mutual areas of interest. These documents articulate the foundations of our relationship. One or more specific project contracts sit underneath each agreement, and detail agreed deliverables or outputs for an individual project. The foundations of the MoU hold for each project.