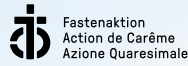


Alliance for Sustainable Food Systems
and Empowered Communities



EMPOWERING PARTNERSHIPS AND STRENGTHENING LOCALLY LED PRACTICE

A SUBSTANTIATED COMMITMENT TO COOPERATE FOR MORE
EQUITABLE PARTNERSHIPS REINFORCING LOCALLY LED CHANGE
WITH OUR PARTNERS

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THE SUFOSEC ALLIANCE'S COMMITMENT

KEY MESSAGES

Global South partners are increasing their calls for new cooperation modalities, shifting the power to local actors. They actively call to counteract increased attempts by their governments to shrink civic space and are in line with the “OECD DAC on Enabling Civil Society in Development Cooperation”.

We, as international NGOs, are experiencing the mounting demands for systems change and reform from the local partners. We also see that the Global South partners are learning to navigate the procedural and relational labyrinth that constitutes the international development system. We want to use this momentum and continue to strengthen locally led development and truly shift the power towards local actors.

In this context, new role models for Global North NGOs are being discussed as their previous roles are consequently being questioned.

Against this backdrop, the Sufosec¹ Alliance embarked on a journey since 2021 with the learning group “local ownership – empowered partnerships”. The group is comprised of representatives of all Alliance members, three regional focal points from the Global South and the participation of partners. We pursue the objective of building evidence on effective partnerships and promote partnership modalities, while reinforcing locally led change.

CONCEPT

Conceptually, our commitments are rooted in the findings of our learning journey as well as in the [Pledge for Change initiative](#) and the [Open Development initiative](#). The reflections are also framed by the OECD/DAC recommendations on Enabling Civil Society in Development Cooperation and Humanitarian Assistance and the [GPEDC Effectiveness Principles](#).

PARTNERS

With Global South partner, we refer to a wide array of Civil Society Organizations (CSOs), such as: Feminist and advocacy movements, farmer’s groups, learning and research institutions. Our collaboration modalities with these groups differ accordingly and cannot be seen as homogenous.

¹ The Alliance for Sustainable Food Systems and Empowered Communities

The Sufosec Alliance is committed to be a player who shapes the discussion on locally led development in Switzerland. We thus contribute in SDC-led learnings journeys, participate in thematic conferences, are members of NGO-led working groups, and share our experience as guest lecturers in Swiss-based learning institutions.



WE, THE SUFOSEC ALLIANCE COMMIT TO:

- Increasing our share of flexible funding for partners
- Enabling increased decision-making power for Global South partners in setting the agenda on topics that we in the Global North should contribute to
- Enabling better access to donors for Global South partners
- Being true to and further strengthening our roles in building bridges for our partners
- Increasing spaces for South-South exchange
- Encouraging partners to present their own initiatives that lead to shifting of power on a continuous basis

BACKGROUND

AS DEMOCRACY IS BACKSLIDING, THE NEED TO ACCELERATE LOCALLY LED DEVELOPMENT IS EVER MORE IMPORTANT

An independent and empowered civil society is an essential component of a healthy democratic system (Council of Europe 2016). CSOs build on the strength of citizens and ensure their voices are heard. They can advise policy-makers to make informed decisions and help draft legislation, ensuring that policies respond to citizens' needs. CSOs also play a major role in monitoring government's activities and holding them accountable for their actions, especially when these infringe on human and environmental rights.

However, this system is being undermined by increasing autocratic tendencies, especially during the last decade. **Global levels of democracy are backsliding, and advances made over the past 35 years are being undermined.** Today, 72% of the world's population lives in autocracies. The level of democracy enjoyed by the average global citizen in 2022 has dropped to the level experienced in 1986 and 46% of the global GDP is accounted for by autocracies (V-dem Democracy report 2023).

This global backlash has a direct influence on the ability of CSOs to engage and fulfil their different roles within a democratic system. A growing number of governments around the world have introduced or tightened restrictions on CSOs. We see however that CSOs have shown a high degree of flexibility and savviness in adapting their operational modalities to be effective in increasingly autocratic settings.

The Sufosec Alliance strives to support such adaptation and flexibilization processes. It underlines the importance of strengthening CSOs in their own right, in line with the OECD DAC Recommendations on Enabling Civil Society in Development Cooperation and Humanitarian Assistance. Thus laying the basis for healthy democratic structures.

Over the past years, the voice of Global South civil society actors and networks calling for new cooperation modalities shifting the power to local actors, in order to counteract shrinking space attempts by their governments have been increasingly heard. Further accelerated by how the COVID-19 pandemic has disrupted the way we cooperate in international cooperation and the Black Lives Matter movement, Global South partners who criticize the power structures within the international cooperation arena are getting the much-needed attention.

As a consequence, the international arena is talking about shifting power towards enabling civil society actors to attain greater representation, voice, and agency in the development as well as humanitarian ecosystem. Global commitments, such as the Busan Partnership Agreement or the Grand Bargain, illustrate the changing environment and put forward arguments from an ethical, strategic, and financial perspective.

The Sufosec Alliance is attached to these global commitments. It has and will continue to invest into building up its own expertise and further accelerate locally led development with our partners in the Global South.



KENYA'S CIVIL SOCIETY SUCCESSFULLY RESISTING ANTI-NGO LAWS

200 local NGOs got together to form the Civil Society Reference Group and successfully halted Kenyan government plans to impose legal restrictions on foreign-funded NGOs. The legal restrictions intended to cut funding of foreign donors to local NGOs by 15%. In a statement to the government, the Civil Society Reference Group pointed out the essential role that CSOs play in the socio-economic development of the country by highlighting the following: "If one looks at the fact that civil society contributes over KSH 100 billion (USD 1.2 billion) to the economy, employs more people than the manufacturing sector, benefits millions of Kenyans throughout the country and especially the vulnerable and marginalized amongst others, it is difficult to see how the government will achieve many of its campaign promises, let alone Vision 2030" the CSO Reference Group said in a statement.

SUFOSEC'S STRENGTHENING OF GLOBAL PARTNERSHIPS THROUGH LOCALLY LED PRACTICE

A SUBSTANTIATED COMMITMENT IN THREE PHASES

WHO IS SUFOSEC

Since its creation in 2019, the Sufosec Alliance launched the first phase of a joint programme in 2021 to improve food security through agroecological transformation, and empowerment of communities and civil society organisations. The six Alliance organisations, Aqua Alimenta, Fastenaktion, Skat Foundation, Swissaid, Vétérinaires Sans Frontières Suisse, and Vivamos Mejor have since developed sustainable cooperation relationships that enable shared learning, institutional synergies, joint projects, and greater programme impact in the Global South. **At the heart of these relationships lie 250 partner organisations and more than two million people;** they are the foundation of which the Alliance and its joint programme are built.

Together the Alliance works in 28 countries spread across continents around the globe as the map on page 8 shows.

THE SUFOSEC LEARNING GROUP: LOCAL OWNERSHIP – EMPOWERED PARTNERSHIPS

While there is widespread agreement amongst various development stakeholders on the need for reform, moving from policy to practice and from intention to action remains an arduous journey. Financing structures, and operational challenges associated with shifting resources and power closer to communities are still factors many development actors are grappling with.

Since its founding in 2019, the Sufosec Alliance has engaged in this process of reflection, recognizing the need for and investing into building up its own expertise, and strengthening the dialogue with its Global South partners. Building on already strong localization practices that strengthen partners in their own right, the Alliance has created a joint learning group dedicated to the topic since the beginning of our operational phase. The objective of the learning group is to build on these practices in an informed manner and identify, in cooperation with the partners, how to bring concrete measures, which enable a real shift of power, to the ground.

THE LEARNING GROUPS OF THE SUFOSEC ALLIANCE

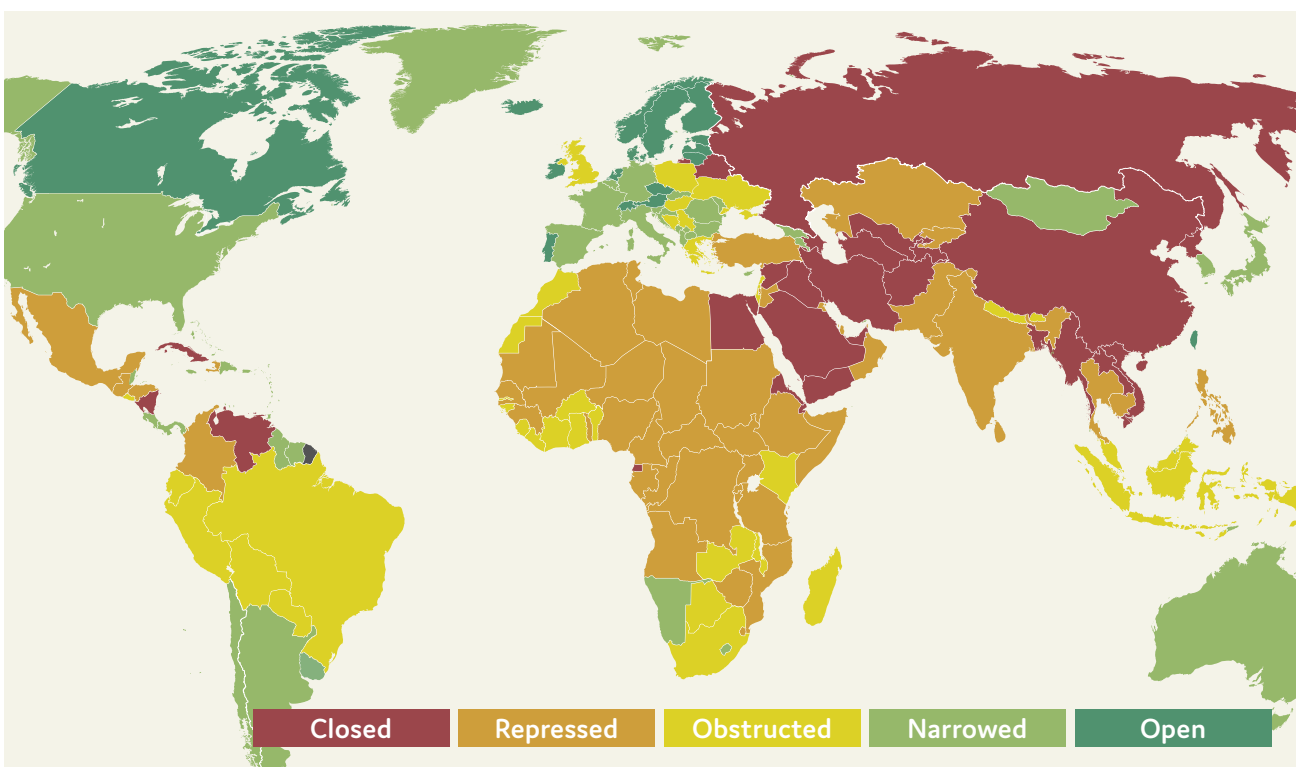
In order to create synergies and foster joint learning, the Alliance started different learning groups since 2021. In the first two years of the programme, almost one thousand people have participated in more than 30 joint learning events on topics regarding agroecological transformation, locally led development, humanitarian-development-peace engagement (triple nexus), PSEAH, and transformative gender approaches. The aim of these learning groups is to exchange knowledge and experience, and build upon this pool of expertise to create common successful approaches and increase programme impact in the Global South.

COUNTRIES OF ENGAGEMENT SUFOSEC ALLIANCE

The Sufosec intervention countries are either in a repressed civil society context, such as India, Ethiopia, DR Congo, or completely closed such as Nicaragua, Myanmar or Laos.



CIVIC SPACE MONITOR – BY CIVICUS



The learning group “Local Ownership” initiated its journey in two phases, which have currently been finalized. In phase I, the group commissioned a background study providing an in-depth overview of relevant discussions on locally led development and the “shifting of power” in the international debate. The overview, which included a set of recommendations, set the basis for phase II in which our partners in the Global South gave us feedback through a comprehensive survey.

The outputs and recommendations, which resulted from both phases, provided the ground for the Sufosec Alliance to take a next step in their second joint programme phase of 2025–2028 towards focusing on more collaborative, equal, and transparent partnership. Actors and partners from the Global South will act as key players and catalysts for locally led change processes.

PHASE I: THE BACKGROUND STUDY

The background study was conducted by RavelWorks Africa Limited Kenya, who is deeply involved in the “Decolonizing Aid” debate. The study gave the Sufosec Alliance and its partners an overview of the different discourses and concepts used by different actors and identified the most relevant factors hindering or supporting locally led development.

The study revealed key elements of partnership foundations such as trust-building, the necessity of transparency, and accountability from all sides as well as the creation of a common sense of purpose. All these aspects require substantial mindset shifts from all actors involved. The study outlined central questions that need to be answered by all actors who want to embark on the process of locally led development, while putting actors from the Global South in the driving seat.



“We do not want to be put, forever, into the passenger seat in our own country. We want to be in the driving seat and welcome you – in the passenger seat.”

GMI – CSO Leader Bangladesh



LEADING QUESTIONS RESULTING FROM PHASE I

- Who owns what?
- Who defines the needs that are to be addressed?
- Whose decisions matter?
- Whose voice is being heard?
- Who has access to the decision-making levels?
- Who owns relationships with the donors?
- Who defines which capacities are relevant?

Further findings and observations can be found in the [following video](#):



PHASE II: THE COMPREHENSIVE PARTNERSHIP ASSESSMENT

Objective: Pinpoint our Relationships

Using the recommendations as well as the central questions of the background study, the learning group embarked on its second phase with the aim of building evidence on partnerships that strengthen locally led development, while putting a strong emphasis on the partners' needs and perspectives. For this, we assigned a comprehensive partnership assessment to Dr. Katrin Imhof Consulting in collaboration with focal points on each continent, in order to create a baseline and to pinpoint how our partners assess the relationship between us. In this survey, participants were exclusively Global South partners.

Methodology: Fully-fledge participatory approach

The assessment consisted of a quantitative and was complemented by a qualitative part. The questions of the former were divided into ten different topics with their own sub-questions. The topics range from partnership relations to resources, management structures, work processes, value creation, learning to compliance issues.

The questions proposed were based on the SDG 17 Partnership Value Creation tool, its Partnership Health Assessment tool, as well as the background study. The questions were then consulted with all stakeholders from the Global South as well as Alliance members in a fully-fledged participatory approach. With a response rate of 74%, a total of 151 partner organizations from all the Sufosec intervention regions participated in the assessment. The survey was anonymized, guaranteeing the conditions to respond freely.

In addition to the tailor-made quantitative assessment, inputs of 24 senior leaders from 24 selected organizations complemented the results.

KEY WORDS THAT PARTNERS
USED MOST TO DEFINE
THEIR RELATIONSHIP WITH THE
SUFOSEC ALLIANCE MEMBERS:

- Trust
- Constant dialogue
- Transparency
- Sharing the same vision, objectives, and values



GOOD PRACTICES OF GLOBAL NORTH PARTNERS

The assessment also highlighted specific examples of good practices, where our role as bridge builders, as outlined in the “Peace Direct: Nine intermediary roles for international NGOs” were notably evident.

Beneficiary agency and empowerment: Global North partner as CONNECTOR AND ECOSYSTEM BUILDER

The Global North partner decided together with the Global South partner to overcome horizontal fragmentation, while working in the field. They therefore developed a mechanism to include the indigenous communities they work with in the decision-making process. The indigenous communities activated their community networks and enabled a horizontal exchange with the Global North, Global South as well as the local communities, and defined common intervention strategies as well as budget allocations.

Leveraging funds and impact together: Global North partner as an INTERPRETER

In a joint effort, a Global South and Global North partner teamed-up fundraising efforts in Switzerland. The

Global North partner gave the Global South partner a face and a voice in the meetings with the donors. Both were thus able to present their expertise and highlight where they complement each other in a competent manner.

Transparent joint decision-making: Global North partner as a CRITICAL FRIEND

When a donor induced an audit for a Global South partner without their inclusion in the process, the Global North partner stepped in, bringing them to the decision-making table on how the audit process should be conducted. As a result, the Global South partner invited the Global North partner to give their feedback on the findings of the audit, requesting them to take the role as critical friend.

Read the full report of the partnership assessment: sufosec.ch/report-empowered-partnership



Key Findings

The assessment revealed very high scores and generally a positive feedback from Global South partners on how they value their relationship with the Sufosec Alliance members.

Albeit the overall high ratings in the survey and qualitative interviews, we identified relevant topics that need improvement.

Joint-decision-making on programmes

- Increase flexibility on intervention strategies and budget allocation

- Invest in capacity-building, coaching, and organizational development according to the needs of the Global South partners
- Increased engagement in discussions over value, vision and goals, as well as critical feedback

Leveraging funds and impact together:

- In the Global South and the Global North
- Ensure local actors have access to international funds on a local level

Beneficiary Agency:

- Improve inclusion of project participants in defining which project activities they need for their communities



“Don’ts” directed at the Global North partners:










- Increase reporting requirements or frequency.
- Send short-notice and unplanned project adaptations or “out of the topic” urgent needs that come from donor pressure.
- Make unilateral or non-consultative decisions based on donor wishes.
- Limit high levels of involvement in Global South in-country operational aspects
- Delay fund release as project activities and staff wages depend on those funds!

WHAT IS NEEDED?

Creating more equity in Global South – Global North relationships is a separate project by itself that deserves time, and resource/budget allocations throughout a multi-year process as well as the support of back-donors.

Recommendations

Based on the results of the survey as well as the qualitative interviews, the consultant issued the following recommendations. They include recommendations for three types of stakeholders.

JOINT DECISION MAKING	<p>Global North partner</p> 	<ul style="list-style-type: none"> • Develop meaningful jointly established partnership policies that include inclusive fundraising strategies, joint programme development, and budget allocations. Include participatory revision mechanisms where Global South partners can give their critical feedback on the revised policies and hold Global North partners accountable. • Decide on a fixed amount for capacity-building and organisational development according to the needs of each partner • Favour long-term partnership contracts
	<p>Global South partner</p> 	<ul style="list-style-type: none"> • Proactively demand changes in processes that will bring meaningful change to the relationship with the Global North partners according to the needs of the Global South partners • Strengthen South-South exchange and improve leverage towards Global North partners and donors • Manage expectations of partners in the Global North and communicate openly about successes and challenges in the partnerships • Constantly invest in capacity-development to stay fit for the constant changing context in development cooperation
	<p>donor</p> 	<ul style="list-style-type: none"> • Shift from short-term results-based funding to long-term programmatic funding • Allow budget flexibility • Allow budget allocations for Partnership Policy development and action with the purpose of empowering partners in the Global South • Be open for innovations and pilot projects proposed by the NGO partners
LEVERAGING IMPACT	<p>Global North partner</p> 	<ul style="list-style-type: none"> • Allocate budget for fundraising capacities as well as staff for Global South partners • Do not compete for funds also accessible for Global South partners
	<p>Global South partner</p> 	<ul style="list-style-type: none"> • Mobilise in-country board members for increased visibility and lobbying • Prioritise country-level networking and exchange for every project/programme and partnership
	<p>donor</p> 	<ul style="list-style-type: none"> • Enhance funding opportunities and amounts for institutional capacity-building related to fundraising and entrepreneurial approaches • Recognize the important roles both Global South as well as Global North partners play in counteracting the global backsliding of democratic development.
BENEFICIARY AGENCY	<p>Global North partner</p> 	<ul style="list-style-type: none"> • Co-develop an operational hands-on roadmap for each partnership ensuring beneficiary agency, with meaningful information-sharing and participation
	<p>Global South partner</p> 	<ul style="list-style-type: none"> • Co-develop an operational hands-on roadmap for each partnership that ensures beneficiary agency
	<p>donor</p> 	<ul style="list-style-type: none"> • Award and publish models and champions of equal footing partnerships, including successful beneficiary agency

PHASE III: SUFOSSEC'S COMMITMENT

The results and findings of both phases were consulted in detail with interested partners from the Global South. We jointly collected feedback from the participants in order to formulate our commitments.

In conclusion, the outcomes of our learning processes were shared with the executive management of each Alliance member, where commitments of the learning group were approved and supported.

Conceptual Framework

Our commitment is set as objectives in our new programme phase 202 – 2028. It is rooted in the findings of our learning journey as well as in the [Pledge for Change initiative](#) and the [Open Development Initiative](#). The reflections are also framed by the OECD/DAC recommendations on Enabling Civil Society in Development Cooperation and Humanitarian Assistance, and the [GPEDC Effectiveness Principles](#).

Special consideration was given to the ODI Report on localization – are we there yet? – 2021 and its key recommendations:

- I. Accelerate and learn from localization models that already exist – especially from the Global South
- II. Transfer greater resources, including tackling root causes of risk aversion and redesigning funding flows
- III. Reduce encroachment of local actors' agency and respect their ways of being by rethinking organisational roles, stepping back if appropriate, and shifting mindsets
- IV. Let global actors lead the campaign to promote localization and locally led development

Thus, for the following programme phase 2025 –2028, the Sufosec Alliance **commits to cooperate in more equitable partnerships, reinforcing locally led change.**

In order to reach this commitment, we will promote partnership modalities that foster the leadership of national and local actors, and strengthen alliances and networks led by Global South partners.

Together with our partners, we will co-design and implement pilot initiatives that strengthen locally led practice, shifting power towards local actors.

With our partners, we will continue to jointly develop, share and apply knowledge, prioritizing exchange within the Global South.



Our role in the global civil society ecosystem

The valuable learning journey has made us reflect in a critical manner on our role within the global civil society ecosystem. More specifically, towards our partners in the Global South.

FLEXIBLE FUNDING

Our partners in the Global South vary in size and financial absorption capacities. However, neither are conclusive to the quality of work of the partner, nor the relevance and importance their work has for the communities, as well as in terms of effectiveness and impact. We have the ability to carefully select our partners and react flexibly towards their financial absorption capacities, thus avoiding an influx of too large amounts of funds that can damage their internal administrative processes.

STAY ENGAGED

We have the capacity and the flexibility to engage in contexts, where government agencies cannot operate. We can thus stay engaged and support local civil society organizations in fragile and complex political contexts, and subsequently complement the efforts of the donor community in the areas we operate in as well as the topics we work on with our Global South partners.

INCREASE DIVERSITY

Our partner portfolio ranges from grassroots movements, farmers associations, feminist networks, service providers and large NGOs to Global South academic institutions, consultancies and individual experts. We ensure that our partner portfolio complements the portfolio of governmental cooperation agencies in order to increase effectiveness and impact on the ground and participate in local policy dialogues. Thus, we can provide a wide array of relevant context developments on the grassroots level for our funding partners who can integrate this information into their policy efforts on the national levels.

LEVERAGE FUNDS

NGOs in the Global North have a diversified funding structure which includes access to funding from the private sector. We have the capacity to leverage private funding for our projects and interventions and increase outreach and scale in the Global South.

CUSHION REPORTING EFFECTS

Upwards accountability is a central reality in the current development cooperation architecture. All actors in this field are tied by these requirements. We assure the adoption of all donor requirements regarding reporting and upwards accountability, guaranteeing quality control. In our experience, not all Global South partners have the knowledge and cultural proximity to take over this role. We embed our reporting in a wider development context that enables our donors to highlight specific achievements on an impact level.

FOSTER NETWORKS

Building on the diversity of our partner portfolio we actively engage, together with our Global South partners, in fostering local, national, as well as regional networks. We believe that all CSOs increase their relevance and their effectiveness by prioritizing working in networks. With our international programmes we contribute to strengthening this priority.

CREATE SYNERGIES

Our extensive and diverse partner portfolio calls for strengthening synergies. We actively engage in building synergies between partners who work on the grassroots level as well as academic institutions in the Global South and the Global North in order to substantiate their engagement with robust impact studies or providing them with tailor-made, contextualized and comprehensible data. This enables them to make informed decisions together with the communities they work with. Through this, we contribute to providing research-based information on the impact our partners reach in their work for the donor community.

ENGAGE IN TRUSTBUILDING

With flexible funding, we are able to maintain long-term working relationships with different Global South partners. This long-term engagement considerably contributes to trust building. We see ourselves as well as Global South partners as part of a global civil society ecosystem, where trust and solidarity plays a pivotal role.

Peace Direct has recognized the important role Global North NGOs play in the development architecture and has consolidated these roles in their 2023 [publication](#).



SUFOSEC'S ENGAGEMENT IN DIFFERENT SPACES

We emphasize the significance of the above publication and have been highlighting the importance of these roles in various forums on locally-led development. Sufosec is an active member of the SDC Core Group of the Locally Led Learning Journey, while contributing to setting the "localization" debate with Swiss actors. Sufosec has taken part in the SDC Conference "Localization: Strengthening Civil Society and Changing Power Relations" as panelist in November 2023, in which we highlighted our key messages and interacted with like-minded NGOs.

Furthermore, we actively participate in the Working Group on Localization of Alliance Sud, where we contribute to exchanging and consolidating the Swiss NGOs stance on their bridging roles, thus strengthening and providing content to the debate between SDC and the Swiss NGOs.

We also share our experiences with ongoing development professionals in the Master's Course of ETH NADDEL, as guest lecturers on the topic "Decolonizing Aid".

We will continue our efforts to deep-dive and debate on this topic and shape an improved cooperation system, where empowered partnerships are truly lived.

A COMPREHENSIVE COMMITMENT: LET'S SHIFT THE POWER TOGETHER!

We, the Sufosec Alliance, commit to...

- ... increasing our share of flexible funding for partners.
- ... encouraging partners to present their own initiatives that lead to shifting of power.
- ... engaging in donor sensitization in order to increase their flexibility and commitment towards locally led development.
- ... enabling increased decision-making power for partners in the Global South in setting the agenda on topics that we in the Global North should contribute to.
- ... overcoming the notion that partners in the Global South are the ones in need of "capacity-strengthening" and revise what capacities are currently valued and which capacities are really relevant to the communities.
- ... enabling our partners access to our donors on a regular basis as well as provide more insights into the Swiss context. Direct meetings between partners and donors can act as eye-openers for both sides.
- ... strengthening participation of local actors learning groups based in the Global North within the Alliance so they can share local expertise and we can learn from them.
- ... being true to and further strengthen our roles as relevant actors for our partners.
- ... actively searching for donors who will support the Alliance with flexible funding mechanisms and engage in a learning process during this trial.

We all need to recognize...

- ... partnerships are a two-way process. Only then are we capable of having a working relationship at eye level and contribute to real change.
- ... that we need to guarantee access to adequate hierarchical levels of all actors. Ensure access to decision-maker's level to all actors.
- ... the rich experience and relevant expertise of our Global South partners as well as their valid claim of knowing what is best for their "development".
- ... that Global North and Global South partners are all civil society actors. Each of us have a relevant and important role to play in each of our contexts pursuing common goals.
- ... that Global South partners need to have a fair share of their fixed costs covered and need funds for innovation, if they want to stay relevant as civil society actors.



WALKING THE TALK

Fundraising support has paid off:

In 2022, a Sufosec member organization supported their partner in a fundraising strategy as well as targeted training for relevant staff members on how to access local calls for proposals. The fundraiser is a local expert in Colombia and knows the local donor landscape and has connections to key actors. These actions were financially supported by a Sufosec organization, outside of any project proposal, with un-earmarked funds. This process resulted in our partner participating in over 10 calls, winning three.

Decision-making made locally:

A Sufosec partner shifted the decision-making power on budgetary issues to the Global South. In a joint process with local organisations, the partner in Senegal decided how to allocate the budget for their activities. The Sufosec partner would then receive a global report instead of specific project reports. This enables smaller grassroots organizations to participate, who would otherwise have found the reporting requirements of the Sufosec partner as unfeasible to comply with. This approach diversified our intervention on the ground, without losing quality in action.

Co-creation of projects enhances innovations:

In Guinea-Bissau, a new project on community forest management was conceptualized jointly between a Sufosec member, key national partners, and stakeholders through a "Project co-design workshop". The partners indicated that the process was more transparent, and they were able to bring in their input, also if it did not correspond to that of the Sufosec member. They identified that a prerequisite for such a process would be to already have a built-up trust relationship, where openness, frankness and horizontal communication is valued. This will serve as a basis to further improve project co-creation modalities in the future.

Successful South-South alliances:

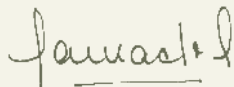
In East Africa, a Sufosec member supports an East African Network that reaches out to Tanzania, Uganda and Kenya, with successful knowledge transfer between Global South partners. The knowledge stays in the region and the members of the network successfully support each other in advocacy activities and have developed a common strategy to achieve their common goal.



The Sufosec Alliance is committed to building evidence on effective partnerships and promote partnership modalities that reinforce locally led development. To this end, we have embarked on a learning journey that has culminated in a set of commitments to shift the power towards the Global South. We would like to thank our partners, who have made this learning journey possible and have dedicated time and resources in finding solution-oriented pathways to go forward. Their inputs and experiences lie at the heart of our engagement. We also extend our thanks to the Swiss NGO Section within SDC, demonstrating how flexible funding mechanisms result in innovative and bold approaches as well as enabling much-needed dialogue spaces. Also, a warm thank you goes to all our readers who show us with their interest that we are on the right track and contribute to our motivation to continue our commitment.



Markus Allemann
Director Swissaid



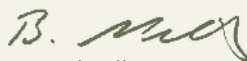
Berta Camacho
Director Skat Foundation



Flurina Derjungs
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Sabine Maier
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