



HOW TO NAVIGATE WITHIN THE NETWORK OF EUROPEAN FOUNDATIONS

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Aims

This toolkit is intended to introduce the principles and services that constitute the Network of European Foundations and help to navigate around its constituencies.

The toolkit strives to be comprehensive and covers:

- In part I a short snapshot on NEF
- In part II an overview on the governance of NEF initiatives/projects and on the decision making process for the NEF projects
- The NEF “menu” of services for steering committees is contained in part III, as well as the financial management that underpins each NEF initiative/project.

This toolkit is designed to showcase practical resources and pathways NEF can put at joint ventures' disposal to facilitate the implementation of an initiative.

Because NEF is organically an opportunistic, open organisation, with no single model in its hosting functions of projects, its resources and services evolve therefore in the light of the specific needs of a project.

The toolkit also aims at illustrating the richness of governance structures amongst NEF to increase the awareness of the decision making procedures within stakeholders of a NEF project.

It is important to highlight that NEF as a structure is a joint-initiative of a limited core number of foundations (12-15), and, as such, is "owned" by them. But it is not a membership-based organisation; conversely all NEF initiatives/projects are open to other foundations and other types of organised philanthropy.

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Chapter I

NEF ID

What is NEF?

NEF stands for NEFIC, the 'Network of European Foundations for Innovative Collaboration'. Its legal form is an international association, AISBL registered under the Belgian law. Its accounts are audited yearly by chartered auditors.

Our mission

NEF acts as an operational platform to develop projects/initiatives between foundations and other types of organised philanthropy and other funding initiatives by corporate and public entities; and to develop programmes related to Europe and the role of Europe on the global stage.

NEF acts as a broker, an intermediary that supports the development and launch of transnational partnerships/joint-ventures engaging foundations and, where appropriate, other partners.

Privileging a customized and decentralised approach in the management of the broad range of initiatives NEF hosts, it takes the form of a Secretariat-lite staffed by 3 permanent persons.

The number of projects run by NEF is usually around 10-15 projects yearly.

NEF OPERATING PRACTICES:

- to give a European perspective to nationally based and local/regional initiatives, so as to explore new ideas and build new patterns of cooperation which also contribute to the development of systemic social change;
- to create a store of effective and operational European funding experience with a view to bring added value
- to enable smaller and larger foundations to join forces in mounting joint-ventures
- to demonstrate to the EU and other international organisations that European foundations can play an effective, complementary role to governmental initiatives in a flexible way, thus enhancing the overall impact and outreach of the action;
- to foster mutual trust and cooperation between foundations and other partners with shared common interests and with a European perspective

The European Foundation Centre (EFC) and the Network of European Foundations for Innovative Cooperation (NEF) work closely together. A Memorandum of Understanding (MoU) formalizes their ongoing close collaboration and spells out the complementarities to which they are committed.

While the EFC acts as a meeting place for European funders, NEF acts as a catalyst to initiate and develop operations. Both parties are represented on EFC- and NEF-related committees. However, whereas EFC is a representative, membership body, NEF is a small core group of foundations with the remit to open up operational cooperation to other foundations and other organisations. Both the EFC and NEF are open to partnership and collaboration with organizations that are not members of either

NEF collaborates also with a Brussels based think tank, the European Policy Center, which is pivotal in the European policy outreach of some NEF projects. This association is framed in a Memorandum of Understanding and does not imply any exclusivity.

Our values

Rather than focusing on an overarching strategy and due to its vast portfolio of projects, NEF is interested in learning from the collaborative processes and participatory ventures it has given birth to. Its initiatives/projects could be viewed as learning networks. Its strategic interests are defined initiative by initiative.

Indeed by participating in a NEF initiative/project, foundations and partners commit to the criteria for performance excellence as defined within their initiative/project. Ideally their governance system should drive: system wide learning, periodic reporting (participation to evaluation and information sharing), skills and competency development, impact.

NEF members' foundations are committed to advance European integration and to develop jointly European projects in the social, cultural and political arenas.

Chapter II

NEF governance

The structure

How do we work?

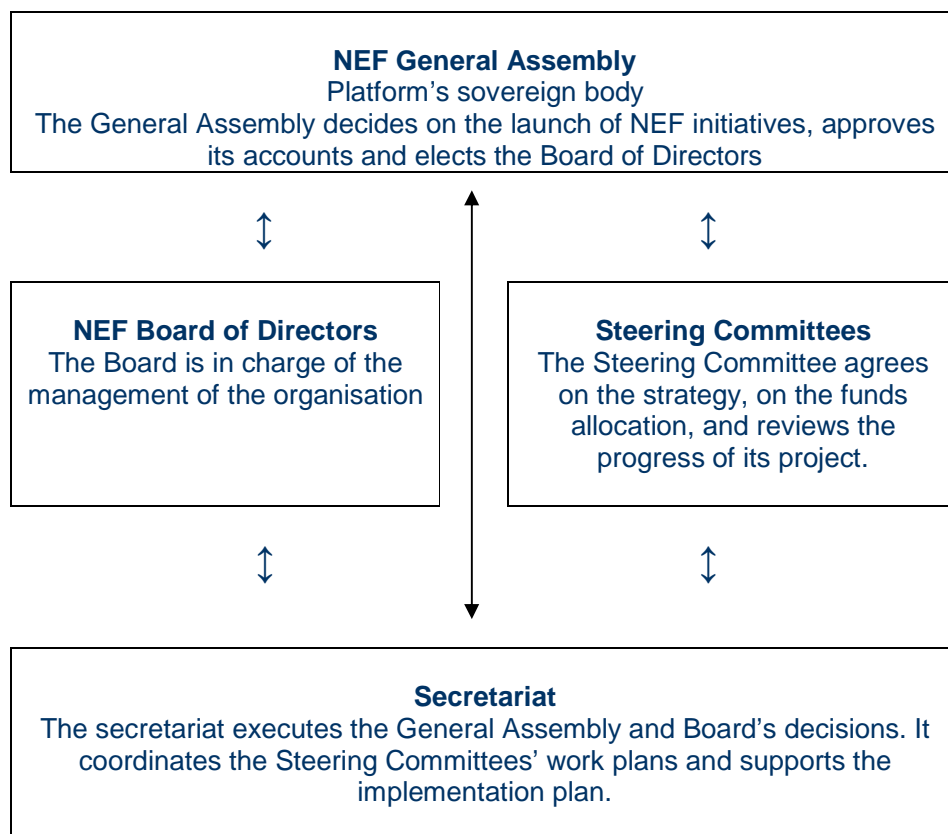
NEF's main body is the **General Assembly**, which meets normally twice a year, makes constitutional decisions, approves the accounts and elects the **Board of Directors** (also meets twice a year, prior to the GA). The Board is appointed for a three years term to allow rotation within the members.

In 2009 the NEF General Assembly consists of 13 foundations which are members of the network with the European Foundation Center (EFC) as an observer.

At a project level, strategic decisions are taken by each **Steering Committee** which represents the pool of donors working on a specific project/initiative.

The smooth running of the organisation is managed by the **Secretariat** under the overall supervision of the Board of Directors. The Secretariat ensures the facilitation of each Steering Committee.

NEF structure



NEF Core

The Netherlands	European Cultural Foudation
Belgium	King Baudouin Foundation
Belgium	European Foundation Center AISBL (Observer Member)
USA	Charles Stewart Mott Foundation
Portugal	Fundação Calouste Gulbenkian
Norway	Institusjonen Fritt Ord
France	Fondation de France
France	Gabriel Foundation
Germany	Robert Bosch Stiftung
The Netherlands	Bernard Van Leer Foundation
Italy	Compagnia di San Paolo
Austria	Erste Stiftung
UK	Joseph Rowntree Charitable Trust

NEF Board of Directors

Chair	Dieter Berg Chairman of the Board of Management, Robert Bosch Stiftung GmbH
Vice- Chair	Boris Marte Managing Director, Erste Stiftung
Treasurer	Luc Tayart de Borms Managing Director, King Baudouin Foundation
Secretary	Dominique Lemaistre Director, Fondation de France
	Piero Gastaldo Secretary General, Compagnia di San Paolo
	Lisa Jordan Executive Director, Bernard Van Leer Foundation
Executive Director	Peggy Saïller NEF

The decision making process at the General Assembly (GA) level

Decentralised Management Process

One of the challenges for NEF is to manage a broad portfolio of projects with multiple areas of focus narrowing NEF's ability to develop specific subject matter expertise.

Given its agreed mission of being an operational platform and a broker for different types of European initiatives, acting in a flexible and opportunistic manner, a decentralised management process has been set in place. As a result, the leadership challenge of the initiative has to be tackled in the most efficient way between the NEF Secretariat and the other stakeholders of the specific project.

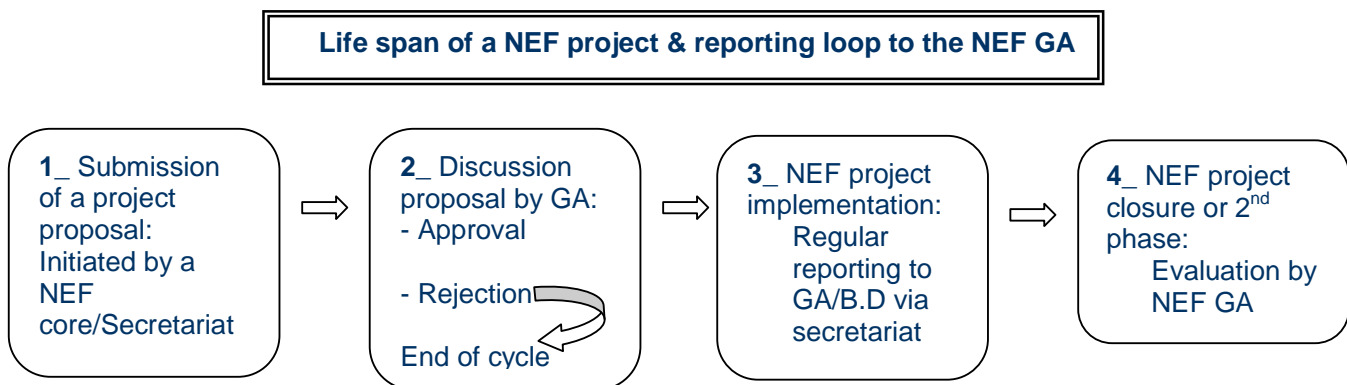
Indeed, NEF shares different aspects of the management of each Initiative amongst the partners, and in particular with the Chairs of the Steering Committees. Traditionally the Steering Committee of each initiative will have a strong interest on the substance of the project. NEF will bring its knowledge of the partnership system.

This is why the partnering framing is viewed as critical to specify the commitment and areas of responsibilities of each party.

Setting the stage around the management of the NEF initiatives will illuminate the process leading to the establishment of the structure, mechanisms and actions relative to a particular initiative.

Reporting loop of NEF project/initiative

The scheme below articulates the reporting loop for NEF project



Chronological steps:

1- Proposal of a project to the GA

Initiated by NEF Core or NEF Secretariat

Meetings of NEF GA: twice a year (in May alongside the EFC AGA and in November or December)

Not a specific NEF project proposal template or budget form

2- Review of the proposal by the GA

Discussion in the GA: suggestions of potential enhancements in the project design

Acceptance or rejection of the project

Due diligence by NEF GA: Verification of the match with NEF set of criteria (see below)

Joint venture building: possible suggestions of contacts to strengthen partnerships and/or attract co-funding

Criteria of acceptance of a NEF project include but are not limited to:

- European nature of the initiative (eventually with a cutting edge dimension)
- Significance of the trans national cause, with an issue where collective efforts might have a favourable impact
- Partnership amongst several philanthropist organisations (NEF members and non members) and external stakeholders to achieve a European profile in the joint venture setting
- Quality of the project design: clear definition of the goals ('realistic and smart') of the project to allow the management of expectations and deliverables within the consortium of partners as well as clarity of partners roles

3- Implementation phase of NEF project

- *Framing the cooperation*

- Governance definition: role and composition of Steering Committee, decision making process agreed, election of a chair, shaping settlement over NEF secretariat role
- Formalisation of agreements, MoUs between the chair of the initiative/NEF/Implementing partners: responsibilities including reporting lines, establishment of work plans and outputs
- Securing partners' commitment
- Strategic planning: work plan establishment and budget definition
- Agreement on an evaluation system for the initiative

- *Implementation of the NEF project/initiative*

- Steering Committee sets strategic direction and monitors progress
- Steering Committee reviews and revises the delivery of the project
- NEF records all agreed decisions/common positions in the minutes of each Steering Committee Meetings. NEF has an oversight on the timely follow up of the agreed points amongst the partners of each project.
- NEF establishes the oversight mechanism that establishes "voluntary" rules for partnership accountability
- Regular reporting to the Secretariat and to NEF GA through the NEF state of play and financial reports (updated twice a year); highlights through newsletter (two editions)
- NEF accounts to its members and stakeholders on programs, activities, accomplishments, and financial management twice a year through a document called the NEF state of play. A financial annual report is published each year after an in depth audit.
- Discretionary role of the GA members. But if a crisis emerges the Steering Committee can contact the GA for advice
- Discussion on exit strategy

4- Exit or launch of a second phase of a NEF project

- Report on the evaluation of the project, impact driven (internal and/or external – to be defined at the onset of the project)
- Report on the evaluation on the partners' practices – the chair is invited to the NEF GA for debate on lessons learnt on the partnership management (and can ask for audit of performance against terms of collaboration)
- Project extension or not, drawing on recommendations

The decision making process at the project level

Operating Roles

The role of the NEF GA towards the project is “**discretionary**”:

- accepts a project into the NEF portfolio after a ‘due diligence’ process
- is kept informed through implementation via NEF state of play
- takes stock of the evaluation and learning lessons at the end the initiative
- guarantees the NEF branding
- intervenes in the steering committee when requested in case of crisis or dysfunctions

When there is a risk for one partner to compromise its reputation (eg. new direction of a project not in line with its mission) the partner is entitled to voice its concern and re-consider its involvement. In case of a potential damage to NEF branding the GA should be called upon and the GA will decide on policy.

The role of Steering Committee is to hold the “**stewardship**” of the project/ initiative:

- designs the strategy of the project (including evaluation, communication and policy strands if applicable)
- agrees with NEF Secretariat on NEF role, on the work plan of the project/initiative and the support of NEF towards its implementation (to agree on the level of specific cost contribution of the project related to the amount of work from NEF)
- decides on the partnership management, especially vis a vis the implementing partners (including their reporting line)
- monitors the project implementation
- can delegate to an ‘executive group’ a large portion of the decision-making in case of heavy operational project and can set up working groups to develop specific themes

NEF initiative operational rationale is thus structured around a central practical configuration i.e. the Steering Committee.

Steering Committee meetings are scheduled several times during the calendar year, according to the needs. The Steering Committee is the central mechanism through which strategic decisions are made. All Foundation Partners are required to take part in the decision-making process and thus regular attendance is mandatory in order to ensure transparency and full consensus. Foundations will be represented by their designated officer on a consistent basis. They nominate a chair. Steering Committee meetings will be documented by the NEF Secretariat. Minutes of the SC meetings, including action points, responsibilities and due dates, will be circulated to all Partners on a regular basis, in order to ensure full equity and transparency in the decision-making process.

Should the opportunity arise and be deemed appropriate, the Steering Committee Members will invite participants outside of the partnership arrangement for the purposes of broadening

the discussion, to share useful knowledge and avail of constructive, comparative perspectives.

The SC will endeavour to make decisions by consensus. In case of disagreement the majority of members will be required to approve a decision.

Participation Principles within NEF Steering Committee

As well as commonly agreed goals, each NEF partnership abides to general basic principles that hold the partners together. Yet they are not always written in a partnership (compact) agreement which is not a formal legal document, the principles can be summed up as follows:

Representativity and transparency: At the onset the participating foundations that join forces around a NEF initiative establish the ground rules for the steering of their initiative. As foundations they believe in strict transparency and democratic decision making. In general, decisions are taken collectively on the basis of the consensus. At the onset a chair is elected or appointed for the initiative. The chair will act, together with the NEF Director, as the custodian of the good practices and participation principles in his/her committee. Openness in working relationships is the basis of trust and of the accountability process, and therefore it is valued as an important ingredient of success of each partnership.

The principle of *equity* underpins the partnership: “One foundation one voice”, disregarding their level of financial participation to the project.

The chair of a specific project ensures that all participants can voice their points at the meeting. In case of a decision where no consensus can be found, it will be adopted at the majority vote of the participating foundations (external stakeholders if represented at the steering committee will not have a voting right).

As the working language of NEF is English, partners who have greater skills in this language have a tendency to express more easily their viewpoints. However, the chair will pay particular attention that each participant can express his/her viewpoint by organising a ‘tour de table’ when a key decision has to be taken. Each partner has an equal right at the table and the validation of its specific contribution will be measured not simply in terms of financial support, but in the knowledge/expertise/profile he/she can bring to the project.

Ideally, participant influence is defined by his/her effort and role and not by money invested, size or reputation.

It is difficult to achieve an equitable commitment of time and effort. Nevertheless for the points where a member has proposed to commit, it is for the best running of the partnerships that things are kept on track. NEF as being the Secretariat will use its oversight to make sure that points are followed up.

Steering Committees Meetings are usually held minimum twice a year which allows space for a consultative process with all stakeholders.

As a pool of funders, NEF Steering Committee members decide and approve funds allocation for their initiative (minimal function).

For operational matters, in some partnerships where an increased of oversight is required, the Steering Committee can decide to delegate its authority to a reduced group of members who will act as an “Executive Committee”.

The Executive Committee will serve as the functional arm of the Initiative: imposing realistic deadlines, and supervising programme development, NEF Secretariat work and budget spent.

Moreover, to support the development of a specific strand (eg Communication plan) where additional expertise is required that can be found within the SC members, the participation of its qualified members will be ensured through the set up of a specific working group. This working group will foster peer learning amongst members but also enable to produce an enriched common plan that the group will agree upon. By this mechanism trade offs amongst diverse positions can take place in the view of designing a more coherent plan.

The working group is a time bound and results oriented support mechanism, created for a specific task that will be dissolved once it has achieved its tasks.

The process of *consultation and inclusiveness* of the multi stakeholders to a project is valued within NEF partnerships. The possibility to organise multi stakeholders' forums or stakeholder advisory groups should be explored on a case by case basis (eg. European Fund for Balkans with an Advisory Panel or a stakeholders' Forum for the European Consultations Panels). These bodies should voice broader concerns and ensure that the accountability is extended. But it should also provide guarantees:

- to let the final say on budget and finance related decisions to the funding organisations, without pressure from other non-funding partners (eg possibly through preserving times where funding partners meet among themselves only);
- to retain efficiency in the decision-making (eg through an Executive Committee- EC as in the case of the EPIM initiative where the SC has delegated the operational overview to a reduced group).

Commitment to resources: Foundations have to deliver on their pledges for each initiative to make things happen. The additional leverage each foundation represents through its own networks/knowledge should also be put at the disposal of the consortium. At the onset of an initiative, expectations from each project partner towards a specific project will be collected. In the definition of a joint programme amongst partners, these expectations will be reviewed and traded off so that commonalities emerge and a focus can be explored jointly. However as partners are expected to contribute to the partnership they should be entitled to benefit from it. The clarification of their expectations is a step in this direction of mutual benefit.

Information sharing: All partners have to be equally informed on the precise content of each meeting. Before implementing the project the NEF secretariat has to formalise with each SC the role of each partners, the expectation of their work commitment, the ownership of the results, and how the results will be implemented.

Evaluation: a realistic assessment of the reality of participation in terms of time, finances, transparency and information has to be undertaken at the end of a NEF project or after its first phase. The chairs (as the leader of the project/initiative in the decentralised process), external evaluators and NEF director are invited to present their lessons to the General Assembly or to Steering Committee Meetings.

To end with, it seems important to quote the *UN characteristics of good governance* that are viewed as inspirational to NEF in the management of its committees:

- Participation
- Transparency
- Responsiveness: of bodies and processes to stakeholders
- Consensus orientation: differing interests are mediated to reach a broad consensus on what is in the general interest
- Equity: all men and women have opportunities to become involved

- Effectiveness and efficiency: processes and bodies produce results that meet needs while making the best use of resources
- Accountability: of decision-makers to stakeholders
- Strategic vision: leaders have a broad and long-term perspective on good governance

Reviews

Dispute Resolution Procedure

In the event of any disputes arising between any of the partners in a NEF project/initiative, the dispute will be in the first instance referred to the chair who can act as a mediator. The chair is the custodian of the balance of power within the partnership. The parties will engage in a time bound process of dispute resolution. The settlement agreed between relevant parties will be binding. If the process fails then the chair of the project can call on the NEF chair to seek for additional resources in the mediation and decide on the future of the partnership.

Exit

If a partner finds that the governance system is delivering decisions with which it cannot abide the partner commits to:

- openly and transparently share concerns and offer constructive suggestions for improvement and for action by the existing governance structure
- in the event the partner finds no satisfactory response it agrees to exit the partnership according to contractual terms without engaging in additional activities that might debilitate the partnership.

Partnership compact agreements

The contractual terms and agreements that NEF partners sign must include an accountability compact that commits partners to abide by the terms of accountability and governance. In each agreement a section is dedicated to the role of the chair, of NEF secretariat and of the Steering Committee.

The accountability compact should be as simple and straightforward as possible. It should include the following:

- Commitment: Each partner commits to support the partnership's mission, strategy, and criteria for performance excellence
- Participation: Each partner commits to participate in the agreed role defined for the partnership's governance system
- Authority: Each partner commits to support and abide by the decision and policy-making systems led by governing bodies
- Delegation: Each partner commits to empower the secretariat backed by periodic accountability and fine-tuning of direction
- Representation: Each partner commits to represent the partnership and to help the partnership be responsive to its ultimate beneficiaries
- Exit: as defined above

A table is presented in Annexes that could be of use to Steering Committee in their evaluation system of the accountability/governance (Source: Accountability – governing collaboration- April 2008).

NEF services and fees

NEF services in the partnering cycle

This section classifies the services NEF can put at the disposal of each project/initiative, steering committee it accompanies, ranging its services to the basic functions of the Secretariat to a more advanced level when the Secretariat takes up more an operational role.

Services of the Secretariat could be categorised as follows:

- ❖ **Basic role:**
 - Secretariat functions linked to the steering of the projects (e.g. producing minutes, and assisting in coordinating preparation and follow up of meetings)
 - Partnering Agreements and Network development
 - Financial and Administrative Hosting

- ❖ **Towards operational role:**
 - Strategy design
 - Grant making management
 - Input into Advocacy and Policy strands (commission position papers, thematic dossiers)
 - Evaluation of project/ partnership – cross-cutting principle

Each partnership enjoys a great flexibility while being hosted by NEF. Members can customize their governance structure, as well as its accountabilities. NEF support and services is tailor made to the needs of the partners, and evolves with the partnership cycle. Additionally for a more exhaustive view, the NEF services are declined alongside the partnering cycle initiated through the Steering Committee. The cycle is divided in three main steps: building partnership, managing and implementing the partnership and finally measuring and institutionalising or terminating.

- **Building partnerships**

NEEDS

- Scoping: gathering information, understanding the challenge, consulting with stakeholders, building a vision for the partnership
- Identifying potential partners and securing their involvement/ partner building
- Planning programme of activities to outline a coherent programme

NEF ARRAY OF SERVICES:

- Commission a mapping exercise to define priorities areas for an initiative
- Identification of partners through NEF's outreach (and contacts from EFC/EPC, EU interplay and foundations' members) all through the course of the project
- Linking with the EU interplay
- Organisation of partners meetings
- Clarification of rules, roles and expectations
- Secretariat services: neutral platform to facilitate the stakeholders' representation
- Resource Mapping for the initiative (ask to partners to define their resource contribution to a specific project)
- Input into project design: adoption of realistic deliverables and timeframe with stakeholders, recording of all partners' commitments
- Partnering Agreements: drafting agreements/contracts with implementing partners, consultants, amongst Steering Committees Members
- Financial host and management of the funds on behalf of the SC members
- Contracts establishment, funds management

- **Managing and Implementing**

NEEDS

- Partners to explore and define the structure and management of their partnership
- Resourcing by the partners of the partnerships (cash and non cash resources)
- Definition of deliverables and timetable

NEF ARRAY OF SERVICES:

- Preparation of agendas and monitoring of follow up points
- Management of meetings: Chairing/facilitating/record keeping.

Each NEF project/ initiative has developed innovative methods/techniques that can be reproduced by other group to keep a high level of interaction

- Organisation of workshops, events
- Hiring of staff, external consultants (facilitators, etc) and implementing partners
- Appointment and oversight of managers to the initiative

The reporting lines to NEF and or/to the Chair of the Initiative... the manager can be independent but can also be embedded within NEF structure

- Monitoring programme of work (action plan with milestones has to be established by partners at the onset if possible) or joint activities and partners' delivery
- Sponsor advocacy and policy works: Liaison with EU officials and with EU experts, as well as with think tank - EPC to develop joint activities.

Commission thematic dossiers/position papers to experts

- Management of a grant making scheme on behalf of a project (EPIM): commission and manage a jury process, grantees' administration (establishment of procedures/guidelines, reporting and submission forms...)
- Communication: set up of a website for a specific initiative and maintenance, access and maintenance to extranet for its members, peer learning models

- **Measuring and Institutionalising or Terminating**

NEEDS

- Reporting on Impact and effectiveness: is partnership achieving its goals?
- Building appropriate structures and mechanisms for partnership to ensure long term commitment and continuity or agreeing on appropriate conclusion

NEF ARRAY OF SERVICES

- Input into evaluation system and terms of reference of evaluation (contacts with evaluators)
- Review panel at the Steering Committee level and then at the NEF GA for each project once it is completed or once it terminates a phase in the case of a pluri annual project

The chair has to report to the NEF GA on the lessons learnt.

- Strategic thinking on exit strategy or institutionalisation of partnership
- Steering Committee assessment – questionnaire conducted and reviewed by external facilitator
- Building institutional capacity of stakeholders: Possibility to foster a learning culture and exchange of experiences through partnering workshops (or by a NEF annual encounter?)

NEF fees

The rationale

In parallel to the NEF membership fees that each foundation member of NEF pays to the operational budget of the NEF, a cost contribution is levied whenever a project requires a substantial follow up from NEF. The reason is that NEF membership fees do not suffice to cover all NEF operating costs. Besides, partnering foundations that do not pay a fee to NEF shall also be contributing to the overall budget of the structure as they benefit from its services.

NEF cost contribution

To manage a particular initiative NEF negotiates yearly with the SC meeting a cost contribution to be withdrawn from the general budget of the initiative to pay for its services. The cost contribution level depends on the work plan and level of expenditures NEF will have to incur for the project.

NEF cost contributions are based on the following ratio:

- 50% to cover its direct expenditures to a project (mainly: SC meeting costs or NEF staff direct costs to attend meetings)
- 50% to contribute to NEF general operating budget (covering fixed costs for NEF and staff time spent on projects)

The average level of contribution for each initiative is comprised in between 10.000 euros to 15.000 euros. However when feasible NEF negotiates with the partners a line to cover for administrative expenses and SC costs as they can represent a major drain on its operational budget.

NEF membership fees

NEF membership fees follow a modular scheme: each member pays in between 15.000 up to 20.000 euros.

Annexes

Annexe 1 /Table: Governance performance

	1	2	3	4	5	6	7	8	9	10	11	Overall	Average
Identify accountability gaps												2.12	
Inclusiveness	NA	2	2	2	2	NA	2	2	2	2	1	17	1.89
Representation	NA	2	2	2	2	2	2	3	2	2	1	20	2.00
Resolving disputes	NA	2	1	1	1	2	NA	2	2	1	1	13	1.44
Stakeholder engagement	NA	3	3	2	3	3	2	3	3	3	1	26	2.60
Transparency	3	3	3	3	3	2	3	3	3	2	1	29	2.64
Trust	3	2	2	3	2	2	2	3	3	2	1	25	2.27
Voicing concerns	NA	2	3	3	3	NA	NA	NA	2	3	1	17	2.43
Empowering stakeholders	NA	2	3	1	2	2	2	2	2	2	1	19	1.90
Avoid accountability failures	3	2	1	2	2	2	2	2	2	2	1	21	1.91
Align Strategy												1.82	
Strategic planning Process	NA	2	1	2	1	2	NA	1	3	2	1	15	1.67
Mission and Identity	3	3	1	NA	2	NA	2	1	3	2	1	18	2.00
Accountable to Strategy	3	2	1	2	2	2	2	1	3	2	1	21	1.91
Partnership alignment	NA	2	1	1	2	2	2	1	3	2	1	17	1.70
Take action												1.77	
Enabling action	3	2	1	2	2	2	2	1	3	2	1	21	1.91
Preventing systemic Competition	NA	2	1	2	2	2	2	2	2	2	1	18	1.80
Prevented exploitation by self interested actors	NA	2	1	2	2	NA	2	2	2	2	1	16	1.60
Review and evolve												1.81	
Innovation	NA	1	1	1	2	NA	2	2	3	1	1	14	1.56
Learning	3	1	1	1	1	2	3	3	2	2	1	20	1.82
Improvement	NA	2	1	2	2	2	2	3	2	1	1	18	1.80
Reporting	NA	2	2	3	3	2	3	3	3	1	2	24	2.40
Skills /competency	3	1	1	1	1	1	3	1	2	1	1	16	1.45
Overall												1.88	

Annexe 1

The table presents AccountAbility's comparative rating of governance systems on a three point scale where 1 = poor, 2 = mixed, and 3 = good performance (Source: Accountability – governing collaboration).

Annexe 2

Other sources include:

- The partnering toolbox by the International Business Leaders Forum and the Global Alliance for Improved nutrition
- Governing Collaboration by AccountAbility
- The principles of partnership in the new ESF programmes by Equal